

# STATE STREET CORRIDOR

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## Market Strategy

BOISE IDAHO

prepared for:  
**City of Boise**  
**Ada County Highway District**  
**State Street Steering Committee**



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## EXECUTIVE SUMMARY

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The following report will examine State Street from a market perspective, investigating redevelopment opportunities into nodes, or centers of development, with a focus on transit-oriented development (TOD). It is in support of a larger effort studying options to mitigate future traffic congestion and assist redevelopment along the State Street Corridor. The goal of the report was twofold. The first task was to recommend redevelopment at catalyst nodes along the Corridor. The recommendations considered opportunities from a market perspective, studying both current conditions and future trends over the next 25 years. The recommendations also considered what development potential would best support future bus rapid transit. The State Street Corridor Strategic Plan Study Final Report, by the Meyer, Mohaddes Associates Team in February 2004 identified the nodes to be studied. The second task was to recommend a strategy and associated actions for the public sector to consider in support of initiating quality redevelopment at the identified nodes.

### **Economics, Demographics, and Market Conditions**

#### Boise MSA

Generally speaking, the Boise economic market is good. Employment and job growth are strong, and the trend is expected to continue for some

time. Annual employment growth is 4.9 percent, and unemployment is at less than three percent. Fueling the economy and job market is the fast-growing population of Boise and the entire Treasure Valley. Boise is growing at between 2.5 and 3.5 percent, higher than the national average. This is due primarily to in-migration. Population has not slowed even as other markets have cooled indicating that there are other factors besides jobs bringing people to Boise: high quality of life, affordable housing, a good climate, and multiple recreational opportunities, to name a few.

Boise City's population is over 62 percent one- and two-person households, holding true for the State Street Corridor as well. This trend of smaller household sizes is expected to continue nationally for at least the next 30 years; Boise will be no exception. Young people are choosing to wait longer to marry and start a family, family size is smaller, and baby boomers are fast becoming "empty-nesters" as children leave home.

Although the region's growth is expected to boom for some time, State Street is projected to grow less quickly. This is in part due to the fact that much of the Corridor is already "built-out" with housing stock. The population of the Corridor is predominantly younger families. The older population, a good demographic market

for high density housing, is not well represented in the Corridor, with less than 10 percent of the population 65 or older. However, the high one- and two-person households population is the prime market to support transit-oriented mixed-use development, and bodes particularly well for higher density housing possibilities in the Corridor.

## State Street Corridor

### Housing

The existing housing within the Corridor is made up of primarily single-family homes. There are some apartment projects and recently, townhomes have been successfully added to the market. There are essentially no condominium projects along the Corridor. Because much of the land is already built out in the Corridor with single-family homes, opportunities for growth lie in providing infill or redevelopment projects, of which higher density housing is well suited. To support transit, densities should strive for 20 dwelling units to the acre or higher.

Apartments, provided they are well designed and exist in a mixed-use pedestrian-friendly environment with good public realm amenities and connections to other uses, will do well along State Street. There is a viable market for townhomes in the near term in terms of for-sale product, which would also serve to connect existing neighborhoods to the nodes. Longer-term opportunities include condominium projects or senior housing, likely closer to downtown Boise or the Boise River (rather than directly on the Corridor). Any condominiums will need to provide enough amenities (water, views, convenience) to offset the decision to live somewhere other than a single-family detached house with a big yard and garage for two or more cars.

Although there is a market for some higher density housing along the Corridor, successful projects will be determined more by the Place Making amenities provided than existing market opportunities. The potential resident will be drawn to this location over another by providing such things as excellent connections to the neighborhoods and other areas of town with transit, quality streetscape and pedestrian amenities, public open space for gathering and community connection, and a mix of neighborhood amenities for shopping, working, eating, or recreating within walking distance of where they live.

### Retail

There is the opportunity for retail growth along the Corridor. The current weakness from a retail market perspective is that retail stores span the entire length of State Street. The market is thus diluted, with much of it in older, under-performing strip centers.

Incomes and spending vary along the Corridor, with the more affluent and higher spending population located closer to downtown Boise as a whole. The large family population seen in the Corridor bodes well for the retail market. This segment of the population heavily supports the market in providing for family needs and desires.

Today's buyer is sophisticated; they are looking for an experience when shopping, and to combine shopping with dining, entertainment, and recreational opportunities. Creating mixed-use centers at catalyst nodes is an excellent solution to meeting the needs of buyers in the Corridor while also supporting transit.

Pruning back existing retail in the Corridor and concentrating it at the nodes will strengthen the market viability and long-term sustainability of the retail at those locations. Providing a good mix of

uses to “anchor” the center with attractors other than retail is also important. A library, post office, fitness facility, day care, movie theater, quality restaurants, or employment uses all strengthen the retail, giving potential customers other reasons to stop and shop at that particular location.

### Employment

The existing inventory of office space along the State Street Corridor is very limited. Except for the two larger institutional and government employers such as ITD and soon St. Luke’s, there are only a few other multi-tenant office buildings -- limited to free standing single story buildings. St. Luke’s new medical center will be a good generator for future employment opportunities at the west end of the Corridor.

Given the physical constraints along the Corridor, office demand in the near future will likely be limited to smaller multi-tenant space, excepting the ITD site’s potential and area adjacent to St. Luke’s. Demand for office within mixed-use developments at the nodes will be small at most of the redevelopment nodes, but an important element to help support the overall development. Uses such as a title company, insurance office, veterinarian, realtor office, etc. are excellent second-story office uses to help activate a mixed-use node and provide some employment opportunity other than retail. As with the demand for retail space, the ability to capture additional employment demand, particularly office, within the Corridor depends on the overall success of the redevelopment process itself.

## Market Potential

The market potential exists to:

- Build communities as the focus of State Street’s rebirth;
- Reverse the job/housing imbalance;
- Enhance the public realm as the centerpiece of community building;
- Use the principles of Place Making and smart growth to guide development decisions;
- Better connect State Street to its adjacent neighborhoods and the Boise River;
- Create housing diversity and choices as well as family-wage jobs;
- Strengthen and brand the critical mass of community assets at each node; and
- Lay the foundations for future transit and transportation choices and land use excellence in the region.

## Node Recommendations

All the nodes studied have redevelopment opportunity. Initial redevelopment focus will be different depending on the location of the node. More densely populated areas within a ¼ to ½ mile of State Street, with pedestrian-friendly and safe, interesting places will best support BRT. The most densely populated neighborhoods are those from Collister to 23rd. Thus, these are nodes to focus on first to connect to neighborhoods and create Places, thus encouraging transit use. Choosing a specific node to focus on for a catalyst redevelopment project will involve a variety of criteria: availability of land for redevelopment, appropriate zoning, supportive neighborhood, developer interest, and so forth. The following summary of each node discusses specific redevelopment opportunities, but does not prioritize one over the other.

**A – 30th Street Extension :** A true mixed-use node with mid- to long-term development opportunities, particularly at the ITD site. ITD’s long term plans will greatly influence the viability of redevelopment here. Uses would include retail and office adjacent to State Street, with housing opportunities closer to the river and buffering the existing neighborhood. This is a site with potential for many higher density housing types, including apartments, townhomes, and condominiums.

**B – 36th / Veteran’s Memorial Parkway:** The intersection at this node connects State Street across the River to Garden City and the West Bench, making it a major retail destination due to increased traffic. Recommendations include: strengthen existing retail and intensify retail uses as possible; infill and connect to neighborhood with townhomes and other higher density housing. Unless land assembly is overcome, this node will be mid-to long-term in redevelopment.

**C – Collister:** Good near-term potential due to neighborhood interest and involvement. Work with shopping center to redevelop into an intense mixed-use center in the long-term, perhaps through phasing. Buffer and connect neighborhood with townhomes and other higher density housing.

**E – Glenwood/Gary:** There are some large undeveloped parcels within this node. Near to mid-term development potential exists for mixed-use retail, housing and office. Key will be finding and partnering with the right developer to shape growth to support a mixed-use pedestrian friendly transit supportive environment.

**H – Highway 55:** The opportunity exists to strengthen employment uses and, in the long-term, develop higher density housing due to the St. Luke’s medical center project. Available land at

this end of the Corridor enables greater flexibility to shape an authentic center, supportive of transit and a mix of uses.

## Implementation Strategy

Having carefully evaluated the market potential of State Street and identified redevelopment potential at the nodes along the Corridor, the question is what needs to be done to “get ready” for redevelopment in the area. The following strategic recommendations intended to build and revitalize the Corridor. The recommendations are categorized by specific challenges along State Street. Each recommendation supports long-term change, consolidating commercial redevelopment at the nodes and building support for transit:

### 1 Corridor Identity:

- Define the character of each node, giving each a sense of Place.
- Develop a Place Making code to reflect the character of each node.
- Provide gateways to each neighborhood, connecting them to the adjacent node.
- Emphasize proximity and connections to the Boise River.
- Exploit the canals as Place Making opportunities where they exist within a node.
- Concentrate initial redevelopment with a predominant use – i.e., a housing district with supporting retail and office, etc.
- Create the character and pedestrian-friendly zones with streetscape design and improvements.

**2 Retail Mix:**

- Consolidate retail facilities and services into the nodes of development; recognize and promote the natural attrition of retail on State Street between the nodes.
- Create multiuse zoning districts; establish and promote criteria supporting pedestrian-friendly development and transit use.
- Reduce the amount of retail-zoned land throughout the Corridor.
- Plan, through overlays, for the reuse and redevelopment of this real estate.
- Assist with property assemblages in nodes.
- Continue to monitor market conditions.
- Maintain a business database and update market analysis.
- Work with the Chamber to develop marketing materials for each node.
- Create an education program regarding the synergy of large format stores on existing retailers.

**3 Connection to Community:**

- Focus on the communities, not just road capacity.
- Develop N-S more than E-W by stretching development and connecting into the neighborhoods.
- Let the nodes evolve over time, focusing on one side the roadway; use land use policies to ensure future connectivity.
- Use the reorientation of the nodes to link adjacent communities and support transit.
- Encourage community individuality and pride through community involvement and emotional “ownership.”

**4 Multifamily Housing:**

- Promote mixed-use development within nodes that includes housing – allowing for a market responsive mix of uses.
- Press for housing at each node; make sure it is linked to other development from a pedestrian viewpoint.
- Work with private and non-profit interests to provide sites for residential development; ready the regulatory environment.
- Revise regulations to eliminate barriers to investment; promote more density and a greater variety of residential products.
- Eliminate barriers that preclude or delay residential redevelopment (building codes, limits on adjacency among uses, etc.).
- Revise current zoning to encourage higher residential density and a mix of uses at the nodes.
- Encourage the introduction of residential development within nodes; fill financial gaps, and support demonstration projects.
- Assist with assembling properties to accommodate a range of residential housing product types.
- Target the emerging demographics of young creatives in the workforce and empty nester retirees for new housing along the Corridor.

**5 Balancing the Jobs/Housing Ratio:**

- Concentrate efforts for more employment at the edges where there is more vacant land or larger single ownership parcels.
- Move to zone sewerred and watered Class A office sites ready for development in target areas.
- Organize a series of brokers’ tours; liaise with residential marketing teams to ensure that their advertising spreads the word about the assets for those who choose to live, work, shop, play, and stay in the Corridor.

## 6 Property Ownership Consolidation

- Work with private and non-profit interests to provide opportunity sites for national retailers in appropriate locations– readying the regulatory environment.
- Assist with property assemblages in nodes using mechanisms for acquisition including land swaps, low-interest loans, land write-downs, etc.
- Keep property and business owners apprised of market opportunities; facilitate discussions among potential partners.
- Establish urban renewal districts where reasonable.

## 7 Maximize Property Utilization

- "Market" the availability of zoning within the Corridor that accommodates up to a 60 foot building height and as much as 40 dwelling units to the acre.
- Promote mixed-use node development; provide support for a market-responsive mix of uses.
- Revise zoning at transit nodes to mixed-use, higher density.
- Study creation of a land-taxing program that rewards property owners with viable investment.
- Change the status of properties not in conformance with current zoning from “use by right” to “non-conforming.”

- Put a priority entitlement process into place for all developments along the Corridor which comply with the proposed new Place Making and community building regulations and policies.
- Transform policy in terms of land use regulations and intergovernmental programs to better deliver and encourage the creation of nodes and mixed-use development along State Street.
- Commercial and retail uses along State Street can be remixed and relocated in the new nodes of development. Facilitate relocation of businesses to the nodes to create greater viability for the future of the business.
- Establish a property acquisition entity (and program) to assemble properties and position them for private investment.
- Create a housing initiative program— give priority to affordable housing options that support jobs and transit.
- Enact change with streetscape design and improvements.
- Have the City play an active role in the development process (participating in and/ or facilitating discussions among property owners, enforcing design standards, etc.) to ensure development is consistent with the Corridor vision.
- Engage the private sector and create a Citizens Committee for the State Street Corridor, made up of residents, property and business owners, developers, brokers, and other interested parties.

## Actions

The range of actions identified below are designed to move redevelopment of nodes along the Corridor forward. They include:

- Change the types of land uses along the length of the Corridor as needed through policy to match the vision of nodes of mixed-use, transit supportive development.



Segment along Route 66, 1966. "A good corridor gone bad"



# INTRODUCTION

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Commercial corridors are emerging as regional destinations in cities throughout the nation. In virtually every story of success, redevelopment and new development within these corridors has been the result of a holistic approach wherein each diverse segment of the corridor is nurtured and grown.

Key ingredients to successful corridor revitalization include targeted investments in public infrastructure, development and rehabilitation programs, branding efforts and other projects and programs that will stimulate job growth and new housing, eliminate barriers to investment and create a positive identity.

As varied as the markets are within commercial corridors, so too are the required solutions. Just as communities can no longer rely on a single economic engine to propel their future, neither can corridors rely on a single project or initiative. An effective revitalization strategy requires a multi-pronged approach that includes projects, programs and policies designed to ready the environment for investment.

Establishing and advancing the development agenda within commercial corridors requires a keen understanding of the goals and aspirations of stakeholders, marketplace realities, peculiarities of the political landscape and constraints of local public/private resources.

## Purpose of the Study

A working group of Idaho governments and agencies - the City of Boise, ACHD, Valley Regional Transit, Ada County, ITD, Garden City, and Eagle (the Team) - have teamed to explore implementation of streetscape improvements and transit improvements to relieve future congestion along the State Street Corridor, one of the Boise Metro region's major commercial thoroughfares. The Team has been evaluated several alternatives to alleviate traffic on the Corridor, the metro area's principal east-west arterial north of the Boise River.

After extensive study and public feedback, summarized in the *State Street Corridor Strategic Plan Study February 2004 Final Report*, the above Team opted to proceed with the Transit Scenario, which will involve widening State Street to seven lanes, concentrating retail uses in a handful of nodes, and encouraging TOD with concentrations of retail, office and higher-density housing. To reduce congestion resulting from more intensive development, a Bus Rapid Transit (BRT) system with a dedicated lane running in each direction along the State Street Corridor from Downtown Boise to Eagle will be developed. The purpose of this analysis is to evaluate the near- and long-term redevelopment potential of the nodes within the Corridor. The objectives of this study are to:

- Analyze economic, demographic, and market trends in the Boise MSA, the State Street Corridor, and the State Street nodes, including: population growth, household income, employment growth, high density housing demand and retail and office demand;
- Examine and give direction to what near- and long-term land uses might be included within the State Street Corridor, in light of market trends and the future streetscape improvements and BRT inclusion;
- Recommend new development patterns that would improve the economic viability of the Corridor and encourage transit usage;
- Propose specific policies and actions to stop and counter the overall decline of the Corridor; and
- Provide an implementation strategy and actions to guide continued planning for the Corridor.

Study objectives will be achieved through a broader discussion of corridors and an examination of the impacts of regional and Corridor-specific economic, demographic, and market conditions and trends on land use planning decisions at select nodes. It is important to note that this study assumes that BRT will be implemented along the State Street Corridor.

This report and attached exhibits summarize the key findings and conclusions of the Leland Consulting Group assignment. The analysis is conducted primarily at Rose/30<sup>th</sup>, Veterans Memorial Parkway/36<sup>th</sup>, Collister, Glenwood/Gary, and Highway 55.

A brief introduction of Corridors and TODs is useful prior examining their application to State Street redevelopment opportunities along State Street.

## Corridor Principles: A Set of Pulse Points and Districts

Corridors are often seen – by both the public and planning agencies – as long, unified, and relatively undifferentiated strips of development. For redevelopment purposes, the reality is much different. In order for revitalization efforts to be effective, the corridor must be viewed as a series of pulse points and districts.

Pulse points (a term by Leland Consulting Group for to describe nodes and centers), are compact concentrations of residential, retail, office, civic, cultural, or recreational activity. All the amenities within a given pulse point can be accessed within easy walking distance of a transit station or parking space. Accordingly, the size of these pulse points is limited to a quarter- or half-mile radius. The *State Street Corridor Strategic Plan* identifies a series of development nodes along the Corridor.

Districts are larger, longer subareas, many of which already exist within the Corridor today. For example, some of State Street’s districts are urbanizing while others are rural; some may serve the retail needs of close-in neighborhoods while others serve primarily drive-through commuter traffic; some may offer higher-end goods while others focus on discount retail. It is important to acknowledge these district identities as redevelopment occurs and to avoid “forcing the market” by pushing for unrealistic or untimely uses.

While districts are critical to the character of various segments within corridors, redevelopment efforts and strategies must be focused at pulse points. This is true for two main reasons. First, as mentioned above, creation of medium or high-density residential neighborhoods must take place at a pedestrian scale. TOD that is located more than a quarter-mile from transit, or within an

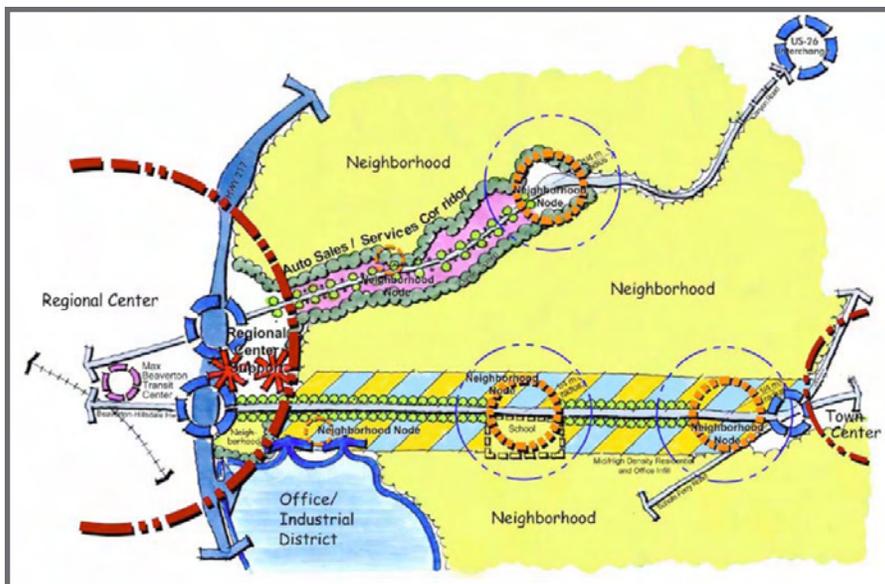
unpleasant environment, risks being ineffective. Complementary uses, such as retail, offices, and cultural institutions should also be concentrated in or adjacent to pulse points in order to further reinforce the desirability of the area. Second, pulse points allow the public sector to focus limited dollars where they will have the maximum impact. No agency can hope to create a high-quality streetscape throughout the length of a five- to ten-mile corridor – but widened sidewalks, street trees, and other physical improvements and development incentives can be implemented within selected pulse points.

*Each Pulse Point is Different Today – and will Redevelop Differently in the Future.* Each of the transit supportive pulse points identified in the *State Street Corridor Strategic Plan* should be a distinctive place with its own history, personality and state of development. The character of surrounding neighborhoods, including the types of retail and other uses located there, distance from Downtown Boise, and other landmarks and characteristics help identify each pulse point.

It is important to note that any strategy related to pulse point redevelopment must be flexible enough to accommodate these differences. Figure 1 illustrates characteristics of varying pulse points along a corridor. Not all of these pulse points will achieve, or should achieve, the same mix or level of employment, housing, retail, civic and cultural, and recreational elements. A definition of centers found in pulse point types of development is included in Appendix A.

In many cases, existing strengths should be capitalized upon and expanded, while challenges are acknowledged and often set aside for other pulse points to address. For example, a primary redevelopment strategy at the Highway 55 (and St. Luke’s new medical center) pulse point should be to build on the strong job base with a range of other health-care related jobs. Alternately, a pulse point within an existing residential neighborhood is an excellent place to locate a moderate-scale town center based on a retail core, but including other uses. A pulse point located adjacent to a park should likewise take advantage of that asset.

FIGURE 1: CORRIDOR NODE DEVELOPMENT STUDY: BEAVERTON, OREGON



Source: Freedman Tung & Bottomey, 2005

The remainder of the report will use the term “node” to refer to pulse points and centers of development, in keeping with the Phase I nomenclature.

## Transit Oriented Development

One primary reason for this market report is to determine how redevelopment will support and strengthen transit. One of the ways that TOD can benefit the public sector is by increasing transit ridership. A successful TOD strategy must incorporate four “D’s”: density, diversity, design, and distance to transit. Targets for mixed-use development and density are included in Appendix B.

- *Density:* Doubling of density is associated with nearly a 60 percent increase in transit boardings.\*
- *Diversity:* Transit ridership rates at mixed-use suburban employment centers are on average five to ten percent higher than at single-use employment centers.\*\*
- *Design:* Grid-like street patterns and pedestrian-friendly design have been associated with transit-usage levels that are as much as 20 percent higher than usage levels at typical suburban subdivision designs\*\*\*
- *Distance to Transit:* Perceived convenience is very important in encouraging transit ridership. It is well-known that most individuals will not walk more than ¼ mile, possibly as much as ½ mile, to access transit services. This distance may be increased somewhat if the transit stop is part of a vibrant center development, making the trip to the stop interesting and inviting.

The market (and subsequent developer interest) for TOD is growing. Particularly in metropolitan areas with traffic that hampers productivity and livability, the idea of living close to work and shopping is becoming quite popular. As Boise grows and plans for increased congestion and other impacts that accompany growth, residents will necessarily make choices that involve alternative lifestyles and modes of transportation, such as living in a denser environment and taking the bus.

The market for TOD is driven further by shifting demographics in the nation. Non-traditional households—single parents, childless couples, divorced or never-married individuals, or roommates\*\*\*\* rose to 76.5 percent in 2000 nationwide. Another significant market segment displaying an increasing interest in TODs are “empty-nesters”.

## Getting the Retail Right

The element of mixed-use TOD that often struggles most is retail. Just like all other retail, *TOD retail is market driven, not transit-driven*. It is the nearby residents, workers, and passersby who support the retail component, not transit riders per se. Retail is only successful when all the fundamentals of any good retail program are in place: location, market, design, good management, service, cleanliness and more. Proximity to transit is a secondary bonus.

