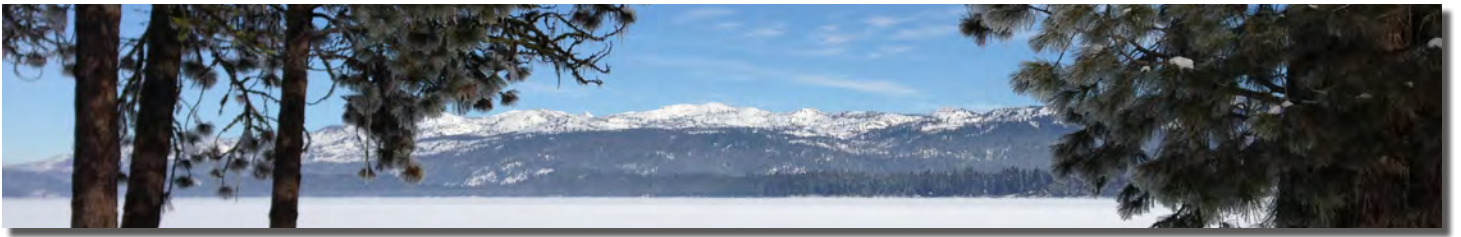




Multimodal Transit Center Location Analysis

McCall, Idaho
January 2013



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Executive Summary

Treasure Valley Transit (TVT), the transit provider in McCall, Idaho, has received a Federal Transit Administration grant to construct new passenger facility, offices, and a bus storage and maintenance yard. The Community Development Department of the City of McCall commissioned this report to assess the needs and desires of the community, the city, and the transit agency regarding the new transit facilities.

Part I of the report offers a review of transportation service providers in McCall, a literature review, research on 18 peer mountain resort communities, and summary of findings from interviews with nearly 20 stakeholders.

In **Part II**, the report outlines five lessons learned from the information in Part I.

- The passenger transit center and offices should be located downtown, most likely separately from the storage and maintenance facilities, with good multimodal connectivity.
- Planning must be comprehensive, accounting for the needs of all modes of travel, all users, and future growth.
- The planning process must be collaborative, beginning with a strong partnership between the transit agency and the city. Stakeholders include those concerned with economic development, tourism, youth, senior citizens, public health, and the environment.
- Creativity and flexibility are critical for good planning. Peer communities have established a wide array of partnerships, funding agreements, and shared use of facilities. The McCall Transit Center offers quite a few such opportunities.
- Planning must go beyond the transit center itself. This includes improving the area around the station, reconsidering routes, schedules and transfers, and dedicating resources to marketing.

Part III outlines some technical and financial considerations that will affect the project. Technical aspects include space requirements, planning for snow, and the need for city utilities. Financial considerations include the terms of the FTA grant, possible other revenue sources, and leasing versus buying land.

Part IV reviews advantages and disadvantages of 13 potential locations around the city for separate or combined facilities.

Part V includes broad recommendations and specific next steps. The recommendations include approaching the project as an opportunity for a larger community conversation around transit, formalizing goals for the project, and seeking out additional staff resources. Next steps include preparing informational materials for the public, having conversations with other transportation providers and stakeholders, working with a design or engineering professional to clarify the project's space requirements, and investigating additional funding sources.



About This Report

Treasure Valley Transit (TVT), the transit provider in McCall, Idaho, has received a Federal Transit Administration (FTA) grant to construct a new passenger facility, offices, and a bus storage and maintenance yard. The Community Development Department of the City of McCall commissioned this report to assess the needs and desires of the community, the city, and the transit agency regarding the new transit facilities and to provide background information on how similar facilities operate in other communities. The report will be used by Treasure Valley Transit and the City of McCall as they evaluate potential locations and configurations for the new facilities and begin a more formal public outreach process. It is intended to provide a basis of common understanding for all stakeholders and to facilitate the community's dialogue around the goals and priorities for the new transit facilities.

This report was developed over four weeks in January 2013 by Catherine Vanderwaart, a graduate student in urban planning from the Massachusetts Institute of Technology (MIT), funded by a fellowship from MIT's Public Service Center. The process included research into transit facilities in other communities, background research on transit and other planning topics in McCall, site surveys of potential locations for the transit facility, and stakeholder interviews. About 20 interviews were conducted with a variety of stakeholders, including representatives from Treasure Valley Transit, the city of McCall, the Community Transportation Association of Idaho, the Downtown Master Plan Committee, and the Chamber of Commerce. A complete list of people interviewed is available in Appendix A.

