



## Regional Long-Range Transportation Plan

### **Stakeholder Outreach Plan**

**October 15, 2004**

# COMMUNITIES IN MOTION

## DOCUMENT #1: STAKEHOLDER OUTREACH PLAN

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## **Vision and Mission Statements**

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### **Vision**

Residents of Southwest Idaho envision a region where quality of life is enhanced and rural, small town, and urban communities are connected by an innovative, effective, multi-modal transportation system.

This system will support the economic vitality of the area, serving growth and development in a manner that supports the existing urban core and regional activity centers, maintains the region's rural character, and minimizes impacts on the natural and built environment.

The transportation system will provide a variety of options to allow the region's residents and visitors to safely and efficiently travel throughout the region.

***Communities in Motion, draft vision statement (October 5, 2004)***

### **Mission Statements**

To develop transportation plans and priorities and assess related impacts in order for members to access state and federal transportation funds and respond to regional needs for information and expertise.

- Community Planning Association of Southwest Idaho, mission statement

We provide high quality, cost-effective transportation systems that are safe, reliable and responsive for the economical and efficient movement of people and products.

- Idaho Transportation Department, mission statement

To develop, implement, and maintain an interconnected, multi-modal, and safe transportation system that enhances quality of life and supports a strong and growing economy throughout the entire region, including a sustainable regional core and dynamic regional activity centers with a mix of jobs, housing, and services in a walk-able environment.

- *Communities in Motion, draft mission statement*

## **Project Goals**

*Communities in Motion* will result in a single transportation plan that will address issues in Ada, Boise, Canyon, Elmore, Gem, and Payette counties. This regional plan will create strategies to meet future transportation needs. The plan will be completed by early 2006.

*Communities in Motion* will:

- Portray key transportation facilities and services for anticipated travel demands as well as to meet the future vision of the region;
- Offer a regional process for evaluating transportation needs;
- Provide a set of strategies for leaders to make decisions so they can meet the regional vision and long-range transportation plan;
- Focus on regional (inter-county) state highway corridors and arterial roadways;
- Enumerate methods to expand the multi-modal system and increase non-single-occupancy-vehicle travel options; and,
- Guide for locating funding and matching those funds with the most highly desired projects.

The study will coordinate closely with the *Blueprint for Good Growth* project, which is being led by Ada County elected officials to develop an Ada County-wide land-use guide plan.

## **CIM and Public Involvement**

The Community Planning Association of Southwest Idaho (COMPASS) and the Idaho Transportation Department, District 3 (ITD) will engage the public and targeted stakeholders in the *Communities in Motion* (CIM) project. This plan includes goals and the activities that took place prior to the participation of ITD as well as goals that will meet the broader plan.

### *Public Involvement Philosophy*

Public and stakeholder involvement is crucial to the success of *Communities in Motion*, and agency partners require that involvement be comprehensive, effective, and involve people in meaningful ways. COMPASS committed to broad goals for public involvement, such as seeking representation from the wider community, reaching an underserved population, offering a range of educational opportunities, and providing public input to planners and decision-makers in a timely manner. More specific measured goals will:

- Provide an open planning process that allows citizens opportunities for participation in developing the regional long-range transportation plan;
- Communicate complete, accurate, understandable, and timely information to the public;
- Gather input from the community by providing citizens with meaningful opportunities to participate in the development and decision-making process;
- Provide opportunities for early and continuous involvement;
- Comply with requirements of Title VI Civil Rights Act of 1964 and ensure all citizens regardless of race or income have the opportunity to participate (known as “environmental justice”);
- Build upon previous COMPASS public involvement and stakeholder outreach efforts with *Communities in Motion*; and,
- Ask elected officials from partnering counties to determine the appropriate level of public involvement for their communities.

Thus, COMPASS and ITD are committed to offering ongoing and meaningful opportunities for the public to participate in the decision-making process. The public involvement plan for this project meets the requirements set forth in the metropolitan planning process, as well as the requirements set by ITD and the Federal Highway Administration.<sup>1</sup>

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<sup>1</sup> The plan must meet federal regulations for transportation planning as described by CFR 23.450 and CFR 49.613. Federal requirements specify that a regional plan address involve the public in the process. Air quality issues in northern Ada County also affect planning. Beyond the federal requirements,

## *Public Involvement Approach*

COMPASS is an association of local governments working together to plan for the future of transportation in the Treasure Valley. As the Metropolitan Planning Organization (MPO) for Ada and Canyon counties, COMPASS is charged with developing a regional long-range transportation plan to address multi-modal issues over the next 20 years. Prior to beginning the CIM process, COMPASS produced two long-range transportation plans, *Destination 2030: Limited Plan Update* (for Ada County) and *Moving People: 2025* (for Canyon County). These are available for review on COMPASS website, [www.compassidaho.org](http://www.compassidaho.org), or in hardcopy.

COMPASS entered into a partnership with the Idaho Transportation Department (ITD) in early 2004 to study long-term transportation needs of Southwest Idaho, including (but not limited) to Ada, Boise, Canyon, Elmore, Gem, and Payette counties. Canyon, Elmore, Gem, and Payette counties are referred to as the “partnering counties.” This process is the first of its kind in the state of Idaho. The region is growing quickly, creating the need to look at the planning process differently than in the past. The inclusion of the partnering counties into the *Communities in Motion* planning process will address issues on the state highway system; evaluate issues for future corridors serving regional needs; and address the effects of growth in the partnering counties on the regional transportation system.<sup>2</sup>

Before entering into partnership with ITD, COMPASS initiated a public outreach process for Ada and Canyon counties, the metropolitan planning area for which the organization is responsible. Recognizing that the regional plan is a dynamic process and that emerging issues and data may change specific details, COMPASS stated broad goals that supported its commitment to community involvement, including those that:

- Represent the broad community and their needs
- Reach an underserved population
- Offer a range of educational opportunities
- Provide public input to planners and decision-makers in a timely manner.

An original three-phase process became four with the inclusion of ITD and the partnering counties.

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<sup>2</sup> With the inclusion of Boise, Elmore, Gem, and Payette counties, complexity of the planning region expanded. These counties are less urban in nature than Ada and Canyon, whose rapid urbanization—with a current combined population of 470,000—will add 300,000 people by 2030, presents a very complex set of issues and opportunities. Gem and Boise counties are part of the metropolitan statistical area (MSA), which includes Ada and Canyon counties. This means that at least 25 percent of the workforce in these counties commutes into Ada and Canyon. Elmore and Payette counties are not part of the MSA, but growth and proximity to the employment centers in Boise, Meridian, Nampa, and Caldwell indicate a high potential for commuting between these counties and Ada and Canyon counties over the next 20 years.