Good planning and design is particularly important. Good orientation and presentation to the street that invites pedestrians is key. Failing retail will impact the entire development, as empty storefronts on the ground signal what looks like a failing development. Basic design criteria, such as

\* PB, Howard/Stein-Hudson Assoc. & J. Zupan. *Regional Transit Corridors: The Land Use Connection* TCRP Project H-1, 1995

\*\* R. Cervero, “Mixed Land Uses & Community, Evidence from the American Housing Survey,” *Transportation Research A*, Vol. 30, No. 5, 1995

\*\*\* R. Cervero, “Built Environments & Mode Choice: Toward a Normative Framework,” *Transportation Research D*, Vol. 7, 2002

\*\*\*\* Two or more unrelated adults living together

opening stores to the street, providing convenient on-street in-and-out parking, providing a view of shops from the major roadway(s) for passing motorists are all critical program elements. Inwardly focused shops on pedestrian corridors fail in all but the densest of environments.

Park and ride lots, while very necessary, can also undermine retail and transit together if not properly located and planned. They must be carefully woven into the overall fabric of the TOD. Nothing discourages a user from using transit more than having to cross a broad expanse of surface parking lot, separating the surrounding neighborhoods from the transit stop.

The mixed-use, particularly the retail component, has to be planned and executed carefully. Developers are generally more comfortable with a mix of uses, in close proximity but on separate lots (i.e., “horizontal” vs. “vertical” mixed uses).

This provides more flexibility in a variety of areas: expertise of product type, ease of financing, simplicity of building type, etc. Requiring that all buildings be mixed-use may also create the danger of diluting the (usually retail) market share too much. A stand-alone housing or office building that is within easy and pleasant walking distance of other uses adds to the overall mix of the TOD and is likely to be more responsive to current market demand.

Following are some rules of thumb for TOD densities to consider:

- Densities of 25 jobs/gross acre will support frequent, high-capacity transit service.\*
- Minimum F.A.R. of .35 for nonresidential activities\*\*
- Targets of 0.5 to 1.0 F.A.R. for commercial developments without structured parking and at least 2.0 F.A.R. for developments with structured parking.\*\*\*

Streetcar Stop, Portland Oregon



\* TCRP Report 102: Transit-Oriented Development in the United States: Experience, Challenges, and Prospects, 2004

\*\* Peter Calthorpe

\*\*\* Puget Sound Regional Council

## State Street Corridor

The City of Boise and ACHD are evaluating land use and development policies and actions in an effort to reverse the Corridor's decline into an expanse of outdated further commercial highway strip development. They are also exploring strategies to support future BRT from Downtown Boise to Eagle. Existing physical conditions along the Corridor currently undermine its ability to attract meaningful investment and create a somewhat negative perception of State Street.

### Existing Conditions

State Street is a declining strip retail center corridor. Although new development is occurring, image and perception do not reflect the communities or community assets nearby: the Boise River, the foothills, well-established residential neighborhoods, and more. Rather than providing reasons for visitors to stop, explore,

Alternative transportation options in use on a pedestrian-friendly street



and enjoy the area, State Street has the opposite effect. It gives travelers the impression that this is a space through which they must pass, preferably as quickly as possible. State Street is not -- nor do most desire it to be -- a residential, retail, educational, cultural, work, or recreational destination of choice.

### Barriers to Investment

Prospective innovative investors may see the lack of outward community commitment and low levels of existing private sector reinvestment and write the area off, allowing typical strip development to continue. As the Corridor's physical assets decline, so does its market share.

Based on interviews with stakeholders from the development community, it is apparent that retail uses are weak. Office and residential uses on the Corridor itself are virtually non-existent, due primarily to the nature of the arterial as a major roadway and lack of attractive streetscape atmosphere. Residents interviewed admitted to driving outside the Corridor to meet their shopping needs rather than patronizing existing businesses on the Corridor. Developers do not see this as a promising area for reinvestment. This underscores the disintegrated character and decline of State Street as a viable commercial strip.

Congestion along State Street is increasing, and will only continue to get worse, as it is the primary route linking the City of Eagle, Boise's North End, and Northwest neighborhoods to Downtown Boise. Adding to the congestion is the fact that there are only three locations along the length of State Street from Downtown Boise to Eagle where one can cross the Boise River into this area. Thus, the intersections at those key locations are quite congested at peak hours.



## Study Area Definition

As State Street is the gateway from Boise to the north and west, it provides a link to suburban cities such as Eagle and Star, as well as Northern Idaho (via Highway 55). As a result, State Street is one of the Boise Metro Area's most heavily travelled streets, with average daily traffic (ADT) counts exceeding 40,000 cars in some places<sup>77</sup>. As of 2005, the level of service was failing at every major intersection between Highway 55 and 26<sup>th</sup>/27<sup>th</sup> Street. The proposed solution will entail adding two additional lanes, concentrating much of the Corridor's retail into a handful of nodes at key intersections, and creating TOD nodes with a mix of retail, office and higher-density housing.

Because of its length (10 miles from Downtown Boise to Eagle Road), State Street is difficult to characterize as a whole. Accordingly, three distinct subareas of the State Street Corridor have been identified in Figure 2, based on the changing character of the corridor moving from east to west (away from Boise) and as previously identified in the Phase I Final Report. The subarea from Collister to 23<sup>rd</sup> Street is **more urban** in character, mostly built out with housing and retail. The portion from Glenwood to Collister is **urbanizing**; it is largely developed, but has some vacant and redevelopable land remaining. The portion from

\* ACHD

Highway 55 to Glenwood is **less urban**, with sparse development and an abundance of large vacant tracts. The following briefly characterizes each subarea:

- More Urban (Collister to 23<sup>rd</sup>):** The character of State changes considerably in this subarea from older, unanchored retail to primarily single-family homes on small lots ranging from 6,000 to 13,000 square feet. There are a handful of smaller national chains, such as Starbucks and Wendy's, as well as an Albertson's, but otherwise the retail is primarily 1950's-1960's mid-century era strip mall development. Both commercial and higher density housing redevelopment at the key nodes are likely in the next several years.
- Urbanizing (Glenwood to Collister):** This stretch is heavily built out, primarily with 1950s-1960s era retail: freestanding stores, small, unanchored strip malls, restaurants, banks, and small office buildings (most either owner-occupied or service-oriented). There is no big box retail, and just a few junior

FIGURE 2: STATE STREET SUBAREAS



Source: Leland Consulting Group

anchors, such as Dollar Tree. Existing retail is not adequate to serve the local population, and consequently there is significant retail leakage out of this subarea. For instance, local residents often complain that there is no modern movie theater. In addition, the plethora of mid-block retailers suffer from poor access and visibility due to the general clutter of signage and buildings. This, coupled with aging infrastructure and buildings, contributes to the area's high vacancy rate of 23 percent<sup>\*</sup>.

- **Less Urban (Highway 55 to Glenwood):**  
State Street is largely undeveloped along this stretch, with dozens of large vacant tracts of land. Some big-box retail development has occurred in recent years, with national tenants such as Wal-Mart and Home Depot opening stores. The population is less densely populated than other subareas, but includes some high-income households. Due to the incomes and significant vacant land, this area has good near-term development potential, particularly at key intersections such as Highway 55, and Glenwood Street. Some notable vacant tracts are detailed in Appendix C.

Planning for the strategic revitalization of business corridors requires that a community understand its physical limitations and know its market. Economic and demographic characteristics in the market are indicators of overall trends and economic health that may affect private and public sector development. The following discussion summarizes analyses of key economic and demographic and market indicators as they relate to demand for commercial and housing in the State Street Corridor.

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\* Source: Colliers Paragon

## ECONOMIC OVERVIEW

### Boise MSA Economy

The Boise Metropolitan Statistical Area (MSA) has a strong, diversified economy and a growing population, consistently putting it high on the list of the country's fastest-growing cities. This strong economic growth has boosted the downtown office market, and will result in continued growth in demand for downtown office space over the next several years.

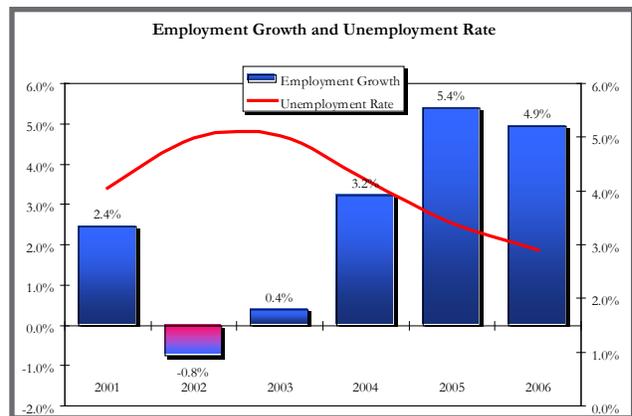
The housing market in Boise MSA has boomed for the past several years. Although the market has slowed somewhat, following a nationwide trend, population growth is expected to continue at a steady pace for quite some time, resulting in continued demand for housing.

### Employment Trends

The Boise MSA regional economy is currently in the midst of a strong expansion, with employment growth of 4.9 percent over the past year (the fourth straight year of growth) and unemployment of less than three percent, shown in Figure 3. Growth slowed slightly in 2006 due to a slowdown in the housing market, but remains strong. Employment

growth of two percent to three percent, which was achieved throughout the 1990s, should continue to be sustainable for several years. The Boise MSA has been able to achieve both growth and stability due to its economic base.

FIGURE 3  
BOISE MSA POPULATION GROWTH



Source: Idaho Labor Market Information System (ILMIS), Leland Consulting Group

Boise does have a large number of high-tech manufacturing jobs, including Micron Technology (the state’s largest private employer) and Hewlett Packard, which have fueled much of the region’s growth. However, manufacturing jobs, which are more cyclical, represent only 12.4 percent of total employment. The largest employment sectors are government, professional & business services, and health & education, which are highly stable and combined account for 41.7 percent of regional employment. As the state capitol, Boise has tens of thousands of stable government jobs. As a regional medical center, Boise has two major hospital systems: St. Luke’s and St. Alphonsus. The region is also home to Boise State University and several smaller colleges. See Table 1 below for a breakdown of employment by sector.

Bustling activity within a TOD



TABLE 1  
EMPLOYMENT BY SECTOR  
BOISE MSA

	Employment	% of Total
<b>Agriculture</b>	<b>3,604</b>	<b>1.5%</b>
<b><u>Goods Producing</u></b>		
Natural Resources & Mining	174	0.1%
Construction	16,635	7.0%
Manufacturing	29,297	12.4%
<b>Subtotal, Goods Producing</b>	<b>46,106</b>	<b>19.5%</b>
<b><u>Services Producing</u></b>		
Trade, Transportation, Utilities	44,982	19.0%
Information	4,229	1.8%
Financial Activities	12,221	5.2%
Professional & Business Services	34,431	14.6%
Education & Health Services	28,662	12.1%
Leisure & Hospitality Services	20,671	8.7%
Other Services	6,089	2.6%
<b>Subtotal, Services Producing</b>	<b>151,285</b>	<b>64.0%</b>
<b>Government</b>	<b>35,344</b>	<b>15.0%</b>
<b>Total</b>	<b>236,339</b>	<b>100.0%</b>

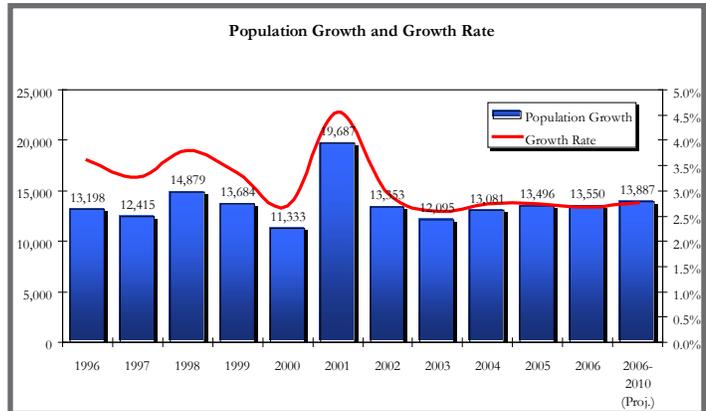
Source: Idaho Labor Market Information System (ILMIS), Leland Consulting Group

## Population Trends

Population growth in the Boise MSA has consistently averaged 13,000 to 14,000 new residents per year for the last decade, or 2.5 percent to 3.5 percent annual growth (Figure 4). This growth rate is well above the national average (less than one percent). It also exceeds the annual growth rate for other major Northwestern MSAs (1.5 percent to 2.5 percent). The majority of this population growth is attributed to net in-migration from other parts of the country spurred by the region's strong employment growth. However, the fact that population growth did not slow during the recession indicates that other factors, such as quality of life and relatively affordable housing, are also driving in-migration. Given the region's solid economic base and abundance of vacant developable land, population growth of 13,000 to 14,000 residents per year is expected to continue over the next five years. The trend is expected to continue at close to 10,000 residents or more every five years thereafter through 2030.

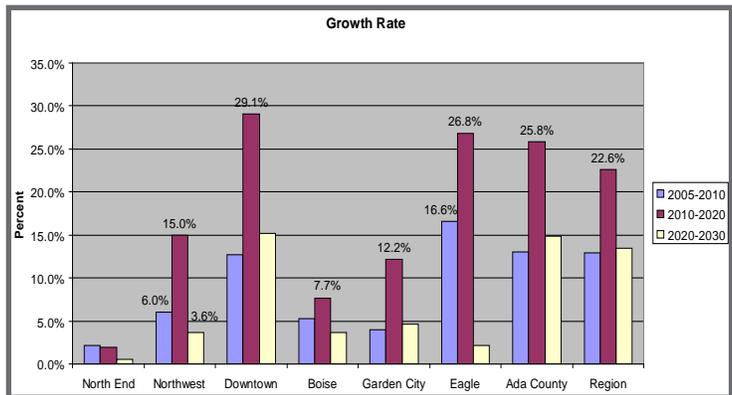
The long-term trend then is for continued growth throughout the Boise MSA, although the State Street Corridor (North End and Northwest sectors) is not projected to grow as much as other areas in the MSA, as illustrated in Figure 5. The suburbs and Downtown Boise are projected to experience the most significant growth, particularly from 2010 to 2020. The Northwest sector population is projected to increase by 15 percent during the same time period, tapering off significantly after that.

FIGURE 4  
BOISE MSA POPULATION GROWTH



Source: U.S. Census Bureau, SRC, Leland Consulting Group  
 Note: Population growth in 2001 is overstated. The population in 2000 is from the actual Census count, whereas the 1990s are estimates that were probably understated.

FIGURE 5 GROWTH RATE PROJECTIONS



Source: COMPASS, ESRI, Leland Consulting Group



# STATE STREET CORRIDOR DEMOGRAPHICS

The three subareas of the State Street Corridor between Highway 55 and 23<sup>rd</sup> Street have demographic characteristics that are distinct from one another and from the rest of the Boise MSA.

The three subareas are the same as those from the *Phase I State Street Corridor Study*, as are the catalyst nodes A through H, identified below in Figure 6.

FIGURE 6 STATE STREET STUDY AREA

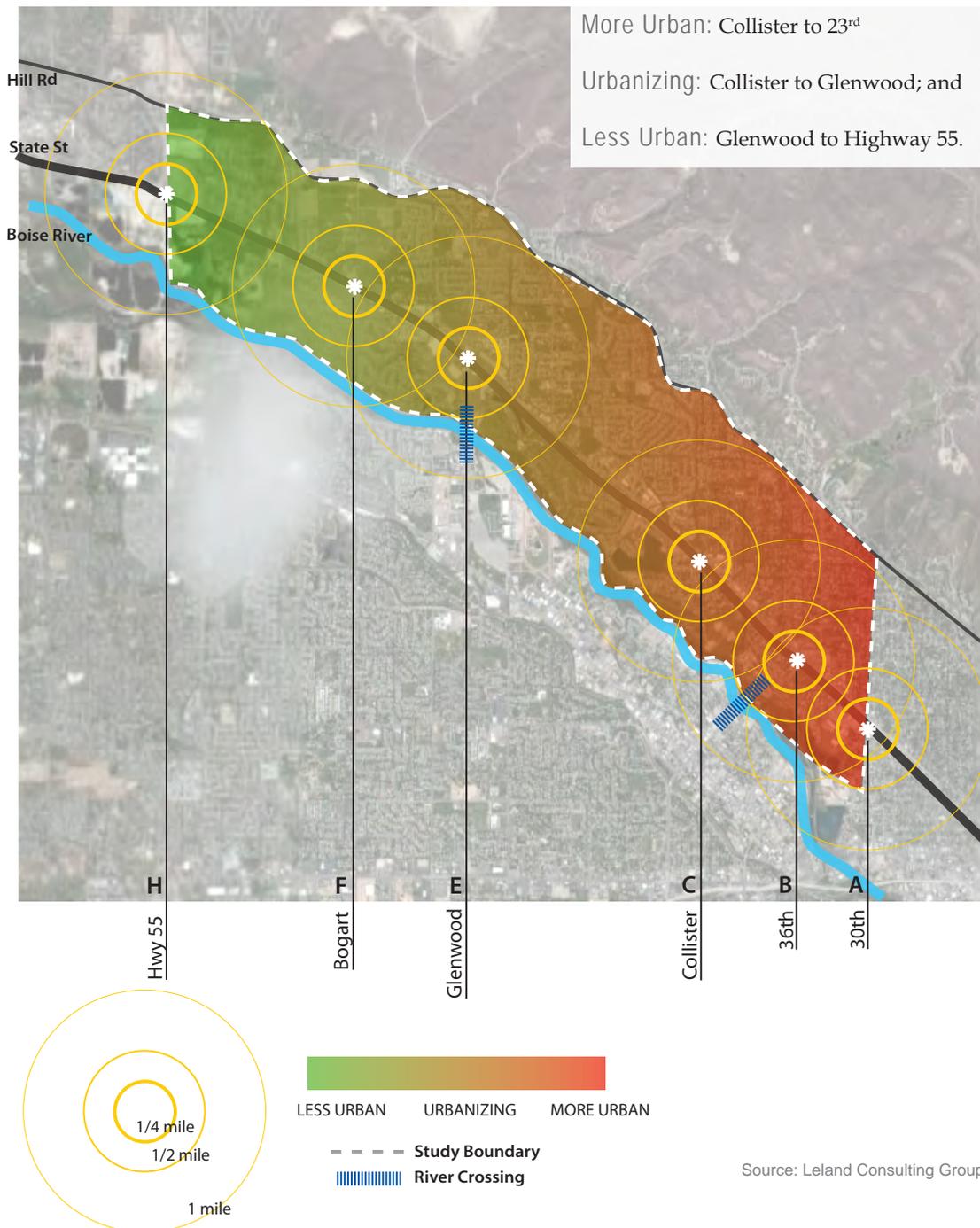
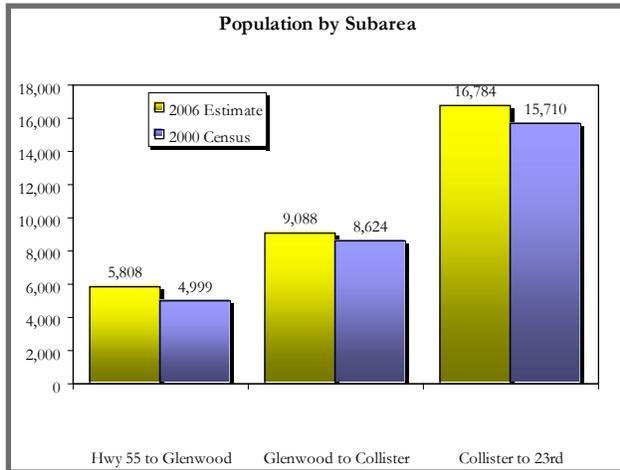


FIGURE 7 POPULATION BY SUBAREA

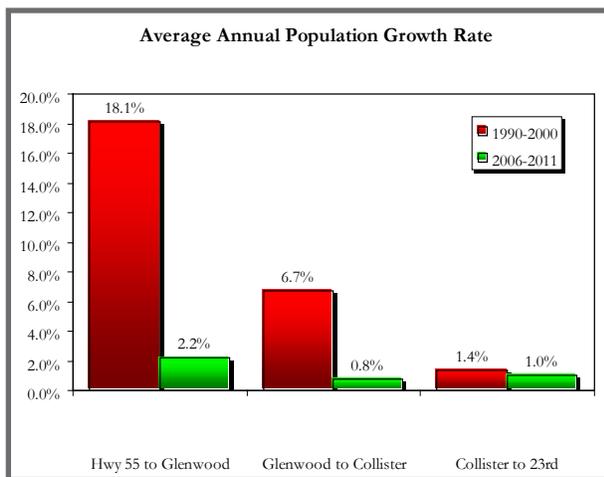


Source: SRC, Leland Consulting Group

- Population – Figure 7 shows that with over 16,000 residents, the most densely populated segment of the State Street Corridor is Collister to 23<sup>rd</sup>. The area between Glenwood and Collister is less populated, with a population of just over 9,000, while the Highway 55 to Glenwood subarea is the least populated, with fewer than 6,000 residents. This reflects the fact that growth is pushing westward from Boise. Closer-in areas to the east are largely built out whereas areas farther west are still developing.

More densely populated areas within a ¼ to ½ mile of State Street, with pedestrian-friendly and safe, interesting places will best support BRT. Thus, initial focus areas to redevelop to provide those connections to the neighborhoods, from an existing population perspective are those from Collister to 23<sup>rd</sup>.

FIGURE 8 POPULATION GROWTH



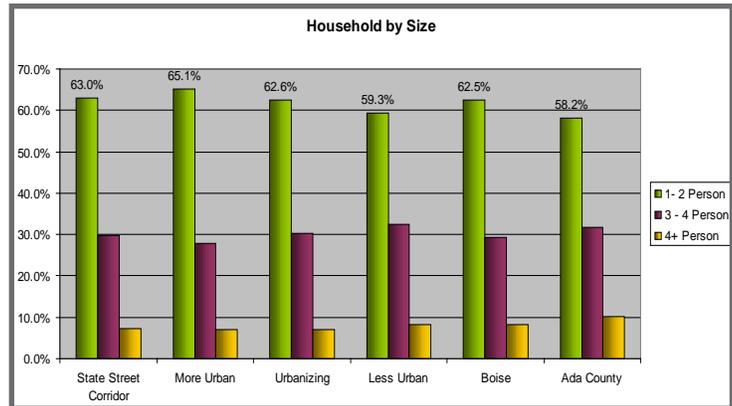
Source: SRC, Leland Consulting Group

- Population Growth – Growth in the State Street subareas is a mirror image of current population, with the least populated areas experiencing the highest growth (Figure 8). Highway 55 to Glenwood grew at an average annual rate of 18 percent between 1990 and 2000, and is projected to grow by over two percent over the next five years. This is a conservative estimate that could easily be surpassed depending on the timing of the development of several large vacant tracts north and south of State Street. In contrast, the Collister to 23<sup>rd</sup> area grew by just 1.4 percent from 1990 to 2000, and is projected to grow just one percent per year over the next five years, reflecting the fact that this area is mostly built out.

Thus, based on trends, creating incentives for higher density housing and employment development farther west on the corridor following the growth will support long-term use of BRT.

- Household by Size** - The average household size for the Corridor, Boise and Ada County, shown in Figure 9, is similar. One- and two-person households are the most common, accounting for 63 percent of all households in the Corridor. This is the target demographic to support BRT and bodes well for higher density housing possibilities along State Street.
- Household Composition** -The Corridor has a high proportion of family households, shown below in Table 2. However, at 27.1 percent, one-person households are also common, a positive indicator for denser housing product. The percentage of householders aged 65 and older is not significant; however, with the aging of America’s baby boomer population, this may change within the next 20 years.