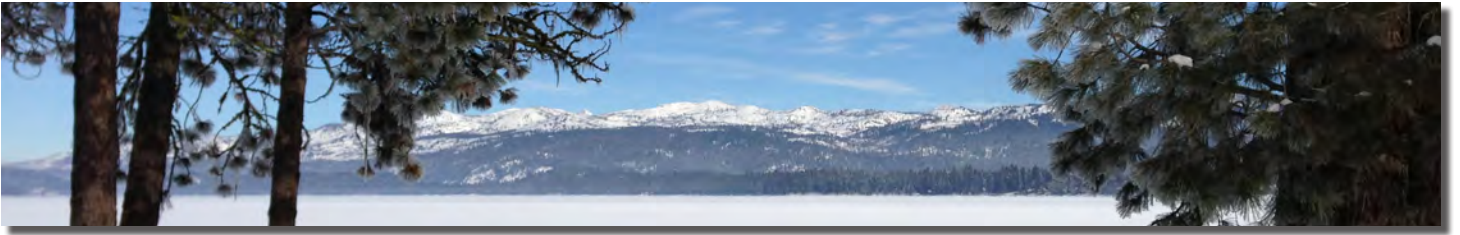
Introduction

Treasure Valley Transit is the public transit agency serving McCall, Idaho and surrounding communities including Donnelly and Cascade. TVT runs two lines in McCall: the Red Line, an hourly circulator around the city, and the Green Line, between McCall and Cascade. Each line has between 25,000 and 30,000 riders annually. The agency also serves a wider 10-county region, operating Mountain Home Community Transit and Snake River Transit and administering transportation funding for local senior centers. The agency was honored as the 2012 rural community transportation system of the year by the Community Transportation Association of America.

Until recently, TVT leased bus storage and maintenance facilities from Valley County several miles south of McCall in Lake Fork. These facilities were sold and the lease was terminated. TVT began storing its bus fleet on a lot in a residential area of McCall, and later moved to the side lot of the Public Works Department, on North Samson Trail. TVT currently rents office space on Park Street.

Around the time that TVT was informed that the facility in Lake Fork would no longer be available, they applied for, and were awarded, a \$1.05 million grant from the Federal Transit Administration for a new facility. The grant application outlines plans for a passenger waiting area, TVT offices, maintenance facilities, and bus storage space.

TVT has begun working with local real estate agents to identify suitable parcels for the new facility. TVT has also been working with McCall's Community Development Department, which has expressed interest in having the new passenger facilities downtown. The City would like the new facility to be sited and designed in accordance with other city goals and plans, including the 2007 Comprehensive Plan, the Pathways Master Plan, and the forthcoming Downtown Master Plan.



The Downtown Master Plan will update the existing plan for downtown, which is from 1997. The new plan is intended to create “a community supported vision for the downtown area,” and will address issues of economic development, the arts, transportation, land use, and development codes. The Downtown Master Plan Steering Committee, made up of community representatives, is overseeing the creation of the new plan. The City is in the process of choosing a consultant, with the goal of having the plan completed by the end of 2013. The city would like to ensure coordination between the goals identified for the downtown area in the master planning process and the location and design of the new transit center.



Transit users wait for the bus in 2011 in one of the new shelters installed in 2010.



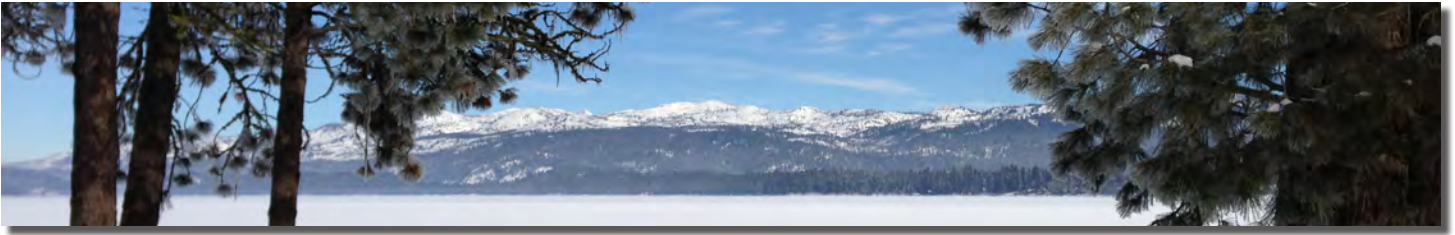
Part I: Background and Research Findings

Transportation in McCall

Treasure Valley Transit is the public transit agency for McCall, though it is far from the only provider of transportation. This section of the report provides an overview of past, present, and future service providers and other transportation options in the city.

The development of the new transit facility provides an opportunity for coordination among these service providers. While not all of them will use the new transit center, they should all be considered stakeholders in any discussion of transit service in McCall. Other small towns and rural communities have found that creative collaborations result in stronger transit service; for example health and educational institutions may contribute funds to the public transit agency instead of providing their own parallel service.

