

BOISE STREETCAR FEASIBILITY STUDY

CONCLUSIONS AND RECOMMENDATIONS

The Boise Streetcar Task Force

June 7, 2010

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Table of Contents

Note to the Reader.....	1
1.0 Executive Summary.....	3
2.0 Conclusions and Recommendations.....	6
3.0 Feasibility Study Findings and Recommendations.....	8
3.1 Introduction.....	8
3.2 Process.....	8
3.3 Stakeholder Engagement.....	9
3.4 Coordination with Local Government and Utility Providers.....	9
3.5 Alignment Selected for Feasibility Study.....	10
3.6 Findings and Recommended Approach for Operations.....	12
3.7 Findings and Recommended Approach for Capital Funding.....	14
3.8 Findings and Recommendations for Future Phases.....	18
4.0 Appendix	
4.1 Operations Plan	
4.2 Legal Capital Funding Sources	
4.3 LID Stakeholder Engagement Report	
4.4 Streetcar System Governance and Management Technical Memoranda (Valley Regional Transit)	
4.5 Streetcar Vehicle Operating Characteristics	
4.6 LID Assessment Methodology	
4.7 Supporting Studies and Technical Memoranda	

Note to the Reader

This report attempts to present the majority opinion of the Boise Streetcar Task Force members' opinions. The Task Force members represent a variety of constituencies and hold their own opinions to shape the perspective of this report. Therefore, the contents of this report do not necessarily reflect the individual views or opinions of those members or their employers.

The focus of the feasibility study was the potential development of a fixed-rail, electrically powered streetcar with an alignment extending from Avenue A on the east along Idaho and Main to 15th Street on the west as the first phase of a system, which is referred to in this report as the "east-west loop". However, the conclu-

sions and recommendations apply to an alternative first phase and to a streetcar system that may consist of multiple extensions or phases.

Mayor Bieter and Capital City Development Corporation charged the Task Force with the preparation of a report of its findings and recommendations. The Task Force submits this report in response to that request and includes within this report a series of conclusions and recommendations offered as direction for further discussion. We call on leaders in the community and region to continue the community dialogue about public transportation and economic development, and to give careful consideration to these recommendations and the priorities that they embody.

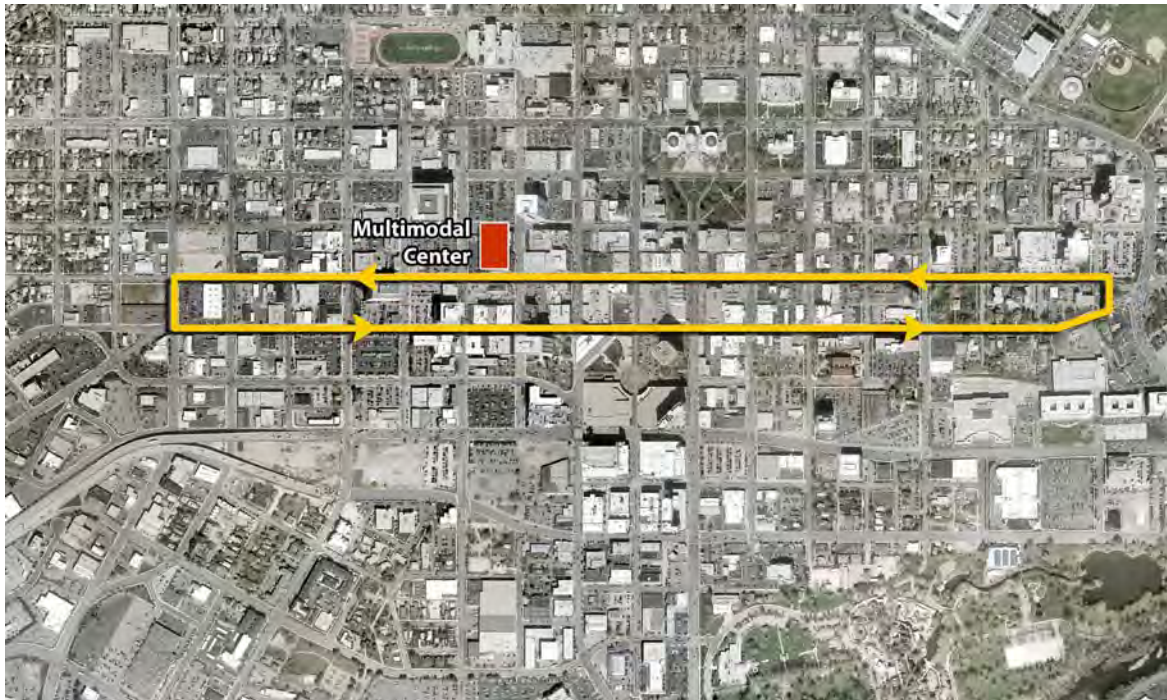
1.0 Executive Summary

After several studies had envisioned a circulator system for downtown Boise, in June 2008 Mayor Bieter called for a strong effort to bring a streetcar system to downtown within a few years. In September 2008 the Valley Regional Transit Authority's Downtown Policy Advisory Committee (DPAC)¹ transferred responsibility for a feasibility study of the streetcar to the City of Boise and Capital City Development Corporation (CCDC), and that fall Mayor Bieter and CCDC formed a task force of downtown property owners, civic, and business leaders to oversee the feasibility study.

Concurrent with the feasibility study CCDC conducted efforts to engage stakeholders with emphasis on the property owners and building tenants within the area of a potential Local Improvement District, or LID. The stakeholder engagement showed that while there is no consensus to build the proposed east-west streetcar alignment in the immediate future, there is much interest in discussion of new regional public transit solutions. Conver-

sations are already beginning to emerge that envisions public transportation as a central contributor to much-needed economic development and other high-value job creation activity in downtown Boise.

The DPAC concluded their study of the circulator by recommending a figure 8 loop extending from 1st Street near St. Luke's Regional Medical Center to 17th Street on the west end of downtown. In January 2009 the Task Force selected for continued study an alignment running in a simple loop along Main and Idaho from the Avenue A right-of-way at the St. Luke's campus on the east to 16th Street on the west. (See *Map 1.*) As a result of the conceptual engineering work, and with input from ACHD, a turnback at 16th Street was found to be problematic and thus the location of the turnback at the west end was moved to 15th Street. This Main-Idaho loop extending from Avenue A to 15th Street is referred to throughout the Task Force Recommendations Report as the "east-west alignment."



Map 1. This map depicts the streetcar alignment selected by the Streetcar Task Force in January 2009 for the Feasibility Study.

The Task Force did not vote on any recommendation, and the work groups agreed generally by consensus. The Task Force was asked to make recommendations on operations, including management and governance approach, an operations plan and budget.

As the valley’s regional public transit authority, Valley Regional Transit (VRT) has the authority to determine which organization will own and manage the streetcar system. The Task Force concluded that either VRT or the City of Boise would be acceptable as the management and governance entity for the streetcar system. In addition, the Operations work group strongly recommends formation of an advisory streetcar commission to provide an ongoing role for key stakeholders regarding streetcar operational decisions. The advisory streetcar commission would include one or more property owners in the LID. The Operations work group recommends an operations plan (*Appendix 4.1*) that specifies approximately 100 hours of revenue service each week, resulting in a budget of approximately \$1.2 million per year. In its early years, the Boise Streetcar should operate as a fare-free system for the purpose of enhancing ridership.

The Task Force reviewed various funding strategies used in other streetcar cities as well as a list of 10 or more potential funding sources that might be available in Idaho (*see Appendix 4.2 for the full list*). At the outset of the feasibility study, the Task Force looked at a funding approach that relied entirely on local sources. It was concluded that the local sources with the most potential are the City of Boise, CCDC and the LID.²

After passage of the American Recovery and Reinvestment Act (federal stimulus funding) the opportunity to apply for the Transportation Investments Generating Economic Recovery (TIGER) discretionary grant was announced in the spring of 2009. Only then did a federal grant become part of the funding strategy discussed by the Task Force. The City of Boise applied for a \$40 million TIGER discretionary grant in September 2009 and on February 16, 2010 learned that Boise was not awarded the grant.

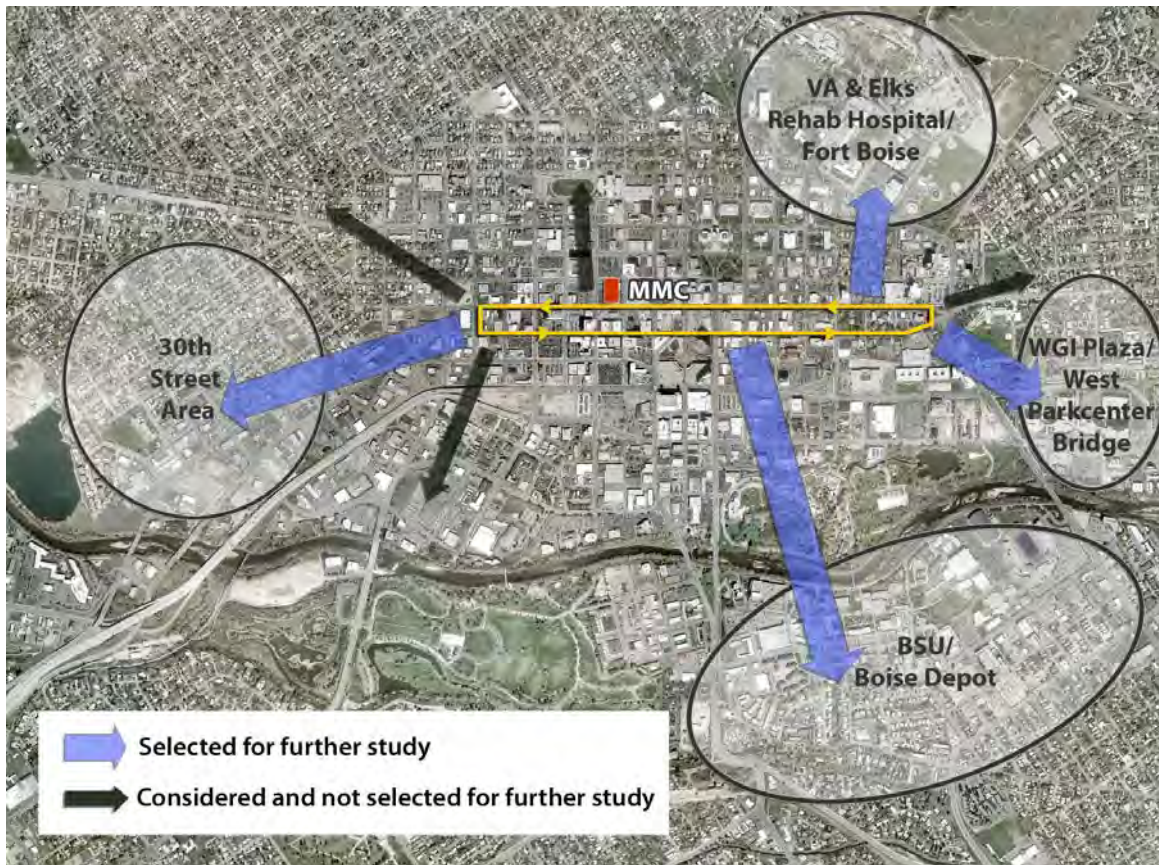
The detailed review by the Task Force focused on the east-west loop. The distribution of funding sources that emerged from a discussion of a \$60 million project and the potential for a \$40 million federal grant are as follows:

Federal contribution	\$40 million
Local Improvement District	\$10 million
City of Boise	\$5 million
CCDC	\$5 million

- The current feasibility study has resulted in a clearer understanding of the limitations of local funding and concluded that a substantial federal share of capital funding is needed to make a streetcar project financially feasible.
- The LID share in the funding model is a function of the economic benefit of the project and the property characteristics within a specific LID assessment area. For a different alignment, the share of the project cost funded by an LID could increase or decrease depending on many variables such as private versus public property ownership, overall project cost and other factors.