The phases are tied to themes that reflect the public involvement, outreach, and education process:

Phase 1: *Leading, Learning, Communicating*

Phase 2: *Choice, Awareness, Participation*

Phase 3: *Expanding, Collecting, Sharing*

Phase 4: *Reviewing, Evaluating, Adopting*

The thematic and structural organization of the public process follows.

**PHASE 1: *Leading, Learning, Communicating***  
**January 2003 – on-going effort**

The theme “leading, learning and communicating” set the stage for crafting the public involvement strategy for the region’s first long-range transportation plan. The COMPASS Board provided leadership, the COMPASS staff in turn began an effort to learn about community needs through communication and education.

Goals:

- Create a database of residents and stakeholders interested in the planning process, and attend public meetings of member agencies to get the word out.
- Host Transportation Café workshop for the Board, which resulted in a Board vision statement for the plan. (The Board adopted the vision in October 2004. A mission statement also resulted, but remains in draft form).
- Develop a public involvement plan.
- Hire a graphics design firm to design materials.
- Name the project.
- Design a project-specific website ([www.communitiesinmotion.org](http://www.communitiesinmotion.org)).
- Implement an evaluation process to assess the quality, viability, and effectiveness of public involvement (the STAR method, see Appendix 1).
- Participate on committees of the Regional Transportation Task Force (RTTF).

Appendix 1 provides information on Phase 1 activities.

**PHASE 2: *Choice, Awareness, Participation***  
**October 2003 - on-going effort**

“Choice, awareness, and participation” moved public involvement to the next stage, with the effort of identifying community goals. COMPASS asked the community to state their choices for growth, to become more aware of regional planning issues, and to participate in the planning process.

Goals:

- Hold five “Community Cafés” throughout region for residents and stakeholders representing a wide range of viewpoints.
- Develop and implement educational forums.
- Review public needs identified through other public involvement processes in the region over the past two years.
- Develop survey for scenario preferences.
- Hold open houses throughout the region regarding scenario preferences.

The last two items were postponed until Phase 3.

Appendix 2 reviews elements of the first three goals, including the summation of 14 previous public involvement efforts in the Treasure Valley.

**PHASE 3: *Expanding, Collecting, Sharing***  
**Summer 2004 – 2005**

The planning region for *Communities in Motion* expanded in early 2004. To include the new counties and new partnerships in the public involvement plan, COMPASS staff added a new Phase 3, “expanding, collecting, and sharing.” The planning region expanded, the collection of data and information grew, and the need to share it to wider audiences increased.

The additional processes included here, and developed by public involvement consultants to COMPASS, support ongoing coordination with COMPASS, ITD, and other government agencies involved in defining a long-term transportation planning process that works for and best meets the needs of the region.

## Goals:

- Establish a Plan Coordination Team (PCT).

The Plan Coordination Team (PCT) will review and approve the Stakeholder Outreach Plan, identify key issues and concerns, provide technical expertise, and recommend other groups and committees to be engaged in the project.<sup>3</sup>

- Establish a Steering Committee (SC).

The SC will serve as a supporting advisory committee to the COMPASS Board and Idaho Transportation (IT) Board. The SC will formulate a regional planning partnership; examine the vision of CIM as adopted by the COMPASS Board; establish a shared regional vision statement; identify regional transportation, land use, and economic issues that are potentially detrimental to achieving the regional vision; and, review and discuss regional transportation policies to better support long-range transportation solutions.<sup>4</sup>

- Meet with local elected officials.

In the partnering counties (Boise, Elmore, Gem, and Payette), outreach activities will begin by meeting with the elected officials of each county to discuss. Outreach to the partnering counties is intended to accomplish several objectives.<sup>5</sup>

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<sup>3</sup> Membership in the PCT will include one representative from Ada County Development Services, Ada County Highway District, Canyon County Development Services, City of Boise, City of Nampa, COMPASS, Idaho Transportation Department, Local Highway Technical Assistance Council, Association of Canyon County Highway Districts, and ValleyRide.

<sup>4</sup> Steering Committee membership is comprised of the COMPASS Executive Board, ITD, and each of the Partnering Counties. The SC will meet seven times throughout the project.

<sup>5</sup> Meetings will: 1) discuss the use of the state highway system in each county, the major issues related to capacity and connectivity via the state highway system, and the current county plans for transportation related to the state highway system; 2) discuss each county's expected growth in population and employment to the year 2030, whether the future population and employment growth in each county will follow current trends or a new pattern that is identified, and the anticipated impacts on the state highway system of supporting the intended growth; 3) involve elected officials in the development of a commonly shared evaluation approach for identifying state highway system needs and appropriate solutions, evaluating and selecting improvement projects, and prioritizing projects for funding and implementation; and 4) identify the list of transportation needs on the state highway system to the year 2030 and determine solutions that support the regional vision.

- Meet with targeted stakeholder groups.

There will be as many as 10 meetings with key stakeholders identified throughout the project. Stakeholders could include leaders from such organizations as Chambers of Commerce and neighborhood associations; public and private transportation providers (passenger and freight); leaders in economic development; and business leaders from large and small businesses from throughout the region. The meetings will be accomplished in three sets, with three to four meetings in each set.<sup>6</sup>

- Meet with COMPASS and Idaho Transportation Boards.

Briefings and or meetings with the COMPASS Board and Idaho Transportation Board will be scheduled throughout the project. The purpose of these briefings/meetings is to inform board members about key milestones.

- Gather public input.

The public involvement team will gather public input through written materials, verbal communications, scenario workshops, media activities, public surveys, open houses, and meetings.

This element includes those from Phase 2: developing a survey for scenario preferences, and holding open houses throughout the region regarding scenario preferences.

*Scenario Workshops:* There will be two sets of four scenario workshops during this project. Scenario workshops will be held in Ada and Canyon counties. The Ada County workshops will be held in conjunction with the “Blueprint for Good Growth.” The purpose of the workshops is to develop participant understanding of various transportation, land use, and economic strategies. The goal of the workshops is to develop a set of effective transportation, land use, and economic strategies that support implementation of CIM. Another goal is to develop a scenario that is consistent, where appropriate, with the “Blueprint for Good Growth” adopted scenarios.