- Most people in McCall travel in private vehicles. Though traffic can be heavy and parking can be difficult during peak weekends in the summer, most of the time parking is plentiful and traffic is light. A 2009 parking study found that the current parking supply in the downtown core is expected to be adequate for the next ten years or longer.
- Treasure Valley Transit runs two bus lines that stop in McCall: the Red Line, which is a free circulator serving much of the city, and the Green Line, which stops at City Hall and the post office before continuing south to Cascade. In past years, TVT has also operated Blue Line service west to New Meadows and service connecting from the Green Line in Donnelly to Tamarack Resort. These services are not currently operating. All TVT routes are deviated route flag stop service, which means the buses run along a fixed route but will provide service up to $\frac{3}{4}$ mile off the route upon request, and will stop along the route at unmarked stops. The Red and Green lines serve all constituencies of McCall, including tourists, students and youth, senior citizens, and the disabled, but the majority of the ridership is commuters who use the service to get to and from work. TVT works with the city on extra service for events such as Winter Carnival and with those applying for McCall to host events such as the Nordic Masters that require that host communities offer public transportation to attendees. Details of bus operations are available in Appendix B.
- The Northwest Trailways bus, a full-size coach, stops in McCall at the Old Town Market on Highway 55 just south of downtown. The bus is scheduled for a brief stop, but depending on schedules and passenger needs it sometimes makes a longer stop for patrons to purchase food. Old Town Station sells tickets for a small commission and provides bathrooms to passengers. Northwest Trailways provides regional service from Boise to Spokane, Washington, with connecting service to Seattle. The Boise terminal provides connecting service to the national Greyhound network of stations. The bus runs once per day in each direction, so passengers going round-trip to Boise must stay overnight. The route is put out to bid every 5 years. Last year a different company was interested in running the route with smaller buses twice per day. The bid was derailed due to financial problems and the contract remains with Northwest Trailways.
- The Pathways Master Plan, adopted in May 2012, calls for increased pedestrian and bicycle facilities in the city, including sidewalks, bike lanes, bike racks, and separated paths. Many people already



walk and bike, particularly around downtown. Access and facilities for pedestrians and cyclists will be important components of the new transit center, and connections to the existing pathway network are a major consideration.

- The McCall Senior Center uses a passenger van, owned and insured by Valley County, to deliver Meals on Wheels. The van is available to transport individuals coming to the center for meals, but is not currently used in that capacity. Most people drive to the Senior Center, with informal carpools with other program attendees for those unable to drive. The Senior Center also owns a wheelchair-accessible bus, which is insured through the local Area Agency on Aging. The bus, which is operable but in need of maintenance, was intended for excursions and other group programs, but does not receive much use. The current Senior Center Coordinator is interested in selling the bus and retrofitting the current van or obtaining a wheelchair-accessible van.
- The Rehabilitation and Living Center, located on Floyde Street, provides wheelchair-accessible van service for residents and patients.
- St. Luke's Health System is currently working with the Community Transportation Association of Idaho on region-wide issues of transportation to medical services. St. Luke's McCall is particularly interested in more robust service between McCall and Boise.
- Shore Lodge, on West Lake Street, operates a shuttle to Brundage Mountain Resort for guests. It also has a fleet of bicycles for guests' use.
- Bear Creek Lodge, on Highway 55 west of the city, owns a passenger bus.
- Brundage Mountain Company provides ride share incentives to employees as an employee benefit and to reduce demand for parking at the resort. Employees driving at least 2 people scheduled to work shifts at the resort are eligible for per-mile gas reimbursement. The ride share program replaced a shuttle system that used two 14-passenger vans. Brundage management believes that employees prefer the new system due to the schedule flexibility, as shuttles ran infrequently and shifts at different parts of the resort start and end at different times. The shared ride program is also substantially cheaper for the company than the vans.
- The McCall-Donnelly Joint School District provides bus transportation for its students, contracted through Harlows Bus Service and Sales. The school district recently acquired Harlows' bus storage and maintenance facility on Highway 55 south of McCall. The facility has a mix of indoor and outdoor storage. Since the facility is not in the city and not on city water and sewer services, washing buses on-site requires trucking waste water away.
- Harlows Bus Service and Sales provides transportation services to outdoor adventure companies for rafting and other recreation trips.
- The McCall-Donnelly Education Foundation sponsors a bicycle rental program with bikes located in a high-visibility location downtown. Rental bicycles are also available at several outdoor gear rental companies.
- The National Forest Service makes bicycles available to its employees for traveling among the several Forest Service offices and facilities in McCall.