After much review, the Capital Funding Work Group suggests an LID assessment methodology based primarily on parcel size, property frontage on the alignment, proximity to the alignment, and classification of the property as “residential” or “non-residential”, much like the methodology most recently drafted, for this feasibility study (*see Appendix 4.6*).

The Future Phase work group concluded that the value of the first phase of a streetcar system, whether that first phase is the east-west loop or an alternate, is based to a significant extent on how and where extensions to the system will likely occur. Basing their discussion of future phases on the understanding that the east-west loop would be the first phase, the Future Phase work group suggested four future phases with the highest potential (*see Map 2*). Of the four, the Future Phase work group favors a north-south alignment that links the downtown core to the Boise State University campus.



Map 2. This map depicts the east/west streetcar alignment with future phases indicated by the blue and black arrows.

The Task Force emphasized the need for a regional public transportation system. There is no recommendation from the Task Force to move forward with a specific streetcar plan at this time.

The Task Force concludes that information gathered will provide direction for a continued discussion about how to address Boise's and the region's economic development and transportation challenges.

2.0 Conclusions and Recommendations

2.1 A Regional Transportation Plan, Implementation Strategy, and Communication Measures for Moving Forward

While regional transportation plans exist, including plans for multiple transit modes, the public is not well informed of them and how they might be implemented. The city should work closely with partner agencies to continue to develop an easily understood overview of the transportation plans and their implementation strategies. Additionally, the city and its partner agencies should develop effective communications, such as a base

case document, that serve as the foundation for engaging business, institutional, and government leaders in the Boise Valley in a discussion of the plans and how best to implement them. At its core, this is a communication and leadership function; the plans and implementation strategies are the mechanisms around which communities and their leaders can become engaged in the dialogue.

2.2 Economic Development

There is much interest in developing an effective economic development strategy. How such a strategy and the economic and community development benefits it generates dovetails with discussions of public transportation needs to be better understood and embraced. The city and CCDC

should facilitate discussion of an economic development strategy of which a multimodal approach to transportation could be a part. Discussion of an economic development strategy must incorporate the needs and contributions of neighborhoods, private interests, universities and other institutions.

2.3 Funding

The financial viability of a comprehensive regional transportation system will likely depend on federal funding, a local improvement district (LID) and a dedicated funding source. Specifically:

- a) Federal funding will likely be essential as a component of the funding of a streetcar system and any public transit solution.
- b) An LID is also acknowledged as a viable source to fund a streetcar system provided it can be credibly demonstrated that value from the streetcar system accrues to the property owners in the LID.
- c) While not currently available, a dedicated transit funding source is essential to funding

the capital and operations budget of a robust regional system and provides leverage to other local sources to fund components of a regional system. The City of Boise and Valley Regional Transit should enlist the private sector to take the lead in collaborating with other cities, counties, chambers of commerce and other organizations in the Boise Valley to obtain a dedicated source of transit funding including an enabling statute allowing local option taxing authority.

- d) Federal and local support for capital funding depends on the ability of the local owners and operators of systems to demonstrate a commitment to fund operations and maintenance of the transit system over the long term.

2.4 Public Education & Involvement

The transportation challenges and the plans generated thus far for the Boise Valley, and how a downtown circulator relates to them, are complex and currently are not well understood by the public. Any future initiatives involving eco-

nommic development or transit as part of the public transportation mix should include broad, assertive and innovative measures to build public awareness and understanding, and such measures must include mechanisms for input and feedback.

2.5 Public-Private Partnership

Any significant public transportation or economic development initiatives should continue to include a broad mix of government, education, business and community leadership. This will help to adequately frame the challenge, and educate

and engage the necessary stakeholders in broad problem identification and resolution. Including a broad range of leadership is critical to establishing credibility and legitimacy of the process.

2.6 Preferred Alignment for the First Phase of a Streetcar System

The Task Force has discussed an alignment that links downtown to Boise State University, but has

not made a recommendation. There were several suggestions for evaluating a rubber tire circulator.

2.7 Mode for a Downtown Circulator

Transportation studies indicate that, as downtown Boise continues to grow, the need to provide additional modes for circulation within downtown Boise is an eventuality. While the need for a downtown circulator is easily understood, the question remains for many as to whether the circulator should take the form of a streetcar. The Treasure Valley High Capacity Transit Study in-

cluded a comparative analysis of a rubber-tire bus and fixed guideway streetcar circulator options. As a streetcar system continues to be considered, the city and CCDC should renew efforts to compare and articulate the costs and benefits of bus versus streetcar circulator modes in light of economic development and transportation objectives.

3.0 Feasibility Study Findings and Recommendations

3.1 Introduction

Since 2000 several studies have envisioned a downtown circulator system as a central component of Boise’s future. In 2008 Mayor David Bieter called for a strong effort to make the streetcar system a reality within the next few years. In September 2008 the Downtown Policy Advisory Committee (DPAC) transferred responsibility for further study of the streetcar to the City of Boise and Capital City Development Corporation. In November 2008 Mayor Bieter and CCDC

formed a task force of 35 downtown property owners and civic and business leaders to oversee the feasibility study. The purpose of the feasibility study was to build and expand on previous studies by exploring how such a system might be built and paid for, quantifying who would use the system and what specific benefits it would yield, and identifying any obstacles that might prevent its construction.

3.2 Process

The Task Force met as a full group for monthly meetings beginning in December 2008, and extending into March 2010 (see Figure 1). In addition, beginning in August 2009 the Task Force divided itself into four sub-committees, or “work groups,” to allow for deeper exploration of four areas of particular interest: 1) Capital Funding, 2) Operations and Vehicle Selection, 3) Future Phas-

es, and 4) LID Stakeholder Outreach. The four work groups each held several meetings where details of specific issues were discussed and explored in greater detail than what would be practical in the monthly Task Force meetings. The work groups reviewed and commented on detailed consultant studies and ultimately formulated recommendations in their specific areas of focus.

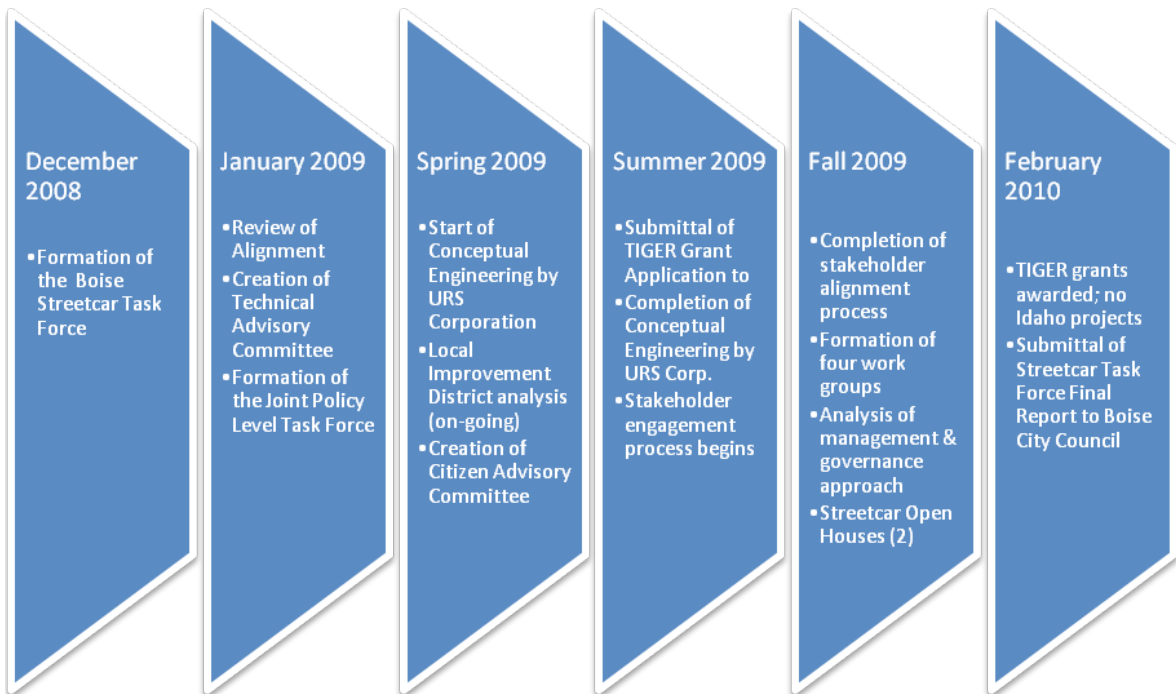


Figure 1. Illustrates significant milestones reached during the streetcar feasibility study.

3.3 Stakeholder Engagement

Concurrent with the Task Force’s study of the feasibility of the Boise Streetcar, CCDC conducted efforts to inform property owners and building tenants within the area of a potential local improvement district (LID) and others about the streetcar and to solicit feedback. The methods used for this purpose are described in the Appendix 4.3.

Given what was learned from the efforts to engage stakeholders, it would be difficult to suggest there is broad stakeholder consensus for the streetcar project as currently scoped. However, the questions, feedback and comments indicate a healthy interest in regional public transportation, including a downtown streetcar that incorporates ready-made feeders (i.e., western Boise Valley and Boi-

se State University). Conversations are already beginning to emerge that envision public transportation as a central contributor to much-needed economic development and other high-value job creation activity in downtown Boise.

It is conceivable that this heightened level of interest could serve as a catalyst for broader community conversations around alternate transportation and economic development strategies that strengthen downtown and the region as a whole. Ultimately, this process helped raise awareness of some key issues and energized stakeholder engagement in broader conversations of community and regional benefit not heretofore realized.

3.4 Coordination with Local Governments and Utility Providers

With oversight by the Task Force, the current feasibility study is a joint effort [partnership] between the City of Boise and CCDC. Ada County potentially has an interest in the east-west loop because the Ada County Courthouse complex (3rd and Front streets) is located within two blocks of the proposed east-west alignment. Potentially the streetcar enhances mobility for county workers and others for whom the courthouse serves as a destination. CCDC has presented the concept and the feasibility work to the Ada County Board of Commissioners.

The Ada County Highway District (ACHD) has jurisdiction over street rights-of-way in Ada County and thus is expected to ultimately review plans for a streetcar system. CCDC presented an overview of the streetcar project to the ACHD Commission before the work of the Task Force got underway.

ACHD staff was directly involved in the feasibility study. Terry Little, ACHD traffic services man-

ager, served on the Streetcar Task Force and was part of the Operations and Vehicle Selection Work Group of the Task Force. Joshua Saak, ACHD traffic design engineer, was part of a technical advisory committee along with staff from the City of Boise Department of Public Works that guided the conceptual engineering and traffic analysis.

The consulting and staff team sought input on utilities from Boise City Department of Public Works staff, including City Engineer John Tensen. Deputy City Engineer Mike Sheppard served on the technical advisory team to oversee the conceptual engineering.

Streetcar project manager, Carter MacNichol of Shiels Obletz Johnsen (SOJ), and staff met with Idaho Power, United Water, the Ada County Utility Coordinating Council (ACUCC), and Boise City Department of Public Works to review the maps and learn more about the impacts of track bed installation on specific utilities.

3.5 Alignment Selected for Feasibility Study

As part of the Treasure Valley High Capacity Transit Study (TVHCTS), the DPAC concluded their study of the downtown circulator by recommending an alignment in a figure 8 loop with an east-west orientation running on Idaho Street from 1st Street on the east to 17th Street on the west, turning east at 17th Street and running on Bannock to 10th, turning south on 10th Street to Main

Street and running on Main back to 1st Street (*see Map 3*). This alignment was selected because of its potential to serve existing generators of ridership (St. Luke's Regional Medical Center, State of Idaho, Idaho Power and the downtown core) and to stimulate redevelopment of areas identified as underdeveloped (particularly the area west of 10th Street).