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<sup>6</sup> Stakeholder meetings will inform and engage key stakeholders about CIM; obtain specific information related to freight and passenger movements via air, rail, and truck transportation facilities; obtain key information regarding current plans for air and rail facilities and truck terminals; obtain key insights to regional economic trends from major industries; and, gain perspectives on regional growth. Truck, airport, and rail facility providers and users will be included in the stakeholder meetings.

*Public Open Houses:* There will be three sets of public open houses (five total) during the course of this project.

**Open House #1** – Present the results of the scenario planning workshops and measure public support for specific scenarios and strategies.

**Open Houses #2** – Present components of the draft CIM and obtain public comment (same open house repeated in two locations within the project area).

**Open Houses #3** – Present the final draft CIM and obtain final public comment (same open house repeated in two locations within the project area).

Appendix 3 provides detailed information about these goals, including management of the committees and meeting schedules, components of communications materials, and scenario workshop schedules.

#### **PHASE 4 – *Reviewing, Evaluating, Adopting* October 2004 –Spring 2005**

The final phase of the public involvement approach asks the public to review and evaluate *Communities in Motion*, and requests city and local jurisdictions, and the COMPASS Board, to adopt the plan.

Goals:

- “Speakers’ Bureau” presentations to groups about the draft plan.
- Open Houses throughout region to present draft plan to the general public.
- Formal public hearings in each local jurisdiction.

Each local jurisdiction that will adopt *Communities in Motion* will hold a public hearing. Prior to public hearings, COMPASS and ITD will make the draft CIM available for review and comments at easily accessible locations throughout the project area. The draft will be available on the project website, [www.communitiesinmotion.org](http://www.communitiesinmotion.org)

The purpose of the public hearings will be to provide the public, agencies, and city government officials with a formal opportunity to comment on the project and provide comments on the draft LRTP.

- Compile evaluation results to determine effectiveness of public involvement.

## **Project Management**

Charles Trainor is the project manager for COMPASS. Phill Worth the project manager for Kittelson & Associates Inc., the consulting firm hired to assist with the project. Rosemary Curtin, (RBC, Inc.), a sub-contractor to Kittelson & Associates Inc., will perform public involvement and stakeholder outreach tasks for this project in conjunction with COMPASS staff.

Trainor and Worth will approve public involvement activities and plans. Public involvement and stakeholder outreach activities and plans will be discussed at progress meetings of the Plan Coordination Team and the Steering Committee.

# Appendix 1

Appendix 1 provides detailed information about the goals in Phase 1, with some additions from Phase 3.

## **I. Communities in Motion Database Components/Stakeholders**

COMPASS developed a public involvement database for *Communities in Motion* for Ada and Canyon counties. The four partnering counties will be included in the database. The database contains contact information for stakeholders. The purpose of the database is to facilitate communication with stakeholders. When necessary, COMPASS will expand the communication process and use existing mailing lists or mass mailings in designated geographic areas.

The database will include the following stakeholder groups:

- Plan Coordination Team
- Project Steering Committee
- Government agencies and elected officials
- Neighborhood associations
- Businesses
- Citizens who have expressed interest in the project

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### **Database Elements:**

#### ***COMPASS database***

#### ***Congressional delegation***

#### ***Federal Highway Administration***

#### ***Federal Departments***

Department of Energy  
Department of Labor  
Environmental Protection Agency  
Department of Agriculture  
Bureau of Land Management  
Department of Homeland Security

#### ***Environmental Justice***

Low income  
Minority  
Disabled  
Elderly

#### ***State elected officials/boards***

Governor's office  
State legislators  
Idaho Transportation Board

#### ***State agencies***

Department of Commerce  
Department of Health and Welfare  
Rural and Community Economic  
Development  
Department of Education  
Department of Environmental Quality  
Idaho State Police  
Department of Parks and Recreation  
Idaho Tax Commission  
Department of Water Resources  
Women's Commission  
Idaho Automobile Dealers Advisory  
Board

Motor Carrier Advisory Committee  
Idaho Transportation Department  
(headquarters and District 3)  
Idaho Commission on the Arts

***Local elected officials and departments***

*(all six counties)*

County commissioners  
Mayors  
City council members  
Highway district commissioners  
Planning and zoning commissioners  
Staff  
Sheriff  
Police Chief  
Fire Chief  
Public works  
Transportation committees  
COMPASS staff/board

***Airports and Rail*** (all six counties)

***Public Transportation Providers***

*(all six counties)*

ValleyRide  
Commuteride  
Contract services  
CTAI (local)§ PTAC (local)

***Utilities***

Idaho Power  
Intermountain Gas  
United Water

***Bike and Pedestrian Organizations***

ACHD Bicycle Advisory Committee  
Boise City  
Southwest Idaho Mountain Biking  
Association  
Federal Aid Committees

***Local agencies/associations***

SAGE  
Idaho Association of Commerce and  
Industry  
Idaho Smart Growth  
Local Highway Technical Assistance Council

(LHTAC)

Association of Realtors  
Association of Idaho Cities  
Association of Idaho Counties  
Trucking Associations  
Central District Health  
Southwest District Health  
Chamber of Commerce

- Boise Metro
- Meridian
- Nampa
- Caldwell
- Eagle
- Gem County
- Greater Garden Valley Area
- Idaho City
- Mountain Home

***Arts and Culture***

Boise Art Museum  
Idaho State Historical Society  
Black History Museum  
Boise Philharmonic  
Idaho Human Rights Education Center  
Hispanic Cultural Center of Idaho  
Idaho Shakespeare Festival  
Boise City Arts Commission

***Education***

Boise State University  
Albertson College  
Northwest Nazarene University  
Parent Teacher Associations  
School boards and staff (six counties)

***Businesses/employers***

Top 10-20 employers/businesses  
Regional Transportation Task Force

***Freight Movers*** (all six counties)

List of freight movers in the Treasure Valley

***Major Regional Attractions***

Bogus Basin Ski Resort  
World Center for Birds of Prey  
Idaho Steelheads  
Idaho Center  
Roaring Springs  
Boise Hawks

Boise Centre on the Grove  
Bank of America Center  
Boise State University Athletics and Events