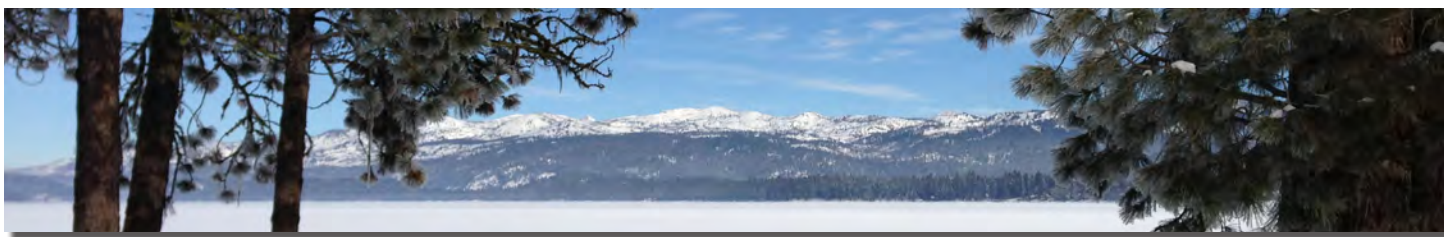


- Prompt Delivery and Transportation, Inc. provides delivery and taxi service within the county as well as unmetered, donation-based rides home to intoxicated patrons of local bars and restaurants in the evenings.
- Several taxi, airport shuttle, and delivery companies, including some based in Boise, provide service to McCall.
- Groups of cars frequently park at major intersections on the highway south of the city. These are believed to be people parking to take the Green Line south to Cascade or carpooling to Cascade or even to Boise. Further research on these commuters and their needs would be useful.

Literature Review

While there is little academic research relevant to siting a small town transit center, several resources are available that may be of assistance during the next steps of the process.

- Reconnecting America and the Community Transportation Association of America released a report called “Putting Transit to Work in Main Street America,” which provides case studies of small towns and rural areas across the country using investments in transit, including intermodal transit centers, to improve their communities. The report finds that investments in transit can improve the economy and improve quality of life. It also finds that cooperation among multiple partners is a key factor in projects’ success, as is working with the federal government for funding.
- In a 2008 paper published in the *Journal of the Transportation Research Forum* called “Developing Transit Station Design Criteria with a Focus on Intermodal Connectivity,” the authors discuss many factors that must be considered in transit station design, particularly multimodal access. While the paper’s emphasis is on large rapid transit stations such as commuter rail, it mentions a number of factors that are important in the design of any transit station. The paper offers a useful reminder about designing for all modes of transportation, including carpools, shared ride vans, “kiss and ride”, cyclists, and pedestrians, and about the user groups that may require special consideration, including people with a disabilities related to mobility, visual and cognitive impairments. The paper also emphasizes good, clear wayfinding within and around transit stations.
- The Transit Cooperative Research Program’s 2012 report “Guidelines for Providing Access to Public Transportation Stations” is a comprehensive resource sponsored by the Federal Transit Administration. In addition to providing technical information, the report outlines some factors that can contribute to the success of transit station projects. These include creating a collaborative environment where the transit agency works closely with municipal government and other stakeholders, incorporating community goals into the project, planning for future needs, and taking a flexible approach that focuses on the needs of the individual project.
- The *Journal of Urban Planning and Development* published an article in 2008 called “Applying a Hybrid Scoring Methodology to Transit Site Selection.” The paper outlines a process for assigning scores to each potential transit station site based on proximity, developability, and visual quality to determine the best location. While such a detailed scoring system may not be necessary in McCall, the criteria and process may be of some use in the site selection in this project.



Peer Community Review

In order to better understand the role that transit centers play in communities similar to McCall, a review of 18 mountain resort communities was conducted for this report. The communities range in population from under 1,000 to nearly 25,000 residents, and the review reveals a wide variety of transit systems. Thirteen of the communities have a transit center of some kind, whether it is a multimodal downtown facility, a bus transfer station, or a park-and-ride lot outside of town. Two additional communities are currently considering building transit centers.

The transit centers serve a wide range of modes: local buses, inter-city and regional buses, Amtrak buses and trains, Greyhound buses, ski and resort shuttles, pedestrians, cyclists, gondolas, trolleys, and park-and-ride. Most transit centers are located in the downtown core, close to businesses and services. Those that are not downtown typically have a clear reason for their location, such as a major highway intersection or the need to provide park-and-ride service into a congested downtown. In most cases, bus storage and maintenance facilities are located separately from passenger facilities, though transit agency and other offices are sometimes located in the transit center. Other uses located in the transit centers reviewed include visitor information centers, transit ticket sales, ski pass sales, and a ski museum.

The purposes of transit centers vary, but communities use them to improve transit service, raise its visibility, reduce congestion, ease demand for scarce parking, connect workers to jobs, and boost economic development. Local businesses often report positive effects from being located near the transit center and transit agencies report increased ridership.