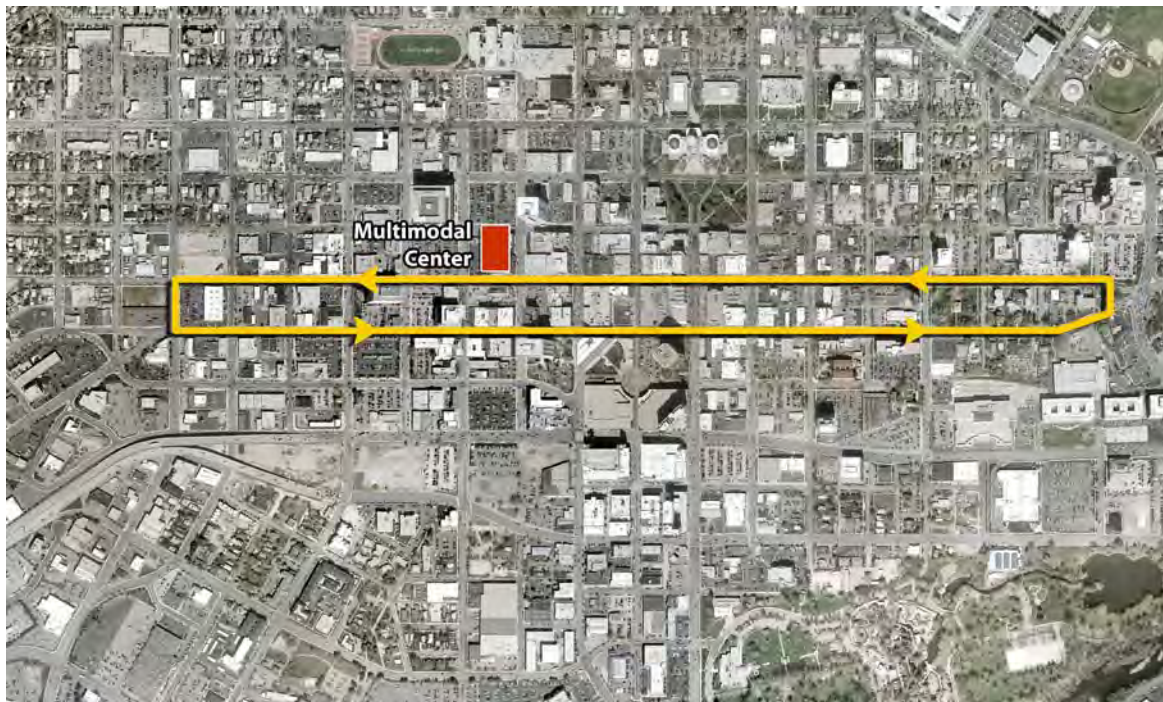
Map 3. This map depicts the streetcar alignment selected by the Downtown Policy Advisory Committee as part of the Treasure Valley High Capacity Transit Study.

As an early part of their work, the Task Force reviewed the alignment recommended via the TVHCTS. In January 2009 the Task Force selected for continued study an alignment running from Noble Park (Avenue A right-of-way) on the east along Idaho Street west to 16th Street, and from 16th Street along Main Street back to Noble Park (Avenue A right-of-way). (*See Map 4.*) Selection of this alignment for Phase 1 of the Boise Streetcar was based on the understanding that it is located to serve an existing base of potential riders and has potential to stimulate redevelopment where rede-

velopment is envisioned by the City's plans. The single loop on Main and Idaho streets is simple to comprehend by visitors as well as people living and working in downtown and, because there appeared to be relatively free of significant physical barriers. Because of the Task Force's subsequent recommendation to examine an alternate alignment linking the downtown core to the Boise State University campus, the loop on Main and Idaho that was the focus of the feasibility study is referred to in the balance of this report as the "east-west loop."

As part of its conceptual engineering, URS and the Technical Advisory Committee determined that a turn-back at 16th to be problematic partly because of potential conflicts with the bicycle lane on 16th and the challenges of turning from 16th Street onto Main Street. Furthermore, the Ada County

Highway District expressed concern about track alignment on 16th. The Task Force agreed with URS and the Technical Advisory Committee to locate the turn-back (west end of the alignment) at 15th Street for a modified alignment.



Map 4. This map depicts the streetcar alignment selected by the Streetcar Task Force in January 2009 for the Feasibility Study.

It is important to note that 15th Street is a north-bound one-way street. A turn-back at 15th necessitates a contra-flow track in what is currently the parking lane on the west side of 15th Street. However, in addition to the simplicity of this design over the 16th Street design, the south-bound track on 15th Street provides access to a streetcar maintenance facility at the site of the current Boise Fire Station #5 between 15th and 16th on the south side of Front Street.

The Task Force is recommending further study of an alignment that connects the downtown core to

the Boise State University campus (a north-south alignment; see Map 6). Much of the east half of the alignment that was the subject of the conceptual engineering work performed by URS Corporation will not be part of a north-south alignment. However, a north-south alignment likely includes that part of the alignment subject to the conceptual engineering that lies west of Capitol Boulevard. Therefore, many of the findings of the conceptual engineering are likely to be applicable to the north-south alignment. See the section on Future Phases (pages 18-19) for more information about possible north-south alignment alternatives.

Feasibility Study Findings and Recommendations

This entire section will need to be re-evaluated based on timing, alignment and type of circulator. This section is a summary of the Work Groups' findings tied largely to the east/west route and therefore no specific recommendations are being made by the Task Force as a whole regarding these findings.

3.6 Findings and Recommended Approach for Streetcar Operations and Vehicles

Approach

Based on the work of the Operations and Streetcar Vehicle Work Group, the Task Force recommends the following operations approach and vehicle selection for Phase 1 of the Boise Streetcar Project.

- The streetcar management and governance entity should be undertaken by either the City of Boise or Valley Regional Transit. In addition a separate advisory Streetcar Commission should be formed to provide for a strong on-going role for key stakeholders regarding important Streetcar operations decisions.
- The Boise Streetcar should be operated generally in accordance with the Operations Plan in Appendix 4.1 of the full Feasibility Report, which specifies a schedule of 10-minute peak headways and 15-minute headways at non-peak times. More analysis of the alignment and traffic is needed to determine the number of vehicles that are needed to meet these headways. The Work Group recommends approximately 100 hours of revenue service each week, with the details of the actual daily and weekend operating hours to be developed following further discussion among stakeholders and owner/operators of the system.
- During the startup of operations and in the early years of operation, the Boise Streetcar should be a fare free system. As the system grows in ridership and with extensions, the governing body, with input from the Streetcar Commission, could determine that a fare would be beneficial to the system.

- Annual cost for operations of Phase 1 of the Boise Streetcar is estimated to approximately \$1.2 million. Funding will be the obligation of local government sources or other public sources, if they become available.

- Modern streetcar vehicles are favored over replica and vintage vehicles because of the superior performance of the modern vehicles and their capacity to support an effective streetcar system.

Findings and Basis for Recommended Approach

Operations Plan. The Task Force's Operations and Vehicle Selection Work Group considered a Phase 1 Operations Plan that addresses system ownership, operating responsibility, operating hours, headways and vehicles, operators, and operating costs. From their review of the Operations Plan the Work Group concludes:

- **Operating Hours:** The Operations Plan assumes the system will operate approximately 100 hours of revenue service each week. An example of an operating plan would include service from 7:00 a.m. to 10:00 p.m. on weekdays, 8:00 a.m. to 10:00 p.m. on Saturdays, and from 10:00 a.m. to 8:00 p.m. on Sundays. Some of the public input received suggests extending operating hours by 1-2 hours into the evening on weekdays and Saturdays and the cost/benefit of lengthening operating hours can be evaluated based on the estimated hourly op-

erating costs.

- **Headways and Vehicles:** The conceptual engineering and traffic analysis (URS, Kittelson & Associates) determined it is possible for a vehicle to complete a round trip on the East-West loop in 20 minutes. Therefore, for the east-west loop it is possible to achieve 10-minute peak headways and 15-minute headways at non-peak times using a total of three vehicles with two operating simultaneously with one vehicle off-line for service and maintenance.
- **Operators:** During peak hours when 10 minute headways are desired, the system would employ three operators to operate two streetcars because of the need for operator breaks. During non-peak times, two operators would be able to maintain 15 minute headways.
- **Operating Costs:** The Operations Plan assumes hourly operating costs are \$116 per “revenue hour”. Based on the Operations Plan and the hourly operating cost assumption, the annual operating cost of Phase 1 of the Boise Streetcar is estimated to be \$1.2 million

Operating Organization

- Idaho law provides that regional public transportation authorities (RPTAs) have exclusive jurisdiction over all public transportation services operated within the authority’s service boundaries. This is not to say that an RPTA is required to operate all the services within the service area, but is to determine the best operations approach, or model for the services that are operating within their jurisdictional boundaries.
- Valley Regional Transit (VRT) is the RPTA for Ada and Canyon counties in Southwest Idaho, including the City of Boise. VRT initiated an analysis of potential service delivery models for the operation of the streetcar system. VRT provided the Task Force and the Operations and Vehicle Selection Work Group with a memorandum covering the governance and operation question in detail which is included in Appendix 4.4 of this re-

port. VRT’s analysis took into consideration three possible governance structures including: 1) city-operated; 2) VRT-operated; or 3) a private not-for-profit corporation model. The Work Group expresses a clear preference for the governance model operated by either the City or VRT. A new operating entity was not preferred because it could potentially duplicate existing organizational structures.

- The Task Forces’ Operations and Vehicle Selection Work Group also expressed a strong preference for future LID stakeholder involvement using a Boise City or VRT Streetcar Commission that would be loosely modeled after the Boise City Library Board or Airport Commission. The Streetcar Commission should be empowered to specifically address:

- Establishing benchmarks and reviewing performance data, financial reports, and operations reports for the system.
- Semiannually, reporting findings regarding activity against benchmarks to the local governing body, including recommended changes in operations, schedule, etc.
- Reviewing annual budget requests and providing recommendations regarding budget levels to the governing entity
- Recommending operating plans and policies, fare and sponsorship policies and capital investments in the system
- Establishing a dedicated fund for streetcar promotion and operations based on sponsorships of vehicles and streetcar stops and similar promotional activities.
- Conducting public meetings and hearings with system stakeholders and the general public on service levels, fare and sponsorship policies, budget and other policy-level issues being considered by management and the governing entity
- Actively participating in development and implementation of system expansion plans, capital funding strategies and

all matters related to maintenance and growth of the streetcar system.

Vehicle Selection

- An analysis of the potential streetcar vehicle types was prepared by URS Corporation and distributed to the Downtown Policy Advisory Committee (DPAC). This information was further considered by the Operations and Vehicle Selection Work Group as well as the Streetcar Citizen Advisory Committee. Fac-

tors considered included availability, ride comfort, life cycle costs, initial capital costs and other factors. While the modern vehicle requires more up front capital, it does offer marginally superior life cycle cost. Members of the Work Group and CAC agreed in principle that the modern streetcar vehicle was the preferred vehicle type given its progressive image and superior operating characteristics. The operating characteristics are summarized in Appendix 4.1.

3.7 Findings and Recommended Approach for Capital Funding

Recommended Approach

The Capital Funding Work Group recommends the following capital funding structure and approach for the Boise Streetcar Project.