FIGURE 9 HOUSEHOLD BY SIZE, 2006



Source: ESRI, Leland Consulting Group

TABLE 2 HOUSEHOLDS BY TYPE, 2006

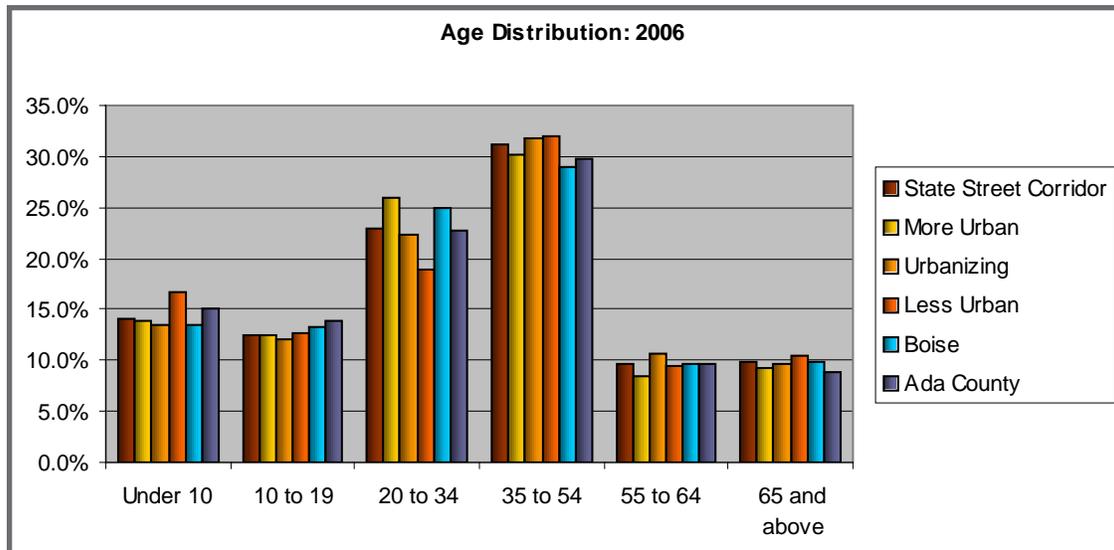
Households Type	State Street Corridor	More Urban	Urbanizing	Less Urban
Family Households	63.7%	57.7%	66.4%	72.0%
With Related Children	34.1%	31.9%	35.1%	36.7%
Non-Family Households	36.3%	42.3%	33.6%	28.0%
Householder Living Alone	27.1%	31.0%	25.4%	21.6%
Householder 65 Years +	9.3%	11.4%	8.3%	6.4%

Source: ESRI, Leland Consulting Group

- Age Distribution** - The distribution of Corridor residents by age is relatively similar to Boise City or Ada County (Figure 10). For all the Corridor subareas, the largest proportion of residents are within the 35-to-54 year old age group, followed closely by the 20-to-34 age group, which is typically comprised of young professionals, students, and childless couples. The 34-to-54 year old age group represents a more established segment, both socially and economically. The younger and older age segments are target demographics for TOD.



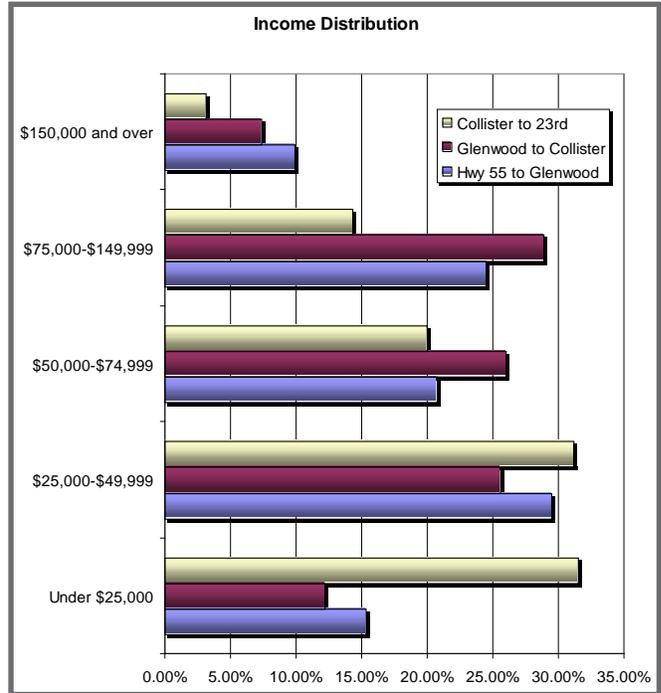
FIGURE 10 AGE DISTRIBUTION, 2006



Source: ESRI, Leland Consulting Group

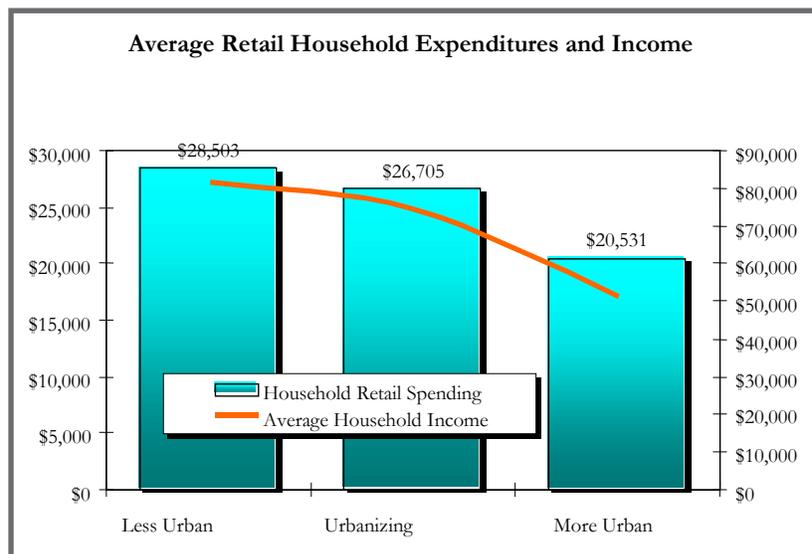
- Income** – there is a significant difference in the income distribution within the three Corridor subareas, as shown in Figure 11. Between Highway 55 and Glenwood, over 55 percent earn \$50,000 or more, and fewer than 15 percent low-income households earning less than \$25,000. By contrast, within the Collister to 23<sup>rd</sup> subarea, less than 40 percent earn over \$50,000 and over 30 percent earn less than \$25,000. The Glenwood to Collister subarea is similar to the Highway 55 to Glenwood subarea. The closer-in part of State Street is older, with smaller homes and more rentals.
- Retail Spending** – retail spending, illustrated in Figure 12, mirrors income. There are higher household retail expenditures in the west (\$28,000 between Highway 55 and Glenwood) and the lowest to the east (\$20,000 between Collister and 23<sup>rd</sup>). This reflects the higher percentage of families farther west, who typically spend more as a household than singles.

FIGURE 11 INCOME DISTRIBUTION BY SUBAREA, 2006



Source: SRC, Leland Consulting Group

FIGURE 12 AVERAGE RETAIL EXPENDITURES BY SUBAREA



Source: SRC, Leland Consulting Group

## Psychographic Profile

In addition to economic and demographic indicators, residential and commercial developers increasingly utilize lifestyle demographics to target potential market segments. These “psychographic profiles” of a community attempt to predict lifestyle, social and psychological tendencies based on demographic characteristics. These segments survey daily life in terms of age, income, values, lifestyle, and recreational habits.

The top five Tapestry Segments in the State Street Corridor in order of largest percentage, are *Up and Coming Families* (32.7 percent), *Great Expectations* (18.6 percent), *Milk and Cookies* (10.5 percent), *Enterprising Professionals* (8.8 percent), and *Main Street USA* (8.0 percent). The percentage distribution of the top eleven Tapestry groups is shown below in Figure 13: These descriptions summarize psychographic factors that will affect development decisions within the Corridor over

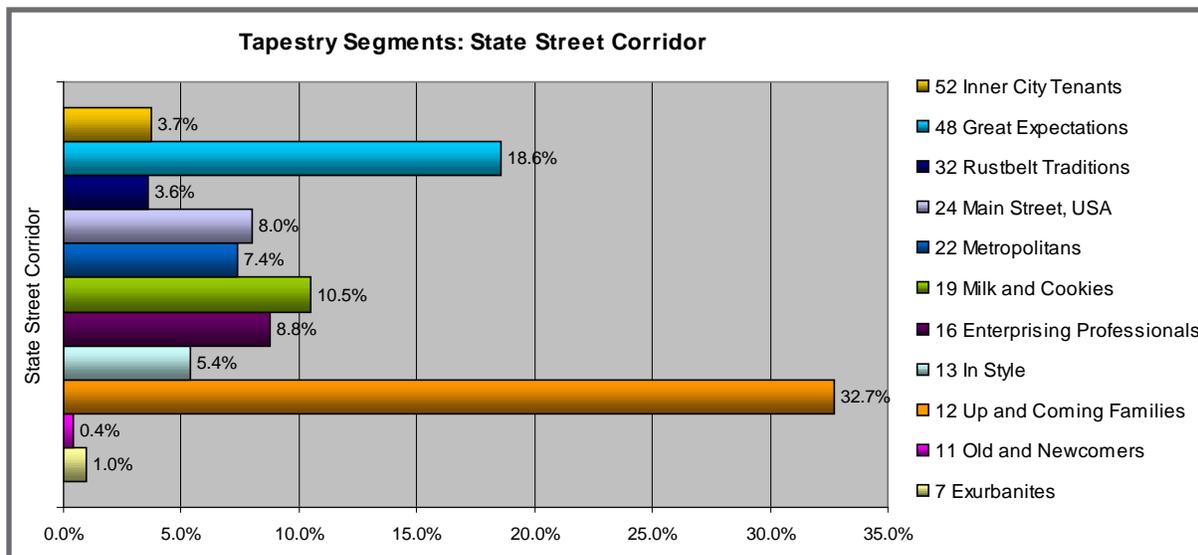
the next five to ten years. The tapestry segments are described in more detail in Appendix D.

The Tapestry Segment populations below that are good candidates for higher density housing include *Inner City Tenants*, *Great Expectations*, *Metropolitans*, *Enterprising Professionals*, *Old and Newcomers*, and *In Style*.

All segments will use retail services to some degree within the Corridor, but particularly strong consumer segments include *Up and Coming Families*, *Great Expectations*, and *Milk and Cookies*.

Those segments making up the largest concentration of employment opportunities include *Great Expectations* and *Milk and Cookies* for high labor force participations. *Exurbanites*, *Metropolitans*, and *Enterprising Professionals* comprise the largest population of professional and managerial positions.

FIGURE 13 TAPESTRY SEGMENTS, 2006



Source: ESRI, Leland Consulting Group

## HOUSING MARKET OVERVIEW

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From Portland, Maine to Portland, Oregon, in communities ranging from 2,500 to 2.5 million, commercial corridors are making a comeback, not only as a center for services, products and employment, but as urban neighborhoods with residences, entertainment venues and community gathering places.

Until the last year or two, the nation's housing market was in a boom cycle. Despite the fact that the US housing market has cooled over the past year, the Boise residential market remains strong, primarily due to immigration. Relative to other metropolitan areas in the US, Boise offers

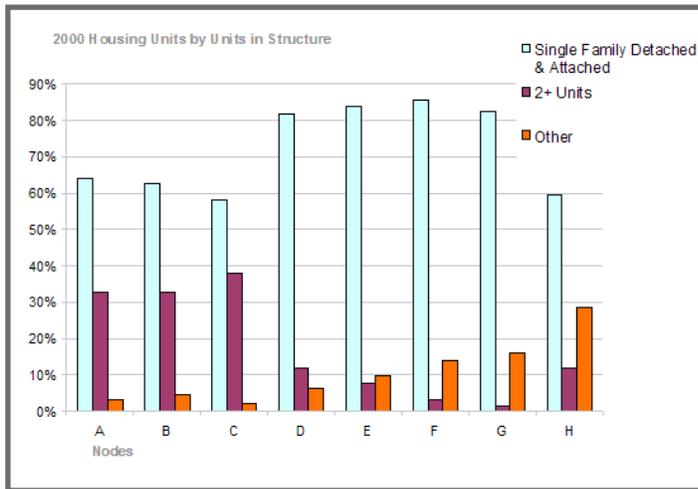
affordable housing, a temperate climate, good employment opportunities and a better quality of life.

Detached single-family dwellings comprise most of the new and recent housing development along the State Street Corridor. While some "skinny houses" and townhomes have entered the market, suburban development patterns remain predominant. Neighborhoods closer to downtown Boise, which are older and already built-out, have seen less growth. New development has occurred primarily north of the Corridor, between State Street and the foothills. Since there are no land

use constraints limiting growth west of the Corridor, tens of thousands of acres of planned unit developments (PUDs) are in the planning stages. This growth will have major impacts on State Street. In particular, increased traffic and congestion will create market opportunities for retail, employment, and alternative housing products for households seeking a more urban lifestyle.

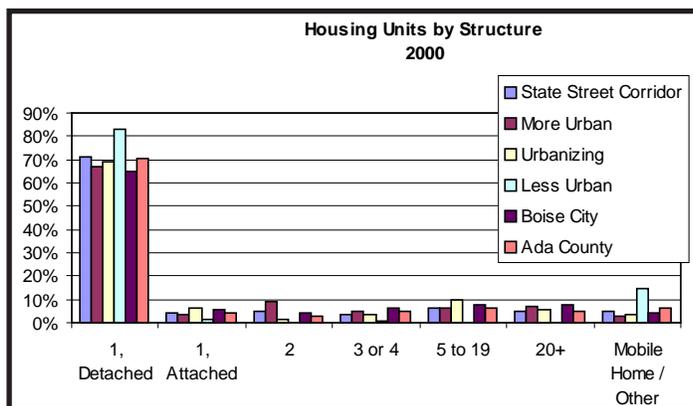


FIGURE 14 HOUSING UNITS BY UNITS IN STRUCTURE



Source: ESRI, Leland Consulting Group

FIGURE 15 HOUSING UNITS BY TYPE, 2000



Source: ESRI, Leland Consulting Group

## Housing Supply Characteristics

- Single-family construction is predominant, representing 71 percent or more of existing residential development in the Corridor, shown in Figure 14. The Urbanizing segment of the Corridor (Glenwood to Collister) contains the biggest supply of larger multifamily housing complexes. Ten percent of housing units in this segment are within complexes of five to 19 units.
- Just under 10 percent of housing units in the More Urban segment (Collister to 23<sup>rd</sup>) are duplexes. Nodes A through C (30<sup>th</sup> Street, Veteran’s Memorial Parkway, and 36<sup>th</sup> Street) have the largest supply of multifamily housing in the Corridor, shown in Figure 15.
- Between 2000 and 2006, the median value of single family homes in the Corridor increased more than in Boise City. The median value of single-family homes in the Corridor increased by over 50 percent to \$173,000 in 2006 and is expected to increase by another 25 percent to \$221,423 by 2011. During the same time period, the median value of single-family homes in Boise City rose by 35 percent to \$187,700.
- Multifamily construction has been less prevalent than single family construction. From 2000 to 2006, 577 multifamily units and 1,414 single-family units were permitted in the Corridor. Multifamily construction currently represents 29 percent of new residential development in the Corridor. A total of 209 units, or 36 percent of the Corridor’s recent multifamily construction occurred between the Collister and

Glenwood/Gary nodes. The majority of new multifamily projects are three and four-unit buildings, although a few six-plexes were also built.

- Figure 16 shows permit activity in the Corridor. Red dots indicate a commercial permit (this represents permits for any reason, new construction or minor remodel or repair work), orange dots represent single-family construction, and purple dots indicate multifamily construction.
  - The percentage of renter-occupied housing, illustrated in Figure 17, units equals or exceeds the percentage of owner-occupied units in the More Urban segment of the Corridor (Collister to 23<sup>rd</sup>), nodes A through C. The percentage changes significantly at Node D (Glenwood/Gary) and continuing at the nodes west, where over 75 percent of all housing units are owner-occupied.
- Monthly apartment rents in Boise City rose from an average \$554 in 2000 to \$647 in 2005, an increase of 17 percent. Rental vacancy rates are in the five to six percent range, except at Highway 55 (Node H), where they approach ten percent.
- Based on LCG’s research, no condominium projects have been completed close to State Street in recent years. If any condominiums do exist within the Corridor, they are older and not on the market. Since there is no market precedent for condominium development, this study does not offer a detailed discussion of this product type. However, it is important to note that if the right mix of amenities (i.e. a public plaza, pedestrian improvements, etc.) were in place, condominium development could be viable.

FIGURE 16  
PERMIT ACTIVITY, STATE STREET CORRIDOR: 2000 TO 2006

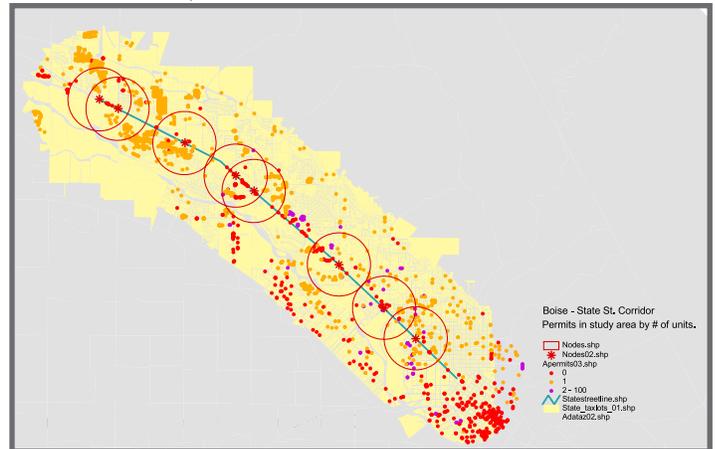
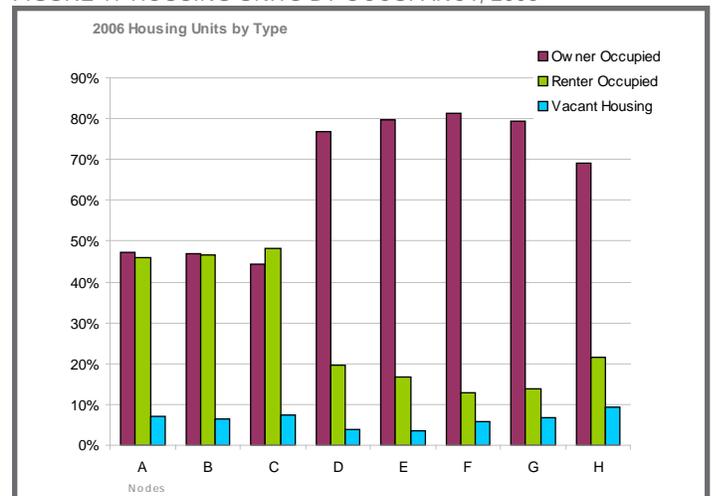


FIGURE 17 HOUSING UNITS BY OCCUPANCY, 2006



Source: ESRI, Leland Consulting Group

## Residential Demand and Market Opportunities

Mid- to higher-density housing should focus primarily on two demographic groups: the young creative workforce and the aging, baby boomer population. Both of these groups place a high priority on convenience, a “lock-and-go” lifestyle and the experience that “third living room” within the community is at their doorstep. Further, these groups are more likely to ride transit.

In recent years, the Treasure Valley’s strong economy has created new employment opportunities, drawing workers to the area. Some of these workers have families, but a large majority are single or newly married, with different housing needs than families with children. The 78 plus million baby boomers in the United States who are entering their pre-retirement years are looking for more pleasant surroundings in which to spend their post working years. The Treasure Valley, which boasts many amenities, including a livable climate, proximity to recreational and cultural opportunities, and good hospitals and a university, will continue to attract this demographic. The challenge for State Street will be in redefining itself to become an attractive location for housing that appeals to young creatives and baby boomers.

The following points highlight the higher density housing opportunities along State Street and its adjacent communities:

- Concentrating higher density housing within carefully selected areas along the Corridor will best support centers and BRT at each node.
- The analysis of demographic and lifestyle preferences indicates that the majority of Corridor residents prefer single-family homes and family lifestyles. However, residents

within five tapestry/lifestyle segments - *Great Expectations, Enterprising Professionals, Inner City Tenants, Metropolitans, and In Style* - may be open to a broader mix of housing types, including both single-family and multifamily homes. Residents within these lifestyle groups comprise 43.6 percent of the total population. It likely that at least a small percentage of these households may be interested in higher density living.

- The number of one- and two-person households also drives demand for multifamily housing. 63 percent of Corridor residents fall into this category.
- By 2030, 3,591 Corridor residents are projected to be one- and two-person households. An estimated 2,485 residents are projected to fall within tapestry segments that support higher density housing preferences. If 25 percent of these individuals choose a higher density housing option, there will be a market for 300 to 450 new multifamily units over the next 25 years - a very small market considering the Corridor spans six miles. However, the demand for higher density housing may be much higher if attached, for-sale product such as townhomes is included.
- Based on the 25 year population projections, there is currently a market for mid-density affordable apartments. Rental housing along State Street - given it is well designed, in a pedestrian-friendly, well-connected, safe area - should do well. Based on the population projections presented above, as well as current and projected household size and lifestyle trends, it is estimated that at best 100 multifamily rental units may be absorbed every five years. This number may increase as the State Street Corridor Plan is implemented,

creating attractive, amenitized centers and Places at each node and thereby providing an incentive for households to relocate to this part of the Valley.

- Future demand for single-family housing will continue to be the primary housing driver in the Corridor. The market for for-sale townhomes, which have been well received in the area in recent years, will continue to be promising.
- Denser, for-sale product, such as attached townhomes, then poses an excellent near-term opportunity to buffer single-family neighborhoods from the busier, commercial environment on State Street while connecting lower-density areas with denser areas of a more urban nature. The success of higher density housing will depend largely on the selection of attractive locations with the proper mix of amenities, including high quality design, pedestrian features, and affordable pricing. Given that the primary buyer group in the market continues to be families with children, townhomes could appeal to households who want to live a simpler lifestyle but prefer to live in a more traditional-style home. (Absorptions for the market require further analysis.)
- There is unlikely to be a condominium market adjacent to the Corridor at any time in the near future. Condominiums along the Boise River, if well designed and targeted to the appropriate market, remain an opportunity. The Boise River in this area is largely ignored as a redevelopment opportunity. Higher density and higher end housing markets are all about location, in terms of views, convenience, and other amenities. Locating housing along the river will serve a different demographic and create a richer more sustainable market mix for the nodes. This will be a higher-income market.

Incomes in the Corridor support an opportunity for this product type. However, the average age of residents in the Corridor is still young; therefore this product is seen as a longer-term opportunity.

While the density of dwelling units per acre is the single most important factor influencing transit use, built environments with higher density housing and a mix of uses also require careful design of public spaces (i.e. streets, plazas, sidewalks and transit stops ) and ground floor uses. Designs for higher density housing, especially in suburban settings, should complement the local architectural character and development patterns must strive to create a welcoming pedestrian environment.\*

There are many ways the public sector can partner with the private development community to “create” a new market for higher density housing opportunities along the State Street corridor. Among them:

- Create a destination at each node as a gateway to the neighborhood.
- Provide different amenities at each node that will appeal to those seeking higher density housing opportunities, such as:
  - o Community focus
  - o Coffee shops
  - o Entertainment options within walking distance
  - o Good sidewalks, bike paths, access to the river
  - o Good transit service
  - o Light, air, and open space
  - o Well-designed public open space
  - o For-sale housing close to or on the river
  - o Apartments or affordable condominiums closer to the neighborhood nodes and centers.

\* Building transit-friendly communities, A design and development strategy for the Tri-State Metropolitan Region, RPA August 1997



## RETAIL / ENTERTAINMENT MARKET OVERVIEW

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### Retail Market

Market trends are changing. While corridors remain good locations for some types of retailers (in recent years, big-box retail and specialty retail, like auto sales and service), locations with the highest demand are at major intersections and do not span the entire length of a corridor. Moreover, the typical development pattern of corridors has led to problems with traffic, aesthetics, and community identity.

National trends show more new development at major intersections and less along extended strips. The old distinctions between businesses that are center-oriented and those that are strip-oriented are blurring. The essential trade-off of

development cost and access persists. Businesses in the past chose corridor locations because good access came with cheap land in large parcels. This is still true to some extent, particularly as one moves farther west on State Street, approaching Eagle. However, as congestion increases on corridors and land prices everywhere increase, the relative cost advantage of locating retail on a corridor is diminishing. As a result, retail locations with the highest demand are at major intersections with high traffic volumes. Not surprisingly, these intersections are predominantly located along corridors such as State Street.

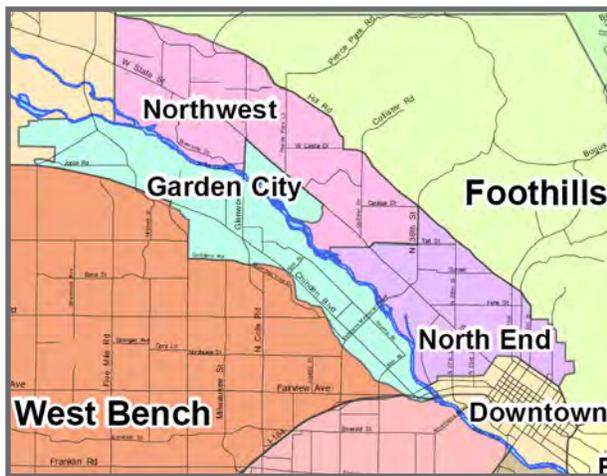


With the development of Boise Town Square, a regional mall and retail destination located relatively close to the Corridor, retail demand along State Street has dropped dramatically. Therefore, with the exception of big box retailers such as Wal-Mart and major grocery stores, State Street retailers are patronized primarily by residents and pass-through traffic. Most people prefer to shop close to home or work for everyday goods and services. However, this does not appear to be the case in neighborhoods adjacent to the Corridor as much as other locations.

Interviews with residents and other stakeholders indicate a need for better retail and services within the corridor, such as a movie theater, better shopping opportunities, and quality inviting places to dine.

Under existing conditions, State Street cannot compete with the Boise Towne Square area. State Street is unlikely to be a major retail competitor regionally due to its geographic location in the Treasure Valley and access constraints created by the Boise River, a natural barrier with limited cross-over points. Given these limiting factors, commuters from Eagle and the adjacent neighborhoods will be State Street's primary customer base. Information on the type and quantity of retail that is appropriate for the Corridor is discussed below:

FIGURE 18 DEMOGRAPHIC AREAS IN THE BOISE MSA

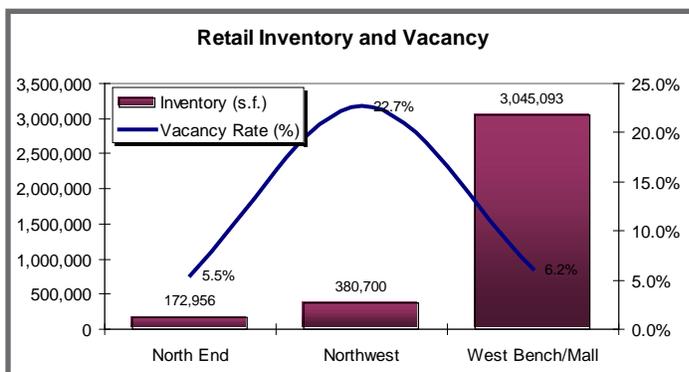


Source: Compass and Leland Consulting Group

### Retail Characteristics

State Street Corridor is predominantly a retail market. Although office buildings are present, most are single-tenant owner-occupied (such as the ITD building on State and Rose) or are service-retail oriented.

FIGURE 19 RETAIL INVENTORY, 2006



Source: Colliers Paragon, Leland Consulting Group

- Retail Market** - According to the Boise office of Colliers, the State Street Corridor, shown in Figure 18, which includes the North End and Northwest, has over 550,000 square feet of retail space\*. While this retail inventory is significant, it is small in comparison to the West Bench, which contains the Boise Towne Square regional mall and over three million square feet of retail space (shown in Figure 19).

- North End** - The North End is a relatively underserved market, with only 173,000 square feet of retail space and 5.5 percent vacancy (Figure 19). Most of the retail in this submarket is clustered on State Street, east of 18<sup>th</sup> Street.

\* The retail market will be evaluated using Collier's North End and Northwest designations. Sycamore Street, just east of Collier, divides the two areas.

- Northwest* – At over 380,000 square feet, the Northwest submarket has a considerably larger retail inventory than the North End (Figure 19). The majority of State Street Corridor retail is located in this submarket, between Glenwood and Veterans Memorial Parkway. With an estimated vacancy rate of 23 percent\*, the North End has the highest vacancy of any submarket in the Boise MSA. Vacancy is largely attributable to functional obsolescence. Many buildings in the Northwest submarket are 40 to 50 years old, inadequately maintained, and lack a unifying theme.

## Retail Demand and Market Opportunity

In accordance with national trends in retail development, the opportunity exists to restructure strip development along the State Street Corridor. Residential, office, lodging, and institutional uses have the potential to supplant retail as the highest and best uses along sections of the Corridor.

An explanation of calculating supportable commercial development is included in Appendix E. It is discussed as unmet demand and projected demand, below.

- Unmet Demand* - Indicates a market demand for 1.21 million s.f. in the State Street Corridor, shown in Table 3. Given that the Corridor's existing retail inventory in only 553,000 square feet, approximately 654,000 square feet of additional retail space could be supported.

TABLE 3  
CURRENT RETAIL SPACE DEMAND

Households <sup>1</sup>	21,950
Retail Spending per Household <sup>1</sup>	\$22,383
Less: Leakage	20%
<b>Retail Spending in Trade Area</b>	<b>\$393,052,078</b>
Average Retail Sales/s.f. <sup>2</sup>	\$325.37
<b>Supportable Retail Space</b>	<b>1,208,016</b>
Existing Retail Space <sup>3</sup>	553,656
<b>Unmet Demand for Retail Space</b>	<b>654,360</b>

<sup>1</sup> Source: SRC

<sup>2</sup> Based on average for Boise MSA

<sup>3</sup> Source: Colliers Paragon

- Projected Demand* – As calculated in Table 4 and based on projected growth in the market, the Corridor will be able to support an additional 104,000 square feet of retail space over the next five years.

TABLE 4 PROJECTED 5-YEAR RETAIL SPACE DEMAND

Household Growth <sup>1</sup>	1,678
Retail Spending per Household <sup>1</sup>	\$25,377
Less: Leakage	20%
Additional Spending in Trade Area	\$34,066,699
Average Retail Sales/s.f. <sup>2</sup>	\$325.37
<b>Projected Retail Space Demand</b>	<b>104,701</b>

<sup>1</sup> Source: SRC

<sup>2</sup> Based on average for Boise MSA

If steps are taken to concentrate retail on State Street and create an attractive and diverse shopping environment, retail may be greatly strengthened and, at the very least, sustainable, serving adjacent neighborhoods and future residents and workers. It is important to keep in mind that not all existing retail along the Corridor may be worth preserving units current location. Some retailers would benefit from relocation to retail nodes with a healthier, more diverse mix of uses and better access.

\* Colliers Paragon



## OFFICE MARKET OVERVIEW

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The State Street Corridor has negligible office space inventory, despite its length and the size of the surrounding population. For the most part, office does not exist. However, this is not surprising, but rather a typical characteristic of corridors throughout the nation. Many of today's corridors began as state and local highways, before the construction of the federal interstate system in the 1950's and 1960's. Being a highway, corridors almost always had a retail focus, serving the area and passersby with retail offerings. Most existing highways that suffer from a retail perspective are those that have been replaced by an interstate.

As with demand for retail space, the ability to capture additional office demand within the Corridor depends on the overall success of the redevelopment process itself. Further, the ability to attract this type of investment will hinge upon the success of the public sector's efforts to establish the Corridor as a destination.

### Office Market

The State Street Corridor, which is comprised of the Northwest and North End submarkets, (shown in Figure 18 page 34), does not have a true office market at this time. Colliers tracks only three

multi-tenant office buildings, with a combined 114,000 s.f. of space. However, an examination of the Boise Downtown Periphery and suburban office markets provides an overall sense of how much office the Corridor could support.

- Suburban – The suburban market, which includes Eagle, Meridian, the Boise Bench,



Southwest Boise, and the Airport, contains over six million square feet of office space – considerably more than the 3.7 million square feet of central business district office space, shown in Figure 20. The overall vacancy rate is 12.6 percent, just slightly above the overall market average.

- **Downtown Periphery** – Contains 1.5 million square feet of space, nearly half the size of the central business district. The vacancy rate is well below the market average at 8.3 percent (Figure 20).

### Office Opportunity

The absence of office and employment uses on State Street is due, in part, to the lack of demand generators, such as a hospital or university. The new St. Luke’s medical center under construction at Highway 55 and State Street will generate some spin-off employment opportunities in the surrounding area. The only other major employer, ITD, is located at the eastern end of the corridor. Currently, ITD is not maximizing use of its site and the opportunity for the company to expand or attract new users to the site exists.

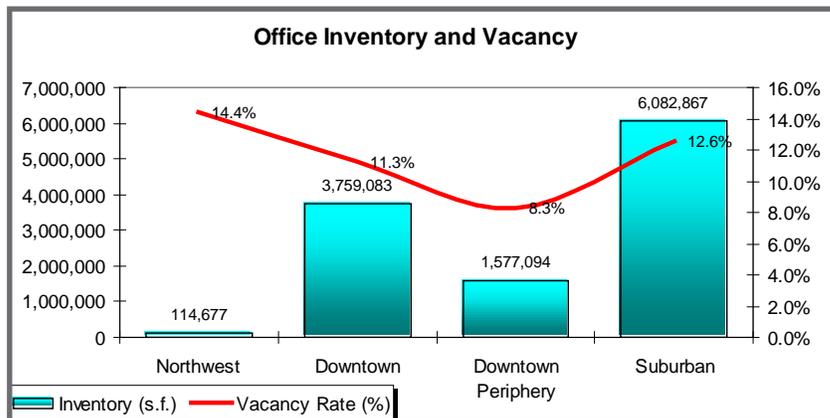
For many employers, proximity to executive housing is one of the primary factors that influences their location decision. In the foothills, north of State Street and in the City of Eagle, there are many high quality homes that would make attractive executive housing. The City of Eagle is currently in the planning and construction phases for 250,000 square feet of Class A office space. As a result of this new office development, there may be fewer trips along State Street into Downtown Boise and less peak hour traffic in both directions.

The executive housing stock in Eagle and the foothills points to a potential market opportunity for office development within the Corridor. The lack of suitable Class A office space (or any class of speculative office with significant square footage) space along State Street is a significant disincentive for corporations to locate along the Corridor. However, there are pockets of large acreage along the Corridor, closer to Eagle, that may attract larger office users and complement employers that the City of Eagle is trying to attract.

Given the existing physical constraints, office demand will likely be limited to smaller multi-tenant space initially throughout the majority of the Corridor. As the Corridor redevelops and land prices begin to increase, demand for higher density mixed-use projects (e.g. “office-over-retail”) will

begin to emerge. The greatest employment possibilities exist surrounding the medical center at Highway 55 and the redevelopment at the ITD site.

FIGURE 20 OFFICE INVENTORY, 2006



Source: Colliers Paragon, Leland Consulting Group

## HOSPITALITY AND RECREATION

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Similar to people shopping near where they live, people tend to eat and, to a lesser extent, recreate near their homes and neighborhoods. The limited restaurants and recreational opportunities along State Street are obliging residents to look elsewhere to satisfy these needs.

Hospitality uses are weak along State Street. This is not a strong transient housing market (motels and hotels), as it is removed from the freeway and major services such as the University, Airport or Convention Center. There are national diners, such as fast food chains and Applebee's, and a few local restaurants and bars scattered along the Corridor.

In terms of recreation, there is little to no existing connection from State Street to the Boise River or recreational opportunities in the foothills. The Plantation Golf Course and the Veteran's Memorial Park along State Street, both of which are seen as excellent opportunities to spur and intensify redevelopment adjacent to them. Dining is a compatible use adjacent next to these locations with their views, open space and visibility.

Opportunities exist to provide some hotel/motel use near Highway 55 and the more intense development strategy for that area.



The neighborhoods show a direct need for quality dining and Places to gather and recreate as a community. These uses are ideal to include in the redevelopment nodes.



## CATALYST NODE RECOMMENDATIONS

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The market research provides the foundation on which to build sound investment strategies for the State Street Corridor. Key market observations for moving forward include the following:

- The Corridor has a wide range of households. Approximately 43 percent are good candidates for housing other than single-family detached. Potential new housing includes: workforce housing (apartments) and attached ownership (townhomes). Future uses may include condominiums and senior housing. Providing denser housing near or on the Corridor will create retail potential for the nodes.
- Retail needs in the Corridor include entertainment, dining, book and music stores, furniture and home furnishing stores, and neighborhood retail. Neighborhood retail – shops and services that meet everyday needs – are also key to the development nodes.
- There is a jobs to housing imbalance in the Corridor. There is immediate opportunity for smaller, multi-tenant office space, incubator space and live/work units. Marketing this area for employment growth will serve to lessen commute times and trips. Key locations for employment concentrations include 30th (ITD) and Highway 55.

Nodes are often located at major intersections. Predominant land uses within nodes can be residential, commercial, employment and public.



Within this relatively compact geographic area, different land uses are found side-by-side or within the same structures. The mix of uses in the node is located in developments with minimal setbacks, reduced parking requirements, and taller structures, all in an effort to achieve higher densities necessary to support transit, pedestrian activity, private investment and a sense of place. A node serves as a catalyst for public and private investment and economic activity, effectively building off the strengths of the surrounding area and connecting to adjacent neighborhoods.

The following nodes were selected, based on location, demographics and market opportunities as catalyst sites for initial redevelopment along the State Street Corridor. They are:

- A: 30th Street and State;
- B: 36th/Veteran’s Memorial Parkway;
- C: Collister;
- E Glenwood/Gary; and
- H: Highway 55



A key principle of nodal development is to create density by design. Denser nodes of strategic development along State Street will create activity centers with sufficient critical mass to support the new transit options and provide the more urban live-workshop destinations that are in high demand, particularly among high-tech employers and the younger, more skilled workforce population.

The development nodes must be pedestrian friendly and linked to neighboring communities through pedestrian connections that are visually appealing, safe and well designed. Providing infrastructure that creates a pleasant walkable environment will reduce vehicle trips and traffic congestion along the Corridor and encourage transit usage.

## Catalyst Nodes

While the natural inclination may be to focus initial redevelopment efforts close to Boise City and follow transit as it moves towards Eagle, a strategy that targets early redevelopment activities at both ends of the Corridor and manages redevelopment in the middle is preferable.

The best near-term opportunity for high density housing is at the nodes close-in to downtown. Another opportunity exists to promote office and employment uses adjacent to the new medical center at Highway 55, close to Eagle where there is a opportunity for easier land assembly and larger developments. While there may be less need for redevelopment, the public sector risks losing control of the fate of large undeveloped parcels at this end of the Corridor if it does not act in a timely manner.

The adjacent page illustrates transformation opportunities along Corridors with conditions similar to State Street.

Corridor Transformation Examples:

ADDING PARKING AND STREETScape IMPROVEMENTS TO ENCOURAGE REDEVELOPMENT



Source: Freedman Tung & Bottomly, Palm Canyon Drive



STREETScape IMPROVEMENT TO SUPPORT PEDESTRIAN-FRIENDLY ENVIRONMENT



Source: Freedman Tung & Bottomly, Palm Canyon Drive



STRIP CENTER REDEVELOPMENT TO INTENSE MIXED-USE DEVELOPMENT



Source: HDR, Dunedin FL Community Redevelopment Vision Plan, 2004



### Development Matrix

The Development Matrix provides a snapshot of development opportunities at each node identified in Phase I of this study. The matrix rates each node based on criteria such as land availability, growth potential, ease of land assembly, etc. It indicates what the biggest opportunities and challenges are for each node. While the matrix assesses some current conditions (for example, pedestrian-friendly

environment), it is primarily intended to reveal trends and futures opportunities for the area.

Some areas were not studied in as great detail. To this end, a “u” represents conditions that are unknown. Potential future nodes to study for transit opportunities include W. Ellens Ferry Drive or West Bloom Street, for their proximity to large amounts of existing housing and potential riders.

	A. 30TH ST.	B. 36TH ST.	C. COLLISTER	E. GLENWOOD ST.	F. BOGART	H. HWY 55
Available land	○	◐	◐	◐	●	●
Ease of land assembly	●	●	●	◐	◐	◐
Willing property owners	*U	*U	*U	*U	*U	*U
Developer interest	◐	◐	○	◐	○	◐
High-density housing market	●	●	◐	◐	○	◐
Housing market	●	◐	●	◐	*U	◐
Retail market	●	●	○	●	*U	◐
Office market	●	◐	◐	◐	*U	●
Appropriate zoning	◐	◐	◐	◐	◐	◐
Neighborhood involvement	*U	*U	●	*U	*U	*U
Connection to neighborhood	●	◐	◐	○	○	○
Connection to other areas	◐	●	○	○	○	◐
Optimal intersection	○	●	○	●	●	◐
Growth potential	◐	◐	◐	○	●	●
Employment potential	●	○	○	◐	○	●
Transit Supportive	●	●	◐	○	○	○
Pedestrian-friendly	◐	◐	◐	○	○	○

The following pages capture the existing conditions and market opportunity for the nodes studied. They are in order from east to west and do not assign priority. Further, the pages illustrate zoning and land to improvement values at the nodes, two indicators of opportunities or barriers for each node. Ideally, the zoning would be high density mixed-use and low land to improvement values. A zoning map of the entire corridor is included in Appendix G.

The aerial photograph illustrates redevelopment potential. Each area is ideally a mix of uses, but with one use predominating. Thus, a red shaded area show retail, with some housing and office possibilities in upper stories or adjacent. Blue shaded area illustrate the opportunity for high-density housing with some supporting retail, and so forth.

**LEGEND:  
CURRENT ZONING**

<b>Residential</b>	
	Single Family
	Multifamily
	Unknown Res. Type
	Residential-Office (Mixed Use)
<b>Commercial</b>	
	Commercial - High Density
	Office
	Industrial
	Open Space
	Incomplete Zoning Information
	Design Overlay
	Development Node

**LEGEND:  
PROPOSED ZONING**

	All Mixed Use:
	Employment Predominate
	Retail Predominate
	Housing Predominate

**LEGEND:  
LAND TO IMPROVEMENT VALUE**

	Nodes.shp
	Nodes02.shp
	Statestreetline.shp
	State_taxlots_01.shp
	-1 - 1 I:L Ratio
	1 - 2
	2 - 3
	3 - 4
	4 - 5
	5 - 50
	State_taxlots_01.shp

# STATE STREET CORRIDOR

## Development Nodes

### CHARACTERISTICS

#### Access:

- Nodes have good access
- All at a signalized (or to-be-signalized) intersections; biggest obstacle to access is site size & fractured ownership at individual properties.
- Because State is such a busy arterial, access points are limited, and very small sites may have only one access point to State (if any at all); problem can be overcome by assembling for larger lots, particularly along State St.

#### Visibility:

- Visibility is currently good for all nodes.
- Traffic counts are among the highest in the Boise MSA
  - Between 33-45,000 ADT between Collister and Veterans Memorial
  - 26,000 - 33,000 at Rose/30th
- Because the nodes are all signalized hard corners, they stand out over the clutter that plagues the mid-block sites.

#### Surrounding Land Uses:

- Predominate land use is retail
- Mostly older, unanchored stores, restaurants, and banks.
- A handful of offices, but no concentration of Class A or B multi-tenant buildings
- A few single-family homes along State Street

#### Image:

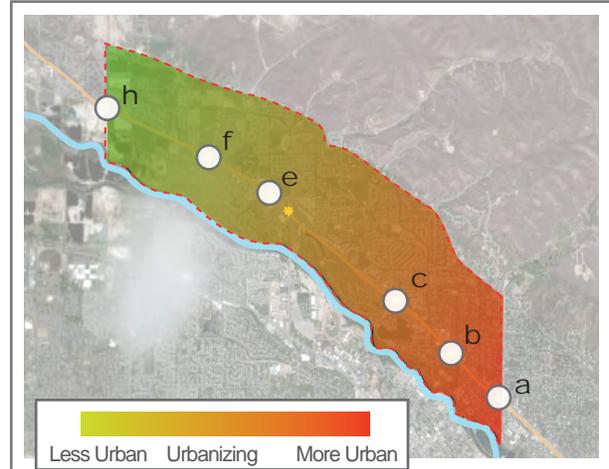
- Area is viewed as old and lacking larger national retailers
- Too far out and not “hip” enough for urban boutique shops.
- It is and will remain a well established, (if second tier), retail corridor.

#### Infrastructure:

- Area is well served by road and utility infrastructure.

#### Barriers to Entry:

- relatively high, as State St is almost entirely built out from Downtown Boise to Glenwood St
- There are a handful of vacant and underutilized sites west of Plantation River Dr.



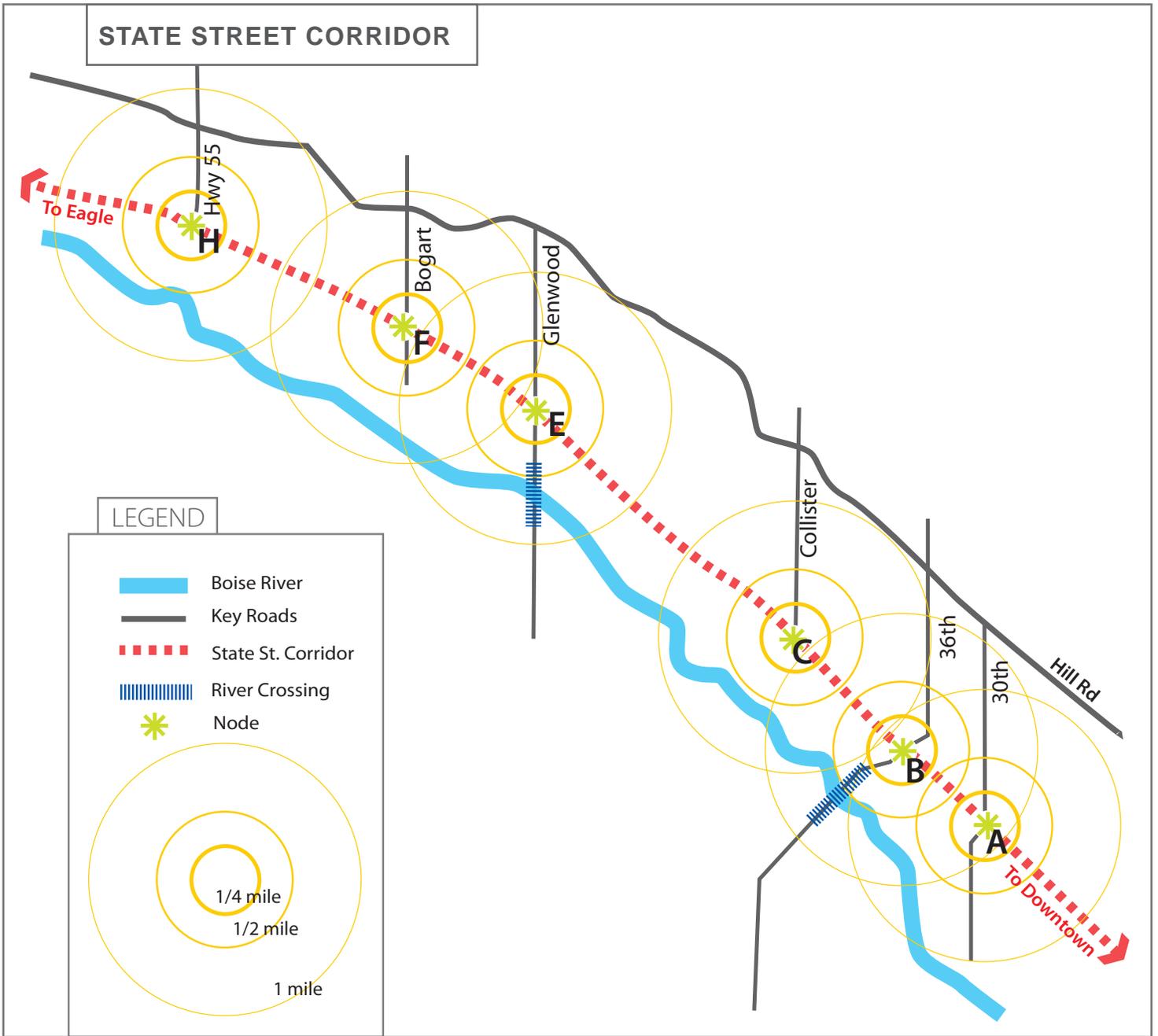
### PLANNING + DESIGN

#### Vision:

Create nodes of development to support higher density uses and transit-use.

#### Observations:

- Redevelopment at nodes has potential to redefine area and better serve neighborhood.
- Focus on the edge nodes first, controlling development and growth in the middle.
- Higher density housing is less vulnerable closer to Downtown Boise.
- Apartments are a viable option with office and retail uses.
- Buffer and connect the neighborhoods with higher density housing such as townhomes.
- Create gateways for the neighborhoods at each node and identify a distinct character or “brand” for the node.
- Design to streetscape to support pedestrian activity.
- Ensure development is connected, well-designed, and pedestrian-friendly.
- Connect redevelopment to the adjacent neighborhoods



### NODE IMPLEMENTATION

	1-5	5-10	10 +	
A		+		Mixed-use focus; future ITD plans are key
B	+			Strengthen retail; Link neighborhood with high-density housing
C		+		Focus on infill housing and pedestrian amenities with neighborhood retail
D			+	Mixed-use; Provide flexibility for market changes
E	+	+	+	Retail, with future office and housing mix. Work directly with property and business owners to explore future change
F			+	Mixed-use; Provide flexibility for market changes
H	+	+	+	Employment focus with supporting retail and housing

# STATE & 30TH STREET INTERSECTION

Development Node A

## CHARACTERISTICS

### Access:

- Currently not a major intersection along State; will change under the proposed 30th Street realignment, making State and Rose into a major signalized intersection

### Surrounding Land Uses:

- Idaho Transportation Department (ITD), with a 3-story office building and a few one-story buildings used mainly as garages and storage
- Houses & small businesses

## MARKET POTENTIAL

### 1. Metropolitans\*



**Median Age:** 32.4 years

**Profile:** one of the fastest-growing markets;

**Housing:** Forty-three percent of households consist of singles living alone or with roommates; prefer renting to owning in newer neighborhoods with townhomes or apartments

**Median Household Income:** \$66,000

**Median Home Value:** \$237,900

### 2. Great Expectations\*



**Median Age:** 33 years

**Profile:** Young singles living alone and married-couple families; just beginning their careers or family lives

**Median Home Value:** \$100,600

**Median Household Income:** \$36,600

**Shopping:** young and active lifestyle; shop at major discount and department stores

### 3. Inner City Tenants\*



**Median Age:** 27.8 years

**Profile:** microcosm of urban diversity; their population is represented primarily by white, black, and Hispanic cultures; Turnover is high in these neighborhoods

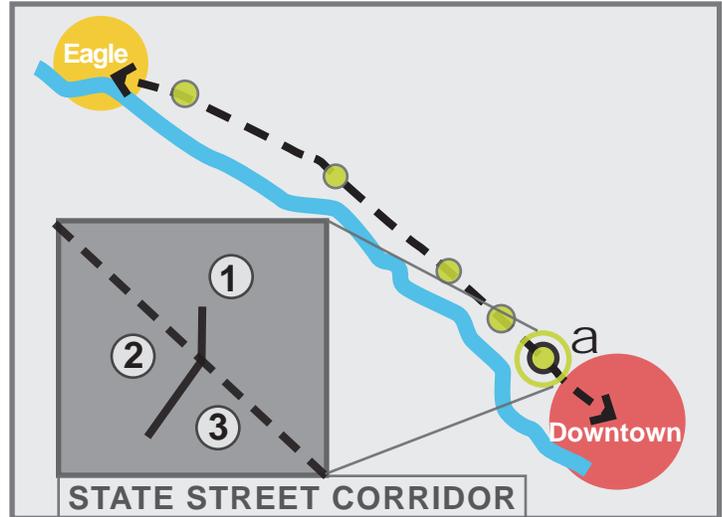
**Housing:** most rent economical apartments in mid- or high-rise buildings

**Median Home Value:** \$110,800; 1/5th owner occupied

**Median Household Income:** \$35,300

**Shopping:** discount stores such as Wal-Mart and T.J. Maxx.

\* Good candidate for high density housing



## EXISTING CONDITIONS & POTENTIAL

### 1/ North

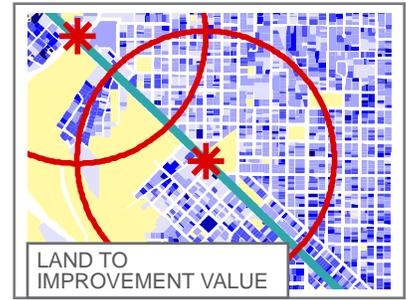
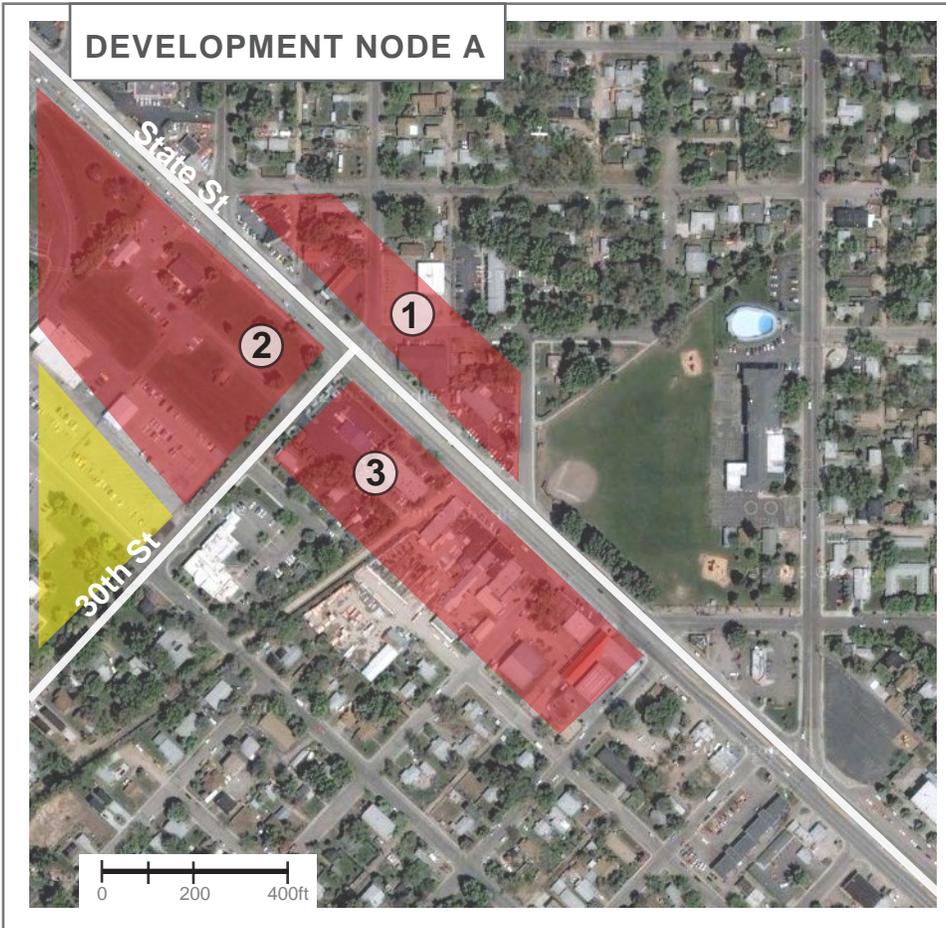
- Small (sub 1-acre) parcels with different owners: Jackson's Shell and Convenience Store, Fireside Inn (restaurant and bar), Senior Solutions, Oasis Auto, gas station, other retail and some single family homes
- Challenge in assemblage due to many small parcels and roads that cut through
- One acre on NW corner, potential for 9,000 s.f. of retail
- 2.7-acres on the NE corner, potential for 23,000 s.f. of retail

### 2/ Southwest Corner

- 45-acre site owned by ITD
- Significant amount of unused land, including 225-300 ft deep along State St., and several acres at the Boise River
- 30th Street Specific Area Plan details long-term redevelopment potential for intense mixed-use project, including retail, office, and housing; provided ITD chooses to redevelop/relocate their facilities in the future

### ITD/ South Portion to Boise River

- up to five acres, lends itself to residential
- area is a popular housing market, particularly along the river
- townhomes and zero lot line homes being delivered and accepted by market.
- 3/ Southeast Corner
  - Contains 5 small (sub-1 acre) parcels,
  - Houses or businesses, such as Money Tree and Idaho Credit Union.
  - Difficult to redevelop in the near term
  - If assembled, a 5-acre lot could be created, accommodating up to 31,000 s.f. of retail and/or service office, with condominiums or townhomes in the interior portions of the site



**DEVELOPMENT OPPORTUNITY**

	Years			Development Description
	1-5	5-10	10+	
<b>1/ N Corner</b>			+	Retail, infill or land assembly for larger projects Mixed-use with housing above or behind retail
<b>2/ SW</b>				
ITD Site	+			Intense mixed-use project, including retail, office, and housing
Along State St				Retail with office
S to Boise River			+	Housing: townhomes, condominiums and apartments
<b>3/ SE</b>				Retail and office along State as infill or larger project & condos or townhomes in interior if land is assembled to buffer neighborhood

# STATE & 36TH STREET INTERSECTION

Development Node B

## CHARACTERISTICS

### Importance:

- Veterans Memorial Parkway is only north-south road other than Eagle Rd that intersects State St. and has a freeway interchange
- Has only grocery store in this subarea (the others on State St. are west of Glenwood and east of 27th).
- Important retail hub, with significant portions of node underutilized, making it a good candidate for redevelopment

### Potential:

- Northwest and southwest corners hold the greatest near-term redevelopment potential

## MARKET POTENTIAL

### 1. Great expectations\*



**Median Age:** 33 years  
**Profile:** Young singles who live alone and married-couple families; just beginning their careers or family lives  
**Median Home Value:** \$100,600  
**Median Household Income:** \$36,600  
**Shopping:** young and active lifestyle; shop at major discount stores and department stores

### 2. Inner City Tenants\*

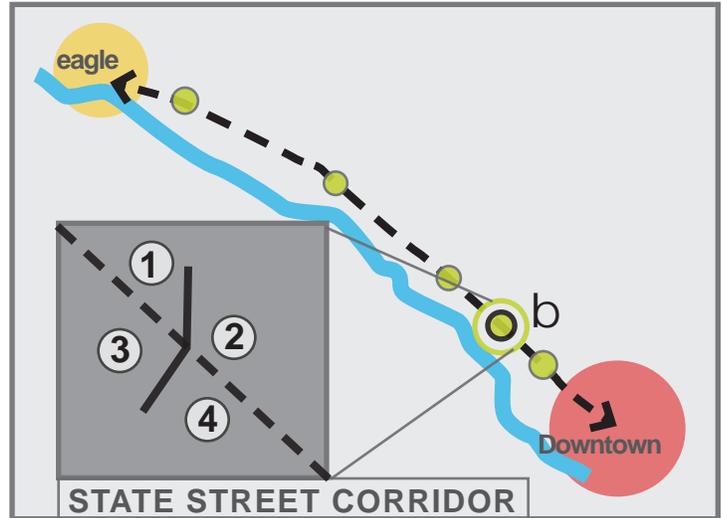


**Median Age:** 27.8 years  
**Profile:** microcosm of urban diversity; their population is represented primarily by white, black, and Hispanic cultures  
**Housing:** most rent economical apartments in mid- or high-rise buildings; turnover is high  
**Median Home Value:** \$110,800  
**Median Household Income:** \$35,300  
**Shopping:** discount stores such as Wal-Mart and T.J. Maxx.

### 3. Rustbelt Traditions



**Median Age:** 35.9 years,  
**Profile:** mix of married-couple families, single-parent families, and singles who living alone; work in white-collar jobs  
**Housing:** modest, single-family homes  
**Median Household Income:** \$45,300  
**Median Home Value:** \$97,000  
**Shopping:** do not follow fads, but stick with the products and services they know.



## EXISTING CONDITIONS & POTENTIAL

### 1/ NW

- Several small lots, each less than an acre and all with different owners
- Sites are underutilized, with uses such as a flower shop, fast food restaurant (old), single family houses, vacant lots, and some unused land owned by the elementary school
- Already redeveloping new multi-tenant office building, constructed in 2006
- Challenge: assemble all the sites and reroute or vacate Anderson St (which bisects the site)
- Remaining land assembled into a site of approximately 4.8 acres, accommodating up to 51,000 s.f. of a variety of land uses, including housing with some office and retail potential.

### 2/ NE

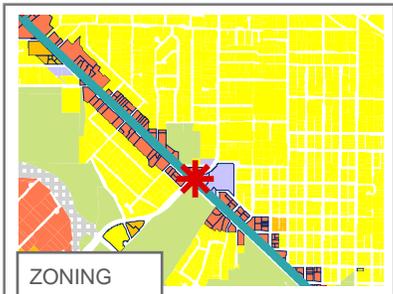
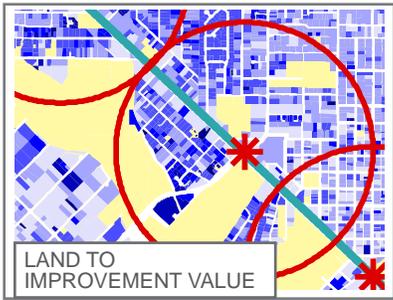
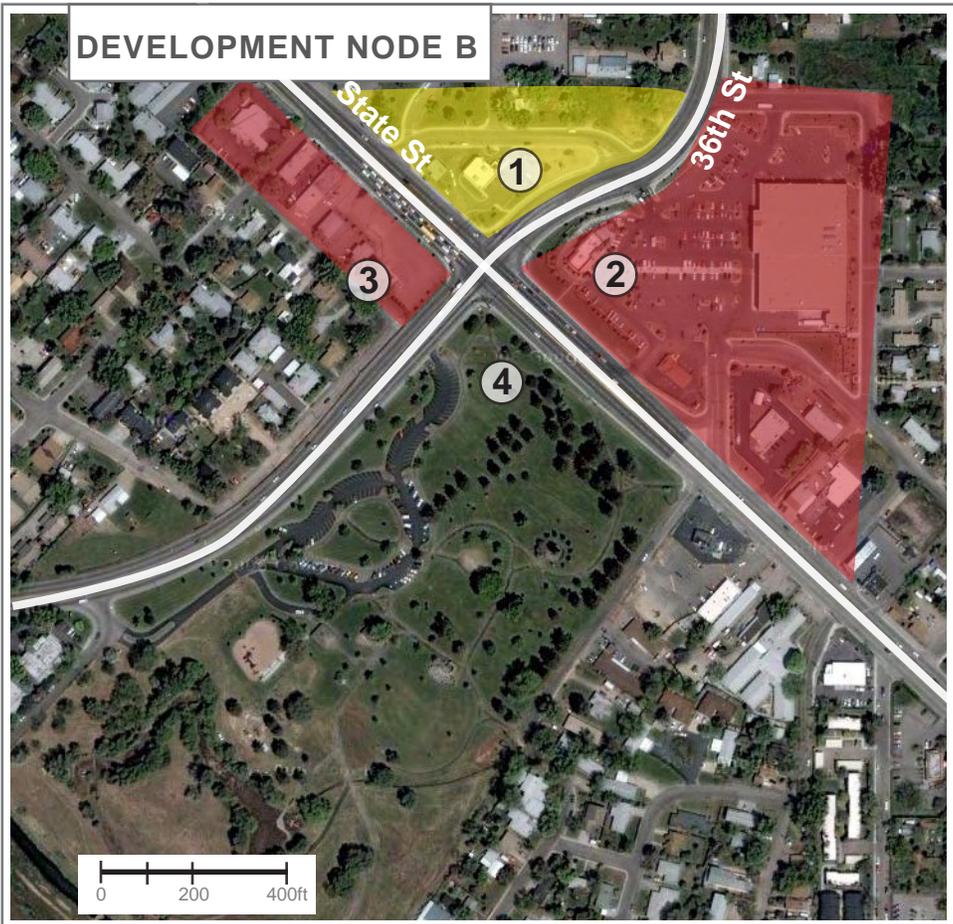
- 6.8-acre site with an Albertson's grocery store and Wendy's
- Given the lack of grocery stores in market area, good use for site and unlikely to be redeveloped
- Some single family home sites to the north, could be assembled and redeveloped into multi-family housing or mixed-use with retail and housing

### 3/ SW

- Small lots that are already redeveloping, newer Starbuck's on corner and the remodel of an office building (to the west), Cottman Transmission and two-story apartments
- Redevelopment to create a true commercial corner will require assembling the lots south of Alameda, older but generally well-kept single family homes
- Lots could be assembled into at least 3.8-acres, which would accommodate over 52,000 s.f. of redevelopment, including 13,000 s.f. of retail/office

### 4/ SE

- Veterans Memorial Park, a state park that is not for sale
- Redevelopment highly unlikely and undesirable



**DEVELOPMENT OPPORTUNITY**

- Key Points**
- Design streetscape in neighborhoods to encourage movement to transit
  - Or assemble land for park and ride to "land bank" for future parking structure and mixed-use development

	Years			Development Description
	1-5	5-10	10+	
<b>1/ NW Corner</b>				
Assemble lots		+		Housing, with some office and retail
<b>2/ NE Corner</b>			+	Work to intensify retail development infill to neighborhood with townhomes
<b>3/ SW</b>				
Assemble lots		+		Small retail and office (around 13,000 sf)
<b>4/ SE</b>				
Veterans Memorial Park				Redevelopment highly unlikely

# STATE & COLLISTER INTERSECTION

Development Node C

## CHARACTERISTICS

- Fully built out node; corners have varying degrees of redevelopment potential

### Visibility:

- First major intersection east of Glenwood
- Neighborhood collector that T-junctions at State St. and travels north to several neighborhoods

### Surrounding Land Uses:

- Residential
- Small bar and grill, single family homes, and free-standing retail
- Community Church
- Shopping center: two antique stores, a bowling alley, and other local small shops; the Dollar Tree junior anchor is the strongest draw

## MARKET POTENTIAL

### 1. Great Expectations\*



**Median Age:** 33 years

**Profile:** Young singles who live alone and married-couple families; just beginning their careers or family lives

**Median Home Value:** \$100,600

**Median Household Income:** \$36,600

**Shopping:** young and active lifestyle; shop at major discount stores and department stores

### 2. Enterprising Professionals\*



**Median Age:** 32.4 years

**Profile:** fast-growing market is home to young, educated, working professionals; rely on cell phones and PCs to stay in touch

**Housing:** prefer newer neighborhoods with townhomes or apartments

**Median Household Income:** \$66,000

**Shopping:** latest electronic gadgets

### 3. Rustbelt traditions



**Median Age:** 35.9 years,

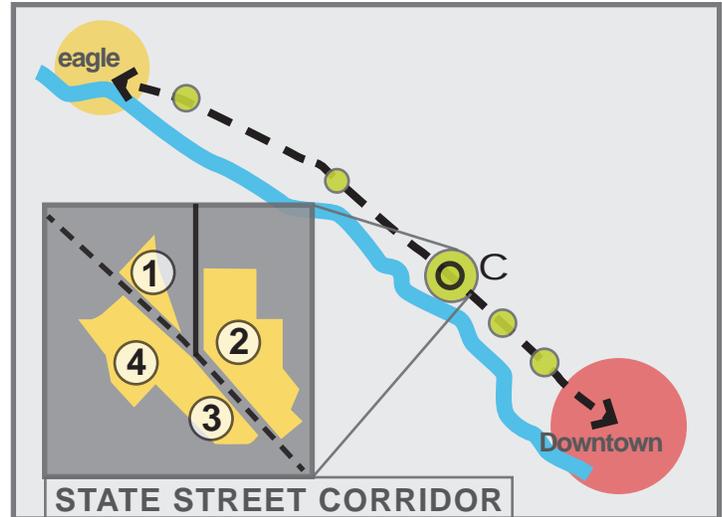
**Profile:** mix of married-couple families, single-parent families, and singles who live alone;; work in white-collar jobs

**Housing:** modest, single-family homes

**Median Household Income:** \$45,300

**Median Home Value:** \$97,000

**Shopping:** do not follow fads; they stick with the products and services they know.



## EXISTING CONDITIONS & POTENTIAL

### 1/ Northwest corner

- Underutilized land: 10 small lots totaling a little over 4 acres
- Greatest redevelopment challenge/opportunity is the canal that bisects it
- Access problematic due to the small site size, stacking along Collister, and limit access to State St.
- Land assembly: at least 4.3 acres would be available, could accommodate up to 28,000 s.f. of retail and/or service office with housing behind to buffer neighborhood

### 2/ Northeast corner

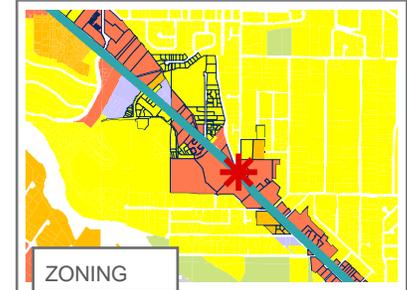
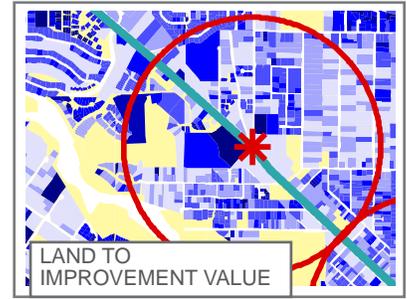
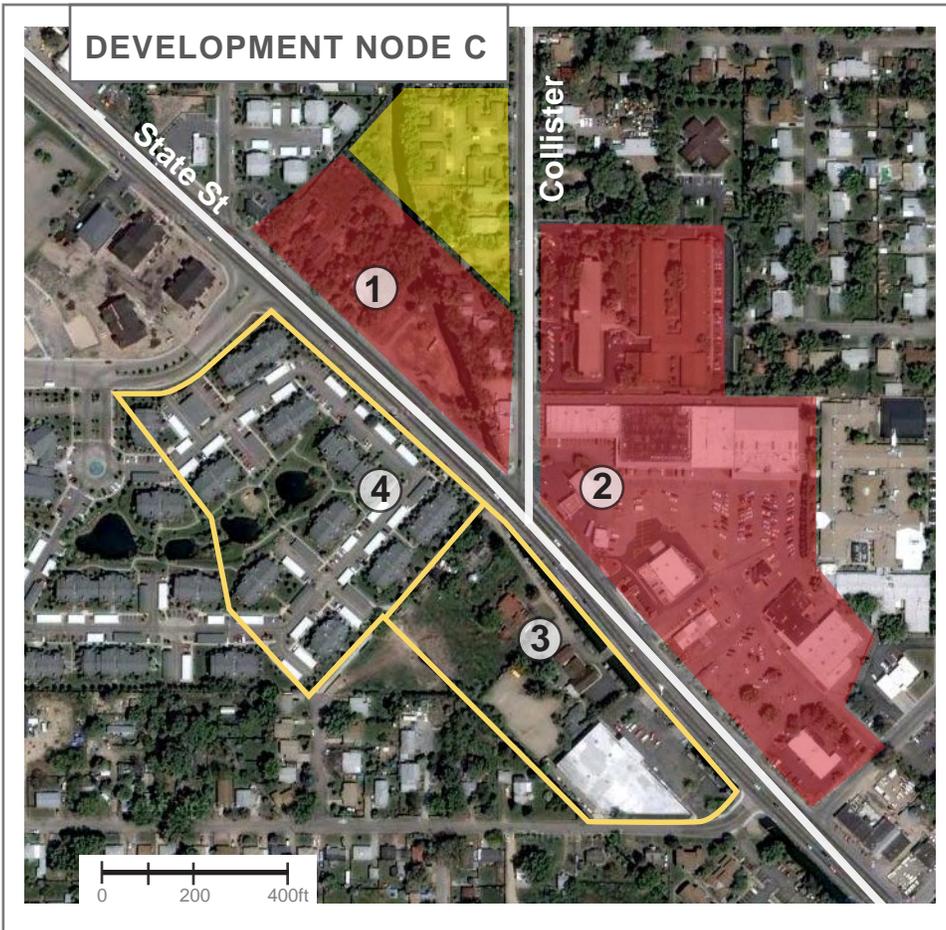
- 8.67 acres; 1960s-era nondescript shopping center
- Excellent location and extensive frontage on State St
- Presence of national retailers on pads, including Baskin-Robbins, Wells Fargo, and Auto Zone
- Multiple access points on State St. and Collister
- Good candidate for revitalization into mixed-use project:
- Retail redevelopment with housing could attract a higher caliber of tenant not currently in the submarket

### 3/ Southeast corner

- Two parcels, one 3.692-acre lot owned by Collister Community Church
- Church recently completed a major expansion, now fully utilizing the site
- 1.5-acre Thriftway store to east
- Some longer-term redevelopment potential, but probably not economically viable at this time

### 4/ Southwest corner

- Landing Apartments complex built in 1995
- 150 units on 7-acres (density: 21 units per acre)
- Current density appropriate for supporting BRT



**DEVELOPMENT OPPORTUNITY**

	Years			Development Description
	1-5	5-10	10+	
<b>1/ NW Corner</b>		+	+	Horizontal mixed use: retail offices along state, housing to buffer the neighborhood.
office		+		Land assembly key.
retail		+		Work with property owners and developments to tee up a project.
<b>2/ NE Corner</b>				
mixed-use project	+	+		Ideally located for complete redevelopment into intense mixed-use to connect to and serve the neighborhood.
<b>3/ SE Corner</b>			+	Discuss park and ride option with Church. Discuss long-term development opportunity with Church.
<b>4/ SW Corner</b>				Current development is a good use and supports transit and mixed use. Provide better connection to node for pedestrians

# STATE & GLENWOOD INTERSECTION

Development Node E

## CHARACTERISTICS

### Access:

- Major intersection along State St.
- Excellent vehicular access from local surrounding area.

### Surrounding Land Uses:

- Retail:
  - Highest concentration of retail along the corridor
  - Big-box and strip development does not support a pedestrian-oriented or transit-friendly environment
- Some low intensity office
- New housing: townhomes just north of intersection.

### Observations:

- Becoming a mixed use node with office and higher-density housing, but still predominately retail.

## MARKET POTENTIAL

### 1. Up & coming families



**Median Age:** 31.9 years

**Profile:** young, affluent families with young children

**Homes:** newer, with a median value of \$185,500

**Shopping:** family and home priorities dictate their consumer purchases, they frequently shop for baby and children's products and household furniture.

### 2. Enterprising professionals\*



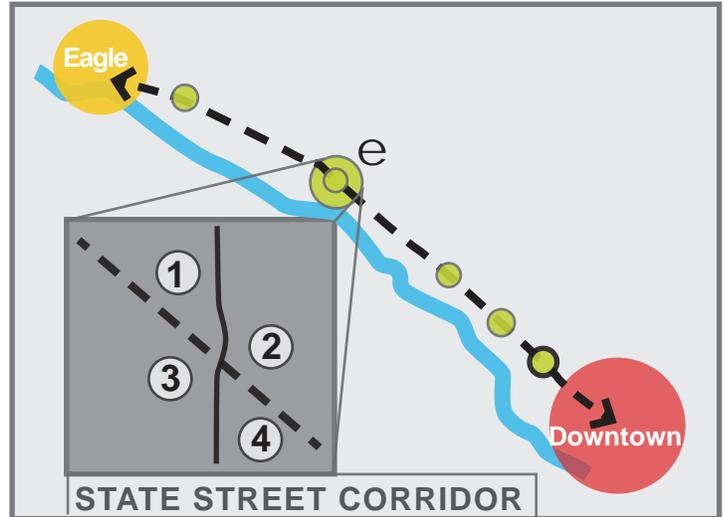
**Median Age:** 32.4 years

**Profile:** fast-growing market is home to young, educated, working professionals; rely on cell phones and PCs to stay in touch

**Housing:** prefer newer neighborhoods with townhomes or apartments

**Median Household Income:** \$66,000

**Shopping:** latest electronic gadgets



## EXISTING CONDITIONS & POTENTIAL

### 1/ NW Corner

- Relatively recent townhome development
- A proposed medium-density commercial development immediately north on the west side of Gary Ln
- Approximately 20 acres of undeveloped land at the NW corner, planned for retail, but could conceivably contain some office
- Critical mass of relatively dense housing immediately in from corner node
- Office has begun to develop, particularly south on Glenwood; single-story office buildings are planned north of State St. along Gary Ln. Although small-scale, it shows that demand for office space in the Corridor.

### 2/ NE Corner

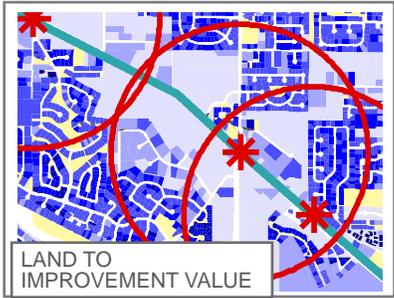
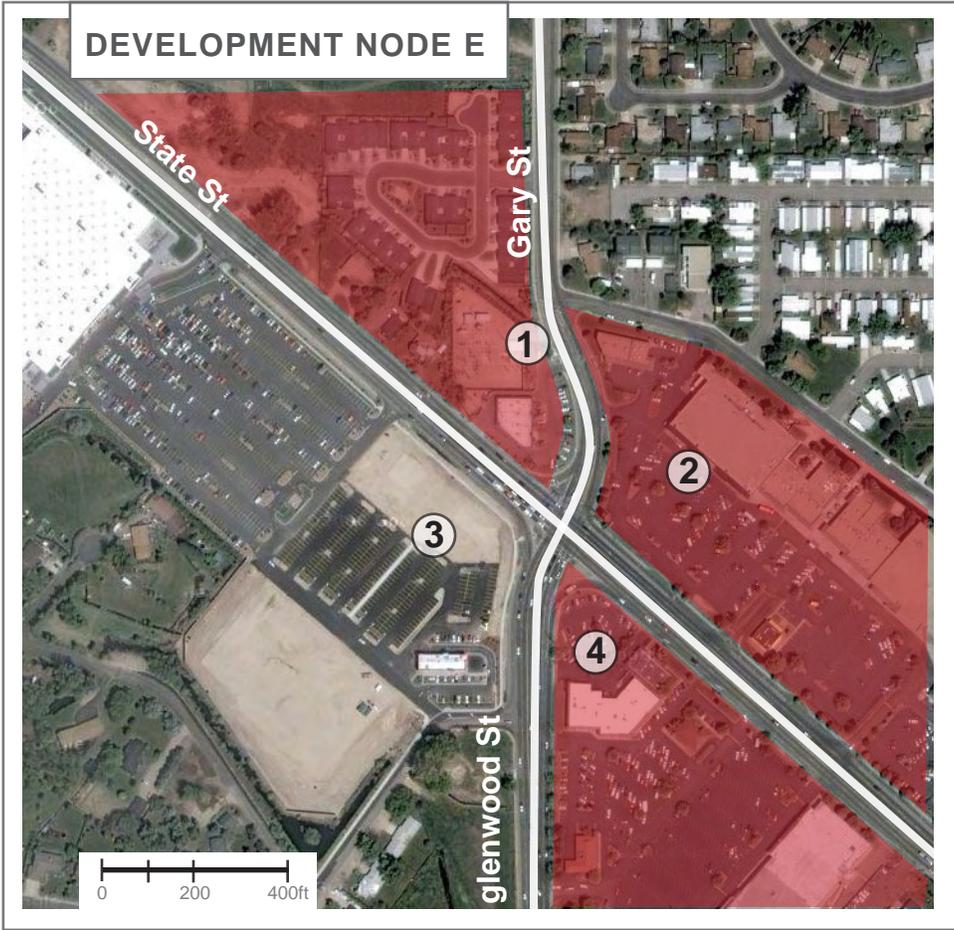
- Underutilized strip center development.
- Good candidate for long-term intense mixed-use

### 3/ SW Corner

- Wal-Mart, Applebee's and a new strip center dominate the site.
- Redevelopment in the near to long-term is unlikely.

### 4/ SE Corner

- Distressed shopping center, The Plantation, an excellent redevelopment candidate
  - Near-term redevelopment would most likely involve remodeling the center and finding a new anchor tenant or partnering to promote mixed-use
  - Mixed-use office-housing project could be a viable strategy in the long term



**DEVELOPMENT OPPORTUNITY**

Key Points:  
Work with property owners to explore redevelopment (potential partnership) opportunities that better support transit ridership.

	Years			Development Description
	1-5	5-10	10+	
<b>1/ NW Corner</b>				
20 acres undeveloped	+			Planned retail development with possible office.
<b>2/ NE Corner</b>			+	Intense mixed-use redevelopment.
<b>3/ SW Corner</b>				Redevelopment unlikely any time soon Discuss Park & Ride option with retailers.
<b>4/ SE Corner</b>				
The Plantation shopping center		+	+	Near-term: remodel center with new anchor tenant Mid to long-term: mixed-use: retail/office/housing project

# STATE & HWY 55 INTERSECTION

Development Node H

## CHARACTERISTICS

Visibility:

- Major intersection

Surrounding Land Uses:

- Traditional subdivision in NW portion
- Home Depot-anchored shopping center in NE portion
- South- undeveloped, consists of over 200 acres from State St to Boise River
- Gateway to Eagle from the East
- Higher-end housing close-by (Eagle, Foothills)
- Most diverse population in the study area.

Vision:

- Employment center with supporting housing and retail

Observations:

- Great potential

## MARKET POTENTIAL

### 1. In Style\*



**Median Age:** 39.3 years

**Median household Income:** \$67,800

**Profile:** More suburban than urban, but embrace an urban lifestyle

**Homes:** Townhome ownership more than double national level; more than half the households live in traditional single-family homes

**Shopping:** computer savvy, own an investment portfolio, contribute to retirement plans, and hold long-term care and life insurance policies

### 2. Up & Coming Families

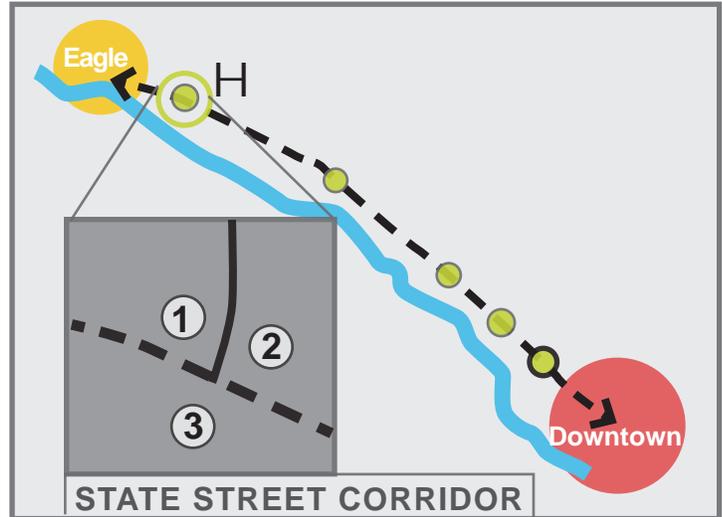


**Median Age:** 31.9 years

**Profile:** young, affluent families with young children

**Homes:** newer, with a median value of \$185,500

**Shopping:** family and home priorities dictate their consumer purchases, they frequently shop for baby and children's products and household furniture.



## EXISTING CONDITIONS & POTENTIAL

### 1/ Northwest of State

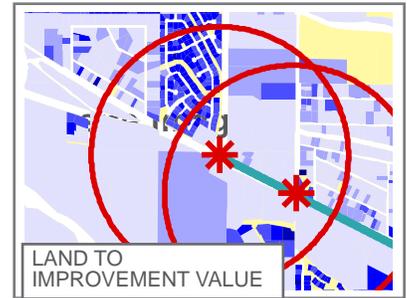
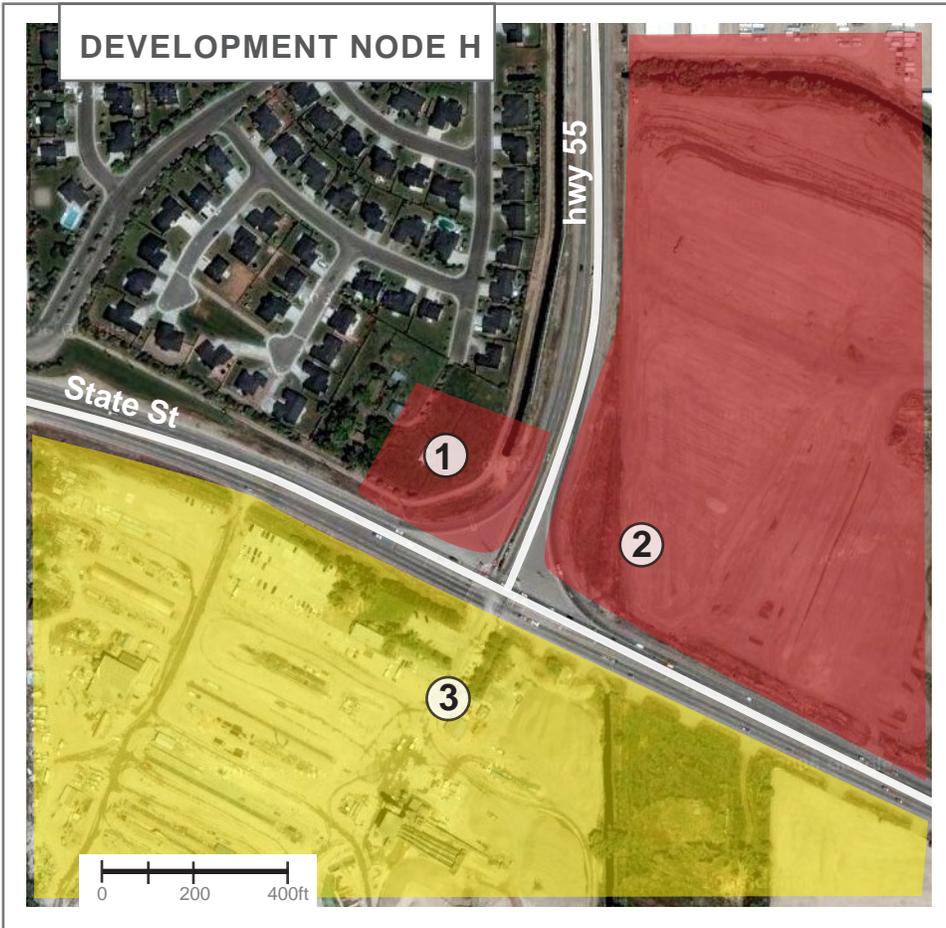
- Fully built out traditional subdivision
- Small opportunity for retail on the corner

### 2/ Northeast of State

- Home Depot-anchored shopping center
- Opportunity for more intense development long-term
- Park and Ride opportunity

### 3/ South of State Street

- Room for build-out
- Over 200 acres spanning from State St south to the Boise River
- Due to size of area, can be developed with a variety of uses, including workforce housing, over a period of decades
- Target higher density housing target for portion of site as it will help to optimize the high-value land along Boise River
- Burgeoning empty nest/move down market fueling demand for higher-end dense housing
- Employment/office also viable land use proximity to Eagle; Executives are known to locate their office close to where they live
- Eagle is emerging as strong Class A office submarket; just over 250,000 s.f., most developed in last five years, and several projects in planning
- Similar examples: Lake Oswego in Portland and Bellevue in Seattle
- Locating employment along the corridor also serves to lessen commuter traffic to downtown Boise



### DEVELOPMENT OPPORTUNITY

**Key:**

- Look for ways to partner with property owners or developers to control land uses and development on vacant parcels.
- Assemble land for park and ride. "Land bank" for future mixed-use development.

	Years			Development Description
	1-5	5-10	10+	
<b>1/ NW Corner</b>		+		Built-out. Redevelopment unlikely Small neighborhood commercial potential at corner
<b>2/ NE Corner</b>			+	Work with property owner and developers to intensify uses on this site.
<b>3/ South</b>				Discuss park and ride opportunities
Office	+	+		Employment/office concentration
High density housing		+	+	Workforce housing to support employment
Retail	+	+		Retail to support office and housing



## IMPLEMENTATION STRATEGY

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As explained early in this report, the State Street Corridor revitalization strategy is based on redevelopment and targeted investment in key pulse point nodes, or “catalyst areas”. Despite clear economic and physical redevelopment challenges, these nodes have significant investment potential. Taking into consideration these conclusions, specific development opportunities were identified for the Corridor. The nodes potential exists to:

- Build communities as the focus of Corridor’s rebirth;
- Reverse the job/housing imbalance;
- Enhance the public realm as the centerpiece of community building;
- Use the principles of Place Making and smart growth to guide development decisions;
- Better connect State Street to its adjacent neighborhoods and the Boise River;
- Create housing diversity and choices as well as family-wage jobs;

- Strengthen and brand the critical mass of community assets at each node; and
- Lay the foundations for future transit and transportation choices and land use excellence in the region.
- Enhance commercial development



## Guiding Principles

- 1 Let the Corridor behave how it should—to move vehicles: autos, buses, bicycles; accept that it is not a pedestrian-friendly place.
- 2 Think of corridors as gateways to neighborhoods and other development.
- 3 Create centers in the Corridor, but only on one side of the Corridor at a time; do not try to span the edge—let the sides develop separately with distinct characters and uses.
- 4 Establish the pedestrian nature of the center perpendicular to the Corridor at key node locations.
- 5 Make each node unique and special, a destination in itself. Relate it to the neighborhoods and special community assets adjacent to each node along the Corridor.
- 6 Push the housing at each node; make sure it is linked to the retail development and that it is easy to access the retail from a pedestrian viewpoint.

## Implementation Strategy

Investors, developers and lenders seek out environments with market opportunity and prospects for success, devoid of obstacles and sound in sustainability. The strategy seeks to both integrate and maximize long-term investments and programs with short-term actions and successes. The following strategic recommendations are intended to build and revitalize communities, particularly by focusing commercial redevelopment on the nodes and creating other meaningful places along the State Street Corridor that are supportive of and connected to future transit options.

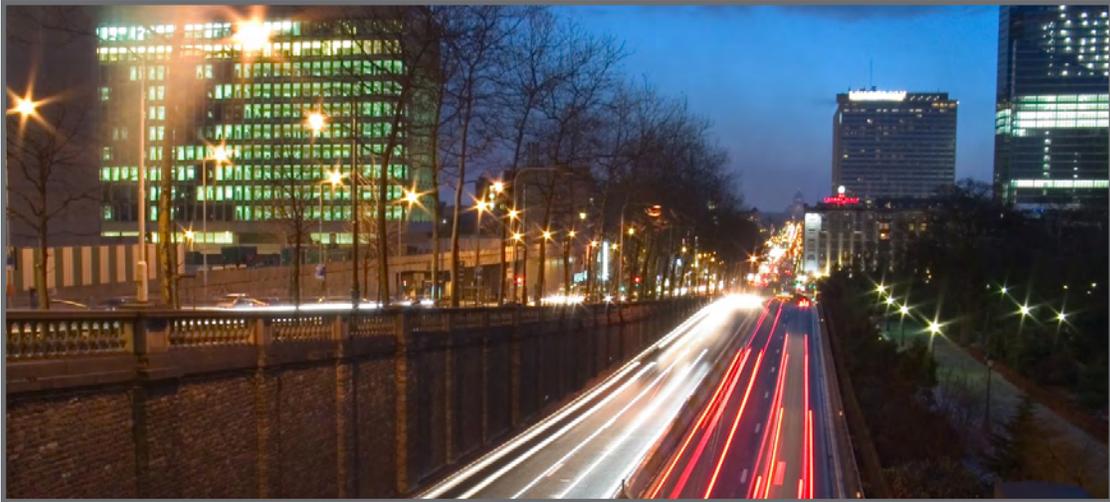
Market forces present some challenges. To find opportunities, the public sector must act resolutely and invest its resources in the creation of more livable and sustainable communities. Disconnected growth will persist and usurp transit and economic efforts if the public sector does not act. Today, most of the first generation, stand alone, retail strips along the Corridor are struggling or obsolete, as they compete with newer retail space that is better suited to meet current market tastes and demand. This phenomenon is not unique to State Street, and represents a problem many of America's cities are struggling to address.

There are several redevelopment challenges facing the State Street Corridor. Each of these challenges are discussed in the following section along with long-term strategies for addressing needed changes and implementing redevelopment.

## Corridor Identity

Today's consumer, employee, and resident is in search of community. People desire unique places where can experience and connect with others. The "live-work-shop-play" theme that is so predominant in planning right now exists because of this desire. In today's competitive market, Place Making and smart growth principles are key in new development.

With all the sameness in retail centers, housing developments, and office parks, people want to find distinctiveness in each of those areas. Amenities for the development nodes should include identifying the aspects of each place that make it special, unique, and desirable. "Branding" each node to reflect its adjacent communities will serve to enhance the authenticity of the development, connect it to the neighborhoods, and promote local loyalty and interest.



An Urban Corridor at Night

No single community has sufficient strength to revitalize the entire corridor, but as a vital component of one of its gateways, each community can draw on the economics of scale and choice provided in concert with its neighbors to become a strong redevelopment driver. So each community's distinctive character will be enhanced, rather than lost, in the revitalization of the Corridor.

Strategies for creating identity at each node within the Corridor include:

- Define the identity and character of each node, giving each its own distinct sense of Place as a way to allow ownership and emotional investment from the adjacent communities.
- In partnership with each community, develop a Place Making code that properly reflects and reinforces the character and personality of each node. The City of Eagle has seen success in such an approach with its downtown.
- Use State Street as a Gateway to each neighborhood and emphasize the connection to the adjacent node along the Corridor.
- Emphasize proximity and connections to the Boise River, and the foothills. Most motorists driving State Street fail to appreciate these assets they are passing. Change this perception to celebrate the assets of the Corridor and encourage motorists to stop and residents to stay. Encourage alternative transportation routes such as walking or bicycling along the river.
- Capitalize on the canals as Place Making opportunities where they exist within a node.
- Concentrate initial growth and redevelopment with predominant uses, i.e., a housing district with supporting retail and office, an office district with supporting retail and housing close by, etc.

## Retail Mix

The retail environment changes constantly. Many industry experts say, “Retail changes its face every seven years.” Competition from both shopping destinations and non-store shopping alternatives require that retailers and property owners constantly reposition themselves. Changes in retail are the result of changes in consumer behavior brought about by demographic shifts, advances

*“Already the new face of retailing is beginning to change the how, when, where, and why of shopping, which will have profound implications for suburban shopping areas. Today’s consumers have unprecedented options – and these options continue to increase . . . . A common thread running through many of these options reflects an increasing connectivity to other aspects of daily life; a mix of activities; a stronger sense of community; and more attention to the environment, the experience and the enjoyment of shopping. These characteristics are in tune with what today’s consumers are looking for but not finding in most suburban shopping areas.”*

Source: Ten Principles for Reinventing America’s Suburban Strips, Urban Land Institute, 2001

in technology, and expanded shopping choices. Properties within commercial corridors, and other inner ring and central city retail locations, rarely respond quickly to changes in the market, instantly putting them at a competitive disadvantage with their Greenfield competitors. Due to regulatory and financial obstacles, these properties lag behind the curve and therefore tend to attract few credit tenants, and more often than not, second-generation space users.

State Street’s retail mix is, for the most part, no longer serving the current demographic. In particular, there is a need for more quality restaurants, books and music stores, and neighborhood serving amenities, such as a dry cleaners, coffee shop, hair salon, video store, or mail and shipping store.

Strategies to improve the Corridor’s retail mix include:

- Consolidate retail facilities and services into the nodes of development, at the major intersections along the Corridor, i.e., those with the most traffic and the streets that cross the river, and recognize and promote the natural attrition of retail real estate on State Street between distinct development nodes.
- Create multiuse zoning districts; within the districts, establish and promote criteria to support pedestrian-friendly retail development, transit use, and future BRT.
- Reduce the amount of retail-zoned land throughout the Corridor; there is the potential for higher density housing and employment use along State Street; however, much of the Corridor is not zoned to allow those uses.
- Plan, through overlays, for the reuse and redevelopment of this real estate.
- Assist with property assemblages in nodes – working with the private sector to position opportunity sites in appropriate locations for national and regional recognition.
- Together with the Chamber (or merchants representative), continue to monitor market conditions – changing demographics, lease rates, absorption - and the performance of merchants
- Maintain a business database and update market analysis (using benchmarks).
- Work with the Chamber to develop targeted marketing materials that tell the “story” of each State Street node.
- Create an education program for merchants regarding the impact (and synergy) of large format stores on existing retailers; do this as an ongoing effort.

## Connection to Community

Communities form and consequently are recognized where individuals come together and connect with each other. The reality with State Street is that the development of each frontage parcel has been designed as a stand-alone development, not as a community-building element that creates a special place.

State Street has evolved from a state highway to a commuter road. Streets between communities and developments are either edges or seams to development on each side of them. The current pattern and future plans for State Street are to keep it as an edge, that is, there is little interaction or connection from the north to the south side. New development should accept this reality. The challenge is to transform the disconnected space into a valued place and piece of the surrounding communities, linking them to State Street and the future transit options.

The goal of breaking up the commercial highway strip development involves creation of multidimensional places along the Corridor rather than the current nondescript, single-purpose,

pedestrian unfriendly environment. New centers will be further weakened if first projects attempt to span State Street.

Strategies to change the pattern of development along the Corridor include:

- Focus on the communities, not just road capacity.
- Develop north-south more than east-west by stretching development and connecting into the neighborhoods.
- Use the reorientation of the nodes to link adjacent communities, promote walking, and better encourage and support transit options.
- Let the nodes and their centers evolve over time, focusing on one side or the other of the roadway and using land use policies to ensure connectivity with future growth.
- Celebrate the fact that each community is unique in the Corridor and encourage that individuality and community pride to thrive through community involvement and emotional ownership.



## Multifamily Housing

Two significant challenges to corridor revitalization are over-zoning and a lack of diversity among land uses. Few markets have enough depth to support the amount of commercial space zoned within their commercial corridors. With too much of a single use – one-dimensional form of development – an area loses the opportunity for Place Making and the character, diversity and vitality that come with it.

Residential development in particular, along corridors and within corridor nodes, provides numerous benefits for this otherwise linear environment. Residences effectively increase the number of households that support retail. In addition, they diversify the land use base; introduce a new and unique housing product to the market; and, promote a 24-hour environment on the street. In combination with office and other employment-generating uses, residential units provide the missing element of a live/work environment.

To enrich the range of housing options offered and significantly increase the residential density, promote a diversity of housing types with a variety of price points and greater densities. Include some high-end development projects set back from State Street, along the Boise River, with water and foothills views. Differentiate the housing products available in the State Street Corridor from those found in competing areas. Work with local developers, brokers, and outside experts to determine the market niche for each node.

Implementation solutions to the challenges presented by the introduction of housing include:

- Promote mixed-use development within nodes along the Corridor that includes housing – allowing for a market responsive mix of uses.
- Press for diverse and denser housing at each

node’s center, making sure it is linked to the retail development and that it is easy to access the retail from a pedestrian viewpoint.

- Work with private and non-profit interests to provide opportunity sites for residential development in appropriate locations and segments of the Corridor – readying the regulatory environment (alley width and access, lighting, side- and on-street parking, etc.).
- Revise regulations to eliminate barriers to investment in neighborhoods and on the Corridor, and which promote more density and a greater variety of residential products.
- Revise current zoning to encourage higher residential density and a mix of uses, particularly at the nodes, to encourage and ensure the greatest flexibility in building design.
- To encourage the introduction of residential development at key locations, fill financial gaps, and support demonstration projects.
- Where necessary, assist with assembling properties to accommodate a range of residential housing product types (workforce, student, senior – ownership and rental).
- Eliminate regulatory barriers that preclude or delay redevelopment of buildings for residential use (building codes, limits on adjacency among uses).
- Target the emerging demographics of young creatives in the workforce (affordable workforce sale and rental housing) and empty nester retirees (upscale lock-and-go condominiums) for new housing along the Corridor and in nearby neighborhoods.

## Jobs / Housing Ratio

There is a direct correlation between employment location and where executives live. With the higher than average incomes along State Street, and the housing in the foothills and Eagle, State Street is in a good location to draw more employment to the mix of uses along a corridor.

A major goal in reducing traffic is to provide jobs close to housing. As more jobs exist within the Corridor, along with diverse housing choices, individuals will have less need to commute to downtown or other areas of the Valley.

Strategies to bring more employment to the area include:

- Concentrate efforts at the edges where there is more vacant land or larger single ownership parcels.
- To encourage job growth, move to zone sewer and watered Class A office sites ready for development in target areas, such as St. Luke's new facility.
- Organize a series of brokers' tours to put the word out and liaise with residential developers' marketing teams to ensure that their advertising spreads the word about the lifestyle assets for those who choose to live, work, shop, play, and stay in the State Street Corridor.

## Ownership

Small average lot sizes and fragmented ownership patterns are two of the most significant barriers to sizable development projects in commercial corridors – State Street is no exception. Prior to the adoption of node concept plans, fragmented ownership can limit continuity in design character and quality across multiple uses in the same location. Generally speaking, the complexity

and timing of redevelopment projects is directly proportionate to the number of affected property owners.

Although the responsibility of assembling property can be either that of an entity established and supported by the city (community development corporation) or by private property interests, experience has proven that those cities that take on a more proactive role in the assemblage of properties for redevelopment are at a distinct competitive advantage for investment.

Strategies for acquiring and positioning properties for investment include:

- Work with private and non-profit interests to provide opportunity sites for national retailers in appropriate locations and segments of the Corridor – readying the regulatory environment (alley width and access, lighting, side- and on-street parking, etc.).
- Assist with property assemblages in nodes and at catalyst locations – using mechanisms for acquisition including land swaps, low-interest loans, land write-downs, etc.
- Keep property and business owners apprised of market opportunities (continue property and business owner round tables) and facilitate discussions among potential partners.
- Establish urban renewal districts where reasonable (according to compliance with the state legislation) and be prepared to use the powers that accompany this designation, including condemnation.

Most important Incentives, from the private sector perspective:

- 1 Streamline the development review process, particularly for fast-track projects near transit stations.
- 2 Land assembly. Help with land assembly is especially important for large-scale mixed-use projects, particularly in areas that are largely built-out and where land prices are high and developable parcels are few and far between.
- 3 Public-sector financial support for TOD in the form of subsidies, tax incentives, and below-market rate loans.

## Property Utilization

Underutilized and vacant sites within a commercial corridor have a physical, as well as fiscal impact. Common to corridors with undeveloped and underdeveloped parcels are inconsistencies in character and a dilution of uses. Vehicles tend to be the dominant mode of transportation and traffic tends to pass through, rather than stay. The exception to this would be those uses that attract destination traffic.

While these properties present an opportunity for investment, the methods used to bring the current use to something higher and better are broad and at best controversial. Contributing to land use patterns in State Street are a proliferation of these underutilized and vacant lots, driveways and access points. The result is more than simply appearance; traffic management is inefficient and business concentrations are fragmented.

Strategies to address the presence of under-utilized properties within the Corridor include:

- "Market" the availability of zoning within the Corridor that accommodates up to a 60 foot building height and as much as 40 du (dwelling units) to the acre.
- Promote the mixed-use node development and public support for a market-responsive mix of uses.
- Revise zoning at transit nodes to mixed-use, higher density, to encourage and ensure the greatest flexibility in building design.
- Study creation of a land-taxing program (speculator tax) that correspondingly rewards property owners with viable investment.
- Where these properties are not in conformance with current zoning, their status should be changed from "use by right" to "non-conforming."

## Strategic Elements

- City maintains a pro-business attitude toward redevelopment in the Corridor.
- Underdeveloped properties are put into productive use (such as a park-and-ride) and developed over a phased period of time.
- Support organizations (such as the Chamber and Neighborhood Associations) are extensively involved.
- Commitment is made to remedy existing problems and prevent future ones.
- Higher-density urban infill projects in the Corridor are encouraged in key locations.
- Public commitment is long-term.
- Development framework is established with short-term standards and long-term guidelines.
- Physical environment balances the role of vehicles, pedestrians and other modes of transportation.
- Advocacy entities will be identified and empowered to implement projects to further the vision.
- Corridor projects that receive incentives will provide a leveraged financial return.
- Creative reinvestment strategies and “tools” will be diverse and made available.
- Awareness of the Corridor’s role in the region will be heightened and stakeholder education will continue.



## Actions

The range of actions identified to move the plan forward were selected based on the foundation of the strategic elements. These elements, while general in nature, are responsive to the conditions analyses, market opportunities, catalyst concepts and (re)development programs, and stakeholder input.

The definition of “actions” is broad as it applies here – it includes public, private or public-private physical projects, social programs, and educational programs: public relations and goodwill-building programs; and policy reform – identified to promote opportunities and overcome barriers.

- Change the types of land uses: This policy is fundamental; if the public disapproves of the development pattern in corridors, then it should favor policies that change that pattern by disallowing some current uses, and by requiring or encouraging other uses. The zoning along the State Street Corridor does not support the long-term transit plans.

Nationwide, research suggests that corridors compete with downtowns and centers for many types of retail uses and that they have more retail than the surrounding neighborhood(s) can support. This suggests a policy to reduce the amount of land zoned for retail in corridors. As this is a multi-jurisdictional area, a creative approach to the Corridor is needed. The public agencies, working together, can transform policy in terms of land use regulations and intergovernmental programs to better deliver and encourage the creation of centers and place along State Street.

Change will require an extensive public involvement process, but even that will not be sufficient unless the private sector is shown that a different type of land use will be more valuable and viable than retail.

- A priority entitlement process should be put into place for all developments along the Corridor that comply with the proposed new Place Making and community building regulations and policies. Codes must be enforced to raise the standard along the Corridor and attract high-quality new development. Serious investors are not willing to invest in areas where high and predictable standards are not maintained, as it puts their investment at risk.
- Commercial and retail uses along State Street can be remixed and relocated in the new nodes of development. Failing businesses should be allowed to pass into history as a consequence of this upgrade. Obsolete buildings should be reused or demolished as quickly as possible. Facilitating relocation of businesses to the activity nodes will create greater viability for the future of the business by creating a well-mixed activity center enhancing community access and promoting increased sales.
- As is the case in all of the nodes, ownership is fragmented. In order to expedite redevelopment of this and other nodes in the Corridor, the public sector will need to establish a property acquisition entity (and program) to assemble properties and position them for private investment. Creative strategies to acquire and dispose of parcels could include – land swaps, land write-downs, public participation, etc.
- Create a housing initiative program – give priority to affordable housing options that support jobs and transit.
- Enact change with streetscape design and improvements. Actions here include



medians to encourage/discourage types of development, frontage roads to encourage/discourage types of development, on-street parking and pedestrian ways (at least on the frontage roads) to encourage/discourage types of development, and teeing up development to match public sector goals.

- The magnitude of this assemblage will likely attract the interest of investors outside the local market, therefore the public sector will need to play an active role (participating in and/or facilitating discussions among property owners, enforcing design standards, etc.) ensuring future development programs are consistent with the Corridor vision.
- Create a Citizens Committee for the State Street Corridor. The State Street Corridor
- can successfully redevelop if the public is effectively engaged. This group should be made up of business and property owners, residents, brokers, developers, and lenders that have an interest in the Corridor. Change will occur when there is “emotional investment” from all sides.
- The public sector should develop an ongoing community engagement process to help inform and receive input from the public on the State Street Corridor Plan. Public leadership, excitement, and support for this project must be seen by the community to lend confidence to the reality of a changing paradigm along the Corridor. These efforts must be ongoing and consistent throughout the life of the State Street Corridor project.



## **APPENDIX**

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- A. Pulse Point & Center Typologies**
- B. Transit Oriented Targets**
- C. Development/Redevelopment Opportunities**
- D. Tapestry Definitions**
- E. Retail Demand**
- F. 5-Year Preliminary Commercial Program  
Recommendation at Key Nodes**
- G. Zoning Designations: State Street Corridor**

# A. PULSE POINT & CENTER TYPOLOGIES

The following set of center typologies shows a number of different potential models for redevelopment, including the town or neighborhood center, subregional retail center, and employment center. However, the list is by no means comprehensive. Based on the strengths

and challenges that become apparent during redevelopment, aspects of the various center types can be mixed and matched—as long as the underlying market supports the type and amount of each use recommended, and all the parts continue to contribute to a more vibrant whole.



## Neighborhood Center

Site Area (acres)	0.5 - 8.0
Floor Area (sf)	3,000 - 80,000
Support Population	3,000 - 40,000
Markets	Primarily serves the needs of the local population, but also includes some small-scale retailers that serve larger areas
Uses	Primary: Retail. Supporting: Office, housing, civic, and other secondary uses possible.
Primary Tenants	May be grocery-anchored or “unanchored;” drugstore, restaurant, coffee shop, dry cleaner, salon, medical and dental offices, hardware store, others.
Notes	Corresponds to ULI’s Neighborhood/ Convenience Center designations.
Models	Portland: Clinton at SE 26th; Forest Heights; Belmont Dairy, Orenco Town Center Nationwide:



## Sub-Regional Center

Site Area (acres)	10 - 30
Floor Area (sf)	100,000 - 400,000
Support Population	40,000 - 150,000
Markets	Sub-regional
Uses	Primary: Retail Supporting: Office, housing, civic, and other uses possible.
Primary Tenants	Junior department store, discount department store, furniture store, office supply store, sporting goods store, cinema, supporting uses.
Models	Nationwide: Mizner Park, Boca Raton, Fla.;



### Specialized Use District - University, Hospital, or Civic Center

Site Area (acres)	10 - 50
Floor Area (sf)	500,000 - 5,000,000
Support Population	Varies
Markets	City-wide or regional.
Uses / Tenants	Primary: University, Hospital, Government or other large institutional tenant. Supporting uses: retail, residential, office, other, often includes an important public space component.

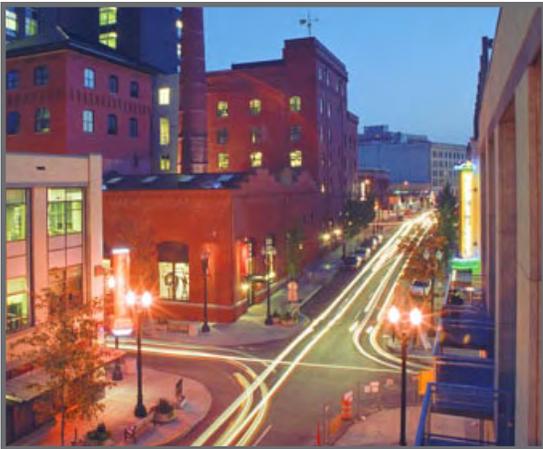
Models



### Employment Center

Site Area (acres)	10 - 30
Floor Area (sf)	250,000 - 1,000,000
Support Population	1,000 - 4,000 employees
Markets	City-wide or regional
Uses / Tenants	Primary: Office-based employment, including high-tech, financial services, marketing, etc. May have one or more anchor tenants. Supporting uses: retail, residential, civic, other.

Models



### High Density Mixed Use Center

(Not recommended for State Street due to market size.)

Site Area (acres)	10 - 30
Floor Area (sf)	500,000 - 2,000,000
Support Population	Varies
Markets	City-wide or regional
Uses / Tenants	Mix of primary uses including residential, office, retail, civic, hotel, open space. Retail uses include fashion, restaurants, other.

Models

Brewery Blocks, Portland, Oregon (pictured);  
Reston Town Center, Reston, Virginia



### Lifestyle Center / Regional Shopping Mall

(Not recommended for State Street due to market size.)

Site Area (acres)	20 - 80
Floor Area (sf)	500,000 - 1,500,000
Support Population	200,000 +
Markets	City-wide or regional
Uses / Tenants	Primary: Retail Tenants include numerous niche retailers, one or more department stores, cineplex/entertainment center, food court, other.

Models

City Place, West Palm Beach, Fla. (pictured)

## B. TRANSIT ORIENTED TARGETS

### Establishing Mixed-Use Targets

To ensure that an adequate mix of different land use activities is created within a station area, jurisdictions in other regions have established targets for mixed-use development. Below are some examples. Actual development needs should be monitored on a regular basis and zoning adjusted if targets are not met. Local targets should be based on specific station area land use goals.

- Public uses, including park space and civic uses 5 to 15 percent of total land area
- Commercial Retail space 10 to 50 percent of total land area
- Residential development 20 to 80 percent of total land area
- Employment 20 to 60 percent of total land area

### A checklist for Planning a Mix of Uses

- Are land uses complimentary?
- Are uses linked by sidewalks or paths?
- Do uses create all day activity?
- Are uses within walking distance?
- Do buildings fit with each other?
- Is the transit station connected to the other uses, visually and with sidewalks or paths?

### Establishing Density Targets

Although density is only one variable influencing transit use, numerous studies have found that transit ridership increases significantly with increased land use density. There is no magic number for an appropriate density target for transit station communities. Many different variables

should influence any density targets that are established. For example, household densities can be lower if employment and commercial densities are high, and vice versa. Transit stations without associated parking would require higher land use densities than those with parking available; and rail stations with 5-10 minute headways would obviously support higher densities than stations with 30 minute headways. Consider the following general guidelines in establishing density targets.

- Residential densities should approach 7-8 households per gross acre minimum to support local bus service connections to a transit station. Household densities should reach, at minimum, 10 to 20 dwelling units per gross acre close to a transit station facility.
- Employment densities of 25 jobs per gross acre will support frequent high-capacity transit service if employment is clustered close to the facility. A density of 50 jobs per acre is a preferred target for higher frequency and high-volume service (provided by light rail).
- Commercial land uses with surface parking should strive to achieve a floor area ratio (FAR) of between 0.5 to 1.0; and an FAR of 2.0 can easily be achieved with structured parking. Density is less important for commercial retail than is a mix of appropriate services.

*Source: Creating Transit Station Communities in the Central Puget Sound Region, Puget Sound Regional Council 1999*

## C. DEVELOPMENT/REDEVELOPMENT OPPORTUNITIES

Location	Owner	Current Use	Acreeage	Potential Use	Comments
E of NEC State & Eagle	Eagle Gravel Inc	Vacant	3.78	Retail/Office	▪4 parcels
E of NEC State & Eagle	Kaldenberg Milan	Vacant	16.35	Retail/Office	▪1 parcel Good depth & frontage
E of SEC State & Eagle (north of Riverside)	Eagle River LLC	Vacant	21.42	Retail/Office	▪14 parcels, some have sold and are being developed ▪Not very deep; good pad sites
SWC State & Edgewood	Lonesome Dove LLC	Vacant	35.82	Mixed Use	▪Mixed use development has been proposed ▪Spans from State St to Boise River
NEC & SEC State & Edgewood	Rock Contractors Inc	Vacant	59.77	Mixed Use	▪Rock quarry operation ▪Spans from State St to Boise River
S of State & McGrath	Kaldenberg Milan	Vacant	82.74	Mixed Use	▪Rock quarry operation ▪Spans from State St to Boise River
S of State & Hwy 55	Oldcastle MMG Inc	Vacant	78.69	Mixed Use	▪Rock quarry operation ▪Spans from State St to Boise River
SWC State & Gardner	S&R Land Development LLC	Vacant	53.62	Mixed Use	▪9 parcels, some have sold
Location	Owner	Current Use	Acreeage	Potential Use	Comments
SWC State & Gardner	State Street Property LLC	Vacant	10.87	Mixed Use	▪1 parcel
NEC State & Gardner	James C Ellis	Print Shop	1.00	Retail	▪Underutilized site ▪Improved with single story office/warehouse
E of NEC State & Gardner	Franz Witte Jr	Nursury	9.00	Retail/Office	▪Underutilized site Well-established nursery business
NWC State & Ulmer	Pillar LLC	Trailer Sales Lot	2.00	Retail	
NWC State & Duncan	Stanley & Donna Matlock	Houses	9.88	Retail/Office	▪Site contains a few houses
SWC State & Duncan	Jackey L Benson	House	3.27	Retail/Office	▪Contains single family house
SEC State & Duncan	Various	Various	4.09	Retail/Office	▪Underutilized site ▪ Contains single family houses, small retail
NEC State & Arney	Larry Eld	House	4.30	Retail/Office	
SEC State & Arney	Various	Various	4.81	Retail/Office	▪Underutilized site ▪Houses, 1-story office/retail (1960s)
NEC State & Bogart	Roe Street Investment LLC	Vacant	13.01	Retail/Office	▪Sewer service not available now
NWC State & Roe	Various	Houses	8.54	Retail/Office	
NEC State & Roe	Avest Limited Partnership	Mini-Storage	9.62	Retail/Office	▪Currently a self-storage w/ 19 buildings
Location	Owner	Current Use	Acreeage	Potential Use	Comments
SEC State & Roe	Hometown Shenendoah Estates LLC		22.2	Trailer Park	Mixed Use
NWC State & Gary	DBSI Shadow Hills LLC	Vacant	23.93	Retail/Office	▪Retail/office park planned

## D. TAPESTRY DEFINITIONS

Developed by the Environmental Systems Research Institute (ESRI), Tapestry Segment designations are used to describe typical lifestyle information about various demographic groups. ESRI classifies U.S. neighborhoods into 65 segments. These segments survey daily life in terms of age, income, values, lifestyle, and recreational habits.

### Tapestry Segments

**Up and Coming Families** represents the second highest household growth market and, with a median age of 31.9 years, is the youngest of Community Tapestry's affluent family markets. The profile for these neighborhoods is young, affluent families with young children. Approximately half of the households are concentrated in the West and Midwest. Neighborhoods are located in suburban outskirts of midsized metropolitan areas. The homes are newer, with a median value of \$185,500. Because family and home priorities dictate their consumer purchases, they frequently shop for baby and children's products and household furniture. Leisure activities include playing softball, going to the zoo, and visiting theme parks. Residents enjoy watching science fiction, comedy, and family-type movies on VHS or DVD.

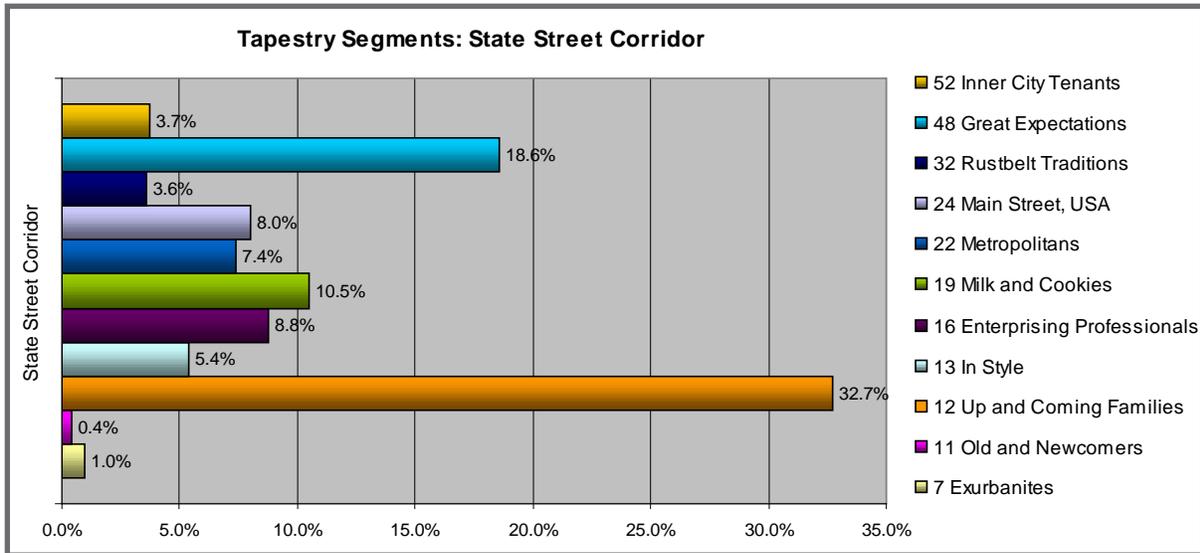
**Great Expectations** neighborhoods are located throughout the country, with higher proportions found in the Midwest and South. Young singles and married-couple families dominate. The median age is 33.0 years. Labor force participation is high. Manufacturing, retail, and service industries are the primary employers. Approximately half of the households are owners living in single-family dwellings with a median value of \$100,600; the other half are renters, mainly living in apartments in low-rise or mid-rise

buildings. Most of the housing units in these older, suburban neighborhoods were built before 1960. Residents enjoy a young and active lifestyle. They go out to dinner, to the movies, to bars, and to nightclubs. They enjoy roller-skating; rollerblading; playing Frisbee, chess, and pool; and attending auto races. They read music magazines and listen to rock music on the radio.

**Milk and Cookies** households are composed mainly of young, affluent married-couple families. Approximately half of the households include children. The median age for this market is 33.5 years. Residents prefer single-family homes in suburban areas, chiefly in the South, particularly in Texas. The median home value is \$131,900. Families with two or more workers, more than one child, and two or more vehicles is the norm for this market. Residents are well insured for the future. The presence of children drives their large purchases of baby and children's products and timesavers such as fast food. For fun, residents play video games, chess, backgammon, basketball and football, or fly kites. Favorite cable channels include Toon Disney, The Discovery Health Channel, ESPNNews, and Lifetime Movie Network.

**Enterprising Professionals** This fast-growing market is home to young, educated, working professionals, with a median age of 32.4 years. Single or married, they prefer newer neighborhoods with townhomes or apartments. The median household income is \$66,000. The Enterprising Professionals segment is ranked second of all the Community Tapestry markets for labor force participation, at 75 percent. Their lifestyle reflects their youth, mobility, and growing consumer clout. Residents rely on cell phones and PCs to stay in touch. They use the Internet to find their next job or home, track their investments, and shop. They own the latest electronic gadgets.

FIGURE 13 TAPESTRY SEGMENTS, 2006



Leisure activities include yoga, playing Frisbee and football, jogging, going to the movies, and attending horse races and basketball games. These residents also travel frequently, both domestically and overseas.

**Main Street, USA** neighborhoods are a mix of single-family homes and multiunit dwellings found in the suburbs of smaller metropolitan cities, mainly in the Northeast, West, and Midwest. This market is similar to the United States when comparing household type, age, race, educational attainment, housing type, occupation, industry, and household income type distributions. The median age of 36.3 years matches that of the U.S. median. The median household income is a comfortable \$51,200. Homeownership is at 66 percent, and the median home value is \$190,200. Active members of the community, residents participate in local civic issues and work as volunteers. They take care of their lawns and gardens, and work on small home projects. They enjoy going to the beach and visiting theme parks

as well as playing chess, going bowling or ice skating, and participating in aerobic exercise.

**Inner City Tenants** neighborhoods are a microcosm of urban diversity, located primarily in the South and West. This multicultural market is young, with a median age of 27.8 years. Households are a mix of singles and families. Most residents rent economical apartments in mid- or high-rise buildings. Recent household purchases by this market include video game systems, baby food, baby products, and furniture. Internet access at home is not typical; those who have no access at home surf the Internet at school or at the library. Playing games and visiting chat rooms are typical online activities. Residents frequently eat at fast-food restaurants. They enjoy going to the

movies; attending football and basketball games; water skiing; and playing football, basketball, and soccer. Some enjoy the nightlife, visiting bars and nightclubs to go dancing.

**Rustbelt Traditions** Rustbelt Traditions neighborhoods are the backbone of older, industrial cities in states bordering the Great Lakes. Most employed residents work in the service, manufacturing, and retail trade industries. Most residents own and live in modest single-family homes that have a median value of \$97,000. Households are primarily a mix of married-couple families, single-parent families, and singles who live alone. The median age is 35.9 years; the median household income is \$45,300. Residents prefer to use a credit union and invest in certificates of deposit. They use coupons regularly, especially at Sam's Club, work on home remodeling or improvement projects, and buy domestic vehicles. Favorite leisure activities include hunting, bowling, fishing, and attending auto races, country music shows, and ice hockey games (in addition to listening to games on the radio).

**Metropolitans** Metropolitans residents favor city living in older neighborhoods. Approximately half of the households are composed of singles who live alone or with others. However, married-couple families are 40 percent of the households. The median age is 37.1 years. Half of employed persons hold professional or management positions. These neighborhoods are an eclectic mix of single-family homes and multiunit structures, with a median home value of \$194,100. The median household income is \$57,600. Residents lead busy, active lifestyles. They travel frequently and participate in numerous civic activities. They enjoy going to museums and zoos and listening to classical music and jazz on the radio. Refinishing furniture and playing a musical instrument are favorite hobbies. Exercise includes yoga, roller blading, and hiking/backpacking.

**In Style** residents live in affluent neighborhoods of metropolitan areas. More suburban than urban, they nevertheless embrace an urban lifestyle. Townhome ownership is more than double that of the national level; however, more than half of the households live in traditional single-family homes. Labor force participation is high, and professional couples predominate. The median household income is \$67,800. Nearly one-third of these households include children. The median age is 39.3 years. In Style residents are computer savvy; they use the Internet daily to research information, track investments, or shop. They own a diverse investment portfolio, contribute to retirement savings plans, and hold long-term care and life insurance policies. They enjoy going to the beach, snorkeling, playing golf, casino gambling, and domestic travel.

**Old and Newcomers** neighborhoods are in transition, populated by those who are starting their careers or retiring. The proportion of householders in their 20s or aged 75 years or older is higher than the national level. The median age is 36.6 years. Spread throughout metropolitan areas of the United States, these neighborhoods have more single-person and shared households than families. Many residents have moved in the last five years. Sixty percent of households are occupied by renters; approximately half live in mid-rise or high-rise buildings. Residents have substantial life insurance policies and investments in certificates of deposit, bonds, and annuities. Leisure activities include roller skating, roller blading, playing golf, gambling at casinos, playing bingo, and attending college ball games. They listen to classic hits on the radio. Many residents are members of fraternal orders or school boards.

**Exurbanites** Open areas with affluence define these neighborhoods. Empty nesters comprise 40 percent of these households; married couples with children occupy 32 percent. Half of the householders are between the ages of 45 and 64 years. The median age is 43.6 years. Approximately half of those who work hold professional or managerial positions. The median home value is approximately \$255,900; the median household income is \$83,200. Financial health is a priority for the Exurbanites market; they consult with financial planners and track their investments online. They own a diverse investment portfolio and hold long-term care and substantial life insurance policies. Residents work on their homes, lawns, and gardens. Leisure activities include boating, hiking, kayaking, playing Frisbee, photography, and bird-watching. Many are members of fraternal orders and participate in civic activities

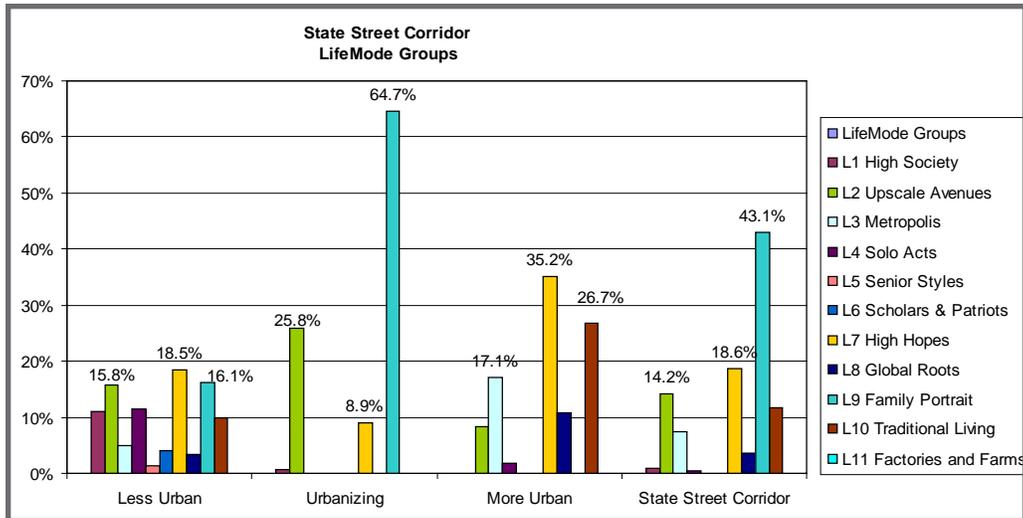
The LifeMode Group designates the population based on lifestyle and lifestage composition, and the Urbanization Group is based on geographic and physical features of an area based on density, size of neighborhood, and location within a metropolitan area. These groups are helpful in terms of determining housing choices and preferences for existing residents in the Corridor.

## LifeMode Groups

As shown in Figure 21 the predominant LifeMode group for the Corridor is Family Portrait (43.1 percent), followed by High Hopes (18.6 percent) and Upscale Avenues (14.2 percent). The Urbanizing segment of the Corridor has the least LifeMode diversity, while the Less Urban segment shows a wide range of LifeMode Groups. There is a good representation of Traditional Living and Metropolis in the More Urban segment as well.

- **Family Portrait** is LifeMode’s fastest-growing population. The growth is driven primarily by the rapid increase in the Up and Coming Families segment. Youth, family life, and the presence of children are the common characteristics across the five markets in Family Portrait. The group is also ethnically diverse: nearly 30 percent of the residents are of Hispanic descent. The neighborhoods are predominantly composed of homeowners who live in single-family homes. The majority of households include married couples with children who contribute to the group’s large household size averaging more than 3.11 persons per household. Their lifestyle reflects their youth and family orientation – buying infant and children’s apparel and toys. Visits to theme parks and zoos are popular. Their vehicle of choice is typically a minivan or a full-size SUV.
- **High Hopes** includes Aspiring Young Families and Great Expectations. The High Hopes group seeks the “American Dream” of homeownership and a rewarding job. Most live in single-family houses or multiunit buildings; approximately half own their homes. Many are willing to move to a new location to seek better opportunities. The residents in the summary group are young and college educated; one-third of the householders are younger than 35 years. Their median net worth is more than \$81,400 – nearly 76 percent of the U.S. median. Households in this group include a mix of married couples, single-parent families, or single persons.
- **Upscale Avenues:** Prosperity is the overriding attribute shared by the seven segments in Upscale Avenues. Success has been earned from years of hard work. Similar to the High Society segments, many in this group are also well educated with above-average

FIGURE 21



ESRI and Leland Consulting Group

earnings. However, the choice of housing among the segments in Upscale Avenues reveals their distinct preferences. Some favor townhouses and high-rises, while others prefer single-family homes in suburban neighborhoods or opt for open spaces. Some have not settled on a home yet, such as the renters among Enterprising Professionals; others have been settled for years. The median household income for the group is more than \$66,700, and their median net worth exceeds \$175,500. Prosperous domesticity also characterizes the lifestyle in Upscale Avenues. They invest in their homes, from landscaping and home remodeling among the homeowners to new furnishings among the renters. Their leisure activities include sports such as golf and bicycling and, of course, domestic vacations. Although they are partial to new cars, they also save and invest their earnings.

### Urbanization Groups

The corridor as a whole, shown in Figure 22 is made up of four primary Urbanization Groups: Suburban Periphery I (39.1 percent), Urban Outskirts I (30.2 percent), Metro Cities I (26.7 percent), and Metro Cities II (4.0 percent). The Less Urban corridor segment again shows the highest diversity within

the group, with all but two Urbanization Groups represented. The urbanizing segment is divided almost equally among Metro Cities I (47.3 percent) and Suburban Periphery I (43.8 percent). The dominant group in the More Urban segment of the Corridor is Urban Outskirts I (61.9 percent).

- Suburban Periphery I:** Moving away from the epicenters of city living, peripheral suburban expansion represents lower-density housing development located in metropolitan and micropolitan statistical areas throughout the United States. Suburban Periphery I is the largest Urbanization group of Community Tapestry, with the most population and households, in addition to the highest annual growth, 2.1 percent annually. Married-couple families dominate, approximately half with children, primarily living in their own single-family homes, with two cars. They tend to employ a lawn and gardening service, own a security system, and invest in home remodeling and improvements. This well-educated group is second to Metro Cities I in household wealth, but second to none in conspicuous consumption. They track investments on the Internet frequently and use a financial planner. They enjoy golfing, skiing, hiking, water sports, and regular exercise at a club. Travel is part of

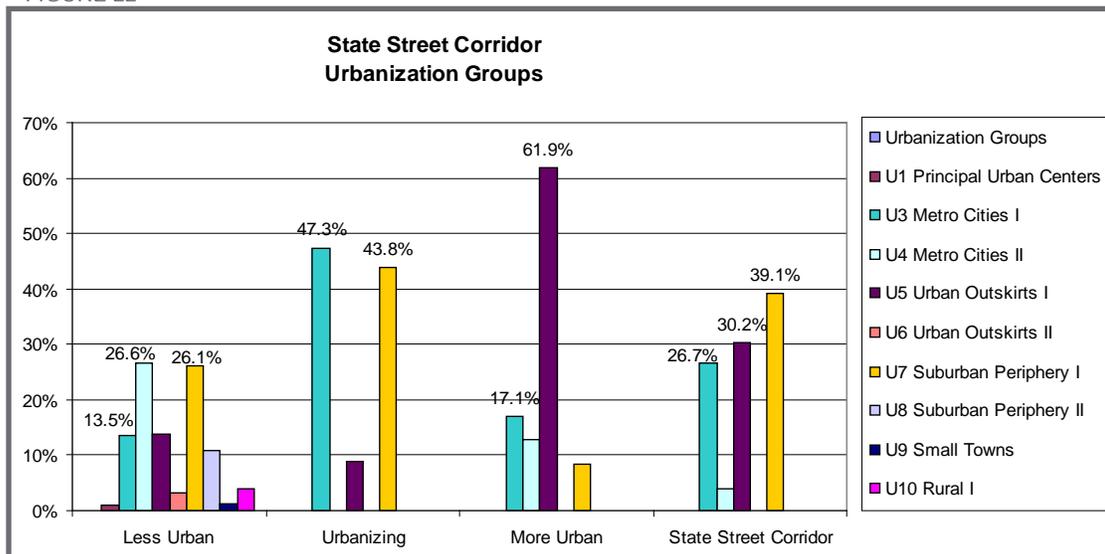
their lifestyle but more domestic than foreign. At home, The West Wing and CNN are TV favorites.

- Urban Outskirts I:** The segments in Urban Outskirts I reside in higher-density suburban neighborhoods spread across metropolitan areas. Many of these neighborhoods are part of the main hub of social, cultural, and economic activity within the metro area. The proximity of higher-density suburban areas to places of employment and entertainment venues combines the convenience of access with the advantage of affordable suburban living. The median household income of Urban Outskirts I residents is \$50,600, on par with the national median, although the population is slightly younger with a median age of 33.8 (compared to the national median of 36.3 years). As in established suburban communities, the housing stock is dominated by single-family dwellings but includes rental apartments to accommodate younger households with growing incomes. “Do-it-yourself” (DIY) projects are popular here, with owners tackling home improvement basics such as patios, fencing, flooring, and lawn care. Residents enjoy an active life that includes a

variety of sports from bowling to roller-blading. Televisions are ubiquitous, with as many as four television sets in many homes, but residents are as likely to read a newspaper or listen to the radio.

- Metro Cities I:** Upscale homeowners living in densely populated cities characterize the eight segments in Metro Cities I. Their distinction lies in the single-family homes in metropolitan cities. They embrace city living with the benefits of suburban single-family homes. Metro Cities I and Suburban Periphery I residents have the highest income among the Urbanization groups, but Metro Cities I residents are second to none in wealth. Both their median net worth and median home value are twice that of the national level. Most householders are older than 35 years. Nearly 60 percent of the households are married couples, both with and without children. These well-educated residents are avid readers, particularly of novels. They are very active in financial investments, health conscious, and enjoy traveling – both domestically and abroad. They are also world-class shoppers, from home furnishings to women’s shoes

FIGURE 22



ESRI and Leland Consulting Group

## E. RETAIL DEMAND

In order to estimate the amount of commercial development supportable at the proposed nodes of the State Street Corridor, LCG completed a market depth and demand analysis. The analyses consist of two basic components:

- *Current unmet demand* is determined by comparing the estimated supportable square footage to the actual inventory. The amount by which supportable space exceeds inventory is the current unmet demand.
- *Projected Demand* results from population and income growth in the market.

The demand for retail space is driven by retail expenditures, a function of population and income. Retail demand was estimated as follows:

- *Retail Spending* is derived by multiplying the total number of households in the trade area by the average per household retail expenditure.
- *Retail leakage* refers to retail expenditures made outside the trade area. Leakage may be higher in locations such as the State Street Corridor, which lacks regional retailers, such as big box stores and mid-size chains. Along the Corridor, leakage is estimated at 20 percent. Sales leakage is deducted from total retail expenditures to calculate retail expenditures that occurred inside the trade area.
- *Supportable Retail Square Footage* – In order to translate retail spending in the trade area into supportable retail space, it is necessary to estimate the retail sales per square foot

that retailers require. This number can vary greatly depending on the retail format, but for purposes of this analysis the region-wide average of \$325 per square foot was used. This figure is also typical of the smaller-format retail that dominates the trade areas. Dividing the per square foot retail sales into the total retail expenditures in the trade area results in the estimated supportable retail square footage in the trade area.

- *Unmet Demand* is determined by comparing supportable retail space in the trade area to the actual retail inventory.
- *Projected Demand* – Projected demand for additional retail space is determined by multiplying the average household retail expenditure by the projected number of new households in the market area and dividing this number by the average retail sales per square foot.

## F. 5-YEAR PRELIMINARY COMMERCIAL PROGRAM RECOMMENDATION AT KEY NODES

### State & 30th

NE Corner

<u>Use</u>	<u>Acreage</u>	<u>Built s.f.</u>	<u>FAR</u>
Retail/Office	2.69	23,435	20%
Total	2.69	23,435	20%

### State & 30th

SW Corner

<u>Use</u>	<u>Acreage</u>	<u>Built s.f.</u>	<u>FAR</u>
Retail	6.00	52,272	20%
Townhomes	5.00	108,900	50%
Total	11.00	161,172	34%

### State & 30th

SE Corner

<u>Use</u>	<u>Acreage</u>	<u>Built s.f.</u>	<u>FAR</u>
Retail/Office	3.60	31,363	20%
Office/Housing	1.37	17,838	30%
Total	4.97	49,201	23%

### State & 30th

NW Corner

<u>Use</u>	<u>Acreage</u>	<u>Built s.f.</u>	<u>FAR</u>
Retail/Office	1.03	8,973	20%
Total	1.03	8,973	20%

### State & 36th

NW Corner

<u>Use</u>	<u>Acreage</u>	<u>Built s.f.</u>	<u>FAR</u>
Retail	3.367	29,333	20%
Office	0.7215	9,429	30%
Housing	0.7215	12,571	40%
Total	4.81	51,333	25%

### State & 36th

SW Corner

<u>Use</u>	<u>Acreage</u>	<u>Built s.f.</u>	<u>FAR</u>
Retail/Office	1.516	13,207	20%
Housing/Office	2.274	39,622	40%
Total	3.79	52,830	32%

# F. ZONING DESIGNATIONS: STATE STREET CORRIDOR