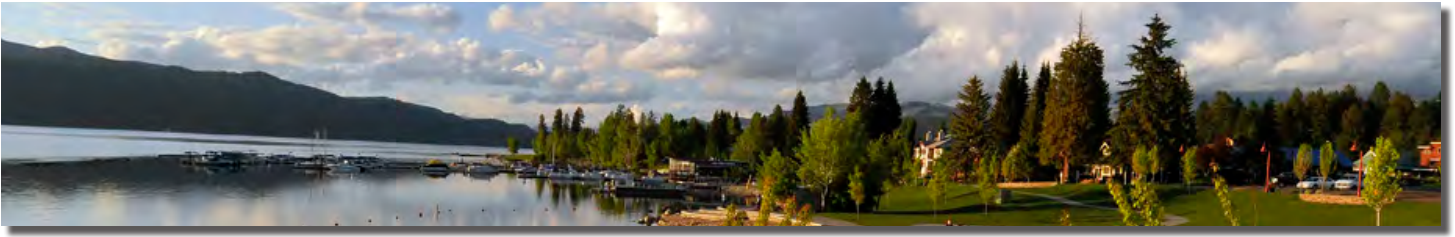
A complete description of the peer communities surveyed and their transit centers is available in Appendix C.

Interviews

The interviews conducted for this report provided a great deal of information about transportation, economic development, tourism, and recreation in McCall. Many of the facts and practical suggestions gleaned from these interviews are contained in other sections of this report. This section discusses overall themes that emerged from the interviews. Since many of the interviews were conducted in public venues such as coffee shops, the conversations sometimes expanded to include those sitting nearby. That input is included here as well.

The first theme that emerged in the interviews is that a conversation about a transit center is inextricable from a larger discussion of transportation and public transit in McCall. Discussing potential locations inevitably leads to other topics, such as routes, schedules, ridership statistics, tourism, economic development, and other transportation modes such as cycling and carpools.

As might be expected, the interviews uncovered a range of views of transit in McCall in general, and the transit center project in particular. Opinions diverge on what sort of transit McCall should have, what realistic goals for transit might look like, and whether the current service is the most cost-effective way of meeting the city's needs. The fact that people often see mostly empty Red and Green Line buses around town leads many to wonder about the service, whether it is worthwhile, and how it might be improved.



Despite these concerns, most people are generally supportive of McCall's transit system, with several interviewees talking about the benefits that transit brings to the city for residents and tourists, or mentioning that they themselves ride the bus. Most of those who had reservations indicated that they felt uninformed about the issue and expressed a desire for more information, particularly ridership levels, TVT's budget, how the agency is funded, and how it compares to similar systems elsewhere.

The transit center project itself, on the other hand, is more controversial. Those interviewees who are enthusiastic about a transit center generally feel that the passenger component should be downtown, regardless of where the storage, maintenance and office space are located. People mentioned visibility, convenience, walkability, and a desire to create a thriving downtown in their explanations for this view. Quite a few people mentioned that they considered it a loss when the post office moved to Deinhard Lane, south of the downtown core, and did not want to see the transit center make the same decision.

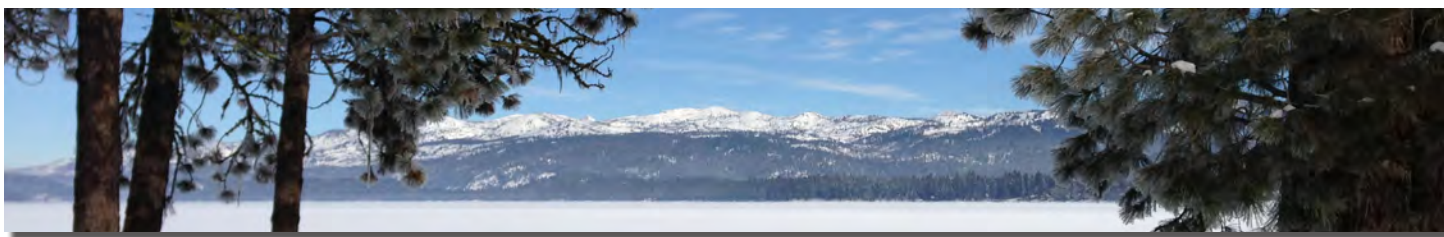
Some of those interviewed are skeptical about the proposed passenger facility. The most common view among the skeptics is that the project is unnecessary. Some people asked, "What problem does it solve?" "What need is it addressing?" or "What is the advantage over the way things are now?" Other concerns include where the money will come from and how TVT will pay for the increased operating costs over the life of the facility. A couple of people asked about alternative uses for the time and money involved in the project, questioning whether the transit center is really the top priority for McCall.