- The recommendation is based on a Phase 1 project capital cost that will not exceed \$60 million.
- In the event the estimate of the total Phase 1 project capital cost exceeds \$60 million the Task Force shall reconvene to review the feasibility of the project and confirm the cost and funding structure.
- In the event the capital cost at the time of commencement of construction is budgeted to be less than \$60 million, these savings shall be shared as follows: The first 50 % of the total savings will accrue entirely to the LID thus reducing the LID assessment total and balance of the savings will be shared among the City of Boise, CCDC, and the LID in proportion to their respective funding shares and deducted accordingly from their contributions.
- The funding package shall include the following sources:

Federal Grant received by City of Boise:	\$40 million
LID (not to exceed):	\$10 million
City of Boise:	\$5 million
CCDC:	\$5 million

- The LID assessments shall be based on the methodology in Appendix 4.6 (The appendix will include the formula and reflect a residential factor of .66 (discount of 34%)).
- The benefit analysis for future phases of the Streetcar to be funded through an LID shall account for the assessments already imposed upon property owners within the Phase 1 LID if those property owners are subject to an assessment for future phases.
- The Operations Plan (*see Appendix 4.1*) as recommended by the Task Force will be fully funded by the City of Boise and the City shall indicate its intent to operate the streetcar through the term of LID funding. The City of Boise shall include the costs of operation in its annual budgetary process, subject to the then applicable statutes or funding opportunities. Prior to formation of the LID, the City Council shall identify the sources they intend to use to fund operations. Property owners that pay an assessment under the LID will not be required to make any direct payments in the future to cover the cost of operations in the form of fees, special assessments or by other means, although it is recognized property owners in the LID are levied for property taxes which will contribute to the City's general fund which is an anticipated source of operations funding.

Findings and Basis for Recommended Approach

Capital Budget

- The capital cost of Phase 1 (an east-west loop from Avenue “A” on the east to 15th Street on the west) of the Boise Streetcar has been estimated to be approximately \$60 million including a substantial contingency and assuming use of three modern streetcars. The capital cost estimate is based on the conceptual engineering completed by URS Corporation with estimated costs provided by URS and the construction estimating department of the Boise-based Washington Group. The estimate was driven by key assumptions regarding physical improvements for the trackway and traffic signals, an overhead electrical system, utility relocations and maintenance facility location and configuration. These assumptions are presented in detail in the URS Conceptual Design Report in the section entitled “Basis of Cost Estimate”. The capital cost estimate also includes a substantial contingency which the consulting team felt appropriate given the level of design.

Sharing of Cost Savings/Increases

- It is possible that the actual total cost of Phase 1 of the project will be less or more than \$60 million. The Capital Funding Work Group discussed both possibilities at some length and concluded the following:

First, there should be an on-going role for subset of the Task Force in the review of cost estimates, the selection of contractors and suppliers and other matters related to total cost of the project. This subgroup of the Task Force would be informed of and involved in the evolution of the project cost estimates.

Second, in the event the cost exceeds \$60 million, the subgroup shall convene the full Task Force and the funding strategy and feasibility of the project shall be reviewed by the group, with a new recommendation being forwarded to the Boise City Council. The Work Group reviewed a number of

alternative ways to handle a situation where the cost is less than \$60 million. The options discussed included:

Option A) The total savings that result will be shared among the City of Boise, CCDC, and the LID in proportion to their respective funding shares and deducted accordingly from their contributions.

Option B) The total savings that result will accrue to the LID. To the extent savings exceed the LID total of \$10 million; these savings will be shared by the City of Boise and CCDC.

Option C) The first 50% of the total savings will accrue to the LID and thus reduce the total LID assessment and the balance will be shared among the City of Boise, CCDC, and the LID in proportion to their respective funding shares and deducted accordingly from their contributions.

The Work Group took a formal vote on this matter and concluded by a vote of 7 – 1 that Option C was the best approach. The predominant viewpoint was that the savings should be shared with the public funding partners and that the private LID partners, some of whom are reluctant partners, should receive a higher proportion of the savings. The alternate viewpoint was that the public funding partners were the major drivers of the project and that their commitment should stay fixed regardless of the presence or lack of cost savings.

Potential Capital Funding Sources

In determining the possible funding sources for the project, the Task Forces’ Capital Funding Work Group reviewed funding strategies used in other streetcar cities as well as a list of 10 or more potential funding sources that might be available in Idaho (*see Appendix 4.2 for the full list*). At the outset of the feasibility study, the Task Force looked at a funding approach that relied entirely on local sources. After passage of the American Recovery and Reinvestment Act (federal stimulus funding) the opportunity to apply for the Transpor-

tation Investments Generating Economic Recovery (TIGER) discretionary grant was announced in Spring 2009. At this point, a federal grant became part of the funding approach discussed by the Task Force. The City of Boise applied for a \$40 million TIGER discretionary grant in September 2009 and by the end of January 2010 is expected to know if the grant will have been awarded.

Other potential local public sources include funding from the State of Idaho and Ada County. The City and CCDC presented the Downtown Streetcar project to the Ada County Board of Commissioners and they did not express financial or other support for the streetcar. A request for funding from the State of Idaho has been considered by the Task Force but a request of State funding was not made and is not part of these recommendations.

Capital Funding Participation

After reviewing all potential capital funding sources, the Task Forces’ Capital Funding Working Group determined the following as the most likely sources.

- Federal Grant
- City of Boise
- CCDC
- LID

As the project funding picture became clearer to the staff and the Task Force, all concluded that any project funding mix is likely to require a substantial federal funding share. Further, there would be limitations to the use of a LID as a funding tool. Based on these conclusions the consensus was to maximize the federal share and then allocate the non-federal remainder as follows: 25% City of

Figure 2.

<i>Funding Source</i>	<i>\$40 million federal contribution (TIGER)</i>
Federal	\$40 million
City	\$5 million
CCDC	\$5 million
LID	\$10 million
Total	\$60 million

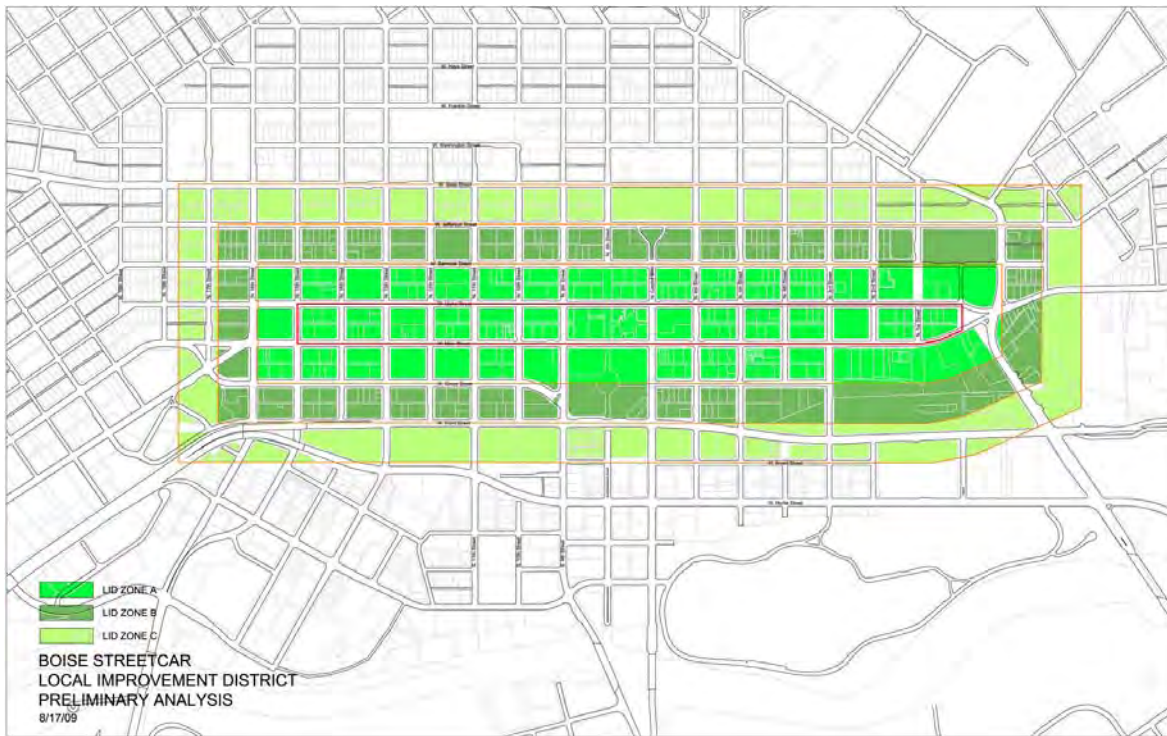
Boise; 25% CCDC; and 50 % LID. In the case of the \$60 million project with TIGER funding at \$40 million, the City share would be \$5 million, CCDC \$5 million and the LID \$10 million (see Figure 2).

Local Improvement District (LID)

Local Improvement Districts, or LIDs, may be created to finance public improvements in a defined area (district) that benefit property within the district. LIDs are created by the governing body of a municipality, which for cities is the city council. Improvements are financed by an assessment levied on property within the district. The amount of an individual assessment may be based upon a “benefits derived” analysis, which requires a correlation between the assessment and the actual benefit conferred. Assessments are due in full within thirty days from the date ordinance approving the same unless the city elects to make such unpaid assessments payable in installments and issue and sell registered warrants or installment bonds payable from such unpaid installments. The sale of such bonds does not require voter approval. Detailed procedures are set forth in Title 50, Chapter 17 of Idaho Code for operation of these districts. The City-CCDC streetcar team followed the steps below as they developed the approach to the LID and the Task Force provided feedback on the assumptions and methodology of the economic analysis, the LID assessment methodology, and the LID’s share of capital funding.

From a legal perspective, the Task Force examined the funding sources available by Idaho Statute and analyzed potential legal issues associated with the LID as a funding source. The legal analysis is provided in the analysis executive summary is located in the appendix to this report (as prepared by Hawley Troxell).

Identify a geographical area for the LID based on a reasonable expectation of how the streetcar investment benefits property. The LID geography is defined as an area within three blocks of the streetcar line (see Map 5). The three block measure is based on a) the distance people generally are willing to walk under most conditions to a streetcar station or from a station to a destina-



Map 5. Depicts the area for a local improvement district. The three block measure is based on a) the distance people generally are willing to walk under most conditions to a streetcar station or from a station to a destination, and b) documented experience in other cities that indicates that the streetcar systems’ primary impact on physical form and the inducement of building construction is within three blocks of the streetcar line.

tion, and b) documented experience in other cities that indicates that the streetcar systems’ primary impact on physical form and the inducement of building construction is within three blocks of the streetcar line. Ada County Assessor data for this geographic area was collected and used for the economic analysis and to develop an assessment methodology.

Conduct an economic analysis (Economic Benefit Assessment) to provide a rational basis for an assessment methodology and LID total. CCDC contracted with E.D. Hovee & Company L.L.C. to conduct the analysis, which is documented in the report, *Economic Benefit Assessment*. Several members of the Task Force raised questions regarding the validity of the study.