***Downtown Associations***

Boise  
Nampa

***Civic and Community Organizations***

***Minorities and Low Income***

Migrant councils  
Caldwell  
Idaho Independent Living Commission  
Idaho Commission on Hispanic Affairs  
(local representative)  
Idaho Commission for the Blind  
National Association for the  
Advancement of Colored People  
Developmental Disabilities Council

***Seniors***

Commission on Aging

Senior centers  
American Association of Retired People

***Healthcare Providers***

St. Alphonsus Regional Medical Center  
St. Luke's Regional Medical Center  
Primary Health  
Mercy Medical Center  
Walter Knox Memorial Hospital  
Terry Reilly Health Services

***Environmental Groups***

Idaho Conservation League  
Sierra Club  
Nature Conservancy  
Snake River Alliance  
Idaho Rivers United

***Tourism***

Idaho Travel Council  
Boise Convention and Visitors Bureau

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**II) Transportation Café – The Board develops a vision for the plan**

Details of the visioning process began with a visioning workshop held in July 2003. The workshop followed the format of a “café-style” meeting – in this case, called a “Transportation Café.” The café format is an informal way to bring together the Board of Directors’ collective wisdom and creativity needed to confront the challenges ahead.

A café workshop follows seven guiding principles to help foster conversation, collective intelligence, and results. The seven principles are:

- Clarify the context
- Create a hospitable environment
- Explore questions that matter
- Encourage everyone’s contribution
- Connect diverse perspectives
- Listen for insights and deeper questions
- Share collective discoveries

Board members were separated into small groups and asked five questions:

1. What future opportunities and dilemmas do you see for transportation in the Treasure Valley?
2. What information do you need during the planning process to help you make decisions about transportation systems?
3. What would you say to residents about what they can expect from Treasure Valley's transportation system in the future?
4. How should the Regional Long-Range Transportation Plan explore historically under-developed elements? Some potential examples include, but are not limited to:
  - Land use
  - Financial constraint
  - Funding mechanisms
  - Planning horizon
5. Consider long-range transportation planning efforts with which you are familiar. How were your expectations exceeded, met, or not met?

A selected table host recorded discussions at each table. Notes from the café developed the core vision that the Board of Directors has for the regional long-range transportation plan. The Transportation Café also provided invaluable information for the development of the plan.

### **Resulting vision statement, adopted in October 2003**

“We envision a Treasure Valley where quality of life is enhanced and communities are connected by an innovative, effective, multi-modal transportation system.”

- Board of Directors, October 2003

### **III. Regional Transportation Task Force**

The Regional Transportation Task Force (RTTF) was created in late 2002 when Treasure Valley leaders called traffic a major threat to the well-being of our region. Task force members were comprised of business leaders from Ada and Canyon counties. RTTF engaged the private sector leaders in a series of discussions to learn about their transportation needs, explore options to meet those needs, and develop recommendations for the future. The summary report of those discussions and the Task Force's final report to the regional leadership are located [www.communitiesinmotion.org](http://www.communitiesinmotion.org)

### **IV. Evaluation Method/STAR**

Public involvement activities will be evaluated using the STAR (support and training for assessing results) evaluation process. The following form will be completed for all presentations, workshops, meetings, and other outreach/educational activities.

## Evaluation and Assessment for Public Involvement Activities

**Activity:**  
**Start Date:**  
**Location:**

**Report Due:**

### **Activity**

*Describe the activity being evaluated (who, what, where, when, and delivery structure).*

### **Beneficiaries**

*Describe the people (estimate the number) the activity served.*

### **Desired Result**

*Explain what change will occur because of the described activity.*

### **Indicators**

*Describe the concrete, observable things seen to determine progress.*

### **Method/Title of Measure**

*Describe the method used to determine success or failure.*

### **Standard of Success**

*Define a level of success you hope to achieve.*

### **Respondents**

*Describe who and how many will complete evaluation forms, if used.*

### **Data Collection**

*Describe who will collect data (comment sheets, sign-in sheets, etc) and*

### **Data Aggregation**

*Describe who will input data and frequency.*

### **Data Analysis**

*Describe who will be analyzing the data and how often data will be analyzed.*

### **Reporting Loop**

*Describe reporting/including evaluation information in the long-range plan. Include other forms of reporting findings (newsletters, press releases, etc).*

## Appendix 2

Appendix 2 provides detailed information about Phase 2 elements.

### **I. Community Cafés**

Residents from Ada and Canyon counties participated in workshops called “Community Cafés.” The purpose of the Community Cafés was to provide the community a voice in developing the goals and objectives of the plan.

Board members provided contact lists. Many of these residents had never participated in transportation planning before. COMPASS hosted five Community Cafés during early November 2003 and January 2004 for the following areas or groups:

- Boise/Garden City
- Canyon County
- Meridian/Kuna
- Eagle/Star
- Farmworker Resource Committee

Approximately 75 participants provided detailed discussion on the following questions:

- What do you think is working well regarding transportation systems in the Valley?
- What is not working well?
- What would you like to see in the future regarding transportation?
- How would you be willing to pay for transportation improvements?

This is a synopsis of what we heard:

#### Connectivity

- Need for large arterials as an alternative to the Interstate
- More east/west and north/south options
- More bridges over the Boise River
- More public transportation options

#### Coordination

- Better coordination and communication between land use and transportation planning (on-going communication with Planning and Zoning Commissions, enforcement)
- Eagle Road was the consistent metaphor about what not to do in the future
- Right-of-way preservation: buy it now so it doesn't cost more later

## Funding

Impact fees are very low and very inconsistent in region. Make them significant and consistent.

Vehicle registration fee increase

Toll roads needed

Look into funding alternatives, possibly through non-transportation federal agencies

## *Overall ideas*

We need a lot done for the region

We need to take small steps to get there

We need better public education

Information from the Community Cafés, combined with that of the Transportation Café, formed the mission, goals, and objectives for the plan.

## **II. Educational Forums**

COMPASS staff will develop educational sessions for the general public regarding planning issues in the Treasure Valley.

The first such session took place on May 17, 2004, when William Hudnut, Senior Fellow of the Urban Land Institute, spoke in Boise to over 200 people at the Idaho State Historical Museum. Earlier in the day, he met with the Regional Transportation Task Force and the COMPASS Board.

## **III. Previous Treasure Valley Public Involvement**

### OVERVIEW

As part of the Communities in Motion public involvement process, RBC, Inc. was asked to review documentation from previous public involvement efforts in the Treasure Valley. The purpose was to learn the strengths and weaknesses of the previous efforts – as they relate to processes and activities – and apply that knowledge to this project. In addition, we identified common transportation-related themes documented in previous efforts. This information was used in the development of the Public Involvement and Stakeholder Outreach Plan.

The processes reviewed for this memo were:

- Three Cities River Crossing Environmental Impact Statement (ACHD, 2003-current)
- Downtown Boise Mobility Study (ValleyRide, Boise City, ACHD, Boise State University, Capital City Development Corporation, COMPASS, 2003-current)
- I-84 Orchard to Gowen Environmental Impact Statement (ITD, 2003-current)

- Idaho 16 Improvement Study (ITD, 2003-current)
- ValleyRide Regional Operations and Capital Improvement Plan (ValleyRide, 2004)
- Statewide Transportation Improvement Program FY 2004-2008 public comments (ITD, 2004)
- Eagle Road Arterial Study (ITD, 2003-04)
- Regional Transportation Task Force (ValleyRide, Community Planning Association of Southwest Idaho, 2003-04)
- Idaho's Transportation Future – Getting There Together (Idaho Transportation Department, 2003)
- State Street Corridor Study (Ada County Highway District, Boise City, Garden City, 2003)
- Caldwell I-84/Franklin Road Interchange Project (ITD, 2003)
- Developing Community Goals for Air Quality in the Treasure Valley (Department of Environmental Quality, COMPASS, 2002)
- Moving People: 2025 (COMPASS, Canyon County, 2002)
- ValleyRide memo summarizing public involvement efforts for the Strategic Plan (2002) and Transportation Development Plan (2001) (ValleyRide)

## GETTING PUBLIC PARTICIPATION

The Treasure Valley public is willing to participate in public processes, especially those that affect them. Based on experience and review of the above processes, there are three considerations to keep in mind for the Communities in Motion public involvement process:

**Notification** – It is more difficult to attract the public to long-range planning efforts than to upcoming design and/or construction projects and traditional efforts are giving way to more modern approaches

**Format** – The level and quality of public participation in a process is directly related to the amount of resources directed at them – both in money and time

**Materials** – Communication between the project team and the public is important, both in its frequency and clarity

### **Notification**

It is more difficult to attract the public to long-range planning efforts than to upcoming design and/or construction projects and the effectiveness of some types of public notification is being re-evaluated. In the past, there has been reliance on the media – through newspaper display ads, and news stories on television, in newspapers and on radio – to inform the public about upcoming events.

In today's fast-paced world, those methods don't seem to work as well and they don't reach all audiences. Some young people and families with children find they don't have time to read the newspaper or watch television news on a daily basis. Others don't want the expense of a daily paper. People for whom English is a second language often can't be reached by traditional public involvement notification.

In order to reach the public, more targeted methods have been met with positive results including:

- Postcards, letters or fliers dropped to specific mail carrier routes and ZIP codes
- Postcards, letters or fliers translated into Spanish, or other language, if predominant in an area
- Personal phone calls to elected officials, community leaders, schools and highway districts
- Media releases followed up with personal phone calls

In addition, people are increasingly turning to the Internet to get information. Keeping Web sites updated and current is important both to public involvement efforts and to the public's perception of agencies.

## **Format**

The type of format chosen for public opportunities is often determined by whom the project team wants to reach and what kind of input they hope to receive. For example, a public open house reaches many people and a diversity of opinions and comments can be expected. A workshop format provides the project team with detailed opinions on a particular element or issue, but doesn't involve as many people as an open house.

The amount of time, effort and money spent on public opportunities for input is noticeable. Having a project team that places a high priority on public involvement and providing that team with resources for these public opportunities ensures that meetings will be well organized, planned and executed.

Another important aspect of format is the time and location of meetings, open houses and similar events. Public employees, such as city, county and state staffers, seem to prefer daytime meetings. Members of the public seem to prefer a format that begins in the late afternoon and goes until about 8 p.m. Meeting locations need to be easy to find, have plenty of parking and be large enough to accommodate the anticipated group.

## **Materials**

The type and frequency of public information materials is important to a project. Materials such as newsletters, brochures and fact sheets ensure that consistent information and messages are presented to the public. Materials have a long life and must be an accurate, fair representation of the project in order to build and maintain the public's trust.

Materials should be clear and concise. Often the concepts being presented are technical; as a result, materials might explain complex concepts in more general terms. Writing doesn't need to be simplistic, but should be understandable.

People must receive materials in a timely manner on a regular basis – notification materials such as postcards or letters should arrive 3-10 days before a meeting, depending on its format (three days is acceptable for an open house, but a workshop should arrive closer to 10 days in advance). Meeting summaries and newsletters should arrive within a couple of weeks of a meeting's conclusion. During long periods between opportunities for public input, the project team should inform stakeholders of project progress, even if it's a brief letter, postcard or fact sheet.

## COMMON THEMES

The documents chosen for review are representative of the numerous and diverse transportation-related studies and projects that have occurred in the Treasure Valley in recent years. Public involvement has been crucial to all of these projects and there is desire among stakeholders to continue to have a high level of participation in the decision-making process.

Because of the diverse nature of the documents reviewed, it is not possible to statistically determine what the public needs and wants from its future transportation system. There are some general statements, however, that occurred in more than one document that provide some insight into public perceptions about transportation.

- There is support for public transportation and a belief that the current public transportation system is inadequate.
- Public transportation should have support and funding from local and state lawmakers.
- Suggestions for additional funding for public transportation were numerous and included corporate sponsors for such options as fuel, income, local option, and property taxes, in addition to impact and development fees.
- People want more Interstate 84 interchanges, particularly at Ten Mile and Karcher roads.
- People are interested in a loop road that would remove through traffic from I-84.
- There is a need for more north-south and east-west routes.
- Some people believe new north-south routes should be built west of Boise.
- Major thoroughfares, both existing and new, need to be transit ready.
- People are concerned about the environmental impacts of building new roadways.
- Air pollution is a concern.
- Stakeholders would like to see beautified corridors, roadways and interchanges.
- There is a need for improved signal timing on major thoroughfares with traffic signals.

## **SUMMARY OF DOCUMENT REVIEW**

Documents reviewed for this memo include:

### ***THREE CITIES RIVER CROSSING ENVIRONMENTAL IMPACT STUDY (ACHD, 2003-2004)***

**Purpose:** The “Three Cities River Crossing” is a study led by the Ada County Highway District to examine a possible future route across the Boise River that will connect Highway 55 with Chinden Boulevard (U.S. 20/26).

**Format:** Scoping meetings, public open houses, formal presentations, workshops, community advisory and technical advisory committees

#### **What was Heard:**

- Need better traffic flow/relief from congestion
- Right-of-way and construction costs are concerns
- New north/south route should be west of Boise
- People are concerned about the effects a new road would have on the environment

### ***DOWNTOWN BOISE MOBILITY STUDY (VALLEYRIDE, BOISE CITY, ACHD, BOISE STATE UNIVERSITY, CAPITAL CITY DEVELOPMENT CORPORATION, COMPASS, 2003-CURRENT)***

**Purpose:** To develop a transportation system plan for downtown Boise

**Format:** Volunteer surveyors located throughout the study area interviewed 400 people. The purpose of the survey was to learn what people think about downtown Boise’s existing transportation conditions, learn where people are coming from and where they’re going, learn what people want to see in downtown Boise.

#### **What was Heard:**

- The overwhelming majority of people travel to downtown Boise by car
- Bus usage downtown is somewhat popular; bus shelters and benches are well placed and maintained
- Public transit needs more hours of service
- Once people are downtown, the overwhelming majority walks to destinations

### ***I-84 ORCHARD TO GOWEN ENVIRONMENTAL IMPACT STATEMENT (ITD, 2003-CURRENT)***

**Purpose:** To identify future needs along the corridor, complete key activities and design a project to accommodate the future needs

**Format:** Public meetings

#### **What was Heard:**

- Need to add enough lanes to the interstate to accommodate future growth
- Improved interstate landscaping could promote a positive image of the city
- Need more interstate interchanges
- A bypass is needed
- Air pollution is a problem
- Trucks are most responsible for roadway wear and should pay higher taxes

***IDAHO 16 IMPROVEMENT STUDY (ITD, 2003-CURRENT)***

**Purpose:** To create a 20-year transportation plan using a step-by-step planning process that collaborates with local governments, includes extensive public participation opportunities and links transportation planning with local land-use planning

**Format:** Public meetings

**What was Heard:**

- Support for frontage and backage roads
- Don't create another Eagle Road with stoplights on a state highway
- Need to keep traffic moving because economic development in Gem County is dependant on state roads connecting quickly with the interstate

***VALLEYRIDE REGIONAL OPERATIONS AND CAPITAL IMPROVEMENT PLAN (VALLEYRIDE, 2004)***

**Purpose:** Provide information to the public about possible long-range scenarios for public transportation services in the Treasure Valley, hear the community's concerns about the scenarios and learn its service preferences

**Format:** Open houses in Boise, Caldwell, Meridian and Nampa

**What was Heard:**

- ValleyRide's hours of operation need to be extended later at night and on weekends
- More service is needed in southeast Boise – the Harris Ranch, Columbia Village, Surprise Valley and Bown Crossing areas
- The public should be given an opportunity to vote to increase funding for public transportation in Ada and Canyon counties
- Other funding comments included the need for ValleyRide to think creatively and perhaps use corporate sponsors, private benefactors or increased gasoline taxes and vehicle registrations to pay for improvements

***STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM FY 2004-2008 PUBLIC COMMENTS (ITD, 2004)***

**Purpose:** The STIP is a compilation of federal- and state-funded transportation projects that includes aeronautics, highways, highway safety, bicycle and pedestrian, rail safety, and public transportation. This summarizes comments heard in 2004.

**Format:** Public comment period

**What was Heard:**

- Support for new I-84 interchanges, especially at Ten Mile
- Support for the Garden Valley Trail
- Support for improvements to Idaho 16

***EAGLE ROAD ARTERIAL STUDY (ITD, 2003-04)***

**Purpose:** To show the public concepts for the future management of Eagle Road and hear comments. The public was asked for input regarding improvements to safety, the roadway, technology and beautification

**Format:** Open houses

**What was Heard:**

- The public understands that Eagle Road is a corridor that serves residents, business, commuters, freight and recreationists and that it's difficult to manage a roadway with so many demands on it
- Stakeholders are overwhelmingly in favor of safety improvements, which include sidewalks and bike paths, increased lighting, median barriers with periodic breaks
- Stakeholders are overwhelmingly in favor of roadway improvements, which included dual left turn lanes, increased U-turn capabilities, bus pullouts, curb and gutter along the entire length of Eagle Road
- Stakeholders are overwhelmingly in favor of technology improvements, which included improved coordination between new and existing traffic signals, and new signals at River Valley, Wainwright, Hobble Creek, and Colchester
- Stakeholders are in favor of beautification improvements, which included landscaping, aesthetic treatments on bridges and decorative lighting, though many said it was the lowest priority of the four types of improvements

***REGIONAL TRANSPORTATION TASK FORCE (VALLEYRIDE, COMMUNITY PLANNING ASSOCIATION OF SOUTHWEST IDAHO, 2003-2004)***

**Purpose:** To learn the business communities' opinions about land use and transportation in the Treasure Valley and hear its suggestions for improvements

**Format:** Hosted meetings, committee meetings

**What was Heard:**

- The main recommendation of the Regional Transportation Task Force was to create, by state statute, a regional transportation authority that would have jurisdiction over all modes of transportation and land use (relative to transportation)
- There is a need for a loop road to remove through traffic and/or provide an alternative to I-84
- Better long-range transportation planning is necessary
- There is a need for more north-south and east-west routes

***IDAHO'S TRANSPORTATION FUTURE – GETTING THERE TOGETHER (IDAHO TRANSPORTATION DEPARTMENT, 2003)***

**Purpose:** Working in partnership with transportation providers and users across the state, ITD developed a comprehensive, shared transportation vision for Idaho

**Format:** Six large, one-day workshops held in each region of the state; random telephone interviews

**What was Heard:**

- There is concern that the state transportation system has a harmful effect on the natural environment and quality of life
- Major sources of transportation problems include the lack of transportation options and insufficient public transportation
- Many think public transportation should be the priority of policymakers instead of making it easier to drive cars

***STATE STREET CORRIDOR STUDY (ADA COUNTY HIGHWAY DISTRICT, BOISE CITY, GARDEN CITY, 2002-03)***

**Purpose:** To provide the public with an opportunity to learn about the corridor study, the condition of State Street, what is being considered and to give input

**Format:** Open house meetings, formal presentations, breakout discussion groups

**What was Heard:**

- Citizens would like a beautified corridor that allows pedestrians, cyclists and vehicles to move safely. The corridor should provide access to businesses and public transportation and traffic signals should be coordinated.
- State Street is part of an entire transportation system and needs to be considered when making decisions
- The preferred alternative for State Street incorporates a multi-modal, transit-ready vision for the corridor
- The land use/urban form elements rely upon using a specific plan approach to each node area and connecting those nodes with a corridor overlay

***CALDWELL I-84/FRANKLIN ROAD INTERCHANGE PROJECT (ITD, 2003)***

**Purpose:** To replace the existing I-84 overpass at Franklin Road in Caldwell and reconfigure the interchange

**Format:** Public meeting

**What was Heard:**

- There is support for this project
- Landscaping should be included
- Adjust signal timing
- Concern about loss of property depending on the selected alternative

***DEVELOPING COMMUNITY GOALS FOR AIR QUALITY IN THE TREASURE VALLEY (DEPARTMENT OF ENVIRONMENTAL QUALITY, COMPASS, 2002)***

**Purpose:** Identify community goals for the Treasure Valley Airshed

**Format:** Formal presentation, small work groups

**What was Heard:**

- There is concern about air quality in the Treasure Valley and the effect it could have on economic viability as well as the health of residents
- More mass transit, decreased single-occupancy vehicle trips and improved roadway infrastructure could help air quality

***MOVING PEOPLE: 2025 (COMPASS, CANYON COUNTY, 2002)***

**Purpose:** Canyon County's eight cities, four highway districts and county elected officials developed Moving People: 2025, a long-range transportation plan that outlines the efficient movement of people and goods and promotes a strong economy with access to jobs and commerce

**Format:** Open houses, formal presentation, public hearing

**What was Heard:**

- Opposition to a proposed route between Highway 45 and Middleton Road; a new route is needed, but not in this location
- Need to build Karcher Interchange soon
- Support for alternative transportation; would like to see new options
- Concerns with land use around Lake Lowell
- Improvements should be paid for with increased gas taxes, impact fees, bonding, increased vehicle registration fees and increased sales tax
- Parking fees and income tax surcharges received little support

***VALLEYRIDE MEMO SUMMARIZING PUBLIC INVOLVEMENT EFFORTS FOR THE STRATEGIC PLAN (2002) AND TRANSPORTATION DEVELOPMENT PLAN (2001) (VALLEYRIDE)***

**Purpose:** To review past public involvement efforts that documented perceptions about public transportation in the Treasure Valley

**Format:** Memo

**What was Heard:**

- There is a general perception that ValleyRide service is lacking
- Successful systems such as carpool, vanpool, and Park and Ride should be expanded
- Need support for public transportation from local officials and state legislators
- Consider additional taxes and fees to subsidize service – local option, income, property, and fuel taxes and user, impact and development fees
- Need to preserve a future rail corridor

## APPENDIX 3

Appendix 3 provides detailed information about the goals in Phase 3.

### 1) Plan Coordinating Committee

The following information provides detail about the operation of the Plan Coordinating Committee (PCT).

#### **Format**

COMPASS and ITD will determine the timing, frequency, location, and agenda for the PCT meetings.

#### **Notification**

PCT members may be notified of meetings by telephone or email. Information and review packets will be distributed one week in advance of the meetings.

#### **Deliverables**

Information packet and agenda to support PCT meetings.  
Preparation and attendance at PCT meetings.  
Summary of PCT membership.

#### **Meeting Schedule**

<b>Meeting</b>	<b>Agenda</b>	<b>Month</b>
1	Initiate and kick off the project	Aug. '04
2	Discuss the results of the data review and evaluation approach	Sept. '04
3A	Discuss the evaluation approach	Oct. '04
3B	Discuss existing conditions and trends analysis	Oct. '04
4A	Confirm transportation needs and discuss bookend scenarios	Nov. '04
4B	Discuss and plan for the development of scenarios	Nov. '04
5	Review and refine scenarios	Jan. '05
6	Review scenario results and select desired strategies	Feb. '05
7	Discuss and refine draft regional strategies	May '05
8	Review draft evaluation results	July '05
9	Review and project comments on draft LRTP components	Aug. '05
10	Review final LRTP and draft implementation elements	Oct. '05

Meetings 3 and 4 will cover two agendas (A & B) each.

## 2) Steering Committee

The following information provides detail about the operation of the Steering Committee (SC)

### **Format**

COMPASS and ITD will determine the timing, frequency, location, and agenda for the SC meetings, which will take place immediately following COMPASS executive meetings.

### **Notification**

Potential SC members will be invited to the first meeting by letter or other form of invitation. After membership is established, SC members may be notified of meetings by telephone or email. Information and review packets will be distributed one week in advance of the meetings, as necessary.

### **Deliverables**

Information packet and agenda to support SC meetings.  
Preparation and attendance at SC meetings.  
Summary of Steering Committee membership.

### **Schedule**

<b>Meeting</b>	<b>Agenda</b>	<b>Month</b>
1	Complete chartering/visioning/goal setting/issues	Sept. '04
2	Discuss draft vision and evaluation approach	Oct. '04
3	Review and discuss existing conditions/trends/needs	Dec. '04
4	Confirm desired strategies (joint session with Blueprint for Growth steering committee)	Feb./March '05
5	Review and approve regional strategies	May/June '05
6	Review and provide comment on draft LRTP (joint session with Blueprint for Growth)	Aug./Sept. '05
7	Confirmation of final LRTP and implementation elements	Oct./Nov. '05

## 3) Meetings with Elected Officials

The following provides detail about meeting with elected officials.

### **Format**

Up to one meeting per county will be held with elected officials representing each county.

### **Notification**

Notification will be by phone, and could be followed up by a letter. ITD will set up a meeting in each of the partnering counties.

***Deliverable***

A memorandum summarizing the meetings with elected officials will be prepared and electronically delivered to COMPASS. The memorandum will focus on the topics of discussion.

**4) Stakeholder Meetings**

The following provides detail about meeting with stakeholders.

***Format***

The meetings will be facilitated to gain measurable data, identify key issues, and discuss potential solutions. The meetings will take place during several phases of the project, including during the evaluation approach, analysis of existing conditions and trends, and scenario development/testing/refinement.

***Notification***

Notification of these meetings will be through COMPASS and ITD.

***Deliverables***

Written summaries of stakeholder meetings.

***Schedule***

Meetings will be scheduled in consultation with the COMPASS Project Manager and the consultant Project Manager.

**5) Meetings with the Boards of COMPASS and Idaho Transportation Department**

***Format***

A presentation will be developed and any necessary materials will be distributed to board members in advance of the meeting/briefing.

***Notification***

Notification of these meetings/briefings will be through COMPASS and ITD.

***Deliverables***

Presentation and any additional information packet to support the board meetings.  
Preparation and attendance at board meetings.

***Schedule***

<b>Meeting</b>	<b>Agenda</b>	<b>Month</b>
1	Update and obtain direction on the vision and evaluation approach	Dec. '04
2	Presentation of the preferred scenario strategies	March '05
3	Present draft LRTP	Sept. '05
4	Present final LRTP	Nov. '05

## 6) On-Going and Targeted Communications

Public information materials support public involvement efforts for CIM. Providing complete, accurate, understandable, and timely information to the public throughout the project is vital to a successful plan. Several public information materials will be produced to inform the public about this project and let people know what opportunities exist for them to give input. COMPASS has designed templates and produced communication materials for CIM. These design templates will be used, as appropriate.

The following list of communication materials and public involvement activities are planned for this project:

**Newsletters** – Five newsletters will be produced and mailed. The newsletters may include a project update, feature story/person, technical information, and next steps. The newsletter will be distributed to the project database and designed in a portable document file (PDF) format that can be electronically distributed to community organizations and will be posted to the Web page.

**Web page** – COMPASS will maintain a project Web page for this project. The Web page will be used extensively. Project public information materials, display boards from public meetings, and other related project materials will be posted on the Web page. The public will be directed to the project Web page to get project updates and provide comments. The Web page will include a “welcome,” contact information, project status, project newsletters, technical information, fact sheets, and project area maps. The public opinion survey(s) will also be posted on the Web page. Community members will have the opportunity to complete the survey electronically.

**Media outreach** – Media outreach will be conducted to keep the media and the public informed about the project. News releases will be sent to the local media about project progress and public opportunities for input. A media kit has been developed and provided to COMPASS for distribution to the media at a news conference before the Scenario Planning Workshops. The media kit contains a draft news release, project facts, CIM process, quotes from COMPASS and ITD officials, project maps, and a newsletter. Media materials will be developed and distributed to the media prior to each opportunity for public participation.

**Newspaper survey** – A newspaper survey will be developed and distributed as an insert in both the Idaho Press Tribune and Idaho Statesman newspapers. The purpose of the survey is to gather input from citizens on the scenario options.

**Postcards** – A postcard inviting people to participate in events was developed early in the process. The postcard will be used to notify residents, businesses, and interested stakeholders about the multiple opportunities to participate in the project. Postcards will

also be provided in a PDF format that can be electronically distributed to community organizations and/or posted to the Web page.

**Project letterhead** – Project letterhead has been developed. Letters will be used to communicate specific information to targeted stakeholders during the project.

**Tabletop display** – COMPASS has created a CIM tabletop display, which provides general information about the project. Additional information may be added to the display, for example the CIM process chart or update report. COMPASS may need a second set of tabletop displays depending on the demand for them.

**Fact sheets** – Five or more fact sheets will be developed, if detailed information about a particular issue needs to be distributed to a wide audience. The first three fact sheets developed by COMPASS are:

- Communities in Motion – An Overview
- Transportation Planning in the Treasure Valley
- Communities in Motion – Who is involved

## **7) Scenario Workshops**

### ***First Set of Workshops***

The first set of workshops will:

- Review the vision, guiding principles, goals and performance measures
- Inform attendees about the regional vision and Blueprint for Good Growth visions (as appropriate)
- Seek solutions developed with the public to address regional issues that may benefit/affect the region and will be addressed in CIM.

### ***Second Set of Workshops***

The second set of workshops will:

- Review results of the first scenario workshops
- Develop refined scenarios to address the long-range issues of the region

Over 50 elected officials, agency representatives, stakeholders, and citizens from the six-county region are anticipated at each workshop.

### ***Format***

Workshops will be facilitated. Participants will game play the investments of resources and identify land uses and transportation systems. Participants will generate maps that represent various transportation, land use and economic strategies as components of potential scenarios.

The workshops (both sets) will take place over two days in Ada and Canyon Counties.

### ***Notification***

Notification of these workshops will be through personal, as well as general invitations. A news conference, in conjunction with Blueprint for Good Growth, will be held in advance of the first scenario planning workshops.

### ***Deliverables***

- A newsletter will follow each set of scenario planning workshops and will be distributed to the CIM database
- Written summary of initial scenario planning workshop
- Final summary of all planning workshops, including maps, graphics, tables, and text

## **8) Open Houses**

### ***Format***

The first open house will be held in Meridian, if possible, and will include:

- Presentation of the scenario development process
- Display boards of the outcomes of the scenario process
- Opportunities to identify transportation system concerns and needs

The second set of open houses will be repeated in two locations (one in Ada County and one in Canyon County) and will include:

- Display boards of the draft plan components
- Opportunities to ask questions and provide input

The third set of open houses will be repeated in two locations (one in Ada County and one in Canyon County) and will include:

- Display boards of the draft CIM
- Opportunities to ask questions and provide input

Display boards, handouts, and staff will offer information during each open house. Comment forms will be available for participants to provide their input.

### ***Notification***

Notification of these open houses will be through postcards, letters, Web page, display ad, news release, and a general media outreach.

### ***Deliverables***

- A newsletter will follow each set of public open house(s) summarizing the meeting outcomes and distributed to the CIM database
- Written summaries of each set of public open houses
- Final summary of all public open houses

**Schedule**

<b>Open House</b>	<b>Purpose</b>	<b>Month</b>
1	Present scenario planning process outcomes and identification of transportation system concerns & needs	Feb/March '05
2	Present components of the LRTP and receive input	Sept. '05
3	Present draft LRTP	Nov. '05

## Appendix 4

Appendix 4 provides detailed information about the goals in Phase 4.

**Public Hearings****Format**

To be determined by each jurisdiction. No involvement of the Consultant team is anticipated in the scope or funded in the budget.

**Notification**

Determined by each local jurisdiction. Notification of each public hearing will be placed on the project Web page, as well as with the jurisdictions' formal agenda.