Regardless of interviewees' feelings about the intermodal passenger facility, they are generally willing to support a new storage and maintenance facility if Treasure Valley Transit determines that it is necessary and can secure the funding. Most people are relatively unconcerned with the location for the storage facility, though some feel that it should be away from downtown.

Finally, several people mentioned that the transit system needs to be "nice enough that a tourist will ride it." Some spoke with admiration of the system as it is, while others mentioned issues like maps in bus stations, clarity on transfers among routes, and other aspects of the user experience.



One of Treasure Valley Transit's Red Line buses participates in the 2013 Winter Carnival parade.



Part II: Applying the Research to McCall

A review of the available literature, research into peer cities, and stakeholder interviews provides several lessons for McCall as the city begins the process of selecting a location for its new transit center. These lessons can be grouped into five categories: 1) some broad lessons about how a transit center might work in a town like McCall, 2) the importance of being comprehensive, 3) the need to work collaboratively, 4) the potential for creative solutions, and 5) some specific lessons on implementation. This section of the report will review what each of these lessons mean for McCall.

How a Transit Center Might Work in McCall

Transit centers play a different role in a mountain resort town than in other rural communities. Most rural communities approach transit from a social services perspective, aiming to connect patients to health care and low income individuals to education and employment. In resort communities these needs are only one side of the equation, with transit also serving as an amenity for the tourist population. This is evident in the number of shuttles that run to ski resorts, restaurant districts, and other tourist destinations in mountain resort communities. In these communities, transit becomes part of the economic development strategy to improve the experience of visitors and make the community an attractive destination.

Based on the experiences of peer communities and the views of stakeholders interviewed for this report, a passenger transit facility in McCall should be in an easily accessible location in or immediately adjacent to the downtown core (the area zoned as the central business district). It should be located near major amenities and services, potentially including the lakefront parks, the marina, the ice rink, downtown shops and restaurants, hotels, the high school, or civic functions such as city hall, the police station, the library and the senior center. Many in the community perceive the relocation of the post office as a loss and would like to see other civic facilities remain downtown. The Chamber of Commerce office provides a relevant example, as its visitor levels rose substantially when the office moved to a highly visible location in the downtown core. The Chamber and local business leaders will play an important role in ensuring the success of the transit center because of its connection to economic development.

Multimodal connections are an important component of transit centers. Good pedestrian and bicycle access are critical, as is design that integrates the transit center with the surrounding community and which adds to the walkability of the immediate area. This means that the storage and maintenance components are probably better placed elsewhere, in a commercial or light industrial area outside of the downtown core.

Transit centers can help a transit agency or local community achieve several different types of goals, such as improving the rider experience through easier transfers, making it easier for employees to get to work, raising the profile of and support for transit in the community, reducing demand for parking, and making the community a more attractive destination for visitors. It will be important for those working on the transit center project to clearly articulate the goals for the McCall facility, both to help build community support and to ensure that the location and design facilitate those aims.

The City of McCall is currently engaged in updating its Downtown Master Plan. The Downtown Master Plan



and the transit center planning processes should complement each other, with open communication among the teams working on the two projects. An effort should be made to ensure the goals for the two projects are in alignment and work together to enhance McCall's downtown core.

Planning for the Transit Center Must Be Comprehensive

The literature on transit centers emphasizes that planning must take a wide view and consider the needs of all users and all modes of transportation. "All users" may include children; older adults; low-income individuals who cannot afford to own a car; and people with disabilities including those using wheelchairs, those who are blind or have low vision, and those with cognitive impairments who may have more difficulty navigating the transit system. "All modes" generally includes pedestrians; cyclists; carpools; park-and-ride; drop-off ("kiss-and-ride"); local, intercity, and long-distance bus; and rapid transit such as rail systems. Depending on circumstances, other modes may need to be considered, including shuttles, tour buses, bike share or bike rental, trolleys, and special services such as gondolas or ferries.

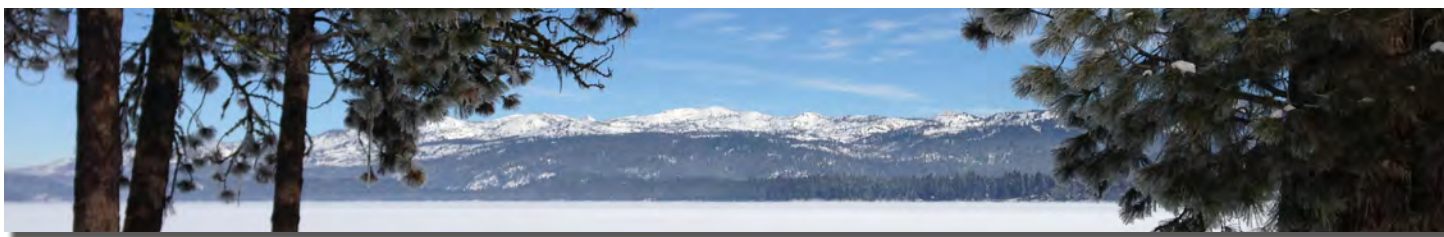
The planning process for McCall's transit center should address the needs of those in the community who are more likely to rely on transit, including older adults, children and students, people with disabilities, and low-income individuals. While many people assume that everyone in McCall can drive everywhere if they wish, it is important to consider that according to Reconnecting America and the Community Transportation Association of America's report "Putting Transit to Work in Main Street America," 40 percent of the country's transit-dependent population lives in rural areas, including 1.6 million rural households who do not own cars. In rural areas, approximately 14 percent of the population is 65 or older, 13 percent has a disability, and 12.3 percent lives below the poverty line. Public transit can be a lifeline for many of these individuals.