Develop an assessment methodology consistent with the legal analysis and economic benefits assessment. Various methodologies were reviewed by staff and the Task Force. The methodology is

described in Appendix 4.6. Key factors in the assessment methodology include:

- Includes three zones (A, B, and C) (see Map 5) and frontage assessment
- Includes all properties within district boundaries except those specifically exempted by Idaho law
- Assessment ratio varies by zone
 - Zone A-1 with Frontage on Streetcar – 100% plus a frontage assessment
 - Zone A-2 – 100% (all property within 1 block)
 - Zone B – 66.67% (all property more than one blocks but within two blocks)
 - Zone C – 33.33% (all property more than two blocks but within three blocks)

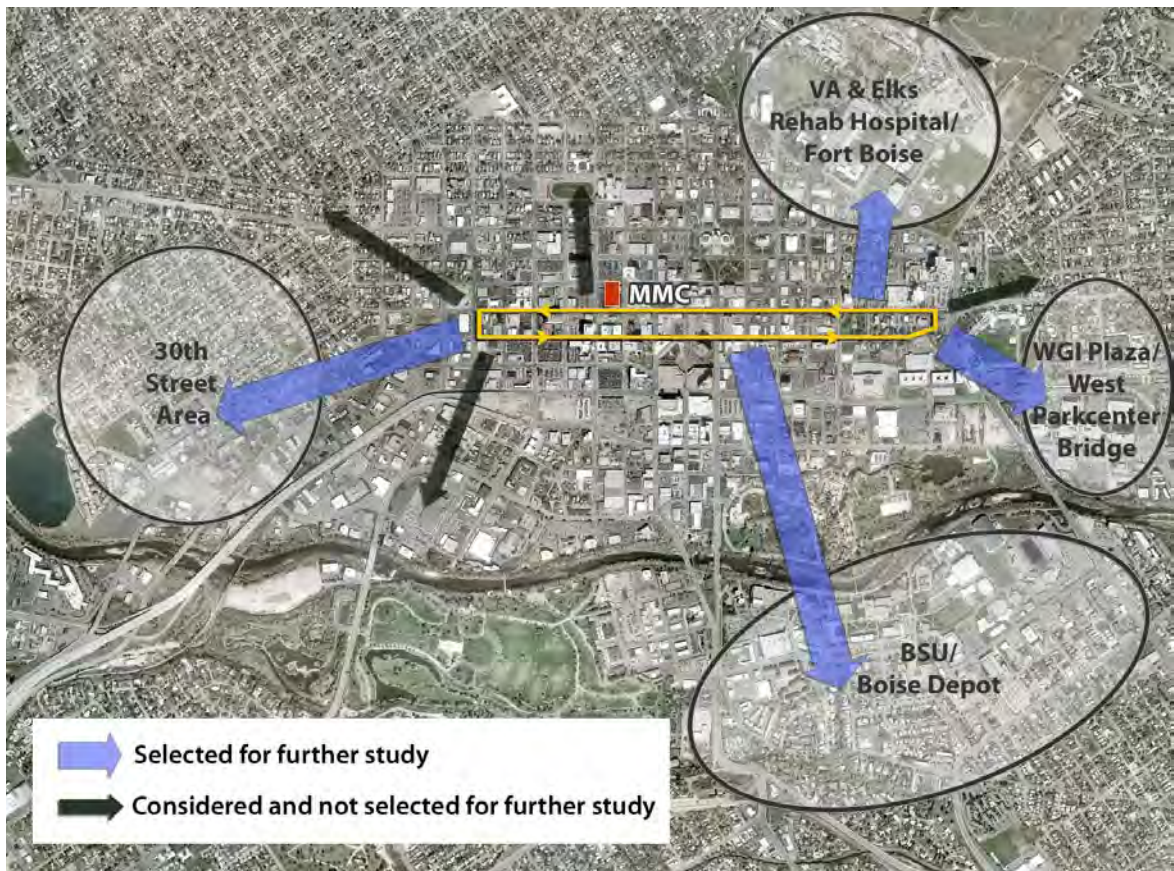
- Residential properties – pay 66% of basic assessment
- Publicly owned properties are not legally assessable
- Assessments combine and include the assessment on frontage, per lineal foot, and the assessment on land area, per square foot.
- Assessments will be calculated based on data provided by Ada County Assessor.

Based on this methodology, preliminary calculations for a \$10 million LID formed around the east-west loop are as shown below in Figure 3. These estimates are for one-time, lump sum assessments. For property owners choosing to pay for their assessment over time, the annual payments will be determined by dividing the lump-sum assessment by the term of the LID bonds (anticipated to be 20 years) plus interest.

Assessment Methodology	\$10 Million LID
Land Assessment	\$1.67 per square foot in Zone A ⁴
Frontage Assessment	\$20.00 per lineal foot for parcels fronting on the streetcar alignment

Figure 3. Illustrates the proposed LID Assessment Methodology using land and frontage assessments.

Using the above noted assessment methodology, assessment estimates were calculated for every tax parcel in the LID for the east-west loop. A review of several parcels in Zone A of the LID, represented a Floor Area Ratio (FAR)⁵ ranging from 2.0 to 5.0, indicating the amount of the twenty-year payment of the LID, when divided by the leasable floor area of the building, ranges from 2 cents to 8 cents per square foot. In the event the terms of office or retail leases are such that tenants would pay the full cost of the LID assessment, this



Map 6. This map depicts the East/West streetcar alignment with future phases identified by blue and black arrows.

calculation indicates tenants of these properties paying from 2 to 8 cents per square foot as part of the lease. According to the Colliers Year-End 2009 Real Estate Market Review, the average full service asking rent is \$17.33 per square foot for all

building classes in downtown and \$19.20 for class A office space. For rent of \$17.33 per square foot, the charge for the LID assessment represents less than 0.1 to 0.5 percent of the lease rate.

3.8 Findings and Recommendations for Future Phases

Recommendations

The Future Phases Work Group recommends the following with regard to the current Phase I alignment and future phases of the Boise Streetcar assuming the east-west loop is the first phase and both the capital and operations of the system are funded.

1. With the east-west loop as the first phase of the streetcar system, eight potential future phases have been identified for the Streetcar. Four of the eight potential future phases appear to warrant further consideration relative to their potential to serve an existing population of residents, workers, and other riders, stimulate redevelopment and economic development' and mitigate existing traffic congestion. The four that appear to have the greatest potential include:

- a. An alignment extending from the west end of the current phase 1 alignment to the 30th Street area;
- b. An alignment extending from the downtown core south toward the Boise State University Campus and the Boise Depot;
- c. An alignment extending from the east end of the current phase 1 alignment to the Washington Group International Plaza and the West ParkCenter Bridge area; and
- d. An alignment extending from the east half of the current phase 1 alignment to the area of the U.S. Federal Building, the Boise Veterans Administration Medical Center (Boise VAMC), and Fort Boise.

These four potential future phases are shown in Map 6. Of the four, an alignment extending from the downtown core south toward the Boise State University campus

and the Boise Depot is preferred as the next phase beyond phase 1.

2. An alignment that links the Downtown Core to Boise State University has much potential to serve an existing population of riders and enhance synergy between the BSU campus and Downtown. For these reasons, the City of Boise and CCDC should proceed with a technical evaluation of a north-south alignment connecting the downtown core to the BSU campus as the potential first phase of a Boise Streetcar system. The north-south alternatives subject to the current technical evaluation are conceptually illustrated in Map 6.

Findings and Basis for Recommendations

Evaluation of Future Phase Options

Throughout the Feasibility Study, and in discussions by the Task Force, it was learned that the value of the first phase of the streetcar is partly a function of how and where the second and later phases will be built. Therefore, the potential of future phases, and the cost of funding them, is relevant to the discussion of the first phase.

The Treasure Valley High Capacity Transit Study (TVHCTS) identified three potential future phases. As potential future phases are considered it is important to identify in general terms the geographic limits of a streetcar recognizing the streetcar serves a different purpose than a light rail or high speed bus mode. It is also important to

define the first potential extensions from the first phase as “primary future phases” and extensions that connect to, but extend beyond primary future phases as secondary and tertiary phases.

The Task Force began examining the issue of future phases by identifying eight (8) potential primary future phases. These are identified by destination from downtown and not by routes by which a streetcar would reach the destinations. The identified primary future phases are as follows:

1. Thirtieth and Main streets;
2. Boise State University;
3. Washington Group International Plaza, Park Boulevard, West ParkCenter Bridge;
4. Warm Springs Avenue;
5. Boise Veterans Administration Medical Center, Idaho Elks Rehabilitation Hospital, Fort Boise;
6. North End: link to Hyde Park Historic District or historic Harrison Boulevard;
7. State Street and North End: Alberts on’s Marketplace at 16th & State; and
8. River Street Neighborhood: 27th & Americana.

The choice of any of the above primary future phases has implications about potential secondary and tertiary future phases. The following criteria were used to evaluate the potential primary future phases:

- a) Economic development and redevelopment potential;
- b) Potential to serve an existing population of residents, workers, students, and others;

c) Potential to mitigate existing and anticipated traffic congestion; and

d) Presence of conditions affecting feasibility and cost.

In order to make judgments about potential future phases it is helpful if not necessary to collect current and projected population data (residents and workers) and traffic counts for streets likely to serve these areas. Resident and worker population data is available from COMPASS and is grouped by traffic analysis zone (TAZ). In some cases, TAZ’s do not provide the ideal geography for evaluating future phase options. In addition, a new census is being taken in 2010 with population data expected to be available by early 2011. Census data is grouped in geographic areas that differ from the TAZs. Like TAZs, census tracts and census block groups might not provide the ideal geographical boundaries for evaluating future phase options. Despite these limitations, the data that is available will allow for evaluation of future phase options based on resident and work population.

North-South Alternative

A technical evaluation of an alignment that links the downtown core to the Boise State University campus is underway. The evaluation will identify potentially critical obstacles to making such an alignment a realistic one. Based on the findings from the evaluation, a north-south alignment could be the first phase of a streetcar system. The choice of the north-south alignment as the first phase has implications for likely future phases. Those future phase options extending from the east end of the east-west loop will seem less desirable or achievable. Options that extend from the west end of the north-south alternative appear more likely.

End Notes

1 The Downtown Policy Advisory Committee (DPAC) is a body representing a spectrum of community interests. The DPAC was composed of elected officials and other representatives of the community who oversaw and provided direction to the Treasure Valley High Capacity Transit Study over a period of two years. They concluded their work by recommending a streetcar circulator over a bus circulator.

2 Ada County owns parcels in the draft local improvement district discussed for the east-west alignment. The Idaho LID statute does not allow assessments of publicly-owned land; however, entities owning public land may make a voluntary contribution toward project costs.

3 The assessment methodology relies on the Ada County Assessor's classification of residential and non-residential parcels. The Assessor classifies any parcel containing four or fewer residential units as "residential"; all other parcels are classified as commercial.

4 The current estimated assessment per square foot of land is based on 2009 Ada County Assessor data and, therefore, is subject to change in response to changes in assessor data. Because the assessment is predominantly land-based, any changes to the per square foot assessment are anticipated to be nominal.

5 Floor Area Ratio (FAR) equals gross floor area of building divided by total land area of site.

4.0 Appendices

4.1 Operations Plan

March, 2010

Introduction

The City of Boise (City) and the Capital City Development Corporation (CCDC) are cooperating in the development of a Boise Streetcar system. Phase 1 of the Boise Streetcar will consist of a 2.1 mile loop through downtown Boise. This transit operation has been the subject of multiple planning studies over the past decade. The feasibility of the project and development of an implementation strategy are the subject of ongoing analysis by consultants directed by CCDC staff. The purpose of this paper is to describe the operating plan for the Phase 1 project.

Ownership

The Boise Streetcar Phase 1 project facilities are to be designed, constructed and owned by the City of Boise. These facilities include embedded rail in downtown streets, overhead wires and associated poles and electrical components to supply traction power for the vehicles, a maintenance shop for vehicles, and streetcar vehicles.

Operating Responsibility

Idaho law (I.C.40-514) provides that regional public transportation authorities (RPTA) have exclusive jurisdiction over all public transportation services operated within the authority's service boundaries. This is not to say that an RPTA is required to operate all the services within the service area, but is to determine the best operations approach, or model for the services that are operating within their jurisdictional boundaries.

Valley Regional Transit (VRT) is the RPTA for Ada and Canyon counties in Southwest Idaho, including the City of Boise. VRT evaluated management approaches for the Boise Streetcar – Phase 1 project. Alternatives considered included:

- VRT operation
- City of Boise operation
- Operation through public/private partnership

It is anticipated the decision will be informed by a deliberative process to review alternatives, ex-

plore strengths and weaknesses of the alternatives based on experiences in other streetcar cities, and other factors.

Due to the fact that no dedicated funding source for transit operations exists in Idaho, the cost of operations will be borne by the City of Boise regardless of the management structure of the operation.

Operating Hours

The following operating hours are assumed:

Weekdays	7:00 AM - 10:00 PM
Saturdays	8:00 AM - 10:00 PM
Sundays	10:00 AM - 8:00 PM

Headways and Vehicles

Based on analysis of time required for a round trip performed by Kittleson and Associates, it would be possible to complete a round trip on the Phase 1 loop in approximately 20 minutes. This is based on an average travel speed of approximately 7 mph. Typically, streetcar operations would require some layover/recovery time at the end of each loop of the system.* Operators also require time for breaks from operations. As discussed later, it would be possible to operate 15 minute headway with two vehicles at non-peak times and 10 minute headways at peak times.

Operators

Assuming two vehicles and a round trip time of 20 minutes, the number of operators becomes the determining factor for headways. If a vehicle can move continuously (i.e., with very modest layover/recovery time and no breaks) 10 minute headways can be achieved. Therefore, during peak hours when 10 minute headways would be desired, the system would employ three operators

to operate two streetcars. Essentially, operators would get off and on streetcars to provide each other with breaks and the streetcar would be in continuous operation. During non peak times, operators would get more layover/recovery time and breaks and would be able to maintain 15 minute headways.

Per Hour Operating Costs

Streetcar operating cost per hour are generally 35%-50% higher than hourly operating costs for buses. According to VRT, hourly costs for bus service in their system is \$86 per hour. Applying the experience in other cities, the assumed operating cost for the Boise Streetcar – Phase 1 operation would be \$116 per revenue hour.

Annual Operating Costs

The following table summarizes the expected annual operating cost based on the assumptions outlined above. The budget that follows provides an estimate of how those costs would be allocated to various activities. Costs will be higher or lower depending on actual hours of service, operating arrangements with public and private entities, etc.

Boise Streetcar Phase 1 Project Operating Budget Estimate

Wages Salaries, Benefits	\$950,000
Professional Service	\$20,000
Materials and Supplies	\$175,000
Utilities	\$15,000
Causalty & Liability	\$25,000
Miscellaneous Expenses	\$10,000
Lease & Rentals	\$5,000
Total	\$1,200,000

*A “layover” is a place where the streetcar has a scheduled “break” from service of about 10-15 minutes. A scheduled “recovery” is done for the purpose of making up time on the transit schedule by shortening the layover. One way is when the streetcar arrives at the layover place late and recover schedule by shortening the layover. Some streetcar systems have the ability to turn streetcars around at various points to shorten their route and thereby fill a schedule gap.

Boise Streetcar Phase 1 Project
Operating Plan and Annual Cost

Day	Operating Hours	Hours/wk	Vehicles	Headways	Operators	Operator Hours	Description
M-F	7:00a – 10:00a	15	2	15 min.	2	30	Two vehicles operate with approx 5 minutes breaks at layover point, or time as needed to maintain spacing.
M-F	10:00a – 6:00p	40	2	10 min	3	120	Two vehicles in motion with no layover. Operators move between vehicles to maintain schedule
M-F	6:00p – 10:00p	20	2	15 min.	2	40	Two vehicles operate with approx 5 minutes breaks at layover point, or time as needed to maintain spacing.
Sat.	8:00a – 12:00p	4	2	15 min.	2	8	Two vehicles operate with approx 5 minutes breaks at layover point, or time as needed to maintain spacing.
Sat.	12:00p – 6:00p	6	2	10 min	3	18	Two vehicles in motion with no layover. Operators move between vehicles to maintain schedule
Sat	6:00p – 10:00p	4	2	15 min.	2	8	Two vehicles operate with approx 5 minutes breaks at layover point, or time as needed to maintain spacing.
Sun	10:00a – 8:00p	10	2	15 min.	2	20	Two vehicles operate with approx 5 minutes breaks at layover point, or time as needed to maintain spacing.
TOTAL		99				244	

	\$/Hr.	\$ 116	
Annual	10,296	Hours	\$ 1,194,336

4.2 Boise Streetcar Legal Revenue Sources of Capital Funding

September 23, 2009

Capital Cost Estimate: \$60 Million

- General Obligation Bond Issue
- Federal Appropriation
- State Funding Appropriation
- County Participation
- Convention Center Participation
- Boise City Participation
- CCDC Participation
- LID (Local Improvement District)
- MMC (Multimodal Center) FTA Funding Reallocation
- On Street Parking Increment
- Airport Funding
- Utility Cost Share
- Public/Private Partnership

4.3 LID Stakeholder Engagement

February 12, 2010

Overview

Task Force deliberations in the first six months of 2009 resulted in preliminary decisions that had the potential to impact more than 1,500 downtown property owners, business owners, tenants and residential owners within the proposed Local Improvement District (LID) — a three block radius surrounding the streetcar route.

As a result, the Task Force decided it was essential to invite those stakeholders within a potential LID to weigh in on the issue and provide critical input as the Task Force moved toward final decision-making and adoption of recommendations.

Early in the process, staff and consultants conducted a mini listening tour to assess the stakeholder group's key questions and concerns. Communication and outreach efforts were designed in response to the most frequently asked questions from these conversations. All communication

outreach provided opportunities to get questions answered or provide input into the process.

Following this initial inventory, the Public Information Work Group was formed to provide staff guidance on specific outreach activities and report back to the Task Force on what was being learned. The work group consisted of Task Force members Trudy Anderson, Jeff Jackson, Gary Michael, Joey Perry, Phil Reberger Kâren Sander, Mike Shirley, and Mike Wilson. They met three times: September 16, October 29 and December 10, in addition to individual phone conversations and e-mail exchanges.

As a result of this outreach effort, staff and consultants provided streetcar information to all stakeholders in the proposed LID, and additionally met, spoke with or presented to hundreds who accepted invitations to get more information, get their ques-

tions answered, or provide feedback.

As the process rolled out, the nature of the questions became more consistent, the feedback clustering along several lines. So, what was learned through this engagement and listening process?

Key Findings

#1: Public transportation is important to people.

Initially, there was low awareness for how the streetcar fit into a broader regional transportation system. As the stakeholder groups became more aware of how the streetcar integrated with the proposed multimodal center and western corridor linkages, a strong desire to engage in regional transportation planning conversations began to grow. As part of these discussions, stakeholders expressed a desire to see information related to the pros/cons of a more robust regional transit system, even alternatives to the streetcar. An encouraging result was a general desire to address transportation funding challenges, even those that included legislative engagement around local option taxes.

#2: Uncertainty about ridership.

There was a fair amount of dissent about who would ride the streetcar despite the URS ridership survey that suggested strong downtown rider draw. Many suggested that they personally wouldn't ride it; however, this uncertainty spurred healthy discussions around route alternatives perceived as better able to draw riders. Over time, there was notable preference for a north/south alignment connecting to Boise State University, the train depot and the airport.

Phasing discussions questioned the "last mile first" approach, suggesting instead an "outward-in" build (i.e., light or commuter rail and transit corridors) so as to capture built-in commuter traffic from Canyon County and beyond that flows into downtown Boise. Many also suggested remote parking along the western route so as to capture the solo driving commuters and offer them a chance to hop on at the perimeter.

#3: Streetcar as an economic development benefit unclear.

There was little expressed connection or belief that the streetcar would serve as a catalyst for economic development despite an economic benefits study that suggested its strong potential impact. Overall, those who owned property were more inclined to perceive the streetcar to be of long-term economic benefit than those who perceived themselves to be simply financing a project (i.e., possible rent pass-through) with no perceived tangible return on investment (ROI).

#4: Public's appetite for involvement is high.

The Task Force did not anticipate the public's strong desire to be involved in elements of the feasibility study. While several years of prior studies had included significant public engagement, by the time the feasibility study was handed off to the Task Force the public had participated in the decision-making process at several points along the way.

In response to the public's desire to be more involved, the City initiated opportunities for the public to be involved in the process. City staff held two open houses (October 1 and December 3, 2009), spoke to community groups, and worked with the media to educate and inform the public about the benefits of the project. A Citizen's Advisory Committee was formed to provide feedback to the Task Force. The City also upgraded its original streetcar blog to be a more detailed and interactive Web site where the public could go for additional information (www.boisestreetcar.org).

#5: Cost/equity concerns.

Four cost issues surfaced fairly consistently. First, several people said they thought it would be better to spend the \$60 million on things like increased bus service, or just not take the federal money at all. Second, many of the tenants/business owners volunteered that they had not had conversations with their building owners about the assessment; their questions suggesting a high degree of concern

about the price tag. Third mentioned was the ability of the City to provide the operating costs, and whether this would eventually be converted into a tax on downtown property/business owners. And, fourth, what would happen to the project if federal stimulus grant funding didn't come through – would the financial burden be shifted to the taxpayers or the property owners?

From an equity perspective, there was a fair amount of feedback from property owners about how the assessment was calculated. For example: bare land vs. developed land, total square footage of a building vs. its footprint. Similar discussions continued with a small number of residential property owners who argued that the formula for commercial property should not be applied equally to residential property.

#6: Political challenges proved difficult to overcome.

Early on, segments of the stakeholder groups expressed skepticism about the feasibility study process, suggesting it was more a political opportunity than a legitimate response to a true community need. This view was sometimes negated or changed with additional information or the opportunity to get questions answered. The media took an active role in the conversation, elevating the issue and drawing broader public attention not ordinarily anticipated for a feasibility study of this nature. The politicization of the process often served as a distraction to rational public dialogue, and it is unclear to what degree this may have negatively impacted stakeholder engagement or response to the project.

Conclusion

Given what was learned, it would be difficult to suggest that there is broad LID stakeholder consensus for the streetcar project as currently scoped.

However, the questions, feedback and comments indicate a healthy interest in regional public transportation discussions, including a downtown streetcar that incorporates ready-made feeders

(i.e., western Treasure Valley and Boise State University). Conversations are already beginning to emerge that envision public transportation as a central contributor to much-needed economic development and other high-value job creation activity in downtown Boise.

It is conceivable that this heightened level of interest could serve as a catalyst for broader community conversations around alternate transportation and economic development strategies that strengthen downtown and the region as a whole. Ultimately, this process helped raise awareness of some very key issues and energized stakeholder engagement in broader conversations of community and regional benefit not heretofore realized. Moving forward, there appears to be significant interest in continuing opportunities for public involvement and input into these discussions, as well.

LID Stakeholder Engagement Approach

Following is an outline of the stakeholder engagement process and activities.

#1: Listening & Understanding

- Conducted nearly 50 phone conversations, one-on-one visits and small group meetings with major downtown property owners (many more than once) and business owners to gauge a baseline understanding of the project and identify key questions before developing outreach materials. From this process we also gained insight into the feedback mechanisms that would appeal to the differing stakeholder groups.
- Formed the Public Information Work Group of Task Force members to offer additional insight and guidance. This group was critical at every step of the way from reviewing plans and materials to providing feedback from what they were hearing to helping assess next steps and key findings.

#2: Materials Development & Outreach

- Developed a streetcar information packet for the media.

- In early March, sent an update letter to downtown property owners and business tenants.
- In September, developed and provided a 6-page streetcar information piece to 1,500+ downtown property owners, tenants, business owners and residents; invited them to call CCDC with questions, e-mail questions or feedback, attend a small group meeting or host a “house party.”
- Developed an information Web site (www.ccdcboise.com/streetcar) with all Task Force reports, minutes, studies and work group activities, publicized to downtown stakeholders. Between the September 26 launch and December 31, 2009, the site received 526 unique visitors.
- Downtown Boise Association (DBA) sent quarterly e-mail updates to their members asking them if they had questions or needed more information.
- City and CCDC staff developed an informational presentation and delivered it to 15 community groups, per their invitation.
 - *April 15: Valley Regional Transit Board*
 - *June 18: Building Owners & Managers Association (BOMA)*
 - *July 21: Downtown Boise Association Board*
 - *August 19: Boise Metro Chamber of Commerce*
 - *October 14: BizNet*
 - *October 16: Boise Exchange Club*
 - *October 28: Boise Southwest Rotary Club*
 - *November 6: Boise State University*
 - *November 9: Borah Neighborhood Association*
 - *November 10: Downtown Boise Association, Retail Forum*
 - *November 20: Sustainable Building Advisor Course*
 - *November 30: BSU Facilities Planning Council*
- *December 8: Urban Lunch*
- *December 15: Downtown Neighborhood Association Board*
- *January 11: Hillcrest Neighborhood Association*
- Presented to nearly 100 downtown business owners, property owners and tenants in 15 small group meetings. More than 300 were invited to participate.
- City of Boise and CCDC conducted 2 open houses for the public: October 1 and December 3 attracting over 800 visitors and 300 written comments.
- City of Boise and CCDC worked with the media to educate the public and clarify miscommunication and misunderstandings.
- City of Boise updated its Web page (www.boisestreetcar.org).

#3: Course-Correction, Evaluation & Conclusions

At each point in the process, it was important to assess the effectiveness of the outreach, and to course-correct when necessary. Of paramount importance was to ensure affected stakeholders had the information they needed, got their questions answered promptly and were provided several mechanisms to offer feedback.

The initial outreach included listening to a broad sample of stakeholders, working with them individually to understand where they “were at” with the project and assess a baseline for outreach and communication. It was important that what was developed responded to what they wanted to know, was provided in a useable format and offered multiple avenues for input.

As a result staff developed a comprehensive information piece and companion Web site. A cover letter accompanied the mailing, inviting readers to call with questions, set up personal or group meetings, visit the website for more information, or e-mail feedback. The response

was negligible, which was confounding given the high level of public debate. In consultation with the Public Information Work Group, it was decided that the initial outreach did not achieve the Task Force's desired level of input. As such, Phase II was developed that included reaching out to more than 20 large commercial property owners along the main route and asking if they would be willing to host information sessions for their tenants. More than 300 were invited to participate in 15 scheduled meetings; about 100 (or 1/3) participated.

Following the final outreach activity, the Public Information Work Group re-convened to assess the feedback from the ensuing six months. The questions and feedback are together summarized in the Key Findings above. As part of this deliberation, the Work Group felt the findings provided a comprehensive understanding of the issues and perspectives, and that further stakeholder outreach and expenditure of time and resources was unnecessary.

4.4 Boise Streetcar Governance and Management; Streetcar Commission Model

January 20, 2010

Background

In September and October 2009, Valley Regional Transit (VRT) initiated an analysis of potential service delivery models for the operation of a streetcar system in downtown Boise. The analysis was initiated by the VRT Ways and Means Committee. The purpose of this technical memo is to address the interest of the businesses/stakeholders in downtown to have a voice in the decision-making process. This is critically important to those property owner and business interests if they are to be funding partners through the proposed Local Improvement District (LID).

Results of a streetcar system management peer analysis and research on a variety of governance and management scenarios led to the conclusion that the governance of a Boise streetcar system has far too many unique variables that need to be ad-

ressed in the establishment of a governance and management model. As a result, staff outlined a “cafeteria” approach in the first technical memo (Attachment 1). The cafeteria approach recognizes the need to look at each governing agency’s strengths and weaknesses. It provides the flexibility to adapt the governance model as needed to address the necessary cooperative arrangements that need to be made across jurisdictions.

The Streetcar Task Force Work Group on Operations and Vehicle Technology and the Valley Regional Transit Ways and Means Committee offered the following conclusions:

1. The governance entity should be either Valley Regional Transit or the City of Boise;

2. The need for inter-jurisdictional coordination is critical given the overlapping jurisdictions within the streetcar service area;
3. There needs to be a mechanism for including stakeholder input into the decision-making process; and
4. The operations of the system would best be served under a private management model with the governance entity having the responsibility of oversight.

The Work Group and the Way and Means Committee recommended further analysis on using a “commission” or “advisory board” as a way to increase the input of stakeholders into the decision-making process. Several Boise City Board and Commissions were examined and elements of many of them have been incorporated into the recommended structure described in this technical memo.

Transit Policy History

Boise City was the governing body for the transit services operated within the Boise City limits between 1973 and 2000. The transit operation was managed by a firm specializing in transit management through a private subsidiary corporation. In 2000 the City of Boise transferred the ownership and operation of the Boise City transit operations to Valley Regional Transit.

Between 1973 and 2002 policy-level decisions were vetted through the Mayor’s Transit Advisory Committee (MTAC). The MTAC was composed of seven members of the community under the leadership of a chairman. The chairman was selected by the Mayor of Boise. The contract management personnel were responsible to provide staff and technical support for the MTAC for the committee’s activities and meetings.

The MTAC met monthly. They provided input to the professional management staff on a variety of operational and policy issues including budget, fares, and service levels. They also reviewed performance measures and made recommendation on changes to the system operations based on performance. The MTAC hosted public meetings on service and fare changes and provided recommendations on budget, fares, and service levels to the Boise City Council.

The City Council acting as the policy-board for transit issues in the city were responsible to take the input from the MTAC and make the final decisions on fares, system planning, budget and all other policies. The MTAC presented the findings of public input on fare proposals, route structure and service changes to the Council. The Council always had the option to accept the recommendations, or determine a different conclusion. Both groups benefited from the technical expertise of the professional transit management responsible for operating the system.

Boise City Boards and Commissions

A review of Boise City Boards and Commissions demonstrates a variety of approaches and levels of authority and opportunities for advisory input into the decision-making process. Even within Boise City government there is variability in terms of the roles of the different commissions and boards advising and providing input into the decision-making process of the city’s operating departments.

For the purpose of this review the following boards and commissions were the most informative in terms of a model for a possible streetcar commission:

- Airport Commission (7 members)
- Arts and History Commission (11 members)
- Library Board (5 members)
- Board of Parks and Recreation Commission (9 members)
- Public Works Commission (7 members)

The above examples differ in the size of the groups. They also vary in terms of the level of decision-making authority. The Library Board and the Airport Commission represent examples of volunteer groups having some authority over the administration of their respective departments including authority to allow for specific expenditures within the departments. The other end of the decision-making spectrum would be the Public Works Commission and the Board of Parks and Recreation Commission which appear to be primarily advisory who provide input into the decision-making process. The terms of the members are typically five years with appointments being

made by the City Council. In all cases, the boards are staffed by the department professional staff and City Council members serve as liaisons.

Streetcar Commission Proposal

The following represents the membership and authority of the proposed Streetcar Commission:

- Nine-member commission that reports directly to the local governing body
- The membership would total nine members:
 - Three members from property owners in the LID;
 - Two community members at-large;
 - Two policy-makers from either VRT or Boise City, whichever is not the designated governing body for the streetcar system;
 - One member from CCDC; and
 - One chairman appointed by the governing body.
- Members would apply to the governing body and be appointed by resolution to five-year staggered terms.
- Commission activities would be staffed by the regional transit authority with the participation from the system's professional management staff.
- Commission members would be responsible for:
 - Establishing benchmarks and reviewing performance data, financial reports, and operations reports for the system.
 - Semiannually, reporting findings regarding activity against benchmarks to the local governing body, including recommended changes in operations, schedule, etc.
 - Reviewing annual budget requests and providing recommendations regarding budget levels to the local governing body.
 - Recommending operating plans and policies, fare and sponsorship policies and capital investments in the system.
 - Establishing a dedicated fund for street

car promotion and operations based on sponsorships and advertising on vehicles and streetcar stops and similar promotional activities.

- Conducting public meetings and hearings with system stakeholders and the general public on service levels, fare and sponsorship policies, budget and other policy-level issues being considered by management and the governing entity
 - Actively participating in development and implementation of system expansion plans, capital funding strategies and all matters related to maintenance and growth of the streetcar system.
- Commission would meet monthly at a minimum and more often as needed
 - All commission activities would be subject to Idaho Open Meeting law requirements and activities of the commission would be provided monthly to the governing entity

A commission dedicated to the Streetcar function could provide a useful and necessary linkage between key stakeholders in the system as well as the general public and the governing entity. The nine-member group is an adequate size to allow for a variety of interests and expertise among the members. The expectation is the commission will oversee public input and be the interface between the general public and stakeholders in the decision-making process. The recommendations would be forwarded to the governing entity. The local governing body would make the final decisions on all policy-level decisions.

Next Steps

The next step in the evaluation process for the Streetcar governance and management analysis is to evaluate whether the City of Boise or Valley Regional Transit will act as the governing body for the Streetcar system. The Commission concept was proposed in such a way that it could be incorporated into either organization's governance structure as that issue was determined.

Attachment

Streetcar Service Delivery Analysis Technical Memo

Streetcar Service Delivery Analysis Technical Memo

Background

In September and October 2009, VRT initiated an analysis of potential service delivery models for the operation of a streetcar system in downtown Boise. The analysis was initiated by the VRT Ways and Means Committee. Staff utilized the Streetcar Operations/Service Delivery Model Decision-making Approach and Timeline (Attachment 4.4) as guidance for the analysis.

Goals and Criteria for Selecting a Service Delivery Model

Selection of a service delivery model will be based on the following goals and criteria:

1. Effectiveness of delivery; service quality
 - a. Responsiveness to operating needs, etc.
 - b. Reliability and consistency
2. Cost of delivering the service (per hour/ per mile)
3. Affect on Capital Cost (Design, Build, Operate and Maintain)

Peer System Analysis

VRT staff conducted phone interviews with operators of existing streetcar systems during the months of September and October. A more detailed report of the outcome of the interviews is attached to this report as Attachment 2.

The downtown coordinating team reviewed the results from the phone interview at a meeting held October 6. The downtown coordinating team determined that the interviews were inconclusive for informing a model that would be most beneficial to a downtown Boise Streetcar system. It was informative however to look at how the systems operated and how the operating decisions were considered. The lack of a clear direction is primarily due to the unique governance and funding structure that exists in the Boise region for public transportation.

The coordinating team suggested developing scenarios through a “cafeteria” approach. The categories of options are divided into two categories:

Governance and Management. Each governance model has legitimate benefits and challenges. The key is effective inter-jurisdictional coordination. Under each model for governance are a brief outline of benefits and challenges and a list of inter-jurisdictional agreements. The management category is a description of the type of management options available.

The cafeteria approach allows decision-makers to select a number of combinations of scenarios that can be brought forward for further evaluation.

Governance Options

Regional Public Transportation Authority

Description

Valley Regional Transit (VRT) acts as the governing board for the streetcar system. Under this option all policies governing fares, hours of operation, and inter-jurisdictional coordination would be handled under the Valley Regional Transit Board.

Coordination

VRT would be directly responsible for coordination of the system with other regional services, budget and finance administration, grant administration, and oversight of the system operations. Inter-jurisdictional agreements would have to be secured with the following agencies:

- City of Boise/CCDC – Funding, facility maintenance, and system performance and quality
- ACHD – ROW issues

Benefits

- Supports public purpose of RPTAs as envisioned in the enabling statute and citizen vote
- Administrative infrastructure already exists at VRT
- Would not require any duplication of resources in other jurisdictions

- Allows for the maximum coordination with other regional public transportation services leading to a more seamless experience on the part of consumers

Challenges

- Governance is held by a regional board in which the primary funders of the system are a minority vote

City

Description

City of Boise would be directly responsible for the governance of the streetcar system through the decision-making process under the City Council. The City Council would establish budget, fare policies, and operating policies. The City would also administer all the contracts under the service.

Coordination

Coordination would be achieved through inter-agency agreements as follows:

- VRT – Permitting operation and coordination w/ regional services
- CCDC – Cost sharing, infrastructure and maintenance issues w/in CCDC boundaries
- ACHD – ROW issues

Benefits

- Funding agency has a direct role in the establishment of service/performance standards and policies as they pertain to the operation of the streetcar
- Governing agency is more closely accountable to the citizens that are funding the system

Challenges

- Possible duplication of administrative and operations staff between city and authority
- Coordination with the regional system

- Need for departmental management and operational capacity to directly oversee and run streetcar system

Private not-for-profit Corporation

Description

Establish a private not-for-profit corporation responsible for setting operations policies and performance standards for the streetcar system. The not-for-profit board would be composed of key stakeholders in the system such as public officials/urban renewal officials and business leaders and citizens within the Local Improvement District (LID) that are responsible for sharing in the cost for the building and operating the services. (Note: LID is not eligible operation source of funding; capital construction only).

Coordination

- City of Boise/CCDC – Funding support, facilities maintenance and service performance measure
- ACHD – ROW issues and possible maintenance of infrastructure
- VRT – Agreement permitting the operation of the streetcar, grant support, coordination of service and fare policies

Benefits

- Board would most broadly represent the stakeholders responsible for funding the system

Challenges

- Creates the maximum amount of administrative duplication and cost
- Additional layer of administration is more complex and difficult for the public to understand
- Decentralizes public transportation policy and coordination requiring more effort to as-

sure a seamless system for the public

- Need for departmental management and operational capacity to directly oversee and run streetcar system

Management Approaches

Contract Management where the contractor is the employer and operates the services for an hourly reimbursement for each hour of revenue service provided. Under this model the risk is born by the contractor and the profit is built into the hourly reimbursement. The contractor is the employer and responsible for all aspects of the employment relationship. They can also own the equipment and are responsible for all aspects of system operations and maintenance.

Management Services Contract/Subsidiary Corporation is where a professional transit management firm provides a general manager to manage the day-to-day functions of the operations. Under this scenario the governing authority pays a flat management fee for the services. All expenses are reimbursed on a pass-through basis to the subsidiary corporation. The employees are typically private employees under the contractor's subsidiary corporation. When the management firm, through its subsidiary, is the employer, they are responsible for all aspects of the employment relationship including hiring, terminations, and labor relations. The governing organization owns all the equipment and provides it to the management firm through the professional services agreement. The firm personnel and subsidiary employees are responsible to maintain and operate the equipment. Because all operating costs are passed-through the governing authority bears the majority of the financial risk.

Public is where a public jurisdiction operates the system directly including the management of personnel and the labor relations. All the budget and financial costs are the responsibility of the public sector organization.

Next Steps

- Streetcar work group and VRT Ways and Means Committee review the analysis and

determine scenarios they want to go forward in the evaluation

- Determine criteria for evaluating best alternative
- Complete research and legal analysis of the scenarios
- Complete draft report for consideration by decision-makers in November and December

Attachments

Streetcar Operations/Service Delivery Model Decision-making Approach and Timeline

Attachment: Streetcar Operations/Service Delivery Model

Decision-making Approach and Timeline

Background

The enabling statute for regional public transportation authorities as set out in Idaho Code (Title 40, Chapter 21) establishes “exclusive jurisdiction” over all public transportation services operated within the authority’s service boundaries. This is not to say that an RPTA is required to operate all the services within the service area, but is to determine the best operations approach, or model for the services that are operating within their jurisdictional boundaries.

Valley Regional Transit (VRT) Board is committed to thoughtful and rational management of the region’s public transportation mobility assets. The region may be served by a variety of operating approaches, each determined by the unique needs of particular modes and locations within the service area. The service delivery model must provide for the range of current and future services and is evaluated on a case-by-case basis.

The 2005 Downtown Boise Mobility Study envisioned a downtown streetcar. The City of Boise and CCDC are currently engaged in a feasibility study to determine whether a rail-based streetcar circulator system is beneficial and viable in downtown Boise. Valley Regional Transit is work-

ing closely with staff from CCDC and the City of Boise to determine the appropriate role for VRT in this important local and regional transportation asset.

Purpose Statement

The current project will develop a decision-making process to determine the best value operations or service delivery model for a downtown Boise streetcar circulator system.

Organizational Approach

Valley Regional Transit adopted a board and committee structure in the 2008 Strategic Plan. Policy decisions are analyzed and evaluated at the committee level. Each committee is responsible for particular elements of the strategic plan.

Large infrastructure projects are under the policy oversight of the Ways and Means Committee. The Ways and Means committee will guide staff on the development of organizational criteria, assigning relative weight to the criteria categories, reviewing the options based on the analysis of criteria, and making a “best value” recommendation to the board on the most appropriate service delivery model.

Policy and Technical Evaluation

- Establish the operating/service deliver models to be evaluated for the Boise streetcar system
- Develop a list of evaluation criteria and weights for each criterion
- Gather data on the evaluation criteria through a combination of phone interviews and site visits and of existing streetcar operations in the United States

4.5 Streetcar Vehicle Operating Characteristics

March 2010

I. Vehicle

1. Vehicle Options – URS Corp. provided the Downtown Policy Advisory Committee (DPAC) with a technical memorandum that outlined the different approaches to deciding the appropriate fixed guideway streetcar vehicles. A wide range of vehicles are available (see various selection criteria in Table 1). Each type of streetcar has its own set of characteristics, pros and cons. DPAC did not specifically recommend a preferred type

of vehicle. The Streetcar Task Forces' Vehicle Selection and Operations Work Group considered the various type and configuration of streetcar vehicles. Ultimately the work group recommended the modern streetcar.

Table 1 provides a summary of streetcar vehicle characteristics provided to the Task Forces' Vehicle Selection and Operations Work Group.

Table 1.
Summary of Vehicle Selection Criteria

Selection Criteria	Vintage Trolley		PCC	Modern
	Rehabilitated	Replica		
Core Concept	Heritage	Heritage	Classic	Modern
Availability	Limited	Somewhat Limited	Somewhat Limited	Moderate
Fleet Similarity	Low	High	Moderate	High
Size				
Width	Typical 8 feet	Typical 8 feet	Typical 8-9 feet	Typical 8-9 feet
Length	Typical 40-45 feet	Typical 40-45 feet	Typical 50 feet	60-120+ feet
Performance	Modest	Modest	Modest	Good
Configuration*	SS/SE and DS/DE	SS/SE and DS/DE	SS/SE and DS/DE	SS/SE and DS/DE
Electrical Coupling	No	No	Yes	Yes
Accessibility	Very difficult	Good	Very difficult	Very Good
Passenger Comfort				
HVAC	Unlikely	Possible	Unlikely	Yes
Noise	Loud	Somewhat Loud	Somewhat Loud	Quiet
Ride Quality	Lacking	Moderate	Moderate	Good
Buy America	Yes	Yes	Yes	Yes
Cost	\$0.5M to \$1.5M	\$0.5M to \$1.5M	\$0.5M to \$1.5M	\$1.5M to \$3.5M
Maintenance Needs	Very High	High	Very High	Average
*Configuration types include single-sided, single entry and double-sided, double entry Source: Table 5, Summary of Vehicle Selection Criteria - Downtown Boise Circulator Mode Assessment Technical Memorandum, August 2008, p. 21				

Screening factors considered by the work group included:

- **Aesthetics** – The work group expressed a preference for the modern streetcar because it offered a modern image that provides a contemporary transportation solution. The work group took into consideration the 3:1 cost differential between the modern streetcar and the vintage streetcar, which has more tourist appeal.

- **Size, Scale and Capacity** – The work group noted that the modern streetcar has a larger passenger capacity than does the vintage streetcar although size of vehicles is adaptable based on specific requirements.

- **Configuration** – The work group expressed a preference for vehicles that are double-sided, double-ended meaning that they were more flexible from an operational viewpoint. For the purposes of Phase One

it was assumed that the streetcar vehicles would operate singly and in the future would be capable of multiple unit configurations.

- **Accessibility** – Both the work group and the Citizen Advisory Committee weighed in on the accessibility issue as being an important factor in terms of accessibility for mobility-impaired patrons. The modern streetcar has a low floor and a small, automatic bridging device that allows for easy access for wheelchairs and strollers that is fully compliant with Americans with Disabilities Act (ADA) requirements. SOJ's project management consultant provided the work group with information about this feature as it relates to Portland and Seattle's experience. Cece Gassner, staffer from Mayor Bieter's Economic Development Office reported on a trip to Little Rock in July 2009. Little Rock uses replica vehicles which require an on-board lift to provide wheelchair accessibility.

- **Passenger comfort** – Streetcar vehicles use a heating, ventilation and air condition system for passenger comfort. Given Boise's relatively hot summers the work group expressed support for providing air conditioned streetcar vehicles.

- **Buy America Provision** - SOJ's project manager provided details to the Task Force as well as the appropriate work group about the Buy America requirements, which stipulates that whenever local agencies use Federal funds to purchase transit vehicles they must purchase sixty percent (60%) of the vehicle components from the United States and that final assembly of the vehicles must occur in the U.S. If a manufacturer is unable to meet the content and assembly requirements a waiver from the federal regulations is possible. CCDC Staff noted that a U.S. manufacturer of replica vehicles is based in Ida Grove, Iowa (GOMACO). Bombardier and Siemens also provide cars to U.S. systems using joint venture ___ that meet Buy America requirements.

- **Cost** – A very rough guideline is that restored or replica vintage streetcars cost between \$0.5M to \$1.0M, depending upon the extent of restoration. Modern streetcars roughly cost \$1.5M to \$3.5M depending on the technical specifications. The cost estimate developed by URS Corporation for the conceptual design estimated the purchase of three modern streetcar vehicles to be approximately \$9.0M (3 modern vehicles x \$3.0M per vehicle).

Summary of Candidate Vehicles

- a. **Vintage** – Boise's earliest experience with streetcars from 1898-1928 included the use of some of the first electrically powered streetcars in the U.S. During this time period Boise had three privately funded and operational streetcar systems. At one time the Idaho Traction Company operated the Boise Valley Loop which connected Boise with the communities of Star, Middleton, Nampa, Caldwell and Meridian. Vintage streetcar systems are currently in use by cities such as Memphis, Tennessee, San Francisco, California and Kenosha, Wisconsin.

- b. **Replica** – Replica streetcars are new vehicles built to old designs and are active in downtowns such as Tampa, Florida, Little Rock, Arkansas, and Charlotte, North Carolina. A delegation from Boise visited Little Rock's replica streetcar system in summer 2009.

- c. **Modern** – Portland, Oregon's modern streetcar system is considered a model for the modern streetcar systems that have been successfully replicated in cities such as Seattle and Tacoma, Washington. Dozens of other cities such as Washington, D.C., Miami, Florida, Ft. Worth, Texas, and Atlanta, Georgia are planning modern streetcars.

4.6 Downtown Boise Streetcar Project Local Improvement District Assessment Methodology East-West Loop

March 2010

- Local Improvement District (LID) to be formed by Boise City Council to provide capital funding for Boise Streetcar project
- Covers area shown on LID Zone map
- Includes three zones (A, B, and C) (see LID zone map) and frontage assessment
- Includes all properties within district boundaries except those specifically exempted by Idaho law
- Assessment ratio varies by zone
 - o Zones:
 - Zone A with Frontage – 100% plus frontage assessment
 - Zone A with no frontage – 100%
 - Zone B – 66.67% (all property more than one block but within two blocks of alignment)
 - Zone C – 33.33% (all property more than two blocks but within three blocks of alignment)
- Commercial properties and bare land – pay 100% of basic assessment
- Residential properties (as defined by Ada County Assessor) – 66.67 % of basic assessment
- Property Tax Exempt/Non-profit Properties : pay 100% of basic assessment
- Utilities: pay 100% of basic assessment
- Publicly owned properties are not legally assessable
- Assessment amount will be combined assessment including assessment of frontage foot plus land area assessment based on zone.
- Assessments will be calculated based on information provided by the Ada County Assessor.

	\$10 Million LID
Land Assessment	\$1.67 per square foot
Frontage Assessment	\$20.00 per front foot

4.7 Boise Streetcar Feasibility Study: Supporting Studies and Technical Memoranda

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