



# **Downtown Ketchum Master Plan**

Prepared for City of Ketchum  
By The Hudson Company  
in Collaboration with  
RBF Consulting's Urban Design Studio

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## Downtown Ketchum Vision Statement Adopted by City Council, February 6, 2006



We, the people of Ketchum, hold our land to our community. Our history, traditions, values, and people are the basis for what our community is and will become. We embrace a Downtown that serves as the primary social center for ourselves, our neighbors and our visitors. Our Downtown will reflect and respect our priorities for a place that allows us to live, learn, work and play together. This environment will highlight our love for outdoor adventure and foster creative minds.

We envision Downtown amenities that inspire us and our visitors with discovery around every corner. We will bring nature to our core. We will foster lifestyles and activities that bring people together to celebrate living in this great valley. The fabric of our Downtown will be compact with fine grain details, highlighting and enhancing distinct districts in the town center. A diversity of affordable community housing will provide Ketchum with a core of year-round residents to keep our community truly alive and to help our local businesses thrive.



We will highlight our unique heritage and valley setting through design, the arts and creative interpretation. All who visit us will readily learn who we are and where we've come from. Those of us who leave and return will recognize their home. Our growth will reflect our roots and values.

We understand that Ketchum is as much a state of mind as it is a place. As creative, resourceful people who embrace our nature, we will establish and foster a variety of opportunities for life-long learning. We will particularly emphasize the arts and the human relationship with mountain country.

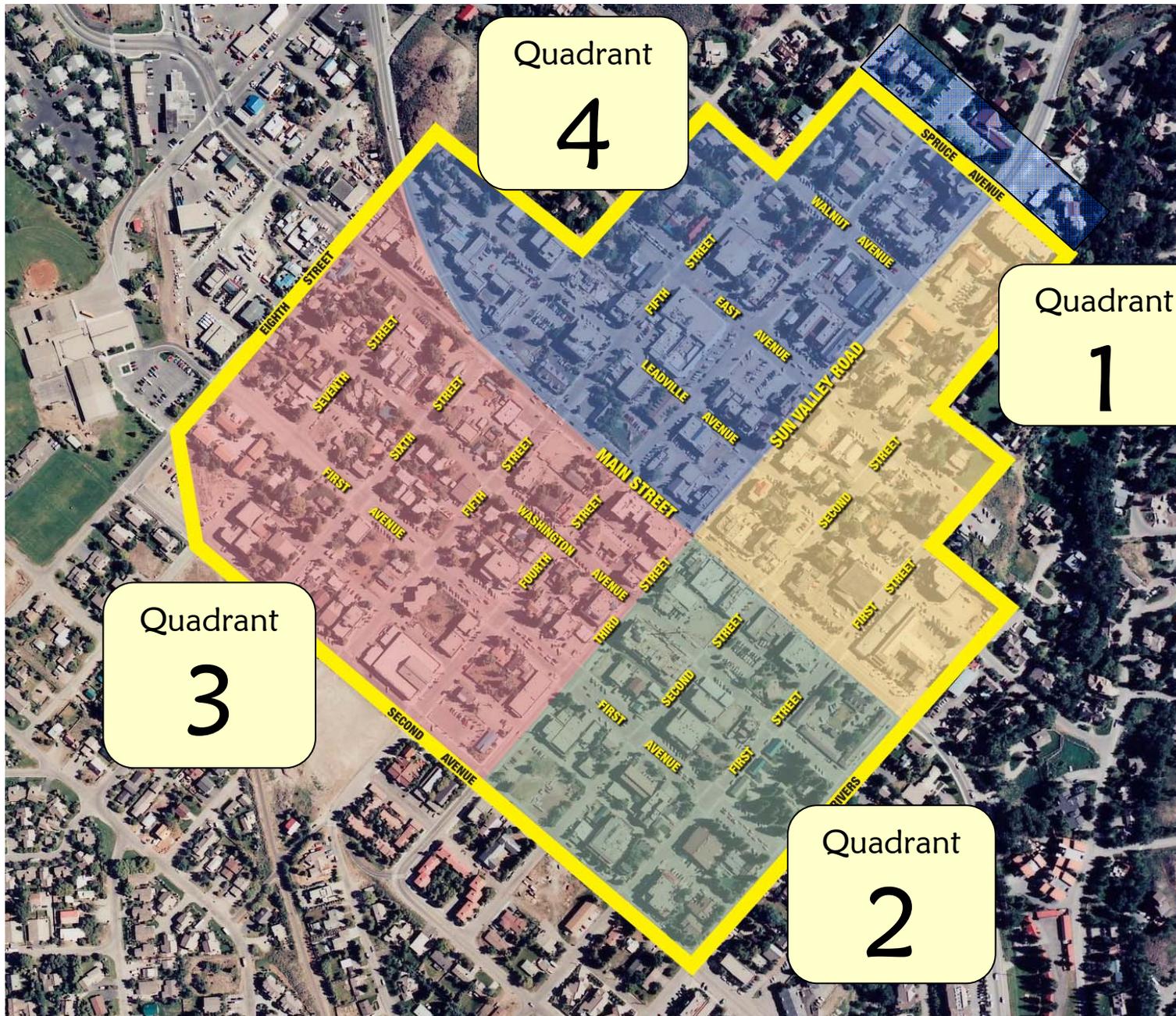


We will emphasize exceptional year-round tourism programming and economic diversification consistent with our values. Wherever possible, we will enhance partnerships with our neighbors to sustain both our community and our region. Our facilities and business community will set us among the most respected in the world for what we do best: living a creative life on the edge of the great outdoors.

## Ketchum Region



Downtown Ketchum Master Plan Project Area



## Preface & Acknowledgements

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### Preface

*Action:* Public workshop on parking system: address design, access, cost, inventory.

*Responsibility:* City

*Timing:* October, 2006



The Ketchum Downtown Master Plan is all about strategic community action. Community is highlighted by the City Council's commitment to outreach and citizen involvement both in planning and in implementation. Throughout the DMP, the reader will see a series of gray boxes that identify recommended actions. Each action is specified along with who should lead, when it should be done, and how high a priority it should be. In many boxes, as per the sample at left, there also is a yellow sun symbol. This denotes the need for public participation as an intimate part of accomplishing the specified task.

It is helpful in reading the DMP to think of the Downtown as four districts, or quadrants, divided by Main Street and Sun Valley Road. Each quadrant has been given a number for reference. The aerial photography on the preceding page numbers each quadrant clockwise from 1 to 4.

### Acknowledgements

In an era when it's tough to get a thirty percent turnout among Idaho voters, Ketchum's leaders have committed themselves to another track. Community-based planning will restore public interest, enthusiasm and support for strategic action. It is heartening to see such a high level of commitment to outreach, listening and collaboration.

Life is full of humbling experiences. Our work with Ketchum's leaders and citizens seemed particularly full of these. We've met good, honest people who inspired us to pursue our best possible effort. We made lasting friends, learned many lessons, and found we could love this place nearly as much as our own home towns.

It has been a sincere pleasure to serve Mayor Hall and City Council members Baird Gourlay, Terry Tracy, Ron Parsons and Steven Shafran. While it may be politically incorrect to say so, we feel we've met and served the best leadership team in careers collectively covering forty-six years and over two hundred communities.

It also has been an honor to work with City staff. Ron LeBlanc is one of those special human beings who really knows how to get great things done. Beth Callister and Stefanie Webster are tremendous professionals devoted to community service. Working with them was a blessing. And then there's Harold Moniz, an extraordinary planner, doer, thinker and friend. Harold, it's been a genuine privilege.

Finally, we are grateful to the people of Ketchum. You've been patient with us. You heard us out and you were willing to share your thoughts, frustrations, visions and ideals. Most of the time you were very polite, even on highly emotional issues. Even when we experienced some ruffled feathers, you shared your views with a passion for what you believe is right. We hope we have served you meaningfully. We tried to make a real difference in your great community. If we didn't, please don't give up. Your involvement now is absolutely critical in overcoming your historic challenges. Either way, thanks for communicating with us and guiding us toward the right track.

Tom Hudson, Project Manager, The Hudson Company  
Al Zelinka, Principal, Urban Design Studio  
Jason Jones, Urban Design Studio  
Hong Joo Kim, Urban Design Studio  
Kristen Lothrop, The Hudson Company

# Section 1

## Executive Summary

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The Ketchum Downtown Master Plan (DMP) presents a system of City-guided initiatives to strategically rebalance the physical place, housing and economy of the heart of our community. This system was crafted through a community-based planning process that aggressively pursued citizen participation. Guided by a comprehensive Framework that specifies guiding principles and other ends (a separate companion document), the DMP is focused on means – projects, processes, tools and teams.

Three primary Downtown dimensions are addressed here: physical design, organization and economic development. The planning process to create the DMP further addressed capacity building. Embracing the philosophy of Ready, Aim, Fire, City staff pursued community education, community insight, organizational development and resource development as an intimate part of the actual planning process. Over an eight month period, considerable success was attained, particularly in defining a common vision and primary means for attaining its goals.

The DMP is organized in seven sections:

- 1: Executive Summary
- 2: Framework & Vision Summary
- 3: Design Program
- 4: Organizational Program
- 5: Economic Development Program
- 6: Action Plan
- 7: Resources/Appendices

Combined, these elements address the action ingredients of Who, What, When, Where and How. The Framework, adopted in February, 2006, deals with Why.

Three primary sets of initiatives are proposed over a five year period in the DMP. Some will continue beyond that time. Others have already been accomplished. Note that regulatory elements are being addressed in separate reports. The initiatives are:

### Physical Improvements

- An Implementable Design Vision & Vision Poster
- Circulation & Street System: Better means to move through and within Downtown
- Orientation & Wayfinding System: Signage, kiosks, gateways and related graphics to help people find their way around Downtown
- Pedestrian-Oriented Streetscape System: The pedestrian environment improvements people have been seeking for so long
- Key Public Spaces: Especially a central plaza, Fourth Street Heritage Corridor, First Avenue Promenade, East Avenue medians, and a greatly improved Main Street
- Transportation System: Emphasizing alternative transportation and parking system improvements
- Affordable Workforce Housing Construction: Targeting 800 units, this is a top program priority

### Regulatory Refinements

- Form-based Code, Including:
  - Building Code: Addressing the form, look, & height of buildings
  - Inclusionary Zoning
  - Offstreet Parking Construction Requirements
- Transfer of Development Rights

### Resources

- Creation of an Urban Renewal District
- Creation of a Community Development Corporation
- Over 145 Inventoried Potential Resources Linked to Program Areas
- Teamwork
- Community-based Planning

These initiatives have high potential for accomplishment at a time when the community needs them most. There is literally a ‘crisis of community’ here as extraordinary market forces are pressing year-round citizens to leave, weakening our traditional tourism economy, and creating an urban form inconsistent with Ketchum’s rich heritage. The Downtown Master Plan addresses all these issues. The City especially intends to use its own land in the interest of affordable workforce housing.

There is much to do. The effort is worthy. The goals are attainable. The leadership and team exist to move us forward. And positive momentum is already attained.

Please take a moment to reflect on the Master Plan Framework, get acquainted with our vision for the future, then dive in. When you're done, help make the Downtown Master Plan a reality through your personal involvement in the process. There's an old mountain town saying that applies today: Life is short; ride your best horse first. It's time for collective action, for our best efforts to restore community and Ketchum to its rightful role as an extraordinary place to live and visit.

## Section 2

# Master Plan Framework, Vision & Guiding Principles

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### Introduction to the Framework

The City of Ketchum began the Downtown Master Plan (DMP) process by preparing a Master Plan Framework. With strong community guidance and participation, this Framework defines ‘Ends’ for the Plan, while the Downtown Master Plan itself is more about ‘Means.’ The Framework is therefore an intimate and essential part of the DMP. In it, the reader will find sections that:

- clarify community priorities
- establish a vision for Downtown’s future
- specify guiding principles for Downtown development
- identify major improvement opportunities
- expand outreach and teambuilding within our community

*“This is an historic moment. As a community, we can take this historic moment to restore community and vitality to the place of Ketchum. The alternative is, by consensus, unacceptable.”*

In the three months of Framework preparation, City government and citizens were very active in crafting its key elements. Along the way, people consistently noted two things: The time to act is now; the timing is excellent to make progress. City leaders, staff and the planning team all agree. This is an historic moment. As a community, we can take this historic moment to restore community and vitality to the place of Ketchum. The alternative is, by consensus, unacceptable.

The remainder of this section provides background for the Framework. In addition to purpose, it addresses context, planning process, and an outline of the Framework elements.

### Context

This historic moment might best be envisioned as arrival at a crossroads. In one direction – a difficult one – lies community revitalization. The current path of development in Downtown, however, leads to something else. Wherever this path might take us, it will lack a community with year-round citizens in enough numbers to

make this a real town. The tourism economy will be muted, little more than a shadow of its past. Downtown will be dominated by second-home complexes and other development with little or no connection to Ketchum's rich heritage.

Ketchum has a housing crisis of the first magnitude. Affordable employee housing is practically absent. Skyrocketing property values have led to an exodus of long-term, even multi-generational, families from the community. Employers must import employees every day. Workers by the thousands migrate to and from this place each morning and evening. Many will work elsewhere as soon as they can find something better.

With the loss of local residents comes the loss of local, year-round customers. Downtown retailers are feeling the impact. Citizens express growing concern in the numbers of local businesses that have closed or relocated down the valley. Even dentists find the critical mass of locals needed for viability is being lost.

Is this a purely economic issue? Should people care? So what if residents move down the valley? That's just a supply and demand reality – some say. Or is it? What is the value of community? What is the value of a collective Downtown tourism industry that has invested both life and resources here for decades?

Overwhelmingly, the people who participated in preparing the Framework answered that the value of community is priceless. They say it is time to restore balance. Community leaders and the planning team not only agree, they believe there is a reliable road toward restoring balance. Key elements have been defined in the Framework. Many of the details, or means, are provided in the Downtown Master Plan. Processes are recommended to define the remainder.

Ketchum's greatest need, is a year round community. This need holds especially true for Downtown's future vitality. Affordable employee housing is a top priority that is given close attention in the Master Plan, Form-based Code and Inclusionary Zoning. Success in creating this critical asset will require either infill or sprawl. We choose infill. It will require more building densities and height – but not everywhere. We value our heritage and choose to preserve significant areas of our cottage architecture.

The physical place of Downtown also needs improvement. Its attractiveness, comforts, and rewards have declined for both its residents and visitors. We choose to improve them, in remarkable ways. The key to success in this historic endeavor isn't dollars. It is collaboration. Many towns in crisis circle the wagons and shoot inwards. Some towns simply lack the vision or leadership or both to climb out of their problems. People in Ketchum are saying that the timing here is right to succeed. They point to the combination of awareness (of crisis), leadership, partnerships and energy necessary to undertake this great task. Whatever else is needed can only come from these assets – at the center of which is collaboration.

Toward this end, the City has created a capital improvement plan and enacted development impact fees. Much has been accomplished recently to prepare the community for strategic next steps. Our vision statement expresses not a dream but a very real intent for excellence.

### **Process**

Informal consideration of a Downtown Master Plan has been ongoing for about two years. The formal process began at the end of October, 2005. City leaders and staff initiated a community-based process to complete the Framework as the first phase of work. With the completion of the DMP, implementation will follow quickly. In fact, some facets of Downtown improvement are likely to begin much sooner.

Our priorities in building the Framework were three-fold. First, outreach to the community was essential to clarify both Downtown priorities and guiding principles. Dozens of interviews were completed with people who have many perspectives and backgrounds. Retailers, realtors, builders, teenagers, City staff, elected officials, second home owners, church leaders, artists and even citizens who've recently moved away, were engaged. Two major workshops were conducted to exchange information, insights and perspectives on Downtown's situation. Meetings with various community organizations and schools were facilitated. Extensive direct emailing with interested citizens also ensued. Consistently, the local press participated and reported upon results. In short, the community was actively engaged in building the Framework.

Second, the planning team reviewed the 2001 Comprehensive Plan, existing City plans, researched local history and sought to incorporate what has already been decided or

accomplished in previous Downtown programming. City staff and the Sun Valley/Ketchum Chamber and Visitors Bureau were particularly helpful in this process. Many citizens and businesses also shared important materials to light our way.

Third, City staff and planners looked elsewhere for insight. Towns with similar challenges were researched. Successful affordable housing programs were studied. Other revitalization tools were evaluated in the context of places like Ketchum that have used them effectively.

The combination of these inputs resulted in a Framework intended to be community-based, strategically oriented, practical, and insightful. Plain English and illustrations were embraced to avoid making this Framework a technical document few might read. This is important because the Framework sets – well – the *framework*, the ground rules, the principles, the “Ends” for all that is to come in the Downtown Master Plan. By getting the Ends right, appropriate Means have been much easier and less controversial to identify. So, have hope. Every effort was made to make both the Framework and the DMP highly readable and user-friendly.

## **Product**

Briefly, the Framework includes the following elements:

*Guiding Principles and Vision Statement*

*Economic Framework*

- A. General Economic Conditions
- B. Economic Dynamics in Ketchum

*Design Framework*

- A. Orientation
- B. Downtown Form
- C. Downtown Fabric
- D. Downtown Design
- E. Building Programming
- F. Circulation
- G. Parking

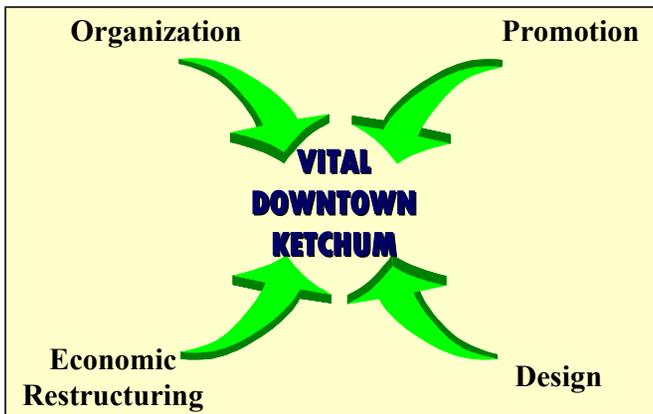
*Organization Framework*

*Promotion Framework*

*Key Projects and Program (Immediate Next Steps)*

Each of the Framework elements includes a more detailed set of guiding principles specific to the subject issue. Recommended steps in planning and programming also are listed.

As you read the two companion documents of the Framework (ends) and DMP (means), consider the extraordinary opportunities available to us. Ketchum can be more than great. Ketchum can be extraordinary. The challenges are substantial, but not overwhelming – if we act now. The resources to address them are accessible. Only negativism and infighting could keep us from accomplishing this vision. Ketchum’s leaders, staff and planning team believe this is the time, this is the team and this is the vision. Please join us in making history – and in bringing some of it back.



## Section 3 Downtown Design

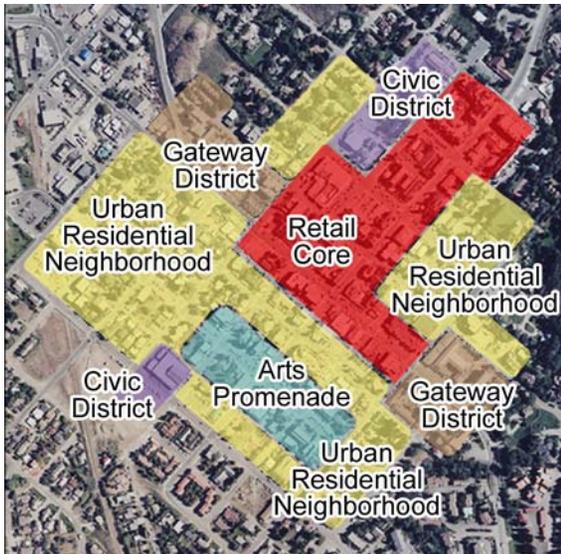
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### A. Urban Design Vision and Vision Poster

The Downtown Master Plan emphasizes implementation systems and tools guided by the Framework and Vision Statement. To succinctly portray DMP elements, a Vision Poster was prepared (See Figures 3.A and 3.A-1 on the next two pages). The urban design plan represented on the Vision Poster for Downtown Ketchum generally portrays six major themes:

- a. Creation of Unique Downtown Districts
- b. Preservation of Downtown Character
- c. Infill mixed-use and affordable housing projects
- d. Major Streetscape Improvement Projects
- e. New Downtown Public Spaces
- f. Gateway Enhancements

Figure 3.B: Downtown Districts



An important overlay in this system is the enhancement of Downtown as a highly livable neighborhood. Affordable workforce housing initiatives will return eight hundred households to the community. In particular, the City will use its own land in the interest of this critical goal.

#### a. Creation of Unique Downtown Districts

The Vision for Downtown Ketchum includes the creation of several districts within the Downtown, per Figure 3.B at left. The main shopping district is the Retail Core. The Retail Core District would contain a variety of existing and new mixed-use buildings that have ground floor storefronts. Specialty shops, restaurants, and cafes would line the sidewalks, creating an active pedestrian friendly environment. Upper floors would include a mix of residential uses and offices.

Other important districts within the Downtown include the Arts Promenade, the Gateway Districts, and the Civic Districts. The Arts Promenade would be a unique area for pedestrians to shop, dine, and view indoor and outdoor public art. Botanical

plantings intermixed with sculptors and seating areas would be provided along the sidewalks. The Gateway Districts are located on both ends of Main Street. These districts are envisioned to have prominent hotels and visitor-serving uses.

There are two Civic Districts. One contains the existing Post Office and the other contains the existing library, in close proximity with City Hall and an envisioned redeveloped Civic Center.

To foster the creation of unique downtown districts, it is important to establish a design committee to work with stakeholders and the community. This design committee would be ideally housed within the Community Development Corporation, the entity responsible for assisting the City with future downtown public improvements recommended in the DMP.

Figure 3.A: Vision Poster (Front)



**About the Vision Poster:**

The Downtown Ketchum Vision Poster provides a look into the future of "what Downtown Ketchum can become". It offers the Ketchum community and others with an illustration of one of many possible scenarios for the future of Downtown Ketchum. The Vision Poster should not be viewed as an absolute or static plan due to many unforeseen conditions, opportunities, and constraints that may arise in the future.

**Vision Statement:**

We, the people of Ketchum, hold our land to be precious. We understand that its respectful use is the key to sustaining our community. Our history, traditions, values, and people are the basis for what our community is and will become. We embrace a Downtown that serves as the primary social center for ourselves, our neighbors and our visitors. Our Downtown will reflect and respect our priorities for a place that allows us to live, learn, work and play together. This environment will highlight our love for outdoor adventure and foster creative minds.

activities that bring people together to celebrate living in this great valley. The fabric of our Downtown will be compact with fine grain details, highlighting and enhancing distinct districts in the town center. A diversity of affordable community housing will provide Ketchum with a core of year-round residents to keep our community truly alive and to help our local businesses thrive.

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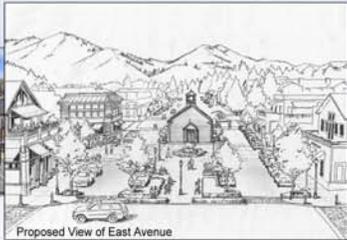
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We will highlight our unique heritage and valley setting through design, the arts and creative interpretation. All who visit us will readily learn who we are and where we've come from. Those of us who leave and return will recognize their home. Our growth will reflect our roots and values.

We will emphasize exceptional year-round tourism programming and economic diversification consistent with our values. Wherever possible, we will enhance partnerships with our neighbors to sustain both our community and our region. Our facilities and business community will set us among the most respected in the world for what we do best: *living a creative life on the edge of the great outdoors.*



Existing View of East Avenue



Proposed View of East Avenue

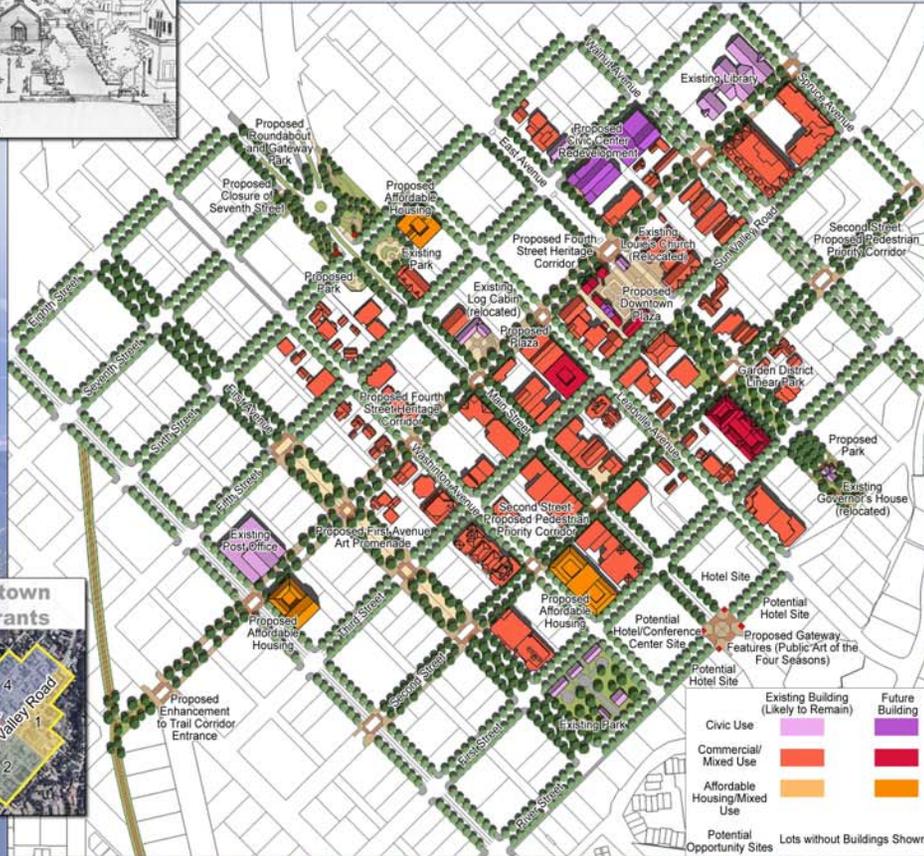


- A: New, Mixed-Use Buildings
- B: Central Plaza/Ice Skating Rink
- C: Stage Built into Mixed-Use Building
- D: Outdoor Fireplace
- E: Street designed as extension of Plaza
- F: Louie's Church (relocated)

**Downtown Framework**

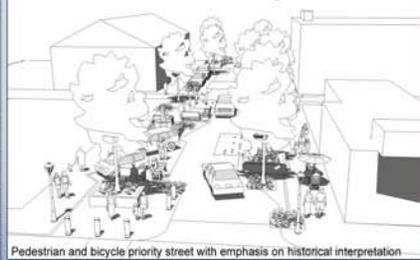


**Downtown Quadrants**



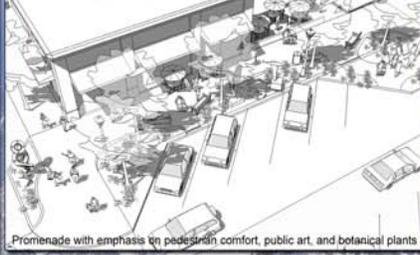
|                                      |                              |
|--------------------------------------|------------------------------|
| Existing Building (Likely to Remain) | Future Building              |
| Civic Use                            | Commercial/Mixed Use         |
| Commercial/Mixed Use                 | Affordable Housing/Mixed Use |
| Affordable Housing/Mixed Use         | Potential Opportunity Sites  |
| Potential Opportunity Sites          | Lots without Buildings Shown |

**Fourth Street Heritage Corridor**



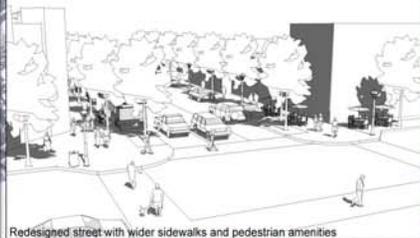
Pedestrian and bicycle priority street with emphasis on historical interpretation

**First Avenue Arts Promenade**



Promenade with emphasis on pedestrian comfort, public art, and botanical plants

**Main Street**



Redesigned street with wider sidewalks and pedestrian amenities

Figure 3.A-1: Vision Poster (Back)

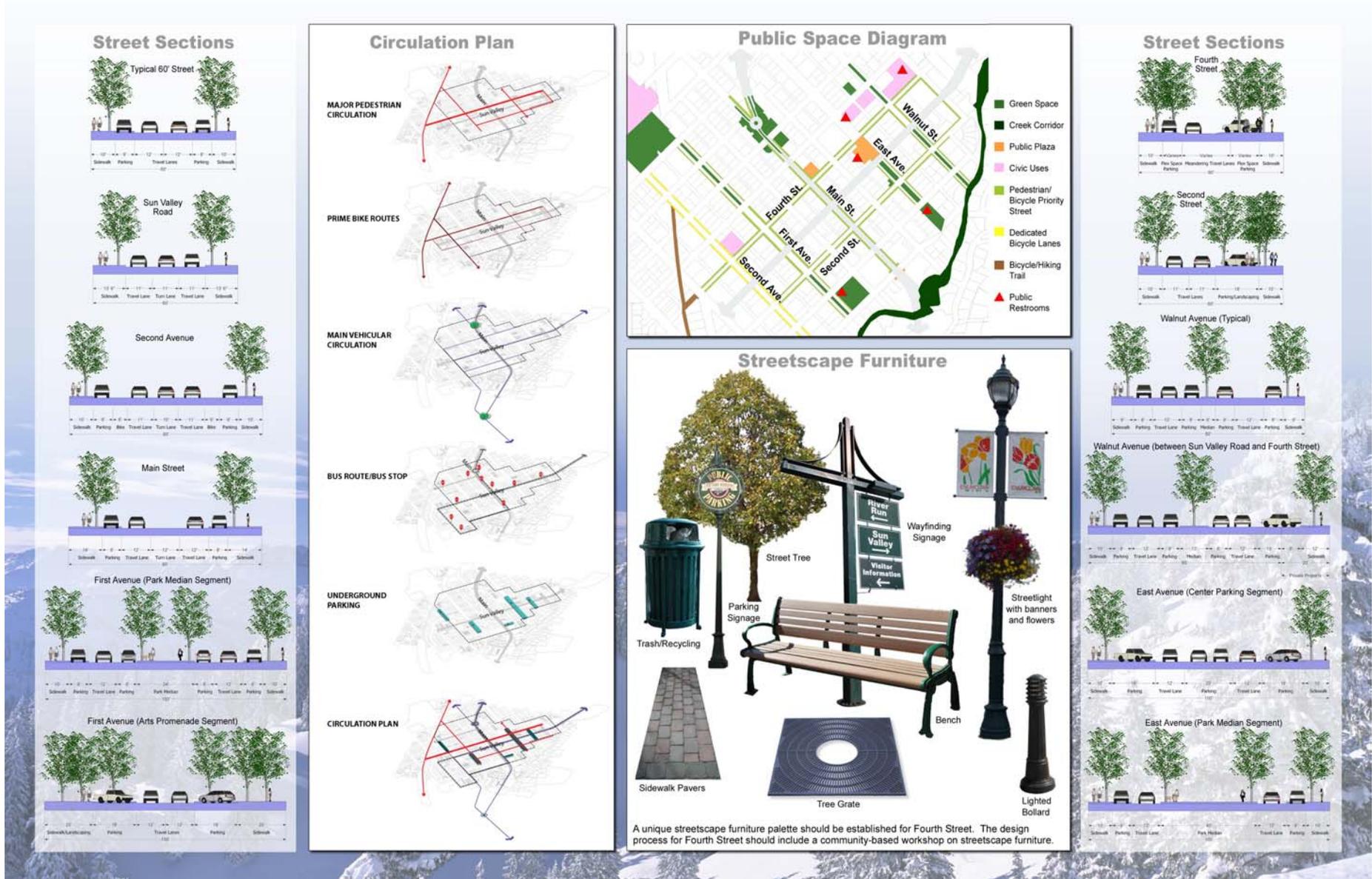
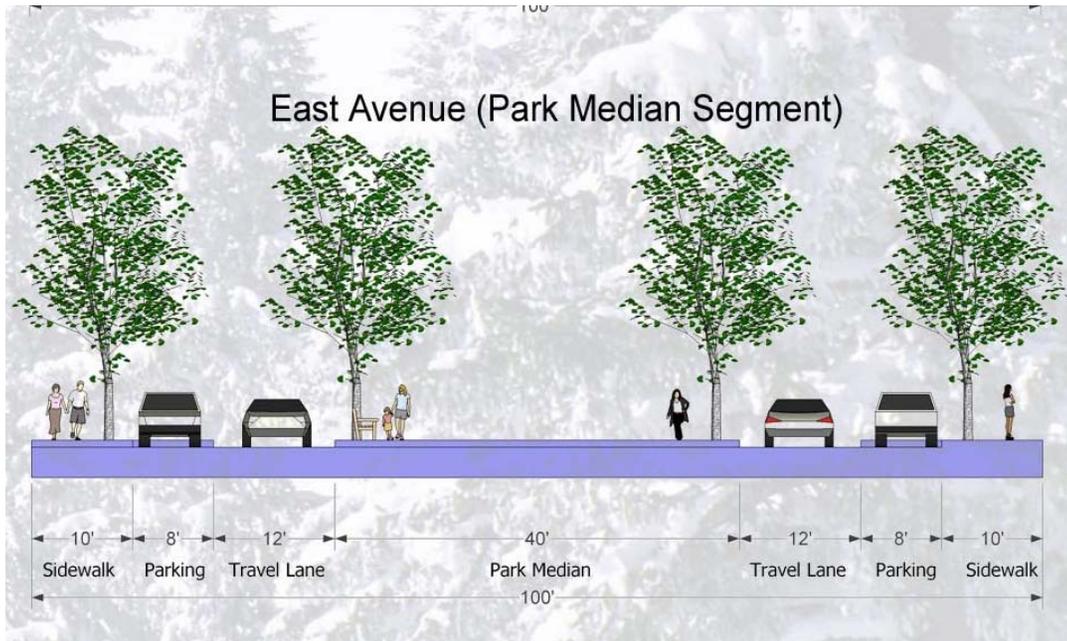


Figure 3.C



Urban residential neighborhoods are envisioned to surround and unify the retail core, the Arts Promenade, the Gateway Districts, and the Civic Districts. A variety of neighborhood mixed-use and urban residential buildings would be found in these neighborhoods.

The urban residential neighborhood east of Main Street and south of Sun Valley Road would be designed to function as a garden district. A large median park in East Avenue (per the image at left) would provide an open space ideally suited to neighborhood social activities, gardens and gatherings. A variety of new neighborhood mixed-use and urban residential buildings would be located within the established urban fabric of this area. Landscaped courtyards are also encouraged to create a garden-like setting.

**Action:** Organize Design Committee to enhance Downtown districts, working with interested residents, business owners, property owners, and subject specialists; collaboratively work to enhance each district.

**Responsibility:** Community Development Corporation; Design Committee. Collaboration with City and URA.

**Timing:** Fall, 2006

**Startup:** Ongoing

**Priority:** High

### b. Preservation of Downtown Character

A number of Downtown buildings have significant historic value. Other buildings are important to locals because they contribute to the unique sense of place of Downtown Ketchum. These historic and heritage buildings are envisioned to be preserved in order to maintain the unique character and image of the place. A variety of techniques are proposed to encourage their preservation, including the use of a Transfer of Development Rights Program. This program is described in Section 4.C.



Preservation of Downtown Ketchum's architectural and design heritage can be accomplished with such tools as Transfer of Development Rights.



“Affordable workforce housing is a top priority of the City...This effort will emphasize the use of public property.”

**c. Infill Mixed-use and Affordable Housing Projects**

The Vision for Downtown Ketchum is to infill vacant lots and underutilized properties with mixed-use and affordable workforce housing projects. As indicated on the Vision Poster, there are a number of potential new mixed-use and affordable housing projects proposed by the City. Affordable workforce housing is a top priority of the City. Two approaches will be pursued simultaneously toward the goal of creating 800 such units as rapidly as possible. The first is direct construction, in collaboration with the Urban Renewal Agency and the Community Development Corporation. The second is Inclusionary Zoning, where such housing is required as a portion of new private building construction. These projects would be intended to provide Ketchum with a core of year-round residents that will bring life to the Downtown, citizens to the community, children to the schools and year-round customers to local businesses.

**d. Major Streetscape Improvement Projects**

*Action:* Initiate Affordable Workforce Housing projects on public land.  
*Responsibility:* Community Development Corporation in collaboration with Urban Renewal Authority and City  
*Timing:* Fall, 2006, Startup; Ongoing *Priority:* Top



Streetscape enhancement projects are proposed on all Downtown Streets. All streets will be improved with pedestrian amenities, including benches, streetlights, and trash receptacles. Specific improvements for each street are described in more detail in Section 3.B.d, “Circulation Enhancement Options.”

*Action:* Continue community-based Downtown open space design process.  
*Responsibility:* CDC, with City and URA support  
*Timing:* Fall, 2006, Startup; Ongoing



*Action:* Initiate Streetscape Improvement projects on rights-of-way.  
*Responsibility:* Community Development Corporation in collaboration with Urban Renewal Authority and City via Capital Improvement Plan, CIP  
*Timing:* Fall, 2006, Startup; Ongoing *Priority:* Top



**e. New Downtown Public Spaces**

The Vision for Downtown Ketchum includes the creation of several important public spaces that are linked by a network of safe, attractive, and pedestrian-friendly streets. A variety of public spaces are envisioned, including public plazas, parks, park medians, and small courtyard plazas. These spaces will provide opportunities for relaxation, human interaction, dining, recreation, special events, and festivals. The key public spaces are described in Section 3.F.

**f. Gateway Enhancements**

Gateways are proposed at the major entrances to the downtown. The Gateways are intended to mirror the community's continuous endeavor to celebrate the beauty and wilderness of nature and the outdoors. The gateways are described in detail in Section 3.D.a.

*Action:* Initiate Gateway Improvement Program.

*Responsibility:* Community Development Corporation in collaboration with Urban Renewal Authority and City

*Timing:* Winter, 2007, Startup; Complete by Summer, 2009

*Priority:* Moderate



**EXCERPT from Idaho Transportation  
Department Press Release  
July 16, 2006**

**Alternative for SH-75 Project and FEIS  
chosen**

SHOSHONE - The Federal Highway Administration (FHWA) has identified the preferred alternative for transportation improvements to SH-75 between Timmerman junction and Ketchum, the Idaho Transportation Department announced. The selected alternative is based on the Draft Environmental Impact Statement (DEIS), comments received on the DEIS, and agency analysis and coordination during the past three months.

Transportation demand management (TDM) strategies are important to the successful operations of an HOV lane. FHWA and ITD encourage the Wood River Valley to consider additional TDM programs in conjunction with implementing HOV lanes. Examples of TDM include preferential carpool parking, vanpool programs, subsidized transit passes, and other activities to market, educate, and encourage HOV use as assumed in the DEIS impacts analysis.

ITD will commit to create a SH-75 Corridor Operations Management Team composed of representatives from Blaine County, KART and the cities of the Wood River Valley and will enter into a Memorandum of Understanding with the Corridor Operations Management Team to implement peak hour HOV operations, as described under DEIS Alternative 3,

**B. Circulation**

**a. Guiding Principles for Transportation and Circulation**

Local circulation is awkward, congested and very confusing to visitors. Straightforward refinements are available to address these weaknesses. All improvements will reflect one or more of the following guiding principles to build a strategic circulation system:

- Downtown circulation should balance the needs of pedestrians, bicyclists, transit riders and motorists alike.
- The circulation system will accommodate people and their various travel needs, providing convenient access for all user groups including businesses, employees, residents, customers, visitors, and tourists.
- Downtown circulation should accommodate travel for school children, bicyclists, public transit, seniors and people with mobility challenges.
- Downtown is a pedestrian-priority district.
- Traffic demand management will include programs that offer a healthy mix of transportation modes to reduce automobile dependency and to increase the number of people accessing Downtown by foot, bicycle or transit.

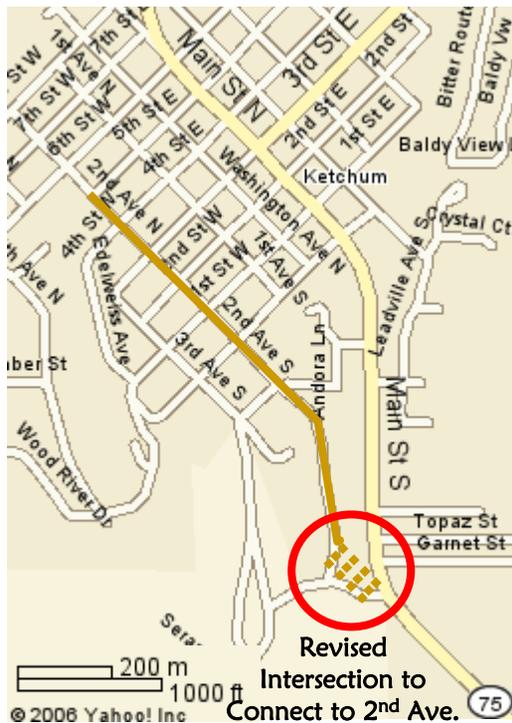
**b. Circulation System: “To” and “Through” Traffic Management**

There is no strategic transportation management system being implemented in the Wood River Valley. Some potential components like public transit are established, but overall, traffic demand is only very loosely managed. The result is a progressive increase in volumes such that Ketchum is currently experiencing about 16,000 vehicles “average daily traffic.” This level creates substantial Downtown congestion. It can be reduced with a transportation demand management system. Downtown circulation programs will be organized to support this system as the County, cities and regional agencies work to help it evolve and expand.

“With orange flags for pedestrian use in crossing streets, the message is that vehicles have priority over pedestrians.”



**Figure 3.D: Proposed Second Avenue Connection to Highway 75**



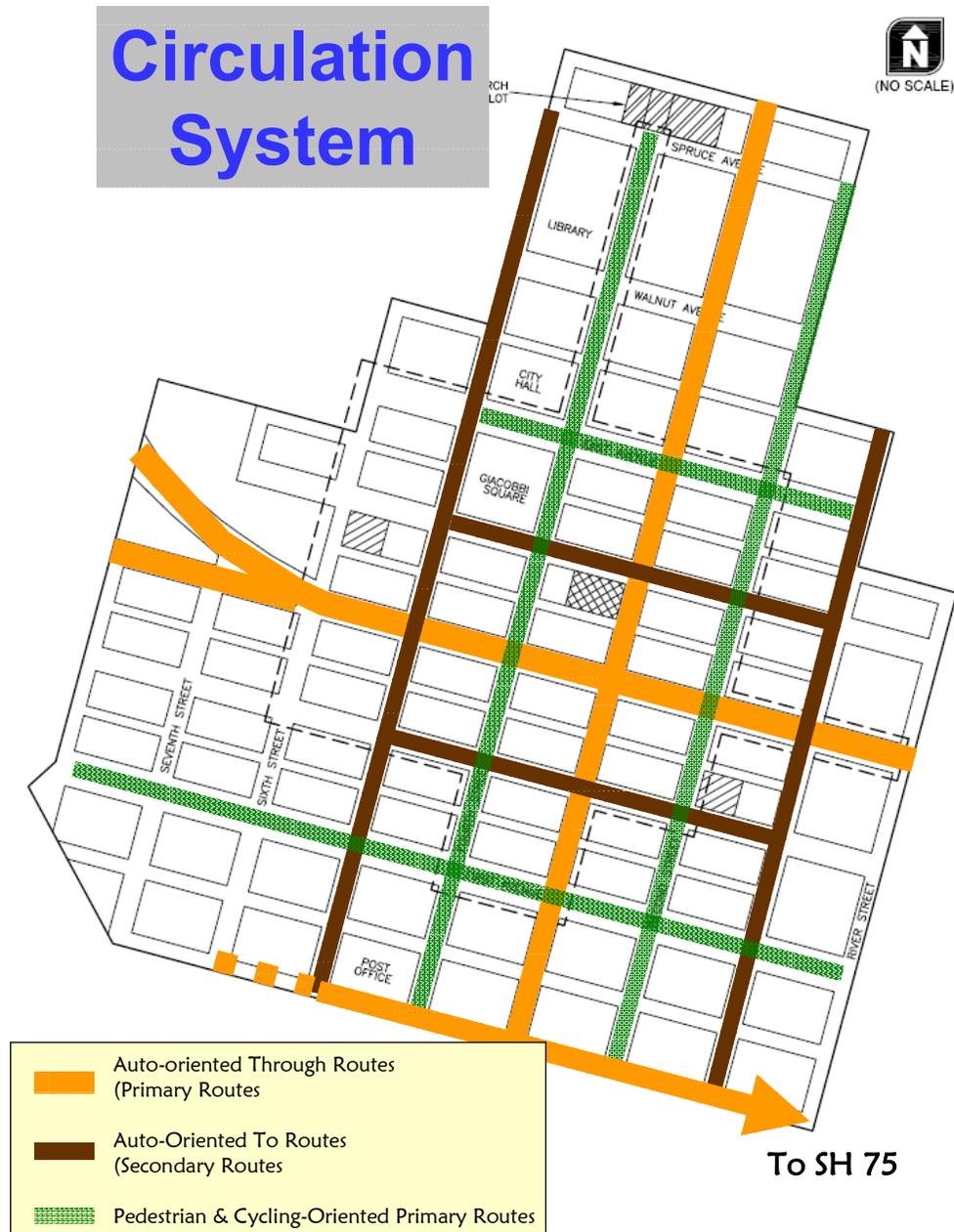
Downtown Ketchum’s vehicular traffic dominates the place and character of the community center. With orange flags for pedestrian use in crossing streets, the message is that vehicles have priority over pedestrians. This is a terribly wrong situation for a Downtown whose vitality depends upon its ability to draw (walking) customers.

The fundamental organizing traffic concept for Downtown is to clarify and refine the two key circulation dimensions: ‘Through Traffic’ vs. ‘To Traffic.’ *Through* Traffic is that which is devoted most to getting through the Downtown to somewhere else and to getting from the highway to a particular district. *To* Traffic is that which moves within the Downtown, from district to district or even within one district.

Figure 3.E, next page, illustrates the proposed systems for both traffic types. Main Street and Sun Valley Road are the major Through corridors. They will be supplemented by Second Avenue. Second Avenue could be extended south to connect with Highway 75 at Serenade Drive, per Figure 3.D at left. This would provide Downtown with a second entry thereby reducing the amount of traffic on Main Street. First Street, Fifth Street, Leadville and Washington will be the corridor linkages to individual districts (quadrants). These will be auto-oriented, with a minimum of stop signs and signalized crossings at Main. This will allow local traffic to move between districts without getting on and further congesting Main or Sun Valley Road.

Main Street itself is recommended to be revised to a three-lane configuration. The middle lane will be devoted to left-turning traffic. Substantial nationwide experience demonstrates that a three-lane configuration in a town like Ketchum will be safer for both vehicles and pedestrians (see Table 3.1) and significantly more supportive of pedestrian priorities. A three lane configuration could provide more opportunities to enhance the pedestrian environment.

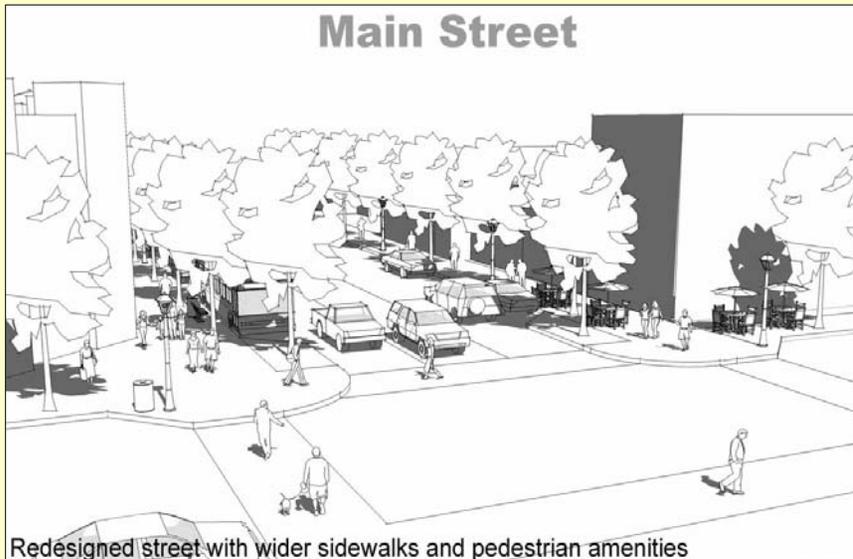
Figure 3.E: Proposed Downtown Circulation System Detail



### Why Change to a Three-Lane Main Street?

During peak-hour traffic conditions, the present 4 lane configuration on Main Street does not offer a measurable advantage for capacity or levels of service over the proposed three lane cross-section with a dedicated left turn lane. The two center lanes in the present 4 lane section offer reduced capacity and mobility because of delays from frequent left turn movements.

The proposed re-configuration of Main Street to a three lane cross-section would practically eliminate rear-end collisions associated with left-turn movements and pedestrians in crosswalks hidden by a lane of traffic. A three lane configuration could provide more opportunities to enhance the pedestrian environment. Note the following improvements:



- Nationwide experience (see Table 3.1 on next page) clearly demonstrates improved accident safety. In most case studies, average vehicular speed decreases while total travel time remains the same or is improved (reflecting reduced delays due to accidents and left-turning traffic).
- Wider sidewalks and enhanced streetscapes will improve Main Street as a pedestrian destination. The additional sidewalk areas provide opportunities for landscaping, shade and street furniture, as well as pedestrian oriented activities.
- Slower traffic and a new pedestrian-priority designation will make crossing streets safer and easier.
- In the four-lane configuration, pedestrians in crosswalks can be made invisible to middle lane traffic by vehicles in the outside lanes. This is a very dangerous condition that will be entirely eliminated.
- Sidewalk bulb-outs at intersections will reduce the distance in which pedestrians are exposed to traffic while crossing the street, as well as allowing drivers and pedestrians better opportunity to see each other in advance.
- Drivers tend to move at lower speeds in a three-lane configuration. Combined with regulatory signage and other visual cues, the new system will create a much more positive and safe pedestrian environment.

The Iowa Department of Transportation studied 4-Lane to 3-Lane conversions extensively over an extended time period. "The results indicated that the frequency of crashes was reduced by about 26%, when other changes were accounted for, that serious injuries were reduced, and that older drivers had a reduced risk of crashing." Source: Iowa Transportation Department, <http://www.ctre.iastate.edu/research/detail.cfm?projectID=646830874>

**Table 3.1: Summary Table of 29 Case Studies on 4-Lane to 3-Lane Conversion Around the U.S.**

Source:

**GUIDELINES FOR THE CONVERSION OF URBAN FOUR-LANE UNDIVIDED ROADWAYS TO THREE-LANE TWO-WAY LEFT-TURN LANE FACILITIES**

APRIL 2001

Sponsored by the Office of Traffic and Safety of the Iowa Department of Transportation

CTRE Management Project 99-54

*Center for Transportation Research and Education (CTRE)*

<http://publications.iowa.gov/archive/00002888/01/4to3lane.pdf>

| Location  | Approx. ADT                                 | Safety  | Operations  |
|---|---|---|---|
| <b>Montana</b>  |   |   |   |
| Billings—17th Street West   | 9,200–10,000                                | 62 percent total crash reduction (20 months of data)      | No Notable Decrease**   |
| Helena—U.S. 12  | 18,000                                      | Improved**  | No Notable Decrease**   |
| <b>Minnesota</b>  |   |   |   |
| Duluth—21st Avenue East   | 17,000                                      | Improved**  | No Notable Decrease**   |
| Ramsey County—Rice Street   | 18,700 Before<br>16,400 After               | 28 percent total crash reduction (3 years of data)        | NA  |
| <b>Iowa</b>   |   |   |   |
| Storm Lake—Flindt Drive   | 8,500                                       | Improved**  | No Notable Decrease**   |
| Muscatine—Clay Street   | 8,400                                       | Improved**  | NA  |
| Osceola—U.S. 34   | 11,000                                      | Improved**  | No Notable Decrease**   |
| Sioux Center—U.S. 75  | 14,500                                      | 57 percent total crash reduction (1 year of data)         | Overall travel speed decreased from 28–29 mph to 21 mph, and free-flow speed from 35 to 32 mph. There was a 70 percent decrease in speeds greater than 5 mph over the posted speed limit.         |
| Blue Grass  | 9,200–10,600                                | NA  | 85th percentile speed reduction up to 4 mph (two locations increased 1 to 2 mph in one direction). The change in percent vehicles speeding depended upon location and direction (see discussion). |
| Des Moines (Note: This was a conversion from multiple cross sections to a three-lane) | 14,000                                      | NA  | Average travel speed increased from 21 to 25 mph  |
| <b>California</b>   |   |   |   |
| Oakland—High Street   | 22,000–24,000                               | 17 percent in total crash reduction (1 year of data)      | No notable change in vehicle speed  |
| San Leandro—East 14th Street  | 16,000–19,300 Before<br>14,000–19,300 After | 52 percent in total crash reduction (2 years of data)     | Maximum of 3 to 4 mph spot speed reduction  |
| <b>Washington</b>   |   |   |   |
| Seattle—Nine Locations  | 9,400–19,400 Before<br>9,800–20,300 After   | 34 percent average total crash reduction (1 year of data) | NA  |

\*NA = Not Available. Safety data duration is for before/after conversion.

\*\*Summarized results based on anecdotal information.

A pedestrian-oriented circulation system will overlay Downtown as well. Per Figure 3C, Fourth Street Heritage Corridor will be the spine. It will be supported by a grid system that highlights Second Street, East Avenue and First Avenue as primary pedestrian traffic corridors. All other streets and avenues will receive streetscape improvements as well to improve pedestrian amenities. Where appropriate, destination/subdistrict nodes will be created to support place-making for retail, the arts and other destination-oriented activities. Primary nodes will be:

- Town Plaza, opposite Giacobbi Square at the corner of Fourth Street and East Avenue
- First Avenue Promenade, from Second Street to Fifth Street
- Fourth Street Heritage Corridor, with activity nodes along the street from Spruce to Second Avenue



With the exception of Fourth Street Heritage Corridor, primary and secondary nodes will be focused on Avenues. This reflects the orientation of Downtown lots and business entries toward Avenues rather than streets.

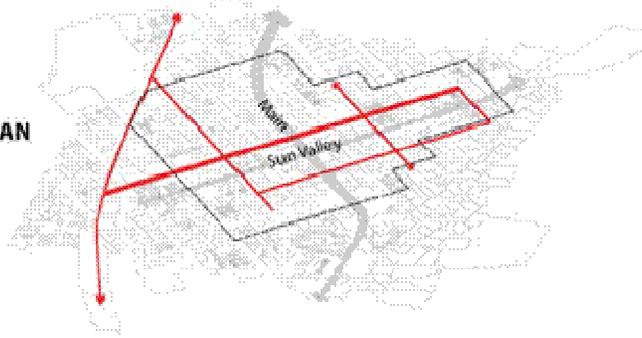
Downtown will become a pedestrian-priority area. Vehicles will move at lower speeds through the city center, and in most places, they will be required to stop for pedestrians in crosswalks. (This will not be the case at signalized intersections.) Signage (see Subsection D below) will be enhanced to guide drivers, cyclists and pedestrians to key routes and destinations (including parking, discussed in Subsection G).

The combination of Through and To routes, bike and bus routes form a circulation system that will manage traffic and accommodate transportation demand management programming for many years to come (see Figure 3.F, next page). Combined with the parking system (Subsection G), the whole moves toward a strategic matrix intended to support all other elements of the DMP. It is important to monitor and adjust the matrix to reflect experience and changes over time.

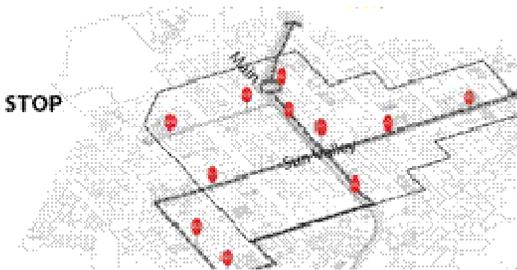
Signage and other design improvements will emphasize Downtown is a pedestrian-priority area. No longer will pedestrians feel like targets when they are in crosswalks! Note there are ways to make signage both memorable and entertaining – even inviting.

# Circulation Plan

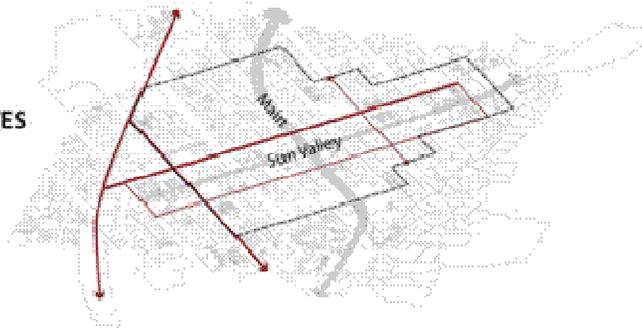
MAJOR PEDESTRIAN CIRCULATION



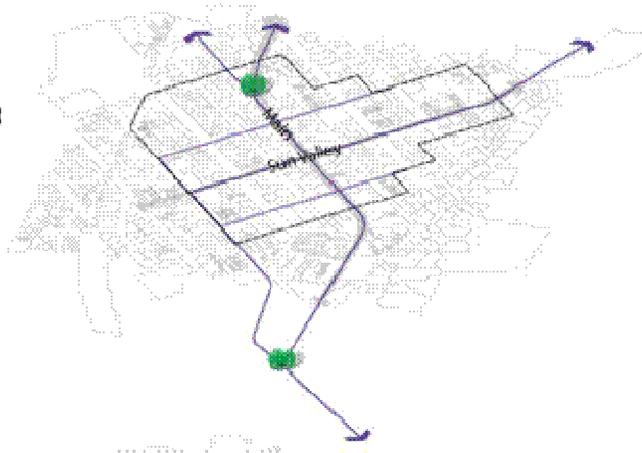
BUS ROUTE/BUS STOP



PRIME BIKE ROUTES

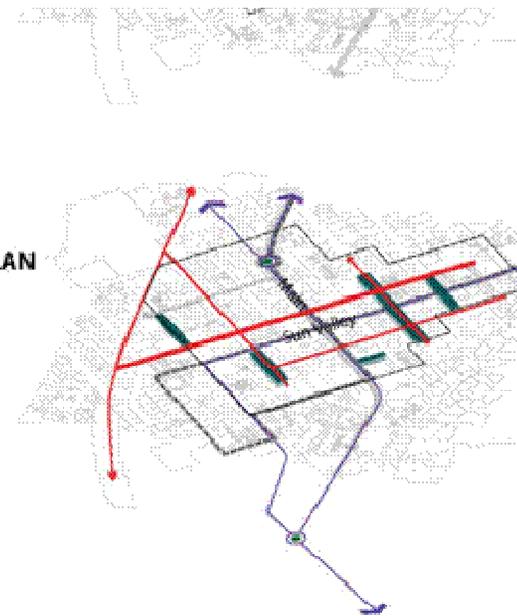


MAIN VEHICULAR CIRCULATION



# Circulation Plan

CIRCULATION PLAN



**c. Key Projects**

The refined circulation system will include nine key elements:

1. Establish Downtown as a Pedestrian-Priority Area (City Resolution)
2. Possible conversion to 3-Lane Main Street with wider sidewalks and a much stronger pedestrian orientation
3. Connection of Second Avenue to Highway 75 at Serenade Drive
4. System of “Through” and “To” routes
5. Primary bike route along Fourth Street, with enhancements on other streets and avenues to encourage increased bicycle usage
6. Creation of a jitney/shuttle system within Downtown, including peripheral parking lots
7. Capacity to incorporate upcoming Transportation Demand Management elements including (but not limited to):
  - a. Internal public transit system linked to regional public transit hub stops
  - b. Satellite parking areas for employees, residents and recreational vehicles. These areas will be served by the internal public transit system
  - c. Clearly marked bicycle “Through” routes and accommodation for bicycles on all streets and avenues
  - d. Onstreet parking fees for high demand areas
  - e. Structured parking as and when needed
8. Continued development of an Alternative Transportation Program throughout the County

The first seven of these will be implemented within four years. Item number eight is dependent upon regional collaborations. The City of Ketchum will endorse and foster partnerships to support the Program.

*Action:* Implement Circulation System Enhancements.

*Responsibility:*

1. Pedestrian Priority Area Resolution: City Council
2. Convert Main to 3-Lane Street: City/ITD
3. Connect Second Avenue to Highway 75: City
4. Establish Through & To Circulation System: City
5. Fourth Street Bike Route: City
6. Jitney/Shuttle System: CDC with support from URA and KART
7. Capacity to Support Transportation Demand Management System: City with URA and CDC support
8. Alternative Transportation Program, KART with City, WRRS, URA and CDC support

*Timing:*

*Priority:*

- |                                   |      |
|-----------------------------------|------|
| 1. Fall, 2006.                    | Top  |
| 2. Summer, 2007, Phase 1; Ongoing | Top  |
| 3. Summer, 2008                   | Top  |
| 4. Fall, 2006, Ongoing            | Top  |
| 5. Spring, 2007                   | Top  |
| 6. Spring, 2008                   | High |
| 7. Fall, 2006, Ongoing            | Top  |
| 8. Fall, 2006, Ongoing            | Top  |



#### **d. Circulation Enhancement Options**

During the spring of 2006, two minor circulation adjustments were identified as having potential to serve broader Downtown development goals. While not part of the overall Circulation System strategy, they are worthy of further consideration.

Adjustment 1: Modify any of several avenues or streets to one-way in order to increase total onstreet parking. In response to this recommendation, City staff evaluated the option and found the following:

**Figure 3.G: Potential Additional Onstreet Parking Units** if the street corridors highlighted in green were changed to one-way and diagonal parking was provided on either side of the street.



- One-way streets have been tried in the past. In fairly short order, the streets were returned to two-way with considerable public support.
- A 2006 straw poll on changing a limited number of streets and/or avenues to one-way had ambiguous results. No majority was established; a significant number of “neutral” responses implied that more information is needed to establish an informed opinion.
- City staff found that only four corridors could accommodate one-way traffic without a substantial disruption of the Circulation System strategy. As illustrated in Figure 3.G at left, these include:
  - Sixth Street: Potential Additional 69 Units
  - Second Street: Additional 59 Units
  - River Street: Additional 39 Units
  - Leadville: Additional 69 Units
  - Total Potential Additional Units: About 231
  - Comparable cost of structured parking units, each at a current estimated cost of \$34,000, is \$7.854 million. Cost of modifying corridors to one-way is negligible.

Factors that support the change to one-way on these specific corridors include:

- Rapid acquisition of additional onstreet customer-oriented units
- Substantial number of additional units
- Low per-unit cost of units

Factors that weight against the change include:

- One-way streets degrade the overall ease of circulation.
- One way streets are hard for visitors to navigate.
- One-way streets tend to increase traffic speeds, though this concern can probably be addressed with street design, regulation and the inherently narrower traffic lane.
- One-way streets, being less visitor-friendly, may harm businesses. There is no way to substantiate this supposition, though trends elsewhere appear to support it. A counter-argument would be that more units allow for more customers.
- Streets may feel more like parking lots than pedestrian destinations. It would be paramount to design sidewalks and storefronts to be very attractive and high in pedestrian amenities.

Essentially, the use of one-way streets as a tool to create additional parking needs to be evaluated in the context of its impact on circulation, sense of place, pedestrian environment and wayfinding. Given this complexity, switching to one-way streets should be considered only after other tools have been exploited and tested for effectiveness.

The potential savings in parking unit development is substantial enough that the issue should not be dropped. More public involvement is needed to resolve this adjustment option.

*Action:* Investigate One-way Street Option to Provide Additional Onstreet Parking. This action should be on hold until the city has time to critically evaluate the impacts of other transportation management options on parking.

*Responsibility:* City Planning Staff

*Timing:* To be determined.

*Priority:* Moderate



Adjustment 2: Currently, there is very limited onstreet parking for Memory Park. Sixth Street is a short segment, disjointed from Sixth on the other side of Main (which cannot be crossed at that intersection). Changing Sixth Street (east of Main) to one-way for a block, per the illustration in the aerial photograph at left, would provide up to twenty-two onstreet units adjacent to the park. Eliminating access from Sixth Street may actually enhance circulation near this dangerous Main Street intersection. Since the Sixth Street segment is short and an insignificant part of Downtown circulation, the impacts appear to be collectively very positive.



*Action:* Conduct Public Meeting on Potential Sixth Street modification; City leadership determine whether to adopt this option.

*Responsibility:* City    *Timing:* Fall, 2006    *Priority:* Moderate



### Alleyways

Alleys are located on almost all of the blocks within Downtown Ketchum. These secondary streets serve as important components of the Downtown circulation system. Existing alleys should be preserved for the following reasons:



“Better methods for the removal of snow and ice within alleys should also be explored by the City to remove slippery surface that are dangerous and uncomfortable for pedestrians.”

- Alleys provide access to rear parking lots and parking structures. This minimizes the need for driveway access points from the street and curb cuts along the sidewalk. Sidewalks that are free of curb cuts and driveway access points are safer for pedestrians.
- Alleys provide alternative access for service vehicles and delivery trucks. This allows the functional components of the site (garbage disposal, utility meters, delivery zones, storage areas, etc.) to be located behind buildings and to the rear of the property. This helps to improve the overall character and quality of the streetscape.
- Alleys provide alternative connections for vehicles, pedestrian, and bicyclists.
- Alleys provide additional view corridors of the scenic resources surrounding Downtown Ketchum.
- Alleys provide unique opportunities for secondary storefronts, outdoor dining, and convertible public spaces.

Most alleys within the Downtown could benefit from various improvements. New lighting should be installed on an as needed basis to eliminate pockets of darkness and to improve the overall safety of alleys. Better methods for the removal of snow and ice within alleys should also be explored by the City to remove slippery surface that are dangerous and uncomfortable for pedestrians. Alleys should also be resurfaced on an as-needed basis to eliminate damaged and cracked pavement.



*Action:* Evaluate alleyway design opportunities; prepare an alleyway improvement plan.  
*Responsibility:* Community Development Corporation; Design Committee  
*Timing:* Spring, 2007



Alleys can become attractive places and activity nodes. Where this is undesirable, they should at least encourage pedestrian and vehicular traffic as secondary travel routes.

Alleys could also be enhanced by improvements to private property. The City should encourage property and business owners to improve the back of their lots to enhance the aesthetic quality of the property as viewed from the alley. Types of improvements that should be explored and encouraged include:

- The construction of trash enclosures to screen views of dumpsters and trash receptacles.
- The installation of screening devices and/or landscaping to screen views of utility meters.
- The use of fencing to screen views of existing storage areas.
- The installation of landscaping to soften views of parking lots.
- Improvements to rear facades to create attractive secondary entrances to buildings.
- The creation of outdoor spaces to create opportunities for outdoor dining and socializing.

### Street Types

Within Downtown Ketchum, there are a variety of different types of streets. In general, they can be defined as 100-foot avenues, 80-foot avenues and streets, and 60-foot avenues and streets. Improvements to each of these street types are described below:

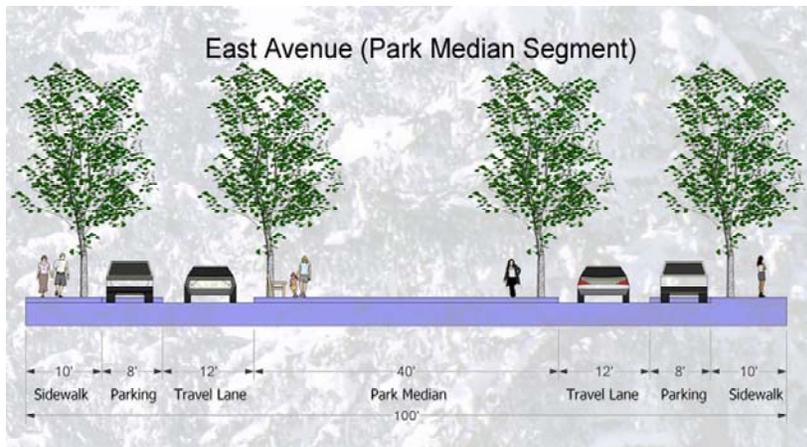
#### 100-Foot Avenues

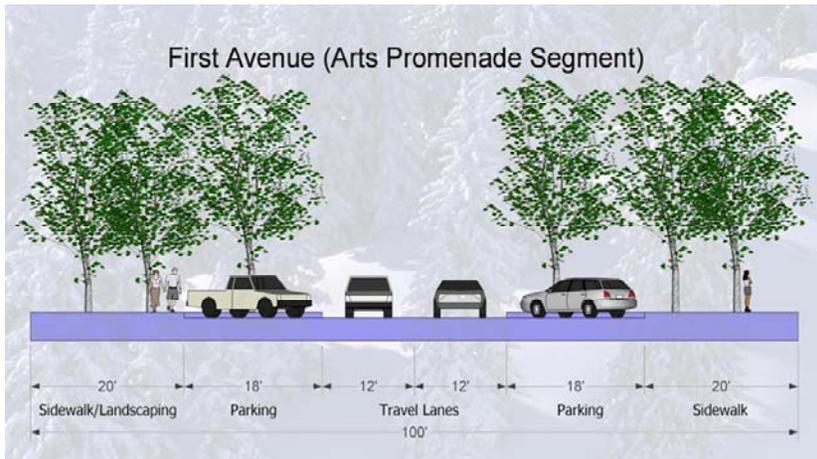
The 100-foot avenues have a northwest to southeast orientation and include First Avenue and East Avenue. Currently, these two avenues are designed with two travel lanes (one in each direction), angled parking along the sidewalks, and parallel parking in the center of the street. This configuration maximizes on-street parking opportunities, but creates a streetscape that looks and functions like an unattractive parking lot.

Various improvements are proposed to the 100-foot avenues to improve the aesthetic qualities of the streets and to create outdoor living spaces for pedestrians. Ten to 20-foot wide sidewalks are proposed within the public-right-of-way to provide adequate space for pedestrians, street trees, and various streetscape amenities. Landscaped bulb-outs are also proposed at intersections to shorten the length of pedestrian crossings. On all segments of these avenues, two travel lanes (one in each direction) will remain.

**Figure 3.H: Park Median Street Type**, configured for East Avenue south of Sun Valley Road

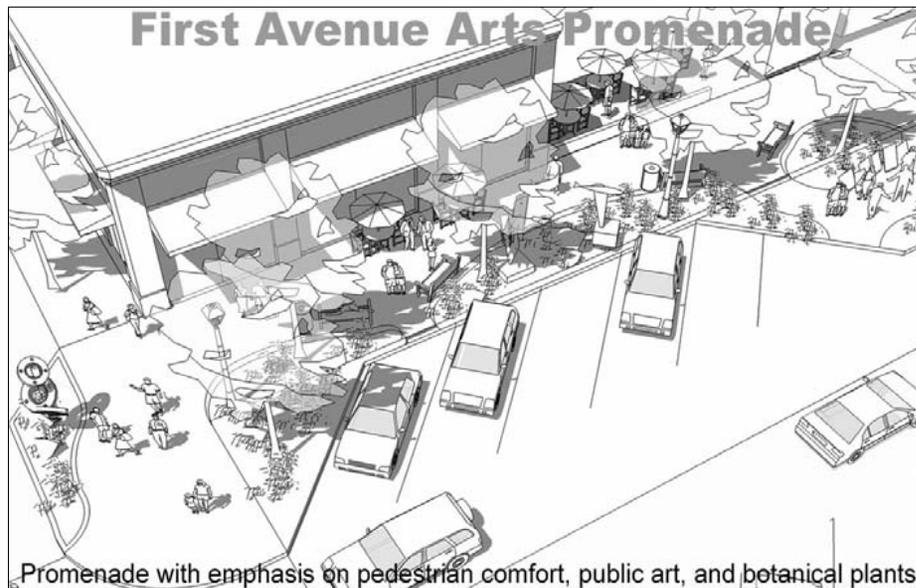
Along several blocks of the 100-foot avenues, the street configurations will be substantially changed to create new spaces for pedestrians and landscaping. The segment of East Avenue between Sun Valley Road and First Street, in Figure 3.H at left, will be redesigned to include a 40-foot wide median park. The park will provide an informal, landscaped space for walking, congregating, and informal recreation. It is intended to provide a park and garden setting for the surrounding urban residential neighborhood. The park will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens. The Segment of East Avenue between Fourth Street and Sun Valley Road will be designed as an extension of the proposed central plaza, which is discussed in Subsection F.a. Not unlike the East Avenue segment to the south, it will be more formally designed to host community events and heavy day-to-day visitation.





**Figure 3.I: Arts Promenade Segment** street cross-section, specially designed for First Avenue.

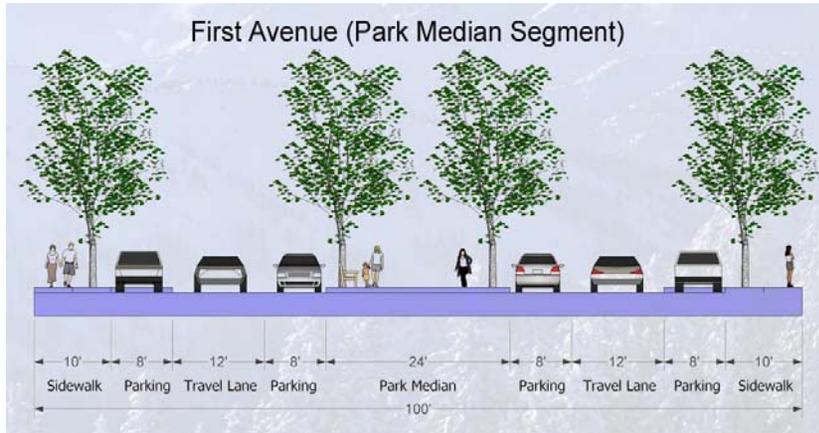
**Figure 3.J: Arts Promenade Segment Perspective View.** Note the back-in angled parking, wide sidewalks and ‘bulb-outs’ that can host public art, events and gathering places.



The segment of First Avenue between Second Street and Fifth Street will be designed as an arts promenade. The streets (Figure 3.I at left) will have wide sidewalks that are lined with botanical planter gardens, outdoor public art displays, small gathering and sitting spaces, and a variety of pedestrian amenities. Back-in angled parking (Figure 3.J, below left) will be provided to create a buffer between the pedestrian spaces on the sidewalk and the moving traffic on the street.

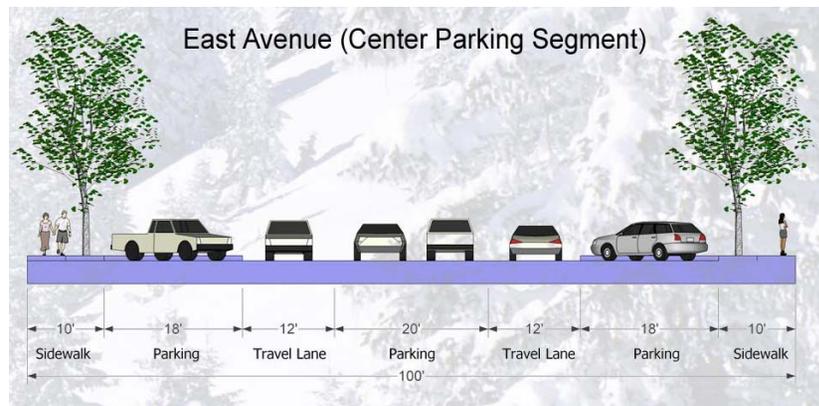
The River Street-Second Street segment (Figure 3.K, next page) of First Avenue will be designed with a wide median to enhance the neighborhood and urban residential lifestyles in the area. Currently, this segment of First Avenue is just a large, unattractive parking lot. The park-like medians will provide an informal, landscaped space for walking, congregating, and informal recreation. Similar to the East Park Median segment, this median will be slightly narrower to accommodate four parallel parking lanes. The park median will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens.

Businesses and residents in this segment of First Avenue may ultimately prefer the current street/parking configuration. This format, illustrated in Figure 3.L, is recommended for East Avenue from Fourth Street to Fifth Street. Fairly unattractive, it nevertheless provides maximum onstreet parking in peripheral areas of Downtown.



**Figure 3.K: Park Median Segment/First Avenue** cross-section, Four lanes of parallel parking will replace two lanes each of diagonal and parallel parking. The reduction in parking units will allow for a center median to enhance the neighborhood through provision of an attractive, informal open space.

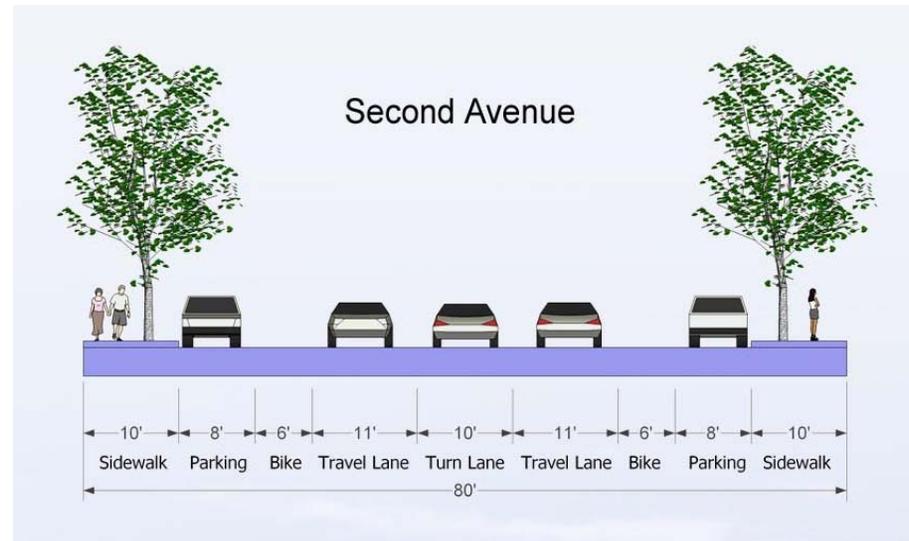
**Figure 3.L: Center Parking Segment/East Avenue** cross-section, This configuration maximizes parking, with minimal capacity for aesthetics and pedestrian amenities.



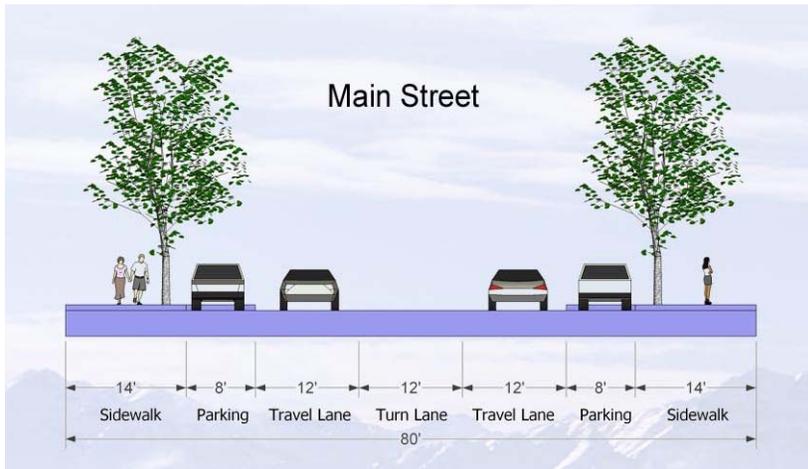
### 80-Foot Avenues and Street

The 80-foot avenues and street have a northwest to southeast orientation. The 80-foot avenues and streets include Second Avenue, Main Street, and Walnut Avenue.

Second Avenue (Figure 3.M below) will be redesigned as a truly multi-modal street. The Street will have two travel lanes (one in each direction), a center left turn lane, bike lanes, on-street parallel parking, and ten-foot wide sidewalks. Second Avenue will also provide an alternative access route to the Downtown and Sun Valley Road, which will alleviate traffic flow on Main Street.

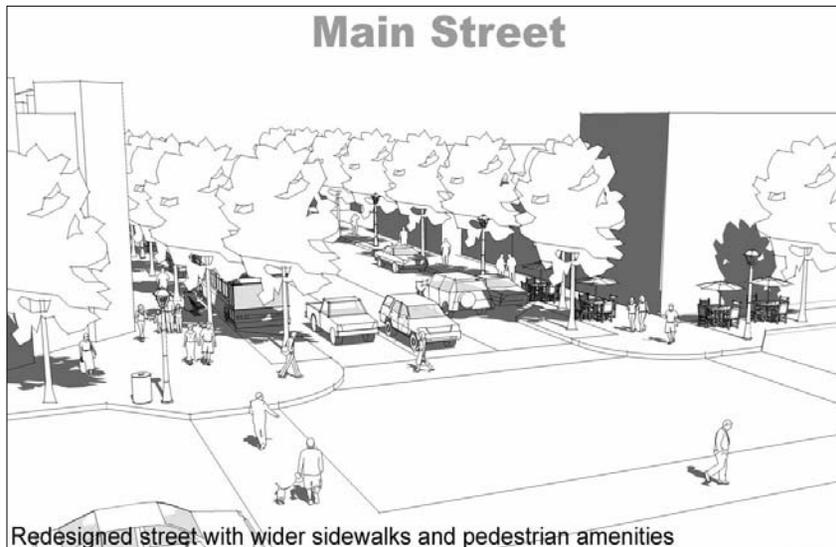


**Figure 3.M: Second Avenue Segment** cross-section, with three lanes allowing for a dedicated left-turn lane. It is possible to include some medians in the turn lane to enhance the gateway character of this important avenue.



**Figure 3.N: Main Street Segment** cross-section, with three lanes allowing for a dedicated left-turn lane.

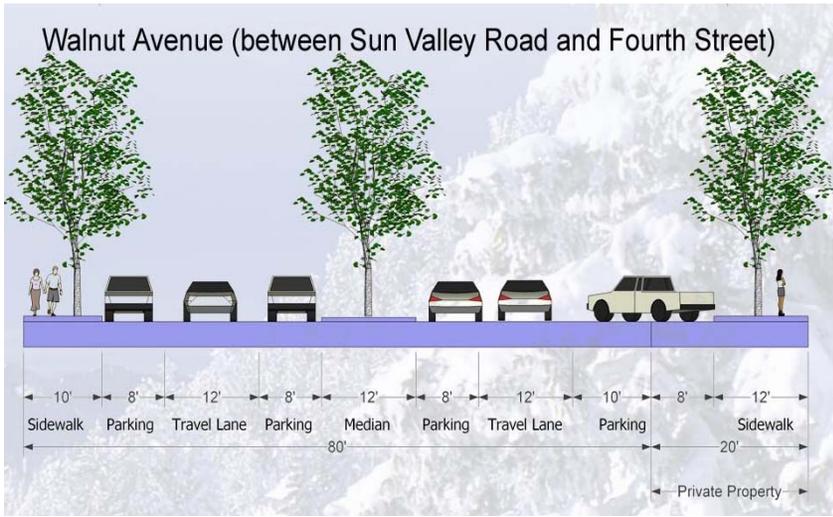
**Figure 3.O: Main Street Perspective View**, with three lanes allowing for a dedicated left-turn lane and a greatly enhanced pedestrian environment with wider sidewalks.



Main Street currently has a four-lane configuration (two travel lanes in each direction). Main Street will be redesigned to balance the movement of north-to-south through traffic with an enhanced pedestrian environment. Main Street will could be modified to a three-lane configuration with two travel lanes (one in each direction) and a central left-turn lane. The redesigned street, illustrated in Figure 3.O below, left, will also have on-street parallel parking, transit stops, and 14-foot wide sidewalks. The widened sidewalks will provide opportunities for pedestrian seating areas, outdoor dining, and other streetscape amenities.

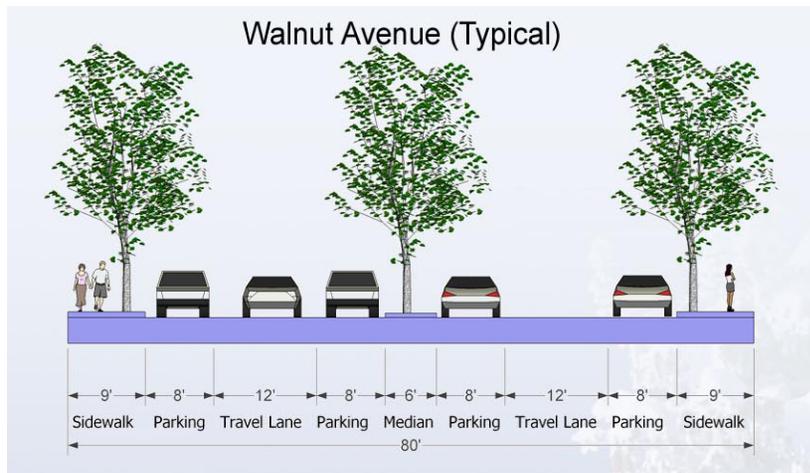
Walnut Avenue between Sun Valley Road and Fourth Street, Figure 3.P next page, will be slightly modified to improve its aesthetic appeal and pedestrian amenities. The goal is to make this retail area attractive to shoppers. Diagonal parking on the Tully's side works well and will be left alone. Parking on the opposite side of the street will remain parallel. This could provide enough room for a twelve foot landscaped median in the middle of Walnut to soften the streetscape without eliminating center parking. Parallel parking along the median will continue. There will be enough room on the west side of Walnut for a wider sidewalk and greatly improved streetscape character.

The remaining segments of Walnut Avenue, Figure 3.Q next page, will be redesigned to include nine-foot sidewalks, two travel lanes (one in each direction) four rows of parallel parking, and a central landscaped median. The net effect will be an enhanced pedestrian environment with practically no change in parking units.



**Figure 3.P: Walnut Avenue Retail Segment** cross-section. Note that west side parking is changed to parallel to allow for a wider sidewalk and a small median. These minor modifications will substantially improve Walnut’s retail/pedestrian draw.

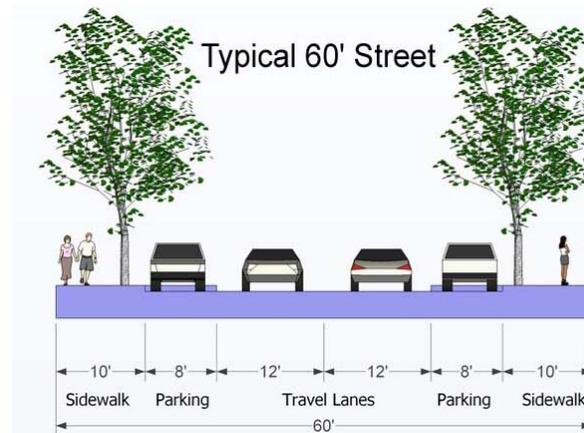
**Figure 3.Q: Walnut Avenue Typical Segment** cross-section, characterized by four lanes of parallel parking, a small median strip and nine foot sidewalks.



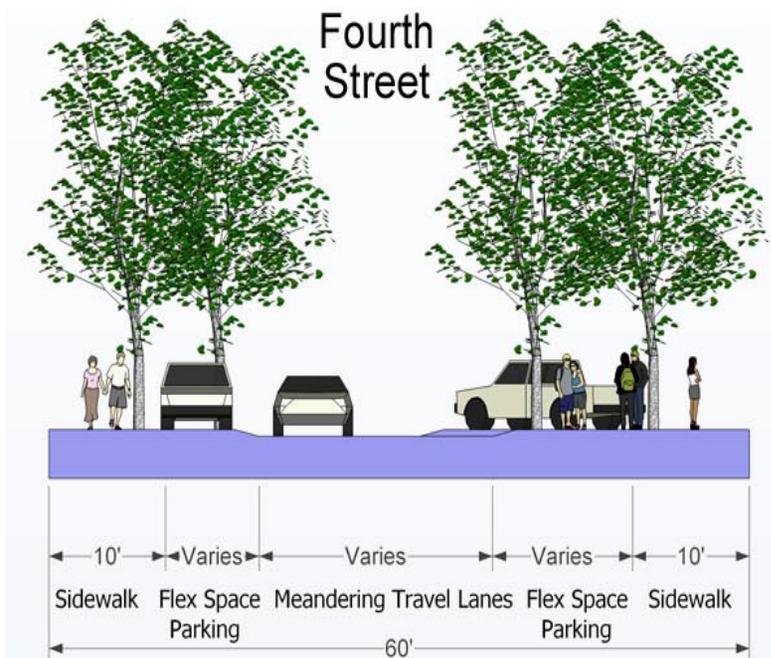
### 60-Foot Avenues and Streets

The 60-foot avenues have a (generally) north-south orientation while the 60-foot streets have an east-west orientation. The 60-foot avenues include Washington Avenue, Leadville Avenue, and Spruce Avenue. Sixty-foot streets include River Street, First Street, Second Street, Third Street/Sun Valley Road, Fourth Street, Fifth Street, Sixth Street, Seventh Street, and Eighth Street. In general, these streets currently have two travel lanes (one in each direction), onstreet parking (angled on one side and parallel on the other), and relatively narrow sidewalk widths.

With the exception of Fourth Street and Second Street, all 60-foot avenues and streets will be improved, per Figure 3.R below, with wider sidewalks (10-feet within the public right-of-way) and parallel parking on both sides of the street. The wider sidewalks will provide opportunities for street trees, pedestrian amenities, and outdoor dining.

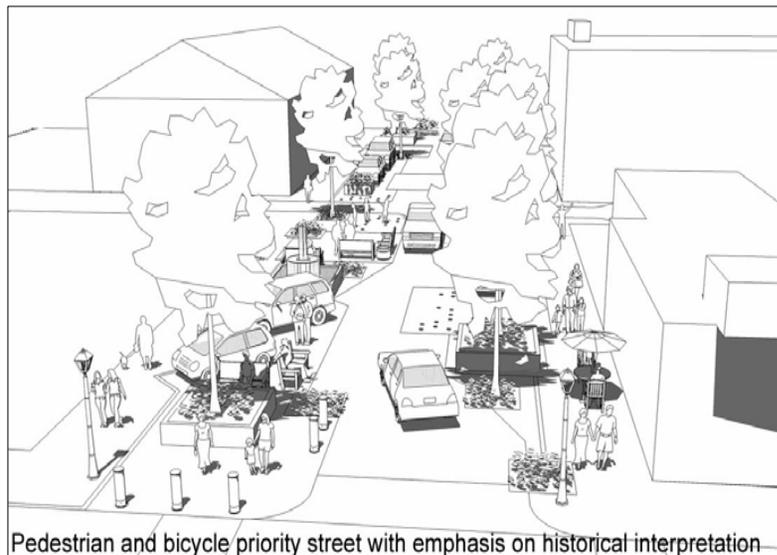


**Figure 3.R: Typical 60-Foot Street** cross-section, with two travel lanes, parallel parking and 10 foot sidewalks. Parking reduction is in favor of sidewalk widening and streetscape amenities.



**Figure 3.S: Fourth Street Heritage Segment** cross-section. This is the premier pedestrian-priority corridor. Citizens will be heavily engaged in the design of heritage elements and nodes along the signature route.

**Figure 3.T: Fourth Street Heritage Segment Perspective View.**

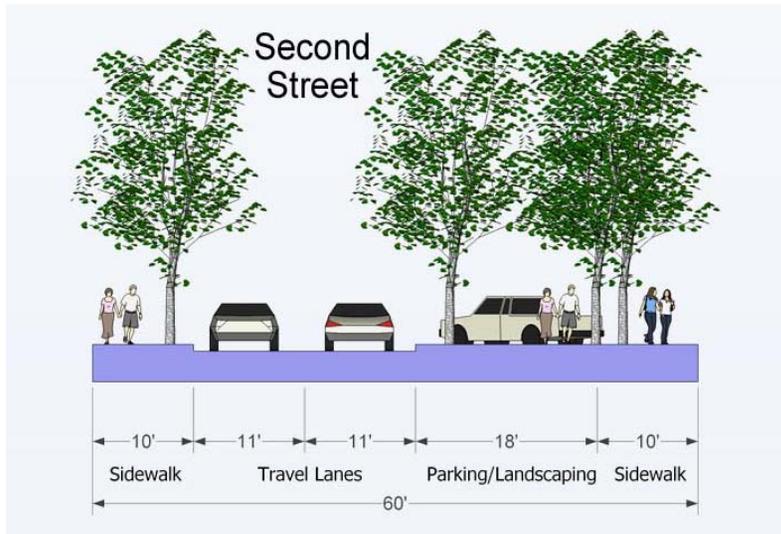


Pedestrian and bicycle priority street with emphasis on historical interpretation

Fourth Street will have a truly unique design. Designed as a Heritage Corridor, Fourth Street will be Downtown’s strongest, most important pedestrian-priority street. Its design will be based on a street where the needs of cars are secondary to the needs of other users of the street. Fourth Street will be a space that is shared by pedestrians, bicyclists, and low-speed motor vehicles. The entire length of Fourth Street will host a wide variety of heritage-oriented attractions, including interpretive signage, public art, water features, gathering spaces and other creative pedestrian amenities that collectively portray Ketchum’s unique history.

Pedestrian amenities will include unique streetlights, benches, fountains, outdoor dining spaces, trees and planters, sidewalk vendors, and heritage art displays. The goal is to honor, share and highlight Ketchum’s various eras and its community values. Any visitor or lifelong resident will come away from a visit with a better understanding of the town’s great heritage. The street is intended to evolve to include an intimate, compact set of mixed use-buildings that contain restaurants, cafes, and specialty retail shops within ground floor storefronts.

The Fourth Street Heritage Corridor could easily accommodate one-way traffic flow. Its current orientation is two-way, which may better support Downtown circulation. However, a one-way system would allow for more design opportunities and additional parking.



**Figure 3.U: Second Street Segment** cross-section, emphasizing the soft transition between the commercial district on the left and the more residential neighborhood on the right.

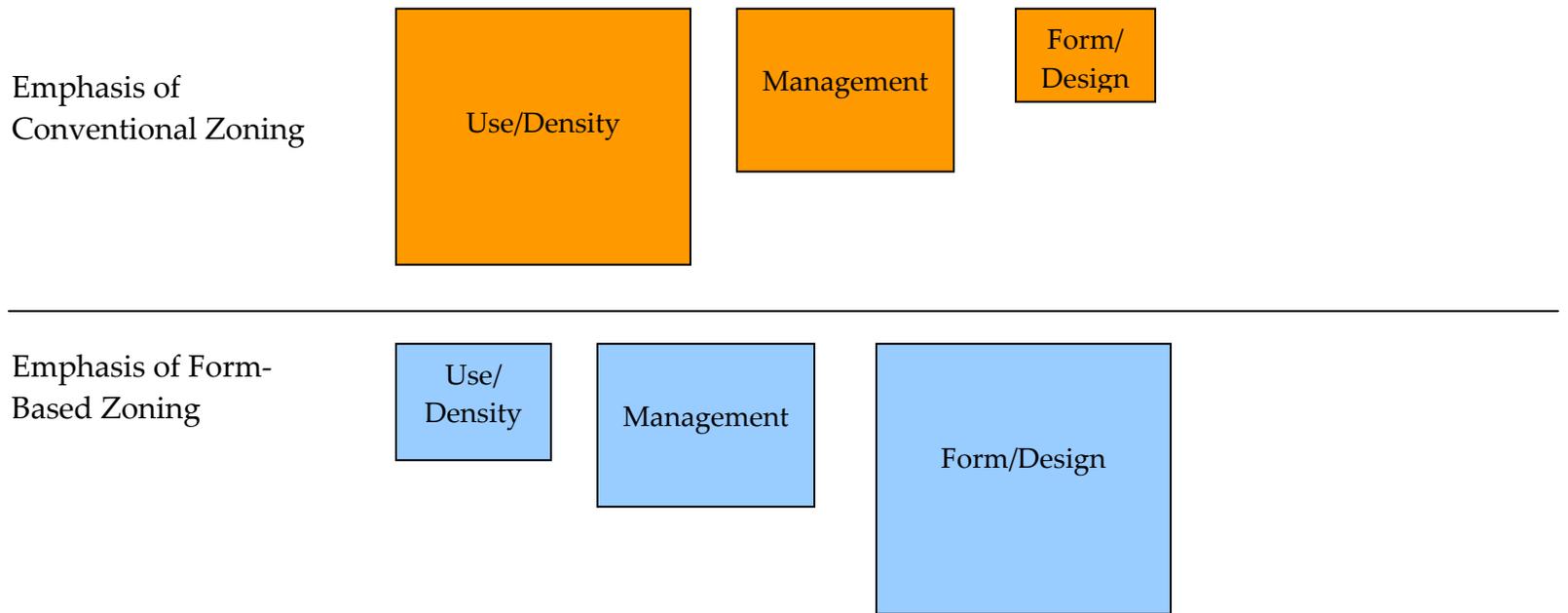
Second Street will be designed as a pedestrian-oriented street. Its proposed design is intended to provide a transition from the commercial retail core to the surrounding neighborhoods. The southern side of the street is designed with more trees and landscaping than the northern, more commercial side of the street. The trees and landscaping treatments symbolize the transition from the commercial core to the residential neighborhoods. Back-in angled parking is also provided on this side of the street to provide a buffer between the street and the landscaped sidewalk.

*Action:* Conduct public meeting to review, refine and approve street segment plans.  
*Responsibility:* CDC, supported by City  
*Timing:* Fall, 2006, Ongoing continuing rapidly until designs are complete  
*Priority:* High



### C. Form-Based Code Overview

Implementation of the Downtown Vision and Downtown Master Plan will require the adoption of new zoning regulations. Draft zoning regulations have been prepared within a separate document called the Downtown Ketchum Regulating Code. The Regulating Code utilizes a form-based approach to zoning. Unlike conventional zoning techniques, form-based zoning places a primary emphasis on the form and design of buildings on property, and less emphasis on the use of property and density/intensity of the use. The purpose of form-based zoning is to regulate development to achieve a specific urban form that is compatible with the overall vision for a specified area.



The Downtown Ketchum Regulating Plan consists of six sections. An overview of each section is provided below:

**a. Introduction**

The Introduction section contains an overview of the purpose and intent of the Regulating Code and a detailed user’s guide. The user’s guide explains how to use the document efficiently.

**b. Downtown Land Uses**

This section establishes the permitted land uses within the Downtown. It also establishes which land uses are permitted with the approval of a conditional use permit.

**c. Downtown Regulating Plan and Building Types**

This section establishes the Regulating Plan for Downtown Ketchum. A regulating plan is a plan or map that designates how site design and building form standards are applied to specific parcels. For each parcel within the Downtown, there are certain building types that are allowed. Development specifications for each building type are included in this section. The development specifications address site design, mass and height of buildings, facade design, and the use of the building exterior spaces.

**d. Design Regulations and Guidelines**

This section has more detailed design regulations and guidelines for development projects within the Downtown. A variety of design issues are addressed, including facades, roofs, awnings, porches, balconies, site lighting, parking lots, plazas, and streets. Regulations are the “shalls” of development whereas guidelines are the “shoulds” or are encouraged.

**e. Administration of the Regulating Code**

This section describes how the Regulating Code will be administered. Included is a detailed description of the permit and design review approval process.

**f. Definitions**

This section defines key technical terms that are used in the document.

*Action:* Make final refinements to Code; Send to P&Z for review.

*Responsibility:* City Planning Staff; P&Z Commission

*Timing:* Summer, 2006

*Priority:* Top

*“Best of all he loved the fall  
the leaves yellow on cottonwoods  
leaves floating on trout streams  
and above the hills  
the high blue windless skies  
...Now he will be a part of them  
forever.”*  
*Ernest Hemingway, 1939*

## D. Orientation and Wayfinding Around Downtown: Finding Your Way

### a. Gateways

The town of Ketchum is the crystallization of the people’s continuous endeavor to live with and celebrate the beauty of its natural environment. This crystallization is especially evident in various forms of art throughout the downtown area and in the passionate love of outdoor sports. The gateway design should mirror this fundamental and unparalleled strength found in the character of Ketchum.

The entrance points into Downtown Ketchum should be improved with gateway features. Regardless of the direction of entrance into downtown, when one passes through these gateways they should recognize they are entering a unique mountain town where people are “living a creative life on the edge of the great outdoors.”

The major locations for gateway features include:

- The intersection of Main Street and River Street (South Gateway)
- The intersection of Main Street and Warm Springs Road (North Gateway)
- Sun Valley Road and Spruce Avenue (East Gateway)
- Trail Gateway (West Gateway)

Each of the gateways are described below:

#### Main Street and River Street Gateway (South Gateway)

Located at the primary entrance into Downtown Ketchum, this gateway area will welcome residences and visitors alike with a form of symbolic art representing Ketchum’s cultural activity throughout the four seasons. On each corner of the intersection, a season could be represented. Instead of this symbolic art becoming a typical monumental object, which is only visual and unapproachable, this gateway could include small plazas/seating areas that invite people to congregate to enjoy the symbolic art. In this way, the entrance to downtown is not just symbolic, but a working and alive space. A portion of the plazas/seating areas may be on private property, which could require the City to coordinate with private property owners.

Activities and cultures of Ketchum’s spring, summer, fall, and winter seasons could be the defining themes for each corner of this intersection. In order to provide maximum flexibility and creativity for each corner art piece, this master plan does not prescribe

specific design solutions for the art monuments. However, the following themes could be considered for each corner:

- Winter sports are active and extreme in Ketchum. Monumental art representing the winter lifestyle could be considered. Nightlife is also a big part of the winter schedule after skiing. A “piece” of the art piece could be unique lighting effects symbolically representing Ketchum’s nightlife.
- Spring is a new start. The notions of snow melting, birds singing, new wildlife, and enjoying the warmth could remind users of this season.
- Summer is the time to enjoy the sun and be out in nature. Hiking, fishing, and mountain biking are favored summer activities. Summer also creates contrast between bright summer sun against the dark shadows cast by trees within the forest. The theme of brightness and shadow could be considered.
- Fall represents the changing of colors. Colorful and rich texture should be considered for the design theme for the Autumn area.

The public art pieces for each corner should be approximately 10 to 15 feet tall and should be placed on a platform or base. Similar building materials should be used for the base to unify the corners. The City should also consider unique lighting techniques of the art based on the applicable season. For example, if it is fall, the fall art piece could be illuminated with unique colors. As the seasons change, the unique illumination techniques would rotate to the applicable piece of art.

The segment of Main Street between the gateway monuments at River Street and the existing Trail Creek Bridge should also be enhanced as a linear corridor that creates a transition into the Downtown. The general design elements along this corridor should not be monumental. Rather they could consist of a stone retaining wall with regularly spaced columns, trees and landscaping, and spot lighting to emphasize the wall and landscape features at night. As vehicles drive along Main Street they will pass the Trail Creek Bridge, notice the unique wall and landscape features along the curved roadway, and then be welcomed into the Downtown with the unique art monuments at the intersection of Main Street and River Street.

#### Main Street and Warm Springs Road Gateway (North Gateway)

The Vision for Downtown Ketchum includes major improvements to this intersection. A roundabout could be installed to improve traffic flow and to improve vehicle and pedestrian safety. Seventh Street could also be closed as a result of the gateway. The

roundabout and its surroundings could be utilized to create a unique gateway feature to the Downtown.

This gateway is truly a door to nature. It will represent the beauty of the wild and the gateway into the pristine wilderness to the north of Ketchum. It could have a collection of native plants, could mimic a meandering stream using the planting design layout, and could have an actual water feature, which will emphasize the importance of water in Ketchum. This gateway area could also engage people's involvement into the space by displaying a feeling of grandeur, which is what one experiences from nature. The grade difference, which will result in the construction of the traffic roundabout, will be utilized in a rather positive manner. A waterfall and amphitheater could attract and encourage community gatherings for nearby residents.

#### Sun Valley Road and Spruce Avenue (East Gateway)

Sun Valley Road provides an entrance into Downtown Ketchum from the City of Sun Valley and the Sun Valley Resort. A substantial number of vehicles travel through this intersection when traveling to and from the City of Sun Valley. This intersection should be improved with minor gateway features that welcome people back to Downtown Ketchum from Sun Valley. A small stone wall with short monument signs (approximately 5 feet tall) welcoming people back to Ketchum could be provided along the sidewalk at the intersection. The monument signs could be lighted at night to enhance the gateway.

#### Trail Gateway (West Gateway)

The trailhead to the Wood River Trail at the west end of Fourth Street should be improved with a gateway feature. Landscaping, a stone wall, lighting, and a trailhead sign should be provided at the trail entrance at the end of Fourth Street.

## b. Public Signage

Public signage is weak in and around Downtown Ketchum. It is often confusing, unattractive, and makes wayfinding difficult. This is bad for business and reflects negatively on the community. Refinements to the signage system are needed and recommended for immediate installation.

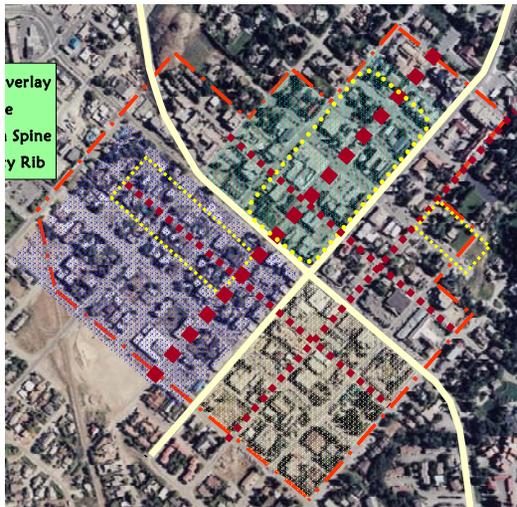
Guiding principles for sign design are:

- Must comply with legal requirements
- Should be simple and easy to read by target audience
- Should substantially contribute to wayfinding, individually and as a collective system of signs
- Should contribute to a positive impression
- Should strengthen Ketchum's marketplace image

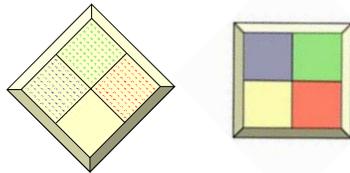
This system will include a family of four types of signs:

- a. District and Street Signs
- b. Destination Directional Signs
- c. Pedestrian Wayfinding Signs
- d. Regulatory Signs

Downtown is composed of four natural districts, or quadrants, defined by the cross-streets of Sun Valley Road and Main.



The four districts form a diamond or square that could be graphically copied to guide wayfinding. Each district would have a name and color. These would be used in signage, literature and marketing to make it easier for visitors to find their way.



### District and Street Signs

Downtown is much more understandable if seen as a place composed of four approximately square districts, or quadrants. The quadrants are defined by the two key separating streets of Sun Valley Road and Main Street. Together, the quadrants form a diamond, as at left, or a square. People navigate intuitively better when using a mental map in the form of a square. The City and its marketing partners should create and promote a map and signage system that emphasizes this four quadrant square. The square can be placed at the entry to every quadrant, and literally on top of every street sign to show people where they are within the Downtown system.

Street signs are missing in many locations. Current design is boring and does little to orient visitors to where they are in Downtown. By taking on a design theme, street signs can reinforce Ketchum's marketing image and/or its link to nature. For example, street signs could be made in the shape of a local fish, highlighting one of Ketchum area's famous natural attractions. The signs also could be color-coded to match the district in which they are located. The directional job gets done in a creative, whimsical way that emphasizes Ketchum is a special place. The graphic at left shows how the district square and street sign can be combined to support wayfinding. The photograph at lower left illustrates how another community employed a similar system.

*Action:* Prepare Final District and Street Signage Design with Public Input; Submit to City for Approval, Creation and Installation  
*Responsibility:* Design Committee (CDC) for Design; City for Creation & Installation  
*Timing:* Fall, 2006 *Priority:* High



### Destination Directional Signs

The goals for directional signage are simple:

- Be visitor-friendly
- Get people to high-demand destinations quickly and easily
- Encourage people to stop
- Educate
- Avoid Signage Clutter: Keep the system simple

It is important to provide visitors with both vehicular-oriented and pedestrian-oriented directional signage. The former should give specific direction to key Downtown destinations. These destinations include (at least):

- City Hall
- Town Plaza (Being Designed)
- Library
- Museum
- Cemetery
- Trailhead
- Primary Bicycle Route
- River Run
- Warm Springs
- Parking Lots/Areas
- Retail Core



A simple sign design, easy to read and graphically-oriented should be adopted. The sample at left addresses these needs. Directional signs should be consistently placed on the same vertical elements at the sign height. The blue color at left is consistent with international standards for informational signage. See Figure 3.W for action recommendations.

### Pedestrian Wayfinding Signs

A system of pedestrian-oriented information kiosks is needed to guide customers around Downtown. These kiosks should be broadly distributed, located near all intersections in the retail core and at other strategic locations, especially along Fourth Street and Second Street at intersections. Kiosks can be simple, like the one at left, and should be identical in design for easy visual recognition. The primary intent should be to show viewers where they are, how to find businesses and how to locate other key destinations, including restrooms. Design should allow for easy information updates. Construction should be very sturdy, impervious to moisture and generally vandal-proof. See Figure 3.W for action recommendations.



## Regulatory Signs

First and foremost, it must be absolutely clear to all drivers that Downtown is a pedestrian-priority and bicycle friendly area. Drivers must understand that they are legally required to stop for pedestrians in crosswalks. Consequently, pedestrian-priority and “share the road” signage needs to be located along all entry corridors.

All regulatory signage should be systematically organized and displayed to minimize clutter and maximize clarity of key messages. Among the most important of these, parking regulations are paramount. The City’s Parking Master Plan needs to be augmented to establish a system of parking signs that direct drivers simply and clearly as to what they must do to park within local rules.

*Action:* Refine the system of regulatory signage, including design, location, posting and clutter management

*Responsibility:* City Planning, Street, and Police Departments

*Timing:* Fall, 2006, Planning; Spring, 2007 Installation

*Priority:* High

Figure 3.W: Signage System Samples: Simple, Memorable, Clear, Positive. Dare to be Amusing and Thought Provoking!

| Location   |   | Directional   |  | Wayfinding   | Regulatory   |
|--|---|---|--|--|--|
| District   | Street  | Vehicles  | Pedestrians  | Kiosks   |  |
| <br>(or)<br><br><br>District Entry<br><br><br> | <br><br><br><br><br><br>(Color-coded By District) | <br><br><br><br> | <br> | <br><br> | <br>Priority #1: Make Downtown A Pedestrian Priority Place<br><br>Stop Signs with an International Flair<br><br><br><br> |

*Action:* Prepare System of Signage Refinement Recommendations for City Approval  
*Responsibility:* CDC Design Committee with Public Involvement; City Approval  
*Timing:* Fall, 2006; Install Wayfinding Signage by November 2006 *Priority:* Moderate



**The Confusion of Downtown Street Names**

After Spruce and Walnut Avenues comes... East!?

After East comes... Leadville!?

After Washington comes... First!?

There's a South East Avenue but no North West Avenue...

There's a Second and Second but no Third and Third...

There's... Oh, never mind! Turn left where Louie's used to be. Oh, you don't know Louies?...

**c. Street and District Names**

As emphasized in the Framework, street names are inconsistent and entirely confusing for anyone not entirely familiar with Downtown. To be responsive and respectful to customers, the City should seriously consider renaming at least some of the Downtown avenues. East Avenue, First Avenue and Second Avenue are particularly confusing and inappropriate. Renaming should be considered an opportunity to make these avenue names more reflective of community heritage or other local values.

The four districts, or quadrants, of Downtown also are well suited for naming. With names come name recognition and opportunities for graphic design and marketing that enhance wayfinding. Since the districts are larger, it would be appropriate to name them before renaming streets or avenues. For example, either a district or a street might be named Hemingway. Careful consideration is needed to adopt the right titles.

*Action:* Name Districts/Quadrants with Public Input; Submit to City for Approval  
*Responsibility:* Downtown Task Force with Public Involvement; City Approval  
*Timing:* Fall, 2006  
*Priority:* Moderate



*Action:* Rename East, First Avenue and Second Avenue with Public Input; Submit to City for Approval  
*Responsibility:* Downtown Task Force with Public Involvement; City Approval  
*Timing:* Fall, 2006  
*Priority:* Moderate



## E. Pedestrian-Oriented Streetscape System

### a. Streetscape Palette and Street Treatments

All of the streets within Downtown Ketchum will be improved to enhance pedestrian comfort and safety. With the exception of Fourth Street, all Downtown streets will include a consistent streetscape palette and street treatments. The streetscape palette is illustrated in Figure 3.X. Manufacturer specifications and cost estimates for the items in the Streetscape Palette are provided on the following page.

Figure 3.X: Streetscape Palette



A unique streetscape furniture palette should be established for Fourth Street. The design process for Fourth Street should include a community-based workshop on streetscape furniture.

- **Bollard:** Milford 650-LB lighted bollard. Manufactured by Sternberg Lighting: Telephone: (847) 588-3400. Cost: \$1,600.00
- **Streetlights:** 7700 Birmingham base with fluted pole (18' ht. Approx.), A783 – Cambridge light, and DSPA double planter arms and banner arm attachments. Manufactured by Sternberg Lighting: Telephone: (847) 588-3400. Cost: \$3,600.00 (Must call Manufacturer for quantity discount).
- **Trash/Recycling:** Scarborough side opening receptacle (30-gallon capacity). Manufactured by Landscape Forms: Telephone: (800) 521-2546. Cost: \$820.00
- **Bench:** Plainwell bench with wood slats 6'. Manufactured by Landscape Forms: Telephone: (800) 521-2546. Cost: \$1,300.00
- **Tree Grate:** 4' Fan Style Tree Grate. Manufactured by Urban Accessories: Telephone 877-248-7770. Cost: \$1,200.
- **Sidewalk Pavers:** Country Cobble Pavers. Manufactured by Basalite Concrete Products LLC: Telephone: 208 888-4050. Cost: \$3 to \$4 per square foot for the pavers (\$9 to \$12 per square foot for installation).
- **Wayfinding Signage:** To be determined via public involvement process.
- **Trees:** Costs vary by species and size of tree. Species to be determined by City Arborist.

#### **b. Pedestrian and Bicycle Circulation System**

All streets within Downtown Ketchum will be designed to balance pedestrian comfort and safety, aesthetics, and the supply of on-street parking. Downtown streets are also designed to keep automobile traffic traveling at safe speeds and to be pedestrian and bicycle friendly. However, a few streets are designed as major pedestrian circulation corridors and primary bicycle routes.

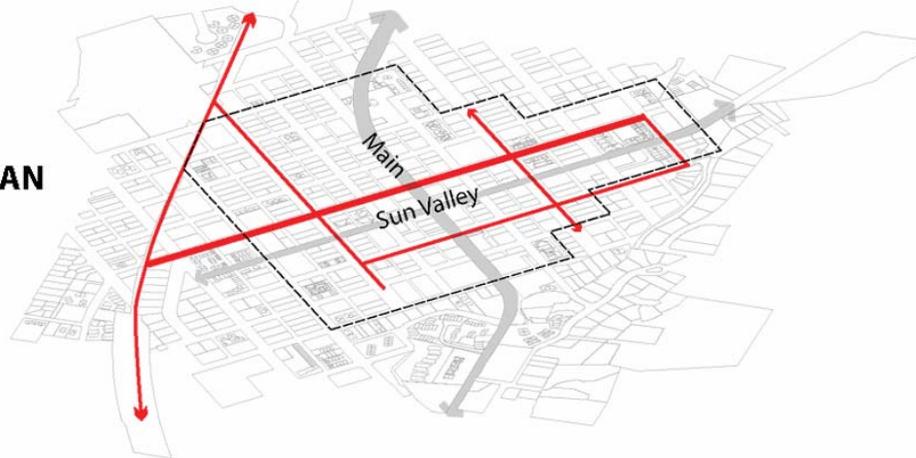
Major pedestrian circulation routes, per Figure 3.Y, next page, include Fourth Street, East Avenue, First Avenue, and Walnut Street. Primary bicycle routes within the Downtown, per Figure 3.Z, next page, are proposed on Fourth Street, Second Avenue, East Avenue, and Walnut Avenue. Second Avenue is the only street within Downtown Ketchum that will have dedicated bicycle lanes. Fourth Street, East Avenue, and Walnut Avenue are 'to' pedestrian and bicycle corridors and will be designed as a shared roadway for bikes and vehicles and will be signed accordingly based on the guidelines for the American Association of State Highway and Transportation Officials

(AASHTO). The Wood River Trail is also an important 'through' pedestrian and bicycle corridor.

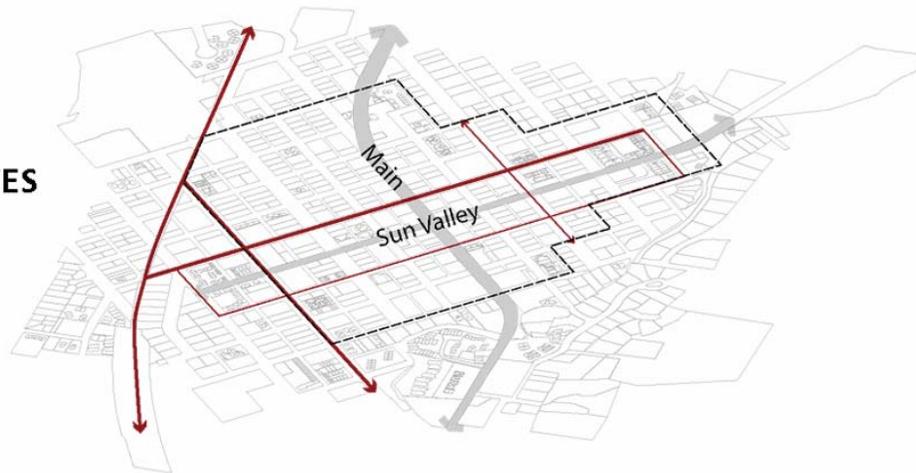
*Action:* Incorporate Streetscape Elements into Capital Improvements Projects Planning  
*Responsibility:* City Staff  
*Timing:* Summer, 2006  
*Priority:* High

Figure 3.Y: Major Pedestrian Circulation Routes

**MAJOR PEDESTRIAN CIRCULATION**



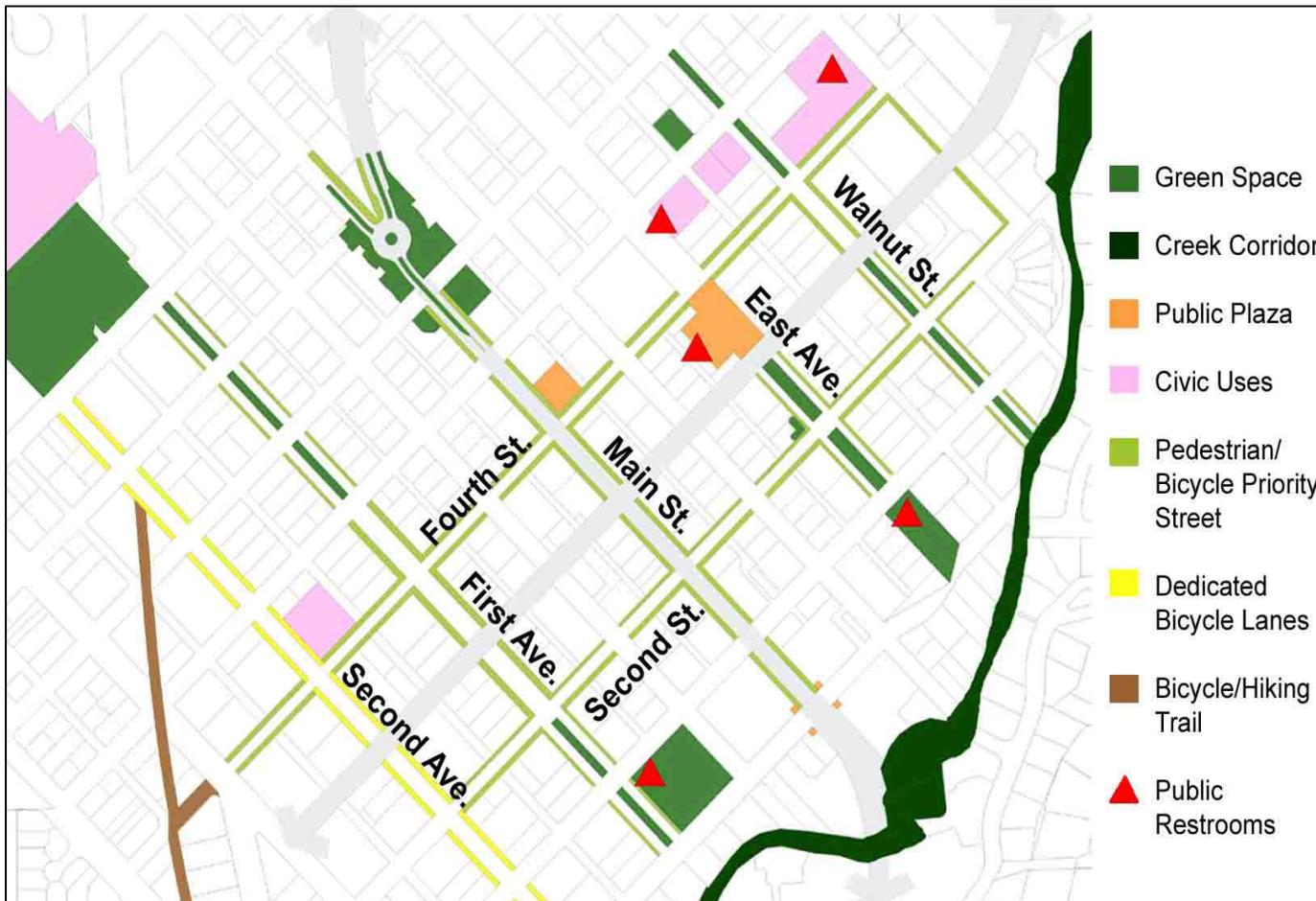
**PRIME BIKE ROUTES**



## F. Key Public Spaces

The Vision for Downtown Ketchum includes the creation of several important public spaces that are linked by a network of safe, attractive, and pedestrian-friendly streets. A variety of public spaces are envisioned, including public plazas, parks, park medians, and small courtyard plazas. These spaces will provide opportunities for relaxation, human interaction, dining, recreation, and special events and festivals. The public space plan for Downtown Ketchum is provided on Figure 3.AA below. Descriptions of the main public spaces are provided on the following pages. Detailed design plans for key public spaces will occur in the implementation phase of the project, which will follow adoption of the Master Plan.

Figure 3.AA: Public Spaces



### a. Central Plaza

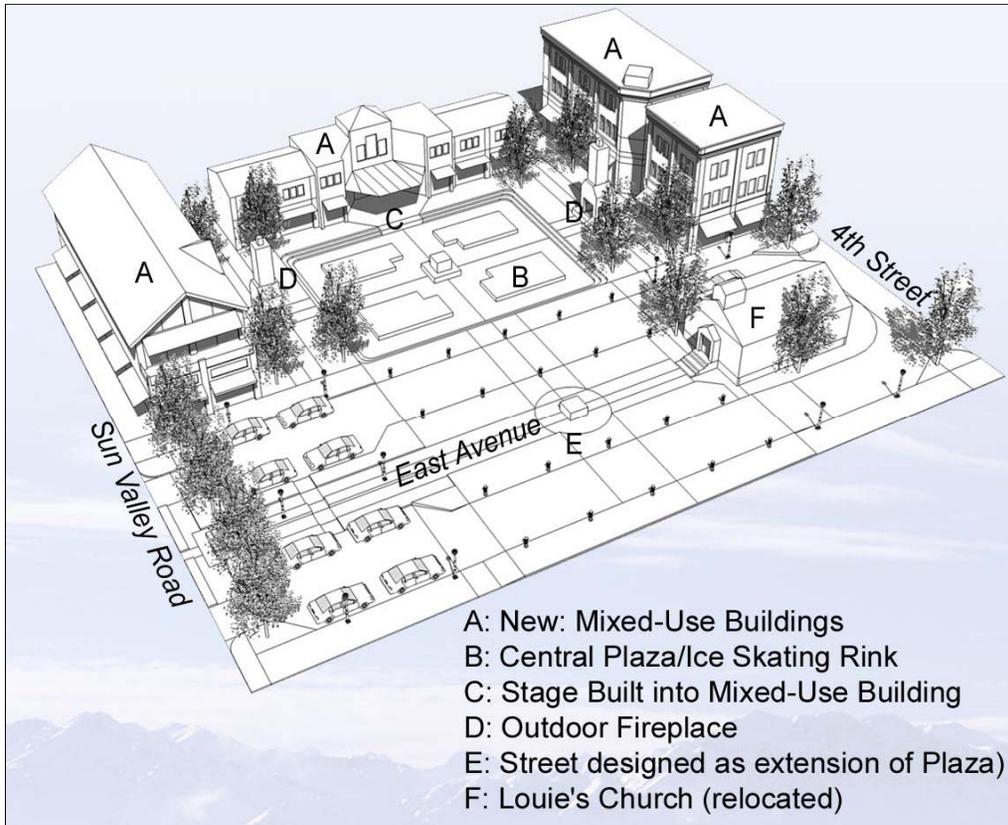
Figure 3.AB: Proposed Central Plaza

The main public space for Downtown Ketchum is a proposed Central Plaza located on East Avenue between Fourth Street and Sun Valley Road, per Figure 3AB at left.

New two- to three-story buildings are proposed to frame edges of the plaza. The buildings should have active storefronts, cafes, and restaurants that support activities that “spill out” into the public space. The proposed building along the alley should also have a multifunctional design that allows it to function as a backdrop for a central stage.

The plaza should be a flexible space and should be designed to host a variety of activities and uses, including concerts and performances, and an ice skating rink. Other amenities should include outdoor fireplaces that provide inviting warmth for year round use, flexible space for outdoor public art and/or ice sculptors, and seating areas for pedestrians.

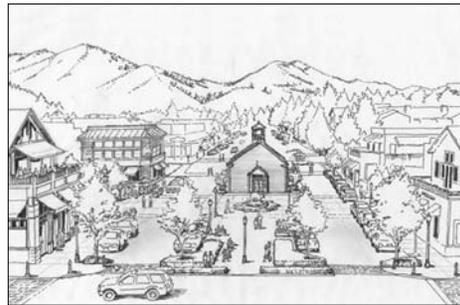
The portion of East Avenue between Fourth Street and Sun Valley Road should be redesigned as an extension of the proposed public plaza. This segment of the street should be redesigned with a paving material that is similar to paving material within the plaza. It could include a central median that has a fountain or display area for public art. A building highlighting the ore wagon history could be located in the median to serve as a visual icon within the extended public space and to link the plaza to the Fourth Street Heritage Corridor. East Avenue will typically remain open to vehicle traffic. However, it would be closed during major events to create a large continuous public space.



- A: New: Mixed-Use Buildings
- B: Central Plaza/Ice Skating Rink
- C: Stage Built into Mixed-Use Building
- D: Outdoor Fireplace
- E: Street designed as extension of Plaza)
- F: Louie's Church (relocated)



Existing View of East Avenue



Proposed View of East Avenue

*Action:* Clarify Public Interest; Investigate Potential Acquisition; Acquire Property; Engage Public in Design Workshop; Build Plaza; Incorporate Heritage Elements When Designed and Funded

*Responsibility:* Conceptual Design, Design Committee (CDC); Formal Design, City Staff;; Construction, URA; Heritage Interpretation Assistance from Historic Preservation Committee; Community Assistance in Arts Elements.

*Timing:* Fall 2006

*Priority:* High

#### **b. East Avenue Median (South)**

The segment of East Avenue between Sun Valley Road and First Street will be redesigned to include a 40-foot wide median park. The park will provide an informal, landscaped space for walking, congregating, and informal recreation. It is intended to provide a park and garden setting for the surrounding urban residential neighborhood. The park will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens. A portion of East Avenue to the south east of First Street could be redesigned as a small pocket park for the residents. This would be an informal park and could include playground equipment, picnic tables, and informal grass fields. This is also a potential site for the former Idaho Governor Gooding house at First Street and East Avenue, should it be relocated.

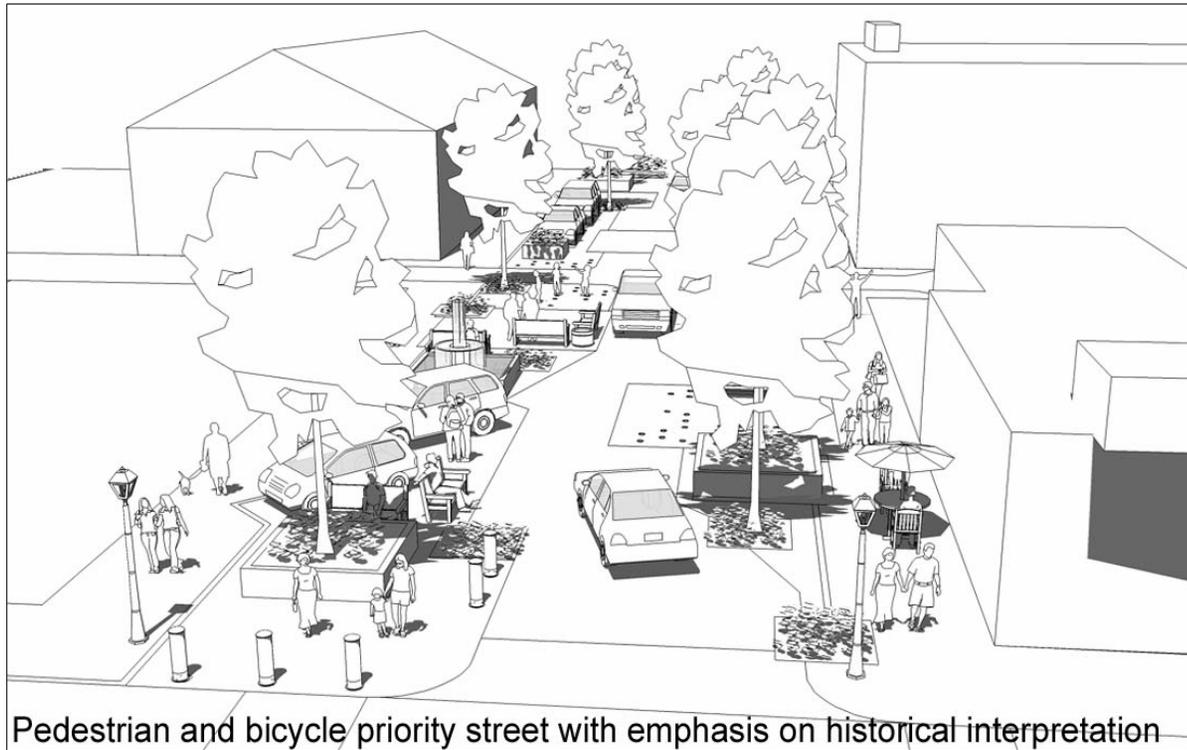
*Action:* Engage Public in Design Workshop; Build Median as Part of East Avenue Redesign

*Responsibility:* Conceptual design, Design Committee (CDC); City Staff Formal Design; URA Build

*Timing:* Build Basic Median, Summer, 2007 Design Amenities, Fall, 2007;

*Amenities* Construction, Spring, 2008 *Priority:* High





Pedestrian and bicycle priority street with emphasis on historical interpretation

### c. Fourth Street Heritage Corridor

Fourth Street will be redesigned as a pedestrian-priority street. Its design will be based on the concept that the needs of cars are secondary to the needs of other users of the street, especially pedestrians. Fourth Street will be a space that is shared by pedestrians, bicyclists, and low-speed motor vehicles. The entire length of Fourth Street will be designed as a heritage corridor. A variety of cultural and interpretive spaces will be provided along the street showcasing the unique heritage of Ketchum. The Heritage Corridor will have a variety of pedestrian amenities, including unique streetlights, benches, fountains, outdoor dining spaces, trees and planters, and heritage art displays. Kiosks interpretive plaques will also be provided along the street so that people can learn about the unique history and heritage of

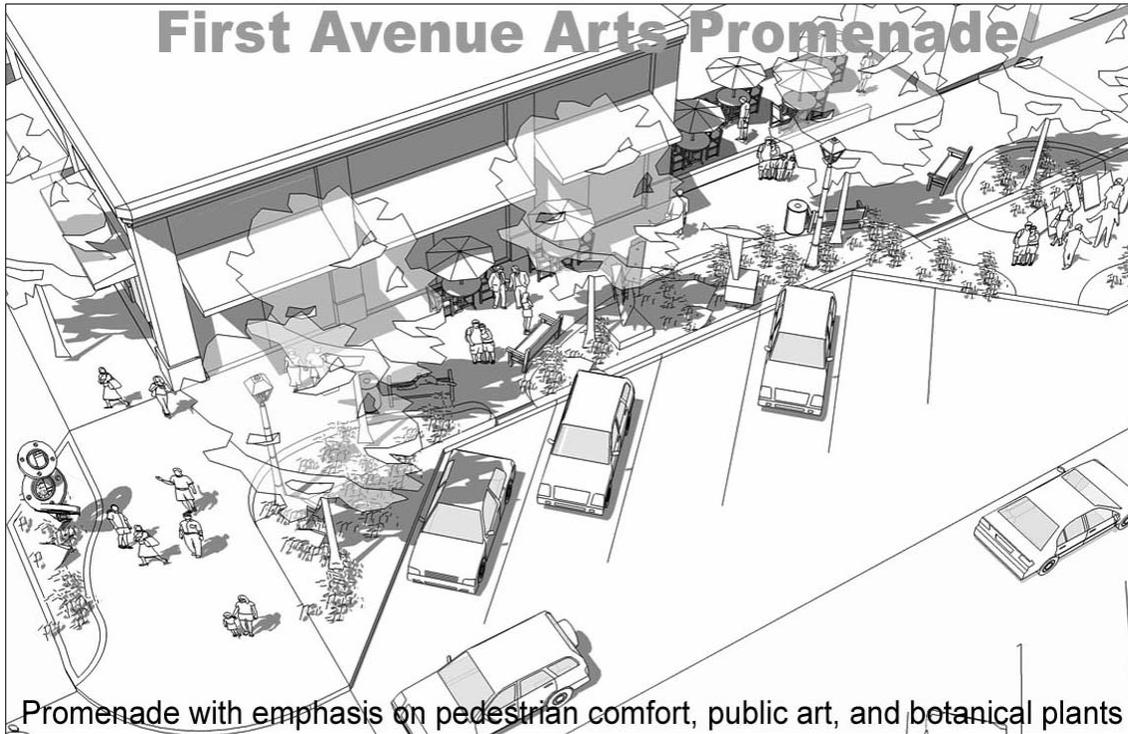
Ketchum. The street will be lined with mixed use-buildings that contain restaurants, cafes, and specialty retail shops within ground floor storefronts.

*Action:* Engage Public in Design Workshop; Build Corridor; Incorporate Heritage Elements When Designed and Funded

*Responsibility:* Conceptual Design, Design Committee (CDC); Formal Design, City Staff; Construction, URA; Community Assistance in Heritage Elements

*Timing:* Fall, 2006, Design; Construction Starts, Spring, 2007 *Priority:* Top





Promenade with emphasis on pedestrian comfort, public art, and botanical plants

**d. First Avenue Promenade**

First Avenue will be redesigned as a key public space within the Downtown. The segment of First Avenue between Second Street and Fifth Street will be designed as an arts promenade. The streets will have wide sidewalks that are lined with botanical planter gardens, outdoor public art displays, small gathering and sitting spaces, and a variety of pedestrian amenities. Back-in angled parking will be provided to create a buffer between the pedestrian spaces on the sidewalk and the moving traffic on the street.

The remaining segments of First Avenue will be designed with median parks. The parks will provide an informal, landscaped space for walking, congregating, and informal recreation. It is intended to provide a park and garden setting for the surrounding urban

residential neighborhood. The parks will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens.

*Action:* Engage Public in Design Workshop; Build Promenade; Incorporate Arts Elements When Designed and Funded

*Responsibility:* Conceptual Design, Design Committee (CDC); Formal Design, City Staff;; Construction, URA; Community Assistance in Arts Elements

*Timing:* Fall, 2007, Design; Construction Starts, Spring, 2008 *Priority:* Top



### e. Conceptual Heritage Plaza

The Heritage Plaza is a possible public space at the northeast corner of Fourth Street and Main Street. This high visibility space along the Fourth Street Heritage Corridor is privately owned and may not be available. (Discussions with the owner have not been pursued, pending clarification of City interest.) The site would conceptually be used to highlight an important aspect of Ketchum's unique heritage. Potential themes of the space include:

- The Life of Ernest Hemingway
- Ore Mining
- Outdoor Recreation (skiing, fishing, biking, hiking, etc.)
- Ranching/Sheep

The plaza could be designed with tiers or large steps to fit with the sloping topography of the site. These steps would become places for people to sit and congregate. The center of the plaza could contain a fountain or public art pieces that reflects the overall theme of the plaza. A few of the existing log cabins on the Historic Bald Mountain Lodge site could also be relocated to the plaza to showcase a part of Ketchum's heritage and to provide small retail spaces.

*Action:* Clarify Public Interest; Investigate Potential Acquisition; Acquire Property; Engage Public in Design Workshop; Build Plaza; Incorporate Heritage Elements When Designed and Funded  
*Responsibility:* Conceptual Design, Design Committee (CDC); Formal Design, City Staff;; Construction, URA; Heritage Interpretation Assistance from Historic Preservation Committee; Community Assistance in Arts Elements.  
*Priority:* Low



### f. Memory Park

Memory Park is an existing outdoor space that belongs to a private property owner. This space should be retained and preserved as a true public space.

*Action:* Work with Property Owner to Secure Park's Perpetual Use  
*Responsibility:* Mayor  
*Timing:* Spring, 2007  
*Priority:* Moderate

### g. Forest Service Park

Forest Service Park is an existing public park, and a site pending listing on the National Register of Historic Places, in Downtown Ketchum. Park facilities include a leisure

area, restrooms, and the Heritage and Ski Museum. The park also is used for “Ketchum Alive”, which is an outdoor music festival. Buildings on the site may be useful as a host to continuing education and other education-oriented activities.

Post Alley, one of the most celebrated alleys in the Pacific Northwest, originally functioned as a standard service alley. However, the renovation and revitalization of Seattle’s Pike Place Market in 1971 transformed this alley into an attractive pedestrian zone with abutting retail, outdoor restaurants, and other amenities. Post Alley is a 10-block-long, 16- to 36-foot wide, pedestrian corridor that runs parallel to Seattle’s central waterfront and links the Pioneer Square and Pike Place Market historic districts. At its northern end it serves as a central spine to the 17-acre Farmers Market. Similar alley treatments could occur in Downtown Ketchum.

*Action:* No Action. Keep Park in Mind as Educational Programming is Developed  
*Responsibility:* City Staff; CDC  
*Timing:* Ongoing  
*Priority:* Moderate

#### **h. Alleyways**

In several communities, downtown alleys are being transformed into dynamic, design-oriented places that are safe and interesting for pedestrians, and that often serve as access points to festive plazas, secondary storefronts, and outdoor dining areas. In Downtown Ketchum, there are opportunities to transform certain alley segments into prominent and dynamic pedestrian amenities. The City should consider alley enhancement projects to the following alley segments:

- *Alley between East Avenue, Leadville Avenue, Fourth Street, and Sun Valley Road:* This alley could be transformed into a pedestrian spine lined with outdoor dining spaces and secondary storefront entrances. It could serve as an alternative pedestrian route between, Sun Valley Road, the Central Plaza, and the Fourth Street Heritage Corridor. The alley could be improved with decorative pavement, special lighting, murals and public art, landscaping, and pedestrian amenities. Vehicle access through the alley could be removed completely, or it could be managed to occur at certain times of the day when pedestrians are not utilizing the alley. The alley improvements could extend to other adjacent blocks to create a longer pedestrian spine. In addition, a new alley segment and pedestrian amenity could be created on the Giacobbi Square block if that block is redeveloped in the future.
- *Alley Segments between Leadville Avenue and Main Street, and Main Street and Washington:* Both of these alleys could be improved with new pavement, lighting, public art, and secondary entrances to restaurants, cafes, storefronts, and art galleries. The alleys could remain open to vehicle traffic, or they could be closed at certain times of the day, such as the lunch and dinner hours. These alleys could also be closed down and temporarily used for special events, such as artist festivals. The unique character and qualities of the alleys could create very interesting spaces to display art for special events.



**When contemplating alley improvements, the City should consider the following guidelines and key considerations/questions:**

- *Understand and Involve the stakeholders:* Who are the stakeholders that need to be involved with the alley project (businesses/property owners, residents, Streets Department, garbage collection agency, etc.)?
- *Learn the local history:* What is the history of the area surrounding the alley, and can the alley improvements demonstrate or communicate the history through design?
- *Understand adjacent business operations:* What are the operational characteristics of the existing businesses and uses along the alley? What operations will affect the design of the alley improvements? Could alley improvements enhance or support new business opportunities, such as outdoor dining?
- *Identify current and potential users:* Who currently uses the alley? Do current or future users warrant special design treatments in the alley?
- *Observe alley activity patterns:* How is the alley used at different times of the day? What programmed uses could occur in the future?
- *Assess parking, loading and circulation:* How do automobiles, delivery vehicles, pedestrians, bicyclists, and others circulate through the alley and surrounding areas? What segments must remain open to automobiles and delivery vehicles? Could delivery times be limited to certain times of the day?
- *Inventory the utilities:* What utilities (above ground and underground) exist within the alley? Will site drainage affect the use of the alley?
- *Define the maintenance program:* Who will be responsible for the maintenance of the alley improvements (City, private property owners, businesses, or both)? Will the alley be used throughout the year? If so, how will snow/ice be removed from the alley to ensure that it is safe for pedestrians in the winter?
- *Strategically select design amenities:* What paving materials and amenities are appropriate given the desired use of the alley? Are the materials and amenities consistent with the maintenance program?

**i. Other Public Spaces**

Other public spaces that would serve Downtown residents and visitors include Atkinson’s Park and the Wood River Trail. There are also small informal opportunity spaces within the Downtown, such as the Civic Center, Library, and Ore Museum.

|   |                                  |
|---|----------------------------------|
| <p><i>Action:</i> No Action. Keep Spaces in Mind as Opportunity Sites for Future Open Space Development<br/><i>Responsibility:</i> City Staff; CDC<br/><i>Timing:</i> Ongoing</p> | <p><i>Priority:</i> Moderate</p> |
|---|----------------------------------|

**j. Public Spaces and Circulation System**

All of the key public spaces within the Downtown will be linked by a safe and attractive pedestrian circulation system. Wayfinding signs will be used to direct pedestrians, as well as vehicles to the key public spaces. Section 3.D discusses the directional signage program.

## G. Parking

### a. Context: Parking Master Plan and Existing Parking Policy

In 2004, the City completed a Parking Master Plan. The Plan was not adopted and little change has occurred since then to refine Downtown parking conditions. The Downtown Master Plan is not a replacement for that document. The purpose here is to identify potential refinements to the Parking Master Plan that will allow it to be adopted and implemented.

The City has six parking-oriented policies:

- Policy 4.5.5: Parking should be paid for by the users
- Policy 4.5.6: On-street parking is primarily for short term use
- Policy 4.5.7: Implement strategies to improve pedestrian travel & vehicular circulation
  - Relocate employee parking out of key downtown locations
  - Require underground parking for larger projects
  - Encourage underground parking near any future central civic space
- Policy 4.5.8: Investigate the development of a "shuttle" bus system in the downtown core
- Policy 6.6: Improve the current Ketchum Area Rapid Transit (KART) system
- Resolution 772: We will manage traffic levels with the goal of maintaining 2001 levels

Three other key points provide perspective on Ketchum's existing parking system. First, parking revenues pay for just 1/3 to 1/2 of the operating expenses for the parking system. Without a fee system in place, general taxes must be used to subsidize parking in the community.

Second, new construction parking requirements are lower than the demand they create. For example the "Parking Handbook for Small Communities" draws from decades of experience when it recommends a parking demand factor of 2.0 parking units per thousand square feet of (most) retail space and 2.2 for (most) office space (note that demand is generated by both tenants, employees and customers). Currently, the City requires only 0.7 parking units per thousand square feet of private development. Put bluntly, private developers only pay for about a third of the

commercial demand they create. Over time, this trend will lead to a parking crisis that the City will have to finance.

Third, the land value for a single parking unit in a Ketchum surface parking lot is about \$79,000. At such a high cost, it is valid to ask who should pay for the needed parking, the public sector or the developers who create the demand? Seventy-one percent of straw poll participants indicated the answer should be developers.

#### **b. Guiding Principles for Parking System Management**

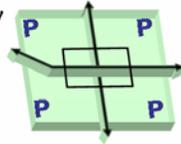
Ten guiding principles were established as a framework for parking system management.

- Downtown is a pedestrian priority area
  - Emphasize people places over car places
- A great place to be is worth a longer walk
- Public parking is expensive; free parking is not a right
- Encourage alternative transportation
  - Single occupancy vehicles (SOV) must be reduced
- High parking turnover in the retail core is necessary
- Onstreet parking is a resource that can be better utilized if managed
- Parking access & safety must be excellent
- Consider using onstreet parking overnight by permit
- Be creative in solving parking problems
- City leadership is essential in managing parking supply, demand and use

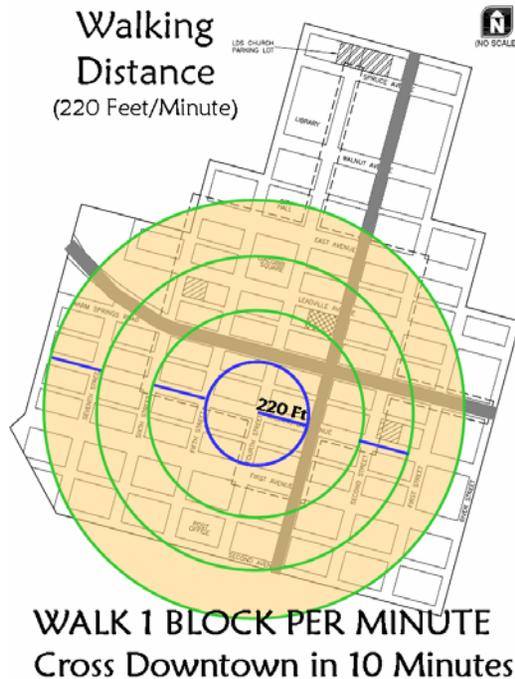
These principles are consistent with City policies and with the DMP Framework adopted by City Council on February 6, 2006.

Four Point Improvement System:

- Improve Pedestrian Environment
- Improve Circulation System
- Manage Transportation Demand
- Enhance Parking System
  - Access; Inventory
  - Design
  - Organization
  - Regulation



**Figure 3.AC: Walking Distance per Minute in Downtown Ketchum**



**c. Parking as Part of an Overall Transportation Program**

Parking must be seen as one component of the local and regional transportation system. In this very real context, parking goals can be aided or constrained by how well other transportation system elements are working. Examples: without good public transit, people will be much more likely to drive their cars to work; the easier and cheaper it is to park Downtown, the more people will do it. Therefore, Ketchum’s parking system is one part of a proposed Transportation Program that should be pursued, fully defined, adopted and implemented.

The Transportation Program should be enhanced via a four point improvement system:

1. Improve Pedestrian Environment
2. Improve Circulation System
3. Manage Transportation Demand (Example: Hwy 75 HOV Lane System)
4. Enhance Parking System

Improve Pedestrian Environment: If it is easier, safer, more rewarding and more comfortable to walk Downtown, people will be willing to walk further. Supply and demand analysis (in the next section) demonstrates that there is a general balance between the two, though there are surpluses or shortages in each district. Getting more people to walk from surplus areas to shortage areas is an important goal. Note in Figure 3.AC at left, the average person could easily walk the entire length of Downtown in ten minutes. This is a community that prides itself in its exceptional fitness and love of outdoors. Yet, many people complain when they can’t park immediately in front of their Downtown destination. Especially for employees and other long-term parkers, the Transportation Program should highlight walking and improved pedestrian environment as key goals.

Improve the Circulation System: A clear circulation system with a well defined pedestrian priority will de-emphasize driving as a primary mode and will help with Transportation Demand Management efforts to reduce the number of vehicles. Getting drivers to appropriate parking areas will reduce the number of people abusing the parking system.

Transportation Demand Management: To increase reliance on alternative transportation and reduce unnecessary vehicle trips into Downtown. Local action

needs to be coordinated with the broader regional effort. The following recommendations should guide City collaboration regarding Transportation Demand Management (TDM):

**TDM Agency Lead - Wood River Rideshare**

Wood River Rideshare will work with businesses and developers to implement Commuter Trip Reduction programs. These programs will include a combination of the strategies listed below that are most appropriate for Downtown:

- **Transit Passes** – employees receive subsidized transit passes.
- **Parking Cash Out** – Commuters who are offered subsidized parking can choose the cash equivalent instead if they use an alternate commute mode. Financial incentives like transit passes and parking cash out typically reduce automobile travel 10 to 30 percent. Employers establish rules that employees must observe to qualify for financial benefits, and may require participating employees to sign an agreement that specifies their responsibilities, such as the number of days per month that they may drive to work and still qualify for a Parking Cash Out bonus.
- **Designated Preferential Rideshare Spaces** –the most convenient onstreet and offstreet parking spaces on site are reserved for carpools.
- **Rideshare Matching** - an easily accessible system for matching people with carpools.
- **Alternative Scheduling** - Flextime and Compressed Work Weeks.
- **Telework** - allowing employees to work at home, and using telecommunications to substitute for physical travel in other ways.
- **TDM Marketing and Promotion**
- **Emergency Ride Home** – ensuring people can get home in case of an emergency.
- **Walking and Cycling Encouragement**
- **Walking and Cycling Improvements**
- **Bicycle Parking and Changing Facilities**
- **Transit Encouragement Programs**
- **Transportation Access Guide** - concisely describes how to reach a worksite by walking, cycling and transit.
- **Worksite Amenities** - such as on-site childcare, restaurants and shops, to reduce the need to drive for errands.

- **Company Travel Reimbursement Policies** - reimburse bicycle or transit mileage for business trips when these modes are comparable in speed to driving, rather than only reimbursing automobile mileage.
- **Company Vehicles** - eliminates the need for employees to drive to work in order to have their cars for business travel.
- **Proximate Commuting** - allows employees to shift to worksites that are closest to their home (for employers who have multiple work locations, such as banks and other large organizations).

*Action:* Systematically expand TDM Improvements; Build Regional TDM Collaborations  
*Responsibility:* Wood River Ride Share  
*Timing:* Ongoing *Priority:* High

Enhance Parking System: The subject of the remainder of this subsection.

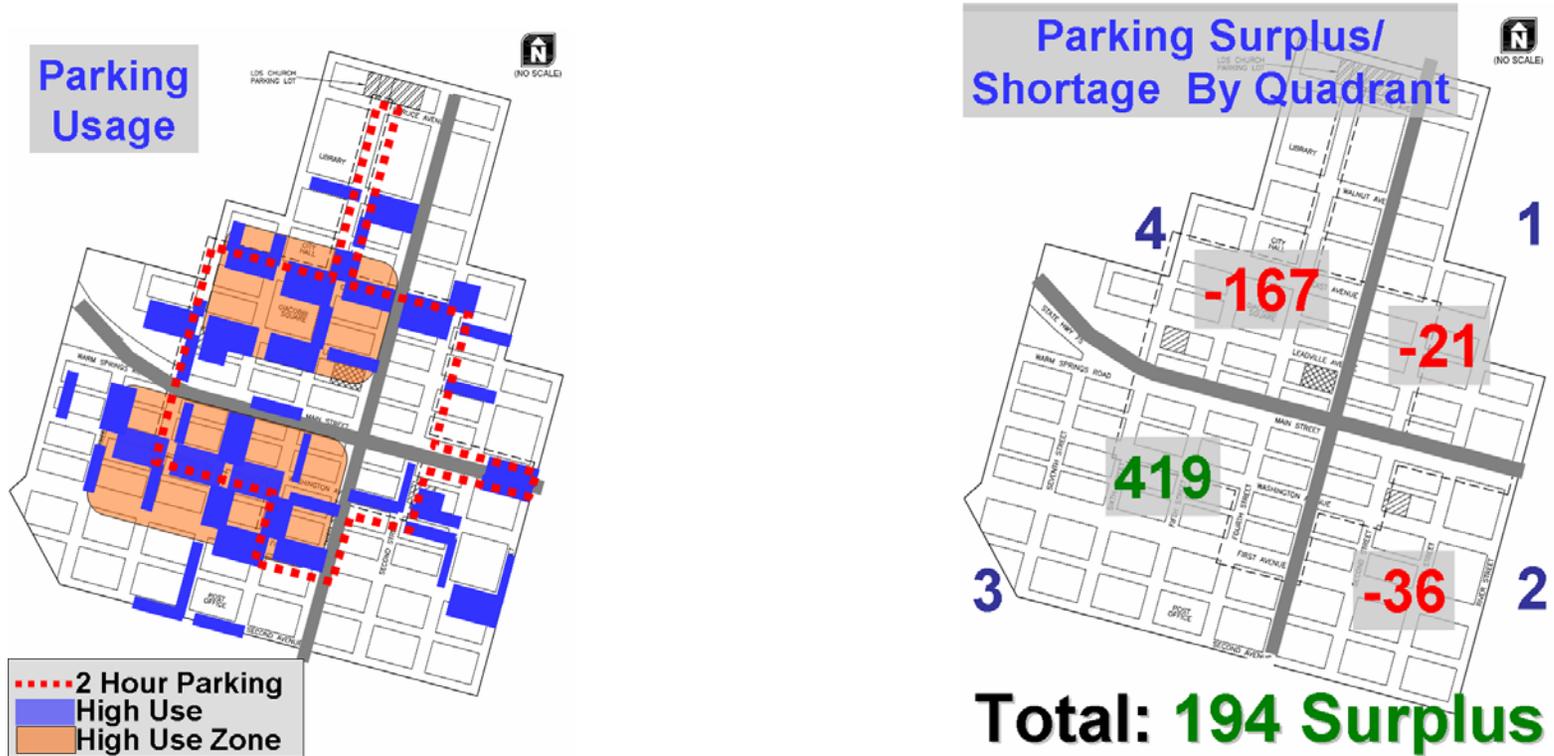
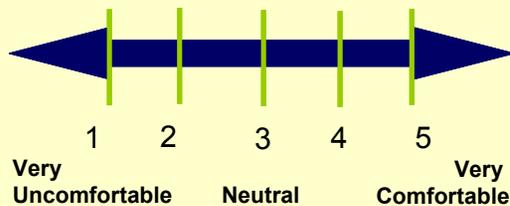


Figure 3.AD: Parking Demand, Supply and Surplus in Downtown Ketchum

**Parking Straw Poll Results  
June 20, 2006  
Ketchum Public Meeting**



Citizens who attended a public meeting regarding Ketchum Downtown Parking were asked to express their comfort level with the following statements. Using a five-point scale, from very uncomfortable to very comfortable (see arrow at left), responses are summarized by combining two sets of responses: “very comfortable and comfortable” and “very uncomfortable and uncomfortable.” Neutral responses made up the difference between the combined total and 100%.

Statements Below = Majority Position. 1<sup>st</sup> percentage = % of Respondents Comfortable; 2nd Percentage = % of People Uncomfortable)

1. The Downtown Parking System Does Require Improvements. 76% vs. 6%
2. The City of Ketchum Should Manage the Supply and Demand of Parking. 86% vs. 10%
3. The Guiding Principles for Downtown Ketchum Parking Systems are Appropriate. 51% vs. 32%
4. Switching some streets to one-way to increase onstreet parking is not worth the trade-offs. No Majority: 32% Comfortable; 46% Uncomfortable
5. Changing Diagonal Parking to Back-In Design is Desirable for Ketchum. 54% vs. 28%
6. Structured Parking is an Important Part of Downtown’s Parking Solution. 56% vs. 28%
7. Under-Street Parking is an Important Part of Downtown’s Structured Parking Program. 59% vs. 24%
8. A Fee System Should be Set Up for Onstreet Parking in the Retail Core. 63% vs. 24%
9. A Higher Parking Ticket Penalty Should be Established in the Retail Core to Discourage Abuse of the Customer Parking System. 60% vs. 24%
10. Development Should Provide for the Parking Demand that It Creates. 71% vs. 12%

**d. Parking Supply and Demand: How Much of a Problem is Parking?**

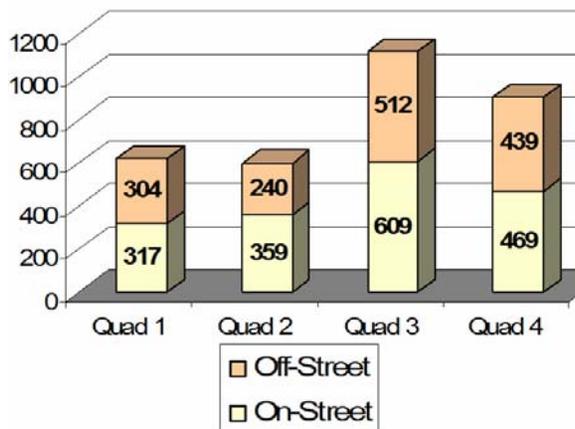
**Table 3.2: Parking Unit Comparison**

| City      | Population | Downtown Parking Units |
|-----------|------------|------------------------|
| Meridian  | 66,565     | 1,785                  |
| Nampa     | 78,000     | 1,975                  |
| Sandpoint | 6,835      | 2,359                  |
| Rexburg   | 22,000     | 2,369                  |
| Ketchum   | 3,142      | 3,284                  |
| Aspen     | 5,914      | 3,400                  |

One of the things the Parking Master Plan did not do was compare Downtown parking supply and demand. This problem has now been addressed. City staff coordinated an inventory of all Downtown businesses by location and approximate square footage. An inventory of all parking units also was completed. Using best practices recommended by the Institute of Transportation Engineers and the National Main Street Center, supply and demand were compared. The results were remarkable.

Downtown Ketchum has 3284 parking units, a very large number for a town of Ketchum’s population, per the comparison in Table 3.2 at left. Figure 3.AE, center map, on the next page shows the inventory by quadrant. A substantial part of the explanation is the number of downtown blocks (or large district size). In contrast, Ketchum has a significantly low number of parking units per block, indicating a degree of inefficiency. Table 3.3 below left provides a breakdown of onstreet and offstreet parking by quadrant. Quadrant size and units per quadrant are relatively uniform.

**Table 3.3: Downtown Ketchum Parking Unit Comparison, Onstreet and Offstreet Units by Quadrant**



A parking usage survey (presented in the Parking Master Plan) shows that high demand occurs in two Downtown clusters, per the first map in Figure 3.AD, next page. The first is around Giacobbi Square. The second is in Quadrant 3, centered at Washington and Fifth Street. In other areas, there is generally adequate parking under most conditions to serve demand – based on visual inspection.

Analysis based on calculated demand<sup>1</sup> indicates that there is a net surplus of 194 Downtown parking units, per Figure 3.AD right-hand map. However, a large surplus in Quadrant 3 makes up for a substantial shortage in Quadrant 4 (the retail core) and marginal shortages in Quadrants 1 and 2. Currently, there is little incentive for long-term parkers to park outside high demand areas. Parking citation fees are small, people can get away with moving their cars every two hours, and the pedestrian environment is unfriendly. These conditions need to and will change.

<sup>1</sup> Per The Parking Handbook for Small Communities

**Table 3.4: Parking Unit Evaluation of DMP Program Impacts on Supply Assuming No Change in Demand**

| <b>Existing Supply vs. DMP Supply</b>      |                 |                |                 |
|--|-----------------|----------------|-----------------|
|  | <b>Existing</b> | <b>DMP</b>     |                 |
| <b>Quadrant</b>                            | <b>Supply</b>   | <b>Supply</b>  | <b>Change</b>   |
| <b>1</b>                                   | 620             | 613            | -7              |
| <b>2</b>                                   | 644             | 588            | -56             |
| <b>3</b>                                   | 1146            | 1062           | -84             |
| <b>4</b>                                   | 874             | 859            | -15             |
| <b>Total</b>                               | 3284            | 3122           | -162            |
| <b>Existing Supply vs. Existing Demand</b> |                 |                |                 |
|  | <b>Existing</b> | <b>Parking</b> | <b>Surplus/</b> |
| <b>Quadrant</b>                            | <b>Supply</b>   | <b>Demand</b>  | <b>Shortage</b> |
| <b>1</b>                                   | 620             | 641            | -21             |
| <b>2</b>                                   | 644             | 680            | -36             |
| <b>3</b>                                   | 1146            | 727            | 419             |
| <b>4</b>                                   | 874             | 1041           | -167            |
| <b>Total</b>                               | 3284            | 3089           | 195             |
| <b>DMP Supply vs. Existing Demand</b>      |                 |                |                 |
|  | <b>DMP</b>      | <b>Parking</b> | <b>Surplus/</b> |
| <b>Quadrant</b>                            | <b>Supply</b>   | <b>Demand</b>  | <b>Shortage</b> |
| <b>1</b>                                   | 613             | 641            | -28             |
| <b>2</b>                                   | 588             | 680            | -92             |
| <b>3</b>                                   | 1062            | 727            | 335             |
| <b>4</b>                                   | 859             | 1041           | -182            |
| <b>Total</b>                               | 3122            | 3089           | 33              |

It is important to go beyond current conditions and anticipate impacts from DMP programs on both supply and demand. First, consider supply. The DMP emphasizes creating a much more attractive, comfortable sense of place. Pedestrian amenities will be greatly increased. Redesign of streets toward these ends will result in an approximate reduction of 162 onstreet parking units. This number is slightly below the total current surplus of 192. The net effect will not be substantial. This initial observation ignores two key issues: impact by quadrant and changes in demand.

The lower portion of Table 3.4 compares the DMP projected supply to current demand quadrant by quadrant. In each district, there is a negative impact, particularly in Quadrant 2. However, the DMP parking system will be augmented by three other sets of transportation management programs to reduce Downtown parking demand. Consider Aspen’s experience with implementation of fee-parking in its downtown. Bus ridership increased 35% as a result of the change. Downtown parking occupancy dropped almost immediately from 98% to 67% without apparent loss of business. If Ketchum were to have a similar experience with a combined set of four transportation management programs, it is fair to conservatively estimate a 20% reduction in parking demand. The result is a freeing-up of 618 units, far more than enough to make up for the 162 unit loss of onstreet parking units from DMP street improvements.

There is one other factor to consider in testing future supply and demand: future development. Currently, parking construction requirements are far below the actual demand that development creates. This will change immediately under the DMP. Developers will be required to provide parking units equal to the demand they create. This part of the formula, then, will not impact the supply-demand balance.

In summary, DMP impacts are estimated to result in a net parking improvement of about 450 units. Regulatory efforts will be enhanced to maintain high turnover and availability for short-term units in retail areas. Some additional parking will be constructed as well. The Parking Inventory subsection on the next page will address this intention in detail.

### **Technology boosts parking management**

[http://www.americancityandcounty.com/mag/government\\_technology\\_boosts\\_parking/](http://www.americancityandcounty.com/mag/government_technology_boosts_parking/)  
Jan 1, 2005 12:00 PM, Sibley Fleming

*Local governments streamline operations and save.*

Instead of manually tracking thousands of parking tickets and permits, two cities — Aspen, Colo., and Allentown, Pa. — have updated their parking management technology and saved shoe leather in the process. New technologies are allowing parking operations to share data with other departments, generate revenue and streamline operations.

In the resort community of Aspen, parking management has changed dramatically since the early 1990s. Aspen has a population base of 5,200 but imports 11,000 workers daily from as far as 75 miles away. With tourists, the daily population swells to about 25,000. Aspen, however, has only 850 public spaces in the commercial core, 2,200 private and 350 public garage spaces. "Literally, there were cars sitting and waiting for parking spaces to open up downtown," says Tim Ware, parking director for the city.

"We had a very aggressive City Council in the early '90s that said 'Let's put in paid parking,'" Ware says. The city installed parking meters mid-block. For coins, motorists received receipts stamped with a parking expiration time to place on their dashboards. Two employees checked the receipts over the entire downtown area. The city purchased 27 parking machines for \$6,800 each in 1994 and today owns 60.

As a result of installing parking meters, the city noticed more commuters taking the bus. "When we put in paid parking, we experienced a 35 percent increase in ridership across the board. We also saw our 98 percent occupancy in the downtown core go down to 67 percent." Ware says.

Through the paid parking system, \$1.2 million annually now is collected from the meters with an additional \$500,000 collected from

ticketing. The money is applied to alternative transportation, such as buses and bike paths.

Aspen traffic officers use hand-held ticket writers purchased from Indianapolis-based T2 Systems. Everyday, information from the portable computers is downloaded into a central database. The portable ticket writers eliminate manual data entry and are more reliable, Ware says. The computers also keep track of the number of tickets issued to vehicles and indicate if towing is necessary. In addition, the new system allows the city to integrate parking information from the field to deposits in the finance department.

Allentown, Pa., switched to portable ticket writers in 2002. Linda Kauffman, executive director of the Allentown Parking Authority, says the authority is responsible for 5,000 off-street parking spaces, 4,000 on-street metered spaces and those marked for specifically allotted parking times. It also is in charge of citywide enforcement for all parking violations and provides all city towing services except for accident and crime scenes.

"We now have the ability to integrate all of our operations into one database system," Kauffman says. Before, the parking authority had a manual system that kept track of customers, parking lots, garages, ticket collection and the intricate permitting process. The \$250,000 it cost to switch parking management systems came from the parking authority's capital improvements budget and included 18 handhelds, software, training, specialization and maintenance agreements. "It has paid for itself 10 times over in efficiency," Kauffman says.

In the end, automating parking management to include paid parking and handheld ticket writers is not necessarily about upgrading technology, Kauffman says, but rather streamlining operations. For city and county governments who choose to streamline, the benefits also include savings and parking revenues that can help achieve a healthier environment and bottom line.

**e. Refinements to Parking Master Plan**

Four sets of enhancements are recommended to improve Downtown parking conditions. These enhancements should be guided by the Parking Master Plan:

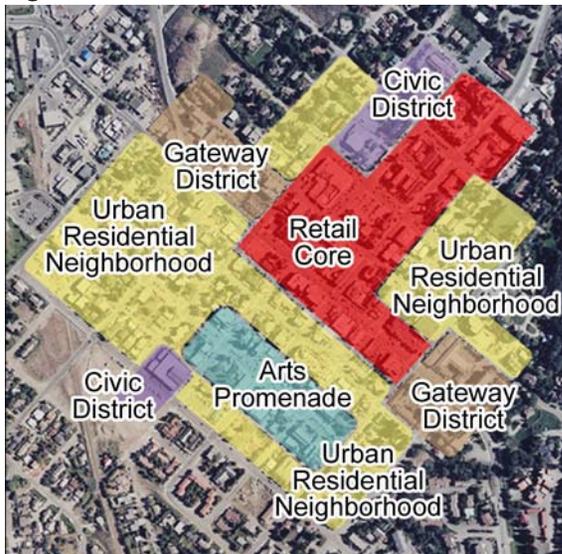
1. Improved Access, Design & Inventory
2. Improved Organization
3. Improved Regulation

1. Improved Access Design and Inventory

The following system recommendations should be considered as the City works to improve Downtown parking access:

- Emphasize customer parking in the retail core. One-hour free parking is recommended to be established and promoted heavily in the core. Following one hour, a parking fee would be required. **THIS IS A RETAIL CORE RECOMMENDATION ONLY**, per Figure 3.AE at left. The rest of Downtown would not be a fee area, subject to change based on experience and need. Aspen charges \$1.25 per hour. A similar amount may be appropriate. In addition, illegal parking fines should be raised after a first offense which would be addressed with a **WARNING ONLY** (no fine). The warning ticket should be worded as a welcome to Downtown, provide information on parking regulations and provide a map to long-term parking. The table below compares current versus recommended fines. Currently the first offense is a warning, the second offense is a \$10 ticket, then \$20 and any additional is a \$40 ticket. Starting with the third offense, the DMP aggressively penalizes the repeat offenders, almost all of whom are likely to be Downtown employees abusing the system.

**Figure 3.AE: Retail Core**



| Fines               | Current Fine | DMP Fine |
|---------------------|--------------|----------|
| First Offense       | \$ -         | \$ -     |
| Second Offense      | \$ 10        | \$ 20    |
| Third Offense       | \$ 20        | \$ 50    |
| Additional Offenses | \$ 40        | \$ 100   |

It may be necessary to expand the retail core boundary to both sides of Washington Avenue. The City should consider this option with input from businesses along and near Washington.

The fee system should be supported by solar-operated permit vending machines available on every retail core block, per the photograph at left. The fee must be paid for parking between 7:30 am and 6:00 pm. Employees who insist on parking in the retail core would have to pay \$10 or more per day, enough of a disincentive to make nearly all of them go to longer term parking in adjacent areas. Figure 3AF below shows the recommended retail core boundary, substantially reduced from the current two-hour boundary. Again the boundary should be seen as subject to refinement, based on experience and business community input.

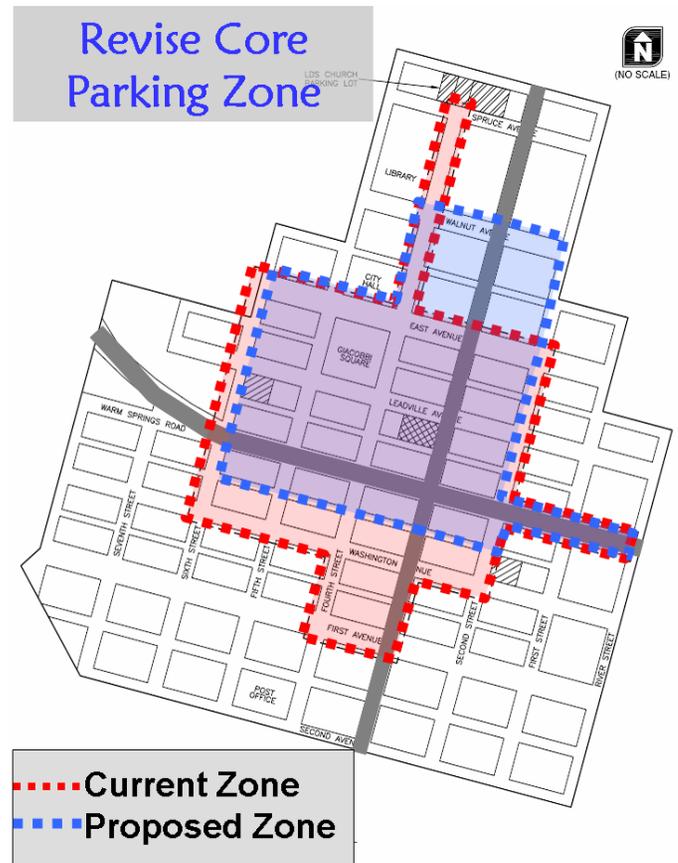


Figure 3.AF: Proposed Retail Core Fee Parking Area (In Blue)

## Parking Fees?

Many Similar Towns Have Them:

- Aspen
- Telluride
- Vail
- Park City
- Jackson Hole



Solar Panel-Powered!

### Shuttle Buses or Structured Parking?

The land cost for a Downtown parking unit is about \$79,000. Structured parking units cost upwards of \$35,000 per unit. At these costs, it is far more practical to invest in shuttle buses and lease or purchase peripheral lots outside the Downtown.

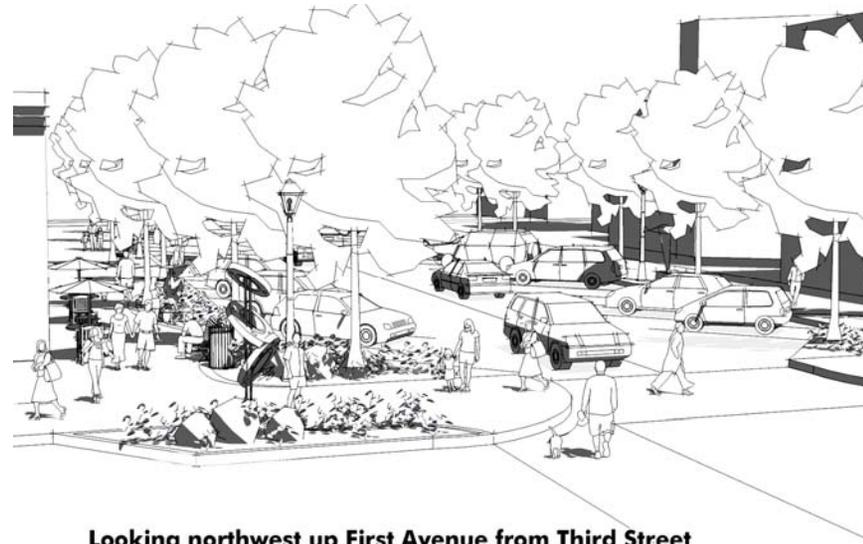
Long-term parking should be enhanced and promoted. Areas adjacent to major Downtown destinations should be primary parking areas for employees. In addition, peripheral parking lots and some structured parking should be organized to host long-term residential parking and visitors with recreational vehicles. A River Run lot could be a prime target for such parking. Such locations should be supported by a shuttle system.

- Overnight parking should be allowed for Downtown residents, by permit only. To obtain a permit, residents must review overnight parking requirements, including either: 1) the need to use alternating sides of the street during the winter (snow) season, or 2) the need to parking outside Downtown streets during declared snow removal periods (“snow emergencies”). This will enable road crews to provide snow removal services. Permittees will be required to dig out their own cars during heavy snow periods and will be subject to towing and a fine if they disobey overnight parking regulations.
- Better directional signage and educational brochures will be created to promote the parking system.
- The City will monitor the new parking system closely. Refinements will be made as necessary to make it work most effectively.
- Improved street lighting will make parking more safe and accessible. In a community where some employees leave work part of the year in the dark, better lighting isn’t just helpful, it’s essential. Visitors will greatly benefit as well. As part of DMP street improvements, better lighting will be installed throughout Downtown in the very near future.
- Safety-oriented landscaping will be installed and maintained around parking lots to ensure parking areas are highly visible and safe for pedestrians.
- More ‘Rewards’ will be installed along walking corridors from parking areas to Downtown activity centers. Sidewalks, benches, public art, information kiosks and other amenities will make walking more attractive and enjoyable.
- The City will work with the Chamber and news media to educate and engage businesses regarding parking system improvements. The improvement effort will be a collaborative one. Economics, customer goodwill, and self-help will be key educational themes.
- “Moral Contracts” will be distributed to Downtown businesses to enhance education on parking priorities and to establish moral commitments to support the system. A sample “Moral Contract,” which has been effective in other towns, is provided in Appendix 1.

**Figure 3AG: Bike racks will be broadly distributed and accessible. Creative design will make them a positive part of the pedestrian environment.**



- Carpooling will be encouraged with preferential carpool spaces closest to the core.
- Diagonal parking units will be changed to back-in access. Transportation experts agree that back-in diagonal parking is better than back-out. There is better visibility entering traffic. Loading and unloading trunks occurs from the sidewalk rather than the street.
- Bicycling will be given a much higher priority Downtown. Bicycle routes will be improved and signed. Bike racks, like those in Figure 3.AG, will be more plentiful, better located, and more accessible. Priority bike routes will include bike lanes. All downtown streets and avenues will accommodate bikes. (This will be more difficult on any potential one-way streets, where dense diagonal parking on both sides will make bicycles harder to see.)

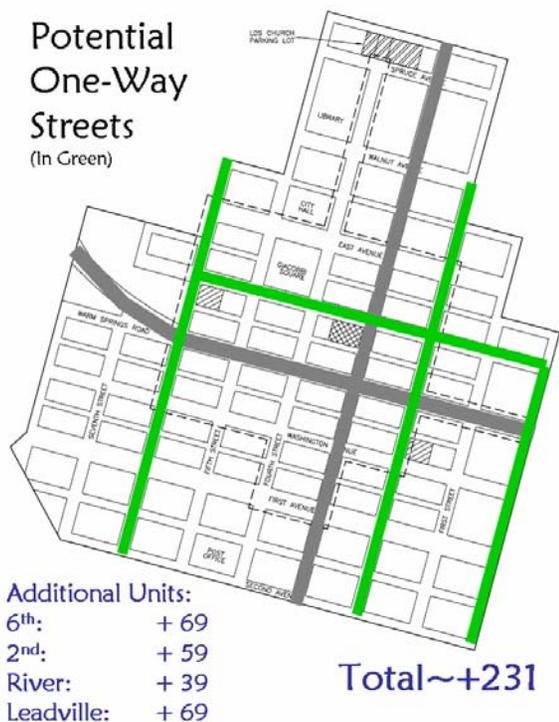


**Looking northwest up First Avenue from Third Street**

**Back-in  
Diagonal  
Parking**

The cost of creating new parking units is generally very high. Supply-demand analysis indicates there are few places in the Downtown that justify the very high cost of structured parking. For example, a one-hundred unit garage would cost about \$3.5 million, according to local developers who have recent experience and reliable figures.

**Figure 3.G:** (Repeated for ease of reference) **Potential Additional Onstreet Parking Units** if the street corridors highlighted in green were changed to one-way and diagonal parking was provided on either side of the street.



*Action:* Public workshop to outline, refine parking system.  
*Responsibility:* City  
*Timing:* October, 2006  
*Priority:* High

A low cost alternative for providing additional parking units immediately exists. The alternative, which carries both benefits and problems, is to change a few streets into one-way corridors. By having just one lane, enough space would be freed up to place diagonal parking on both sides of the street. Diagonal parking provides about double the units that parallel parking systems do. As noted elsewhere in the DMP, four streets are candidates: Sixth, Second (Street), River and Leadville (Avenue). Per Figure 3.G (repeated at left for ease of reference), a net increase of about 230 units would occur if all four corridors switched to one-way. At \$35,000 per unit (for structured parking), this is the equivalent of \$8.1 million in parking. Leadville is a particularly attractive candidate because it would provide 69 units in districts which have a shortage. Combined with Second Street (the east half), about 110 additional units would be made available in quadrants 1 and 4.

The advantages of more and cheap parking must be weighed against disadvantages. First, the community tried one-way streets in the past and didn't like them. Second, one-way streets make circulation and wayfinding more difficult. Third, this greater difficulty can translate into a decline in business (though this is hard to substantiate). Fourth, one-way streets are really little more than parking lots – an ugly trait Downtown has in abundance and which DMP supporters are trying hard to change.

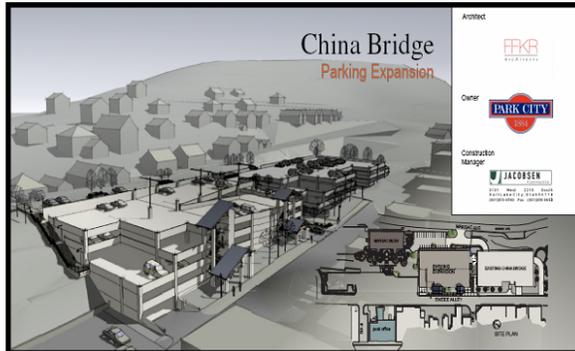
Ultimately, this is a question for the community. More discussion and education is needed. In a recent public meeting straw poll on the question of one-way streets to increase parking, there was no majority. Negatives slightly outweighed positives at 46% against to 32% in favor. Twenty-two percent were neutral.

*Action:* Reconsider One-way Street Options a Year After Implementation of Parking System Refinements  
*Responsibility:* City  
*Timing:* March, 2008  
*Priority:* Moderate

## Park City, Utah Parking Structure



- Construction of 304 spaces;  
Net gain of 277



Many people in the community believe structured parking should be constructed immediately. Supply and demand analysis indicates that the parking shortage in some areas is less than many perceive. Further, there is strong evidence nationally that an improved transportation system will substantially reduce the supply-demand imbalance. In this context, it is difficult to endorse large-scale spending on structured parking or one-way streets. Before such investment is pursued, it would seem appropriate to test limited one-way streets to increase parking temporarily while the transportation system is strengthened.

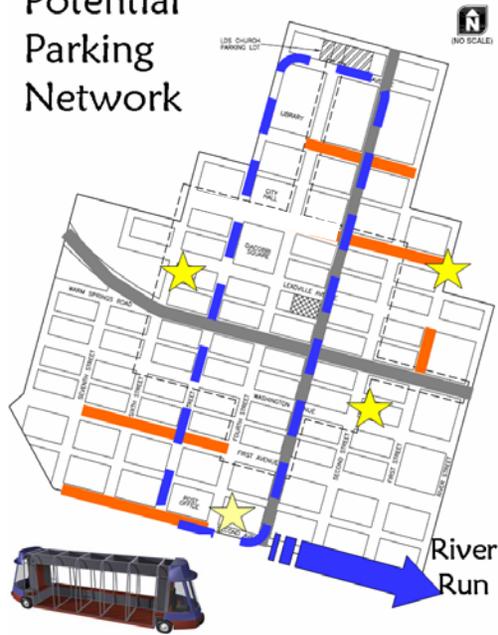
Given the high cost of Downtown land, an important structured parking tool is subsurface parking under existing streets. The City owns the streets so land cost is zero. Construction cost is higher due to excavation. However, nearly any parking structure outside the right-of-way would have underground parking included as well.

Most cities locate structured parking adjacent to key destinations, NOT inside the destination area itself. In Ketchum, the goal for the retail core is to make it a pedestrian-priority area. Creating parking beneath the street means creating access points inside this key subdistrict. While this possibility isn't abhorant, it is not preferred. A preferred alternative would be to locate subsurface parking very close by. East Avenue south of Sun Valley Road appears to be a good location. The avenue is one hundred feet wide, improving circulation options in the parking below. It is highly visible from Sun Valley Road and just across the street from the retail core. In addition, anticipated private housing construction provides the possible opportunity of sharing access ramps, lowering the average construction cost and raising parking unit efficiency.

Given pedestrian priorities and findings related to parking supply and demand, the following recommendations are offered for subsurface parking under streets. If the City determines that additional structured parking is desirable, it should begin with East Avenue, south of Sun Valley Road to 1<sup>st</sup> Avenue. This would provide roughly 125 units.

**Figure 3.AH: Potential Parking Network.** Stars denote possible structured parking buildings. Orange bars identify under-street parking garage opportunities (with \$0 cost of land). The blue dashed line shows a potential shuttle bus route, linking Downtown with River Run and other peripheral parking lots.

**Potential Parking Network**



Aspen, Colorado Parking Structure



Other potential locations, illustrated in Figure 3.AI, page 19:

1. East Avenue, north of Sun Valley Road to 5<sup>th</sup> Street, possibly including two blocks of Fourth Street and the area beneath the City parking lot and Mountain West Bank. This concept was proposed in the mid-1990's, with an estimated 619 parking stalls produced in a two-story underground system. With an LID to help pay the way, the project would have required an annual subsidy from a proposed Business Improvement District to break even. Construction costs have doubled since then. A major concern about this concept is the amount of time that the area would be under construction and very difficult to access. While the issue is debatable, there is the question of whether or not surrounding businesses could survive the construction period.
2. Walnut Avenue north of Sun Valley Road. This two block segment may provide about 100 units.
3. Walnut Avenue south of Sun Valley Road. This two block segment may provide up to about 100 units.
4. First Street between Main and Leadville. Private development along this segment may be combined with under-street parking to improve circulation efficiency. The performing arts facility to the south also creates periodic demand that would benefit from additional parking inventory in this area.
5. First Avenue from Fourth Street to Seventh Street. This area is within a short walking distance of the retail core.
6. Second Avenue from Fourth Street to Seventh Street. This segment is adjacent to the Simplot lots. The proposed Sun Valley Center for the Arts will have underground parking. If linked to underground street parking, the two could share ramps and improve both efficiency and average unit cost.
7. Post Office parking lot. This site is well suited for structured parking given its topography. Combined with affordable workforce housing above, it would become a high priority development for the City if the Post Office were amenable to the concept.
8. The other starred sites on in Figure 3AH, previous page, have potential for structured parking combined with affordable workforce housing. The City is currently evaluating these sites.

*Action:* City Council workshop on structured parking: set staff direction on future parking structures. This action should be on hold until the city has time to critically evaluate the impacts of other transportation management options on parking.  
*Responsibility:* City Planning Staff  
*Timing:* January, 2008, review conditions to determine workshop timing  
*Priority:* Moderate

### “Be Prepared”

The City of Ketchum is actively improving its infrastructure and streets. Utilities, sewer and water lines are being located along key routes so that if subsurface parking structures are desired in the future, there won't be anything in the way.

## 2. Improved Organization

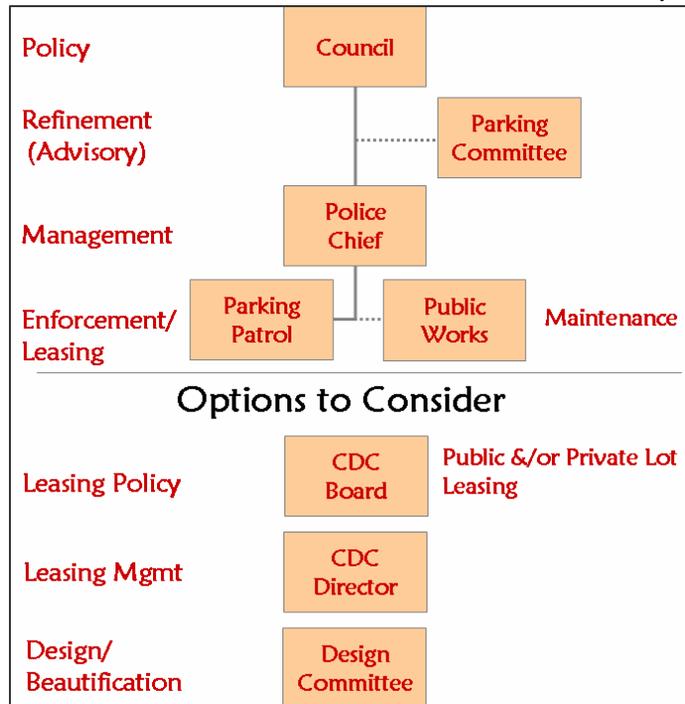
A well organized Parking Network should include:

- System of onstreet units, well designed and regulated
- System of offstreet parking around the edges of Downtown activity centers
- System of periphery lots for long-term parking and recreational vehicles
- A Downtown shuttle system
- Pedestrian walkways designed and maintained to encourage walking

All of these elements are addressed in the DMP. In addition, the City needs a parking committee to oversee implementation, maintenance and monitoring of the parking system. The committee, with membership including stakeholders in its success, also would educate the public about the parking system, its use, and value.

Per Figure 3.A1 at left, City Council will set parking policies. Council will be advised by the Parking Committee, including a staff member from the City Planning Department. Parking management will be overseen by the Police Chief, with enforcement coming from the Parking Patrol and maintenance coming from the Street Department (conceptually, public works).

**Figure 3.A1: Recommended Organization Chart for Parking System Management**



Parking management will include leasing individual parking spaces and beautification that could be aided by participation on the team of a nonprofit entity like the Community Development Corporation. Leasing would occur on parking structures or lots where employees and residents are encouraged to park throughout the year. The CDC could take responsibility for leasing, recommending leasing policy, leased parking management, and parking area aesthetic improvements (e.g., public art).

*Action:* City Council sets organization policy for parking system management  
*Responsibility:* City Council  
*Timing:* Winter, 2006  
*Priority:* High

## Section 4

# Organizational Development

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### A. DMP Implementation Team Overview

The Downtown Master Plan addresses a broad array of issues and tasks. Collaboration is the key to successful completion of DMP elements. Collaboration, however, isn't enough. For as many as two decades, the community has been infighting about most key development issues. The result often has been a paralysis regarding action. Two things are needed to break this trend:

1. A willingness to take action despite resistance from vocal minorities. Indeed, a number of citizens have noted that Ketchum has been subject to minority rules during this critical period.
2. A genuine commitment to community-based planning and action. Sometimes called participatory government, this approach gives citizens both a voice in the future and an opportunity to learn. Good experience supports the concept, "An informed majority will make a good decision." For this to work, good effort must be made to get information to and from a majority of citizens.

Ketchum's leadership is deeply committed to action and to participatory government. Most citizens appear to be anxious for real action to occur. The time, the leadership, the community, the need are right for change from the recent course. Now, a new partnership must be forged to connect the public, the public sector and business as a well organized team.

As in any good team, different specialists are needed to succeed. Toward this end, the City recently established an Urban Renewal Agency and a Community Development Corporation. Together, the City and these two entities will provide most of the leadership and resources to implement the Downtown Master Plan. Figure 4.A provides a brief outline of the various roles each can perform.

### What is a CDC?

The term CDC refers to a type of non-profit entity known as a "community development corporation". Although there is no established legal definition for CDCs, they are characterized by their community based leadership and their work primarily in housing production and/or job creation. This is what differentiates them from other types of non-profit groups.

CDCs are formed by residents, small business owners, congregations and other local stakeholders to revitalize communities. CDCs typically produce affordable housing and create jobs for community residents. Jobs are often created through small or micro business lending or commercial development projects. Some CDCs also provide a variety of social services to their target area.

According to a national census of CDCs conducted by NCCED in 1998, there are an estimated 3,600 such groups across the United States. Since the emergence of the first CDCs in the late 1960s, they have produced 247,000 private sector jobs and 550,000 units of affordable housing.

### Community Development Corporations

Community Development Corporations started as an institution in the late 1960s with Senator Robert Kennedy's efforts to help inner city communities address the range of problems associated with economic and political exclusion. Though CDCs initially engaged in a broad array of activities from block organizing to economic development and job services to affordable housing development, during the 1980s they developed an almost exclusive focus on housing.

Recent developments, however, have encouraged a reemergence of interest in the broader capacity of CDCs to direct community revitalization. Decreased federal funding for economic development, welfare reform and the resulting need for increased job creation, evident islands of poverty in the landscape of economic recovery, and other forces have provided the impetus for CDCs to start organizing their communities, run economic development programs and launch venture capital funds. Combined with the successful experience of a handful of CDCs that remained true to their historic comprehensive approach, this new movement has tremendous potential to change the striated economic landscape of our metropolitan areas.

CDCs, by their design, even by definition, are based in the community; most have a membership open to residents or workers within a geographically limited area, and all but a few have a board of directors resident (either living or working) in the community. This structure makes them an ideal force to root economic capital within a neighborhood.

One of the most exciting possibilities, though still a fairly small component in most efforts, is the emerging practice of CDC ownership and operation of business activities. Among the benefits are the obvious capacity to root capital, generate revenues and recirculate money locally. More enticing to many CDCs are the possibilities of both providing jobs and a service to the community through such activities as owning grocery stores or construction companies.

Source: <http://www.ncced.org/ncced/>

Figure 4.A: Recommended Roles for the City, URA and CDC in Downtown Revitalization

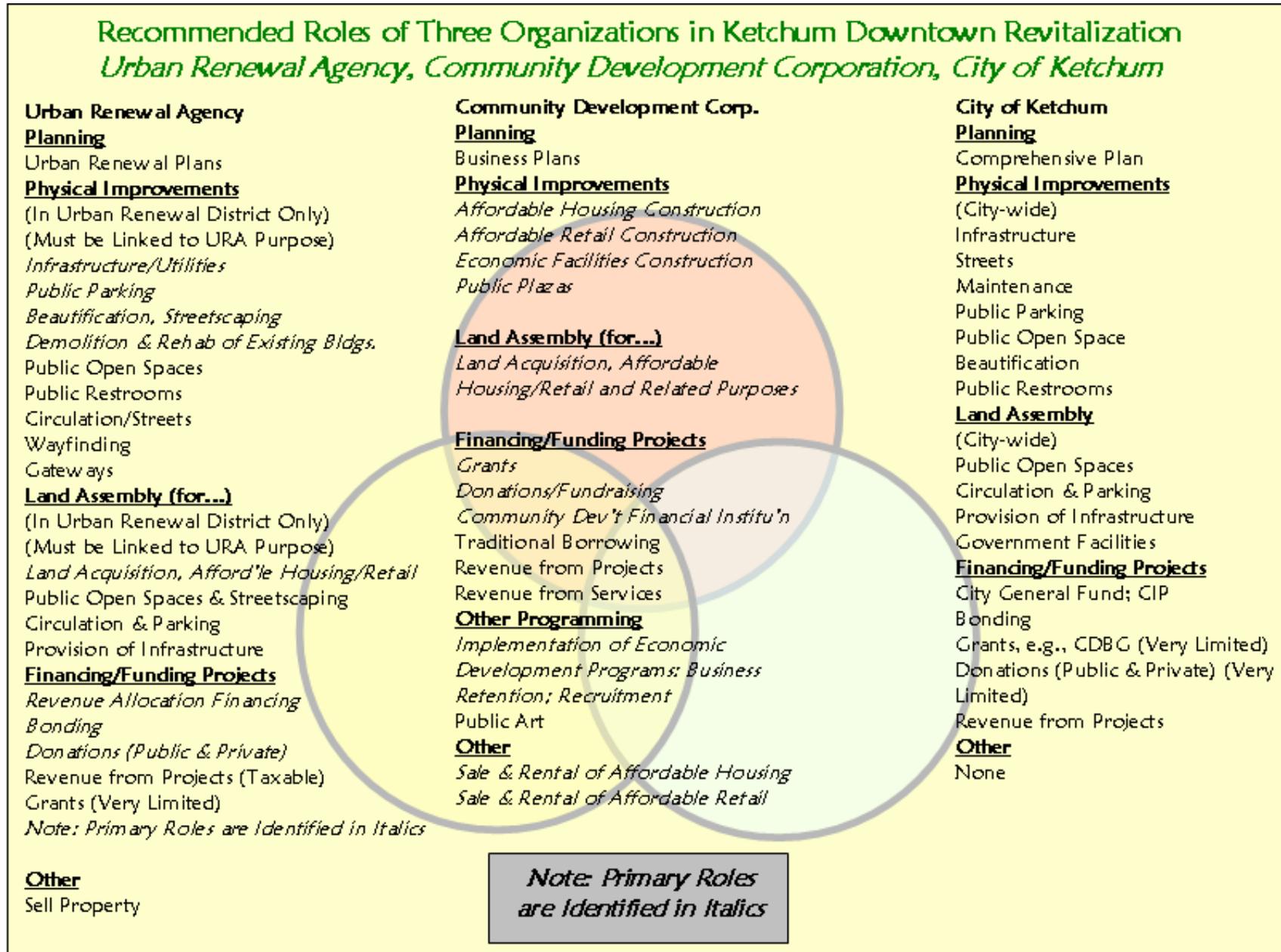


Table 4.1 specifies the anticipated integration of leadership, shared leadership and support roles for specific anticipated actions. Note that one of the primary roles of the CDC is to lead in the construction of affordable workforce housing. A goal of 400 units was set by City Council in February, 2006. CDC will work closely with the City and URA to address this goal. Public property already in hand will be a key focal point for new construction.

**Table 4.1: Primary Tasks for the City, URA and CDC in Downtown Revitalization**

| <b>PRIMARY TASKS</b>                                      | <b>City</b> | <b>URA</b> | <b>CDC</b> |
|---|-------------|------------|------------|
| DMP Implementation  | Lead        | Shared     | Shared     |
| Affordable Workforce Housing                              | Support     | Shared     | Shared     |
| Downtown Design   | Support     | Shared     | Shared     |
| Physical Improvements                                     | Lead        | Support    | Support    |
| a) CIP  | Lead        | Support    | Support    |
| b) Construction   |             |            |            |
| 1. Streetscape  | Support     | Lead       | Support    |
| 2. Town Center  | Support     | Lead       | Support    |
| 3. 6 <sup>th</sup> and Leadville                          | Support     | Lead       | Support    |
| 4. 1 <sup>st</sup> and Washington                         | Support     | Lead       | Support    |
| 5. Park and Ride  | Support     | Lead       | Support    |
| 6. 4 <sup>th</sup> Street                                 | Support     | Lead       | Support    |
| 7. Misc. CIP projects                                     | Support     | Lead       | Support    |
| Heritage Preservation                                     | Support     | Support    | Lead       |
| Arts & Culture Development                                | Shared      | Support    | Shared     |
| Technical Assistance                                      | Support     | Support    | Lead       |
| Business Development                                      |             |            |            |
| 1. Affordable retail                                      | Support     | Support    | Lead       |
| 2. Business Information and Resource Clearinghouse        | Support     | Support    | Lead       |
| 3. Education, Environmental, Arts Institution Recruitment | Support     | Support    | Lead       |
| Organizational and Team Development                       |             |            |            |
| Management of CDC   | Support     | Support    | Lead       |
| <b>SECONDARY TASKS</b>                                    | <b>City</b> | <b>URA</b> | <b>CDC</b> |
| Community Issues Education                                | Support     | Support    | Lead       |
| Alternate Transportation Development                      | Support     | Shared     | Shared     |
| Alternative Energy Development                            | Support     | Shared     | Shared     |
| Sustainability Tools & Systems For Community Development  | Support     | Support    | Lead       |

It is impossible to prepare a comprehensive list of all potential team members in the DMP implementation process.

Practically every community organization and many regional entities have roles to play. The City should emphasize outreach and collaboration to engage as many organizations and citizens as possible. Key organizations for the team include:

- Chamber of Commerce and the business community as a whole
- Downtown Taskforce
- Blaine Ketchum Housing Authority
- Ketchum Area Rapid Transit
- Rotary and Other Service Clubs
- American Institute of Architects local chapter
- Historic Preservation Commission
- Environmental Community
- Sun Valley Center for the Arts
- NexStage
- City of Sun Valley
- City of Hailey
- City of Bellevue
- Blaine County
- Sun Valley Company

It is recommended that a monthly roundtable luncheon be hosted by City leadership to bring these and other interested entities together for updates and brainstorming on DMP implementation. This communication vehicle will go far in strengthening the team.

*Action:* Establish tradition of monthly roundtable DMP luncheons to update and brainstorm DMP implementation.

*Responsibility:* Mayor

*Timing:* August, 2006

*Priority:* High



### **B. Downtown Regulatory Refinements**

In addition to the form-based code, three essential additions to the City's regulatory tools are needed to successfully implement the DMP. The first, Inclusionary Zoning, will foster construction and continuity in Affordable Workforce Housing, one of the City Council's top priorities. The second, Transfer of Development Rights, will support heritage preservation and ensure that the traditional character of Downtown Ketchum will continue to exist in substantial depth. The third is special consideration of hotel development, a high priority for sustaining tourism. These elements and the code need to be dealt with as a cohesive set of related issues at the same time and in the same process. The City is currently working to refine and integrate these issues so that they may be taken to the public for consideration in the very near future.

## Section 5 Economic Development

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### A. Overview

The Downtown Master Plan is focused on issues that the public sector can successfully and appropriately address. The City does not see itself as in charge of economic development, but rather as a partner in this important process. Entities like the Chamber of Commerce, the Downtown Taskforce, and Region IV should be active guides in local and regional economic development programming.

Those areas where the City can justifiably take a strong leadership role are those which the private sector clearly will not or cannot. These include:

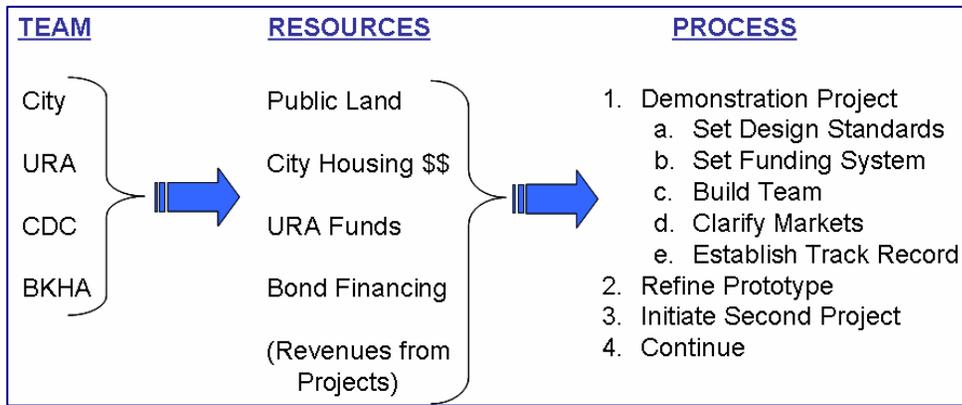
- a. Affordable Workforce Housing
- b. Physical Improvements to Support Small Business Development
- c. Strategic Business Recruitment

The City will encourage the Community Development Corporation to participate in addressing these programs. This section addresses specific means to succeed.

#### a. Affordable Workforce Housing

The City of Ketchum has established an Affordable Workforce Housing team to guide this effort. Primary work will be the construction of four hundred dwelling units in no more than ten years. The team consists of the Mayor, City Planning Department staff, Urban Renewal Executive Director, and CDC Executive Director. The Blaine Ketchum Housing Authority will assist.

Figure 5.A Affordable Housing Development Team, Resources & Process



Team roles are:

- Mayor: Team Leader
- UR Executive Director: Project Manager, Engineering (through City Engineer), Infrastructure Planning.
- CDC Executive Director: Best Practices; Project Integration with other DMP Programs, Housing Unit Sales Coordination.
- Planning Department Staff: Research, Project Review for Consistency with Code and Comprehensive Plan.
- BKHA: Buyer Identification, Application

Management, Buyer Approval, Buyer Inventory, Long-term Oversight of Housing Units to Ensure They Remain in “Affordable” Inventory.

Figure 5A above outlines resources and general affordable workforce housing development process. Note that upon approval of the DMP and the Form-based Code, the first goal is to initiate a demonstration project with public participation to help set design standards and strengthen the team’s capacity to undertake multiple projects over time. This project will enable the community to see the benefits this type of project can bring to Ketchum.

### **b. Physical Improvements to Support Small Business Development**

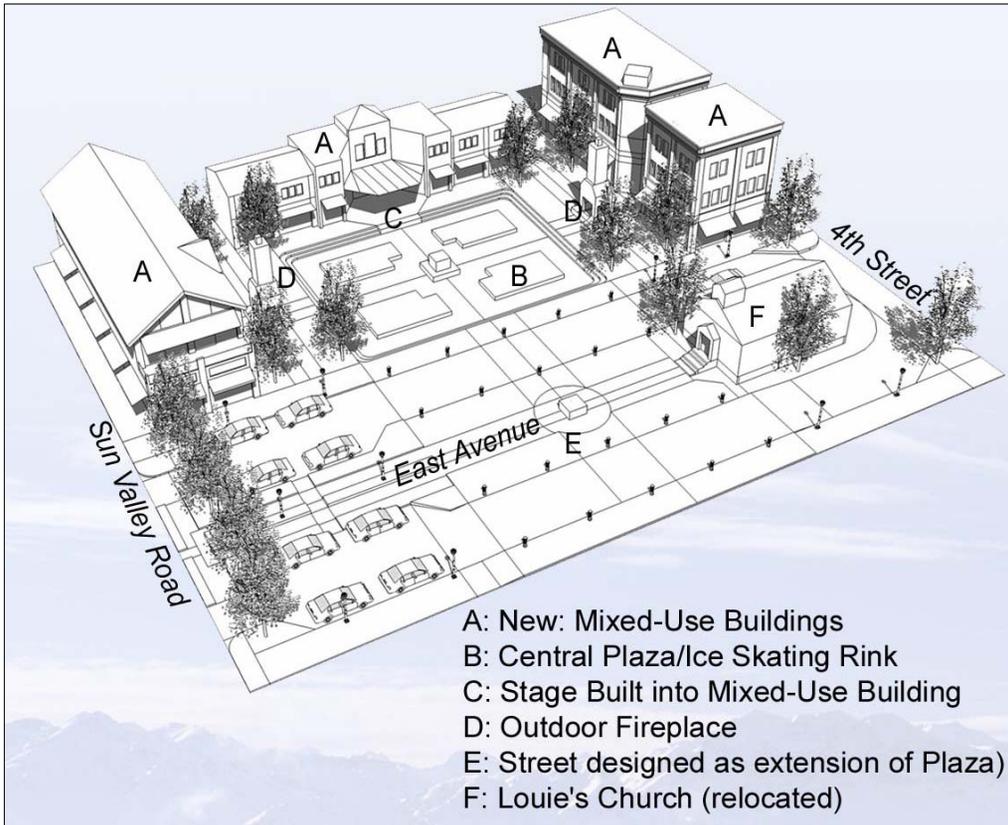
The DMP as a system is organized to support small business development, including retail. Target markets are consistent with Chamber of Commerce priorities:

- Mountain sports enthusiasts
- Heritage tourists
- Eco-tourists
- Small conferences
- Arts events participants

The various physical improvements proposed in the DMP are consistent with serving these markets. One of the greatest needs, however, for small business development is not being met. This is affordable retail space. The vast majority of retail units are large (1000 square feet or bigger) and, consequently, expensive since rents are calculated on a per square foot basis.

The City should undertake a series of affordable workforce housing projects and development of a City Plaza. Very small retail spaces (400-600 square feet) could be incorporated into their design (when the location is appropriate). Small spaces would provide startup retailers or others who want to test the local market to obtain affordable space. This size of unit would not significantly compete with the private sector. In fact, the space would probably be leased at current market rates.

In effect, these units would become retail business incubators. Combined with technical support from the Chamber and CDC, the combined incentive should draw a significant number of entrepreneurs. The additional density of businesses will contribute to the collective draw of Downtown retail – a critical need at this time.



Very small retail spaces should be designed into the Central Plaza complex at 4<sup>th</sup> Street and East Avenue. These spaces will help grow startup retailers into larger storefronts and will add greatly needed retail density to the Downtown.

Very small retail business space will need to be part of the feasibility analysis for each City affordable workforce housing and plaza project. Subject to feasibility, this program should be a high priority.

Another form of business support is technical assistance. Ketchum needs a clearinghouse for business information, such as business education programs, financial assistance, and market research. The Chamber of Commerce recently began investigating means to provide this clearinghouse service for local businesses.

It is important for a specific entity to provide formal business retention services. The Chamber appears to be well suited for this role. If the organization decides it cannot pursue this effort, the CDC should be requested to expand its initial scope of work in this direction.

**c. Strategic Business Recruitment**

Again, the City does not see itself as the leader for strategic business recruitment. However, in partnership with the CDC and Chamber, the City can play a strong support role in this effort. The primary goal of recruitment is to diversify the economy in ways complementary to the existing

business sector. Currently, there are three clear recruitment targets that appear to fit this intention: education, arts institutes and environmental institutes. The City will collaborate with the CDC on this effort as soon as the new organization is staffed and operating. For further reference on strategic recruitment, refer to the DMP Framework.

## Section 6

### DMP Five Year Action Plan

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- A. Key Projects and Program
- B. Action Tables
- C. Resource Development System
  - a. Organization for Resource Development
  - b. Key Potential Resources
  - c. Inventory of Potential Resources (Appendix 2)
  - d. Ketchum Reader: Information on Key DMP Issues

**Appendix 1**  
**Moral Parking Contract Sample**

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**Downtown Ketchum**  
**Parking Resolution & Cooperative Agreement**  
July, 2006

SUBJECT OF RESOLUTION: Cooperative Agreement to Help Ensure Employees Refrain From Using Customer Parking in Downtown Ketchum

SUBMITTED TO: All Downtown Employers, Employees and Property Owners

SUBMITTED BY: City of Ketchum & ...

*Whereas* we the merchants, business people, employees, and property owners of Sandpoint have a stake in the economic downtown vitality of Sandpoint, and,

*Whereas* we *agree* that available and accessible customer parking is fundamental to our mutual success in our businesses, and,

*Whereas* we *recognize* that stable employment depends upon the economic stability of our business community, and,

*Whereas* we *realize* that employees parking in customer parking areas negatively impacts the business and revenues of others, and,

*Whereas* we *respect* the value of private parking lots designated for customers and employees, and,

*Whereas* we *acknowledge* the importance of not willfully hindering the rights of customers to available on-street parking,

*Now Therefore, we the undersigned agree collectively and individually to:*

*Respect* customer parking in the downtown core by not parking in customer parking areas during normal business hours;

*Encourage* our employees and neighbors to do the same;

*Endorse* City, Chamber & CDC efforts to improve both the quantity and quality of Downtown parking for all users;

*Support* the good and essential efforts of Ketchum Police Department to regulate Downtown parking;

*Ensure* we are part of the solution to Downtown Ketchum's parking challenges, not part of the problem.

By My Signature, I Endorse This Resolution & Cooperative Agreement

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