The planning process for the transit center should also take into account the unique needs of McCall's population, including full- and part-year residents, short-term visitors and tourists, and outdoor recreation enthusiasts. These needs involve consideration of such varied issues as which destinations are served by transit, the ability to take suitcases or sporting equipment on buses, a need for storage lockers at the transit facility, or special seasonal or weekend routes or shuttles.

Anecdotal evidence from the interview process suggests that many, if not most, transit users in McCall use the service to supplement a personal vehicle. People use the bus when their cars are in the shop, to save money when gas prices spike, or to avoid driving in bad weather. Tourists who arrive in one car may use transit when their party wishes to split up, and local households use it to increase flexibility, such as driving downtown together for different purposes and returning home separately. These occasional users should be considered an important constituency in the planning process.

A comprehensive view of transit users may reveal some additional needs. For example, health care providers have identified binge drinking and drunk driving as key health concerns in the community. There may be an opportunity for transit providers to work with the health care system to address these concerns, perhaps by extending evening service through the dinner hour under some circumstances.

Comprehensive planning around all modes of travel in McCall will include consideration of all the modes and providers listed in the "Transportation in McCall" section of this report, above. That includes Treasure Valley Transit and Northwest Trailways buses, pedestrians, cyclists, existing or potential shuttles and van services,



carpools, and park-and-ride users. While not all transportation providers will use the new transit center, some previously-unconsidered opportunities may arise. Outdoor adventure companies, for example, might find the transit center a convenient pick up and drop off point for rafting trips, or the local taxi service might wish to park at the transit center during layovers between passengers. If these opportunities are uncovered prior to the transit center design and construction process, the center will be able to serve McCall's transit needs more effectively.

Comprehensive planning also means taking a long view and planning for the future. A transit facility will likely last for 30 years or more, so planning must allow for potential future growth. This may mean more frequent service, more routes, more riders, new types of service, or shifts among the prevalence of different modes of travel. During better economic times there may be public shuttles to Brundage or renewed service to New Meadows, Riggins, or Tamarack. With population growth, routes may run more frequently or larger buses may be used. More bicycle infrastructure will be built in McCall. The eastern portion of the central business district may become more active, with more destinations and passengers needing transit service. Constructing a transit center is an investment and commitment by the community to making transit work for McCall in the decades to come, and every effort should be made to ensure that the project will serve the city's future needs.

The Planning Process Must Be Collaborative

The literature on transit station planning emphasizes the importance of collaboration to successful projects. In particular, transit agencies must work closely with local municipalities, as each has a role to play in any transit facility. One simple example is that the municipality is generally responsible for the roads, sidewalks, and other infrastructure in the area immediately surrounding a transit facility, so the two entities must cooperate to ensure good multimodal access to the station.

Transit agencies must also work with the goals of the local community if the project is to be successful. Some communities prioritize bicycle infrastructure highly, some have particular design aesthetics that the transit station should match, and some are focused on environmental concerns and green building. This provides another reason for transit agencies to work collaboratively, both with the municipality directly and with other stakeholders in the community.

There are a wide variety of stakeholders who should be involved in the planning process for McCall's transit center, listed on the following page. The level of involvement will vary. Some will be at the center of the process, while others will be involved through informal conversations, individual meetings, invitation-only committee or group planning sessions, or attendance at public meetings. The coordinators of the planning process should review this list regularly and determine whether any key stakeholders or groups have been omitted or have failed to participate. Specific outreach, such as targeted invitations to public meetings or informal conversations, may be helpful in ensuring input from all parties.

Creativity and Flexibility are Keys to Good Planning

Working with the context of the local community is a recurring theme in the literature. Rather than adopting a model that works in a different place, or taking a one-size-fits-all approach, a flexible, customized approach

Transit Center Project Stakeholders

The following groups and individuals should be considered stakeholders. Some appear on the list multiple times in different capacities.

- Transportation providers
 - Treasure Valley Transit
 - Northwest Trailways
 - Harlows
 - Companies and organizations who operate or contract for van, bus, or shuttle service, including taxi companies, health care providers, hotels, and outdoor adventure companies
- Agencies and organizations with a transportation focus
 - McCall Public Works Department
 - Community Transportation Association of Idaho
 - Idaho Transportation Department
- Groups with a stake in planning and economic development in McCall
 - McCall City Council
 - Valley County Commissioners
 - McCall Community Development Department
 - Valley County Economic Development Council
 - McCall Chamber of Commerce
 - McCall Downtown Master Plan Committee
 - McCall Redevelopment Agency
- Major tourist destinations and accommodations
 - Hotel McCall
 - Shore Lodge
 - Brundage Mountain Company
 - Manchester Ice and Event Center
- Major employers
 - US Forest Service
 - McCall-Donnelly School District
 - Brundage Mountain Company
 - St. Luke's Medical Center
- People who work with transit-dependent populations
 - McCall Senior Center
 - St. Luke's Medical Center
 - Affordable housing coordinators
 - Local social service providers
- Educational institutions, summer camps, after-school programs, and other youth programs
 - McCall-Donnelly School District
 - McCall College
 - McCall Outdoor Science School
 - McCall Parks and Recreation Department
 - Little Ski Hill
 - Faith-based organizations with active youth group programs
 - Middle and high school student council representatives
- Environmental Advocates
 - McCall Environmental Advisory Committee
 - McCall-Donnelly School District Green Team
- Local businesses and organizations that might be interested in sharing space
 - McCall Chamber of Commerce
 - McCall Public Library
 - Coffee shops
 - Outdoor outfitters who rent bicycles
 - The City of McCall (interested in community space and public art)
 - McCall Parks and Recreation Department (if the transit center will include public outdoor space)
- Representatives from other communities
 - City Council members from Cascade, Donnelly, New Meadows, etc.
 - Cascade Chamber of Commerce
 - Cascade and New Meadows Senior Centers
 - Cascade School District
 - Valley County Commissioners
- People with first-hand knowledge of the transit system
 - Transit company employees, including bus operators
 - Bus riders



produces better outcomes. This approach opens up a number of options to explore. TVT's grant proposal outlines a plan for TVT to buy land and construct a facility with indoor storage for at least five buses, a maintenance bay, and a wash bay, all for TVT's exclusive use. There are two types of alternatives to consider in planning this storage and maintenance piece of the project: using an existing facility, or sharing the new facility.

With so many other transportation providers in McCall, as outlined above, and with a number of light industrial sites, there may be a way to use existing facilities to care for TVT's fleet, rather than constructing new ones. The McCall-Donnelly School District, for example, owns a bus storage and maintenance yard south of the city. The Public Works Department is exploring options for relocating its facilities to an industrial area, and that new facility will presumably include storage and maintenance areas for large equipment. There may be private companies with maintenance bays that can accommodate buses. Perhaps TVT can build a storage facility but contract for the use of maintenance facilities elsewhere as needed. If a partnership is feasible, it is worth investigating whether the terms of the grant could be altered so that the funds could be used for capital improvements to a shared site, such as constructing an additional storage shed on a lot owned by the school district or the public works department.

If TVT constructs its own complete facility, it may also be able to generate some revenue through a shared use agreement. The city currently lacks adequate bus washing facilities that are connected to the city's sewer system, so other transportation providers might be interested in contracting to use TVT's wash bay. The maintenance bay could also be rented out to generate some revenue. If TVT builds excess storage capacity in anticipation of future expansion, such as the return of the Blue Line, the extra space could be rented in the meantime. Investigating potential partnerships prior to the design of the facility will be helpful, since partners may have different needs that could be accommodated as part of the design. For example, the wash bay could be made large enough to accommodate a school bus or full-size coach. There may be other, more unusual possibilities for the new storage facility as well. One local community that struggles with housing affordability has apartments above its storage facilities, with priority for the housing going to bus operators. While this would not be feasible in an industrial area of McCall, it is a good reminder of the scope of possibilities for the project.

Another place to look at a wide range of options is in the design of the passenger facility. While any station will need to work with the footprint of the site and with local circulation patterns, some unusual designs have emerged in response to local conditions in other communities. The station in Fairbanks, Alaska has bus access bays in a circular pattern around the building, reducing the time that passengers must be outdoors in inclement weather. The proposed design for a station in Ketchum, Idaho, places the station in the middle of an unusually wide street, like a tram station.

Creative shared uses may also enhance the passenger facility, or the passenger side of a combined facility. Shared uses in other communities have ranged from transit agency offices and bus operator break facilities to Chamber of Commerce visitor welcome centers, coffee shops, public plazas, and even a day care center. Responding to the needs in the community can create opportunities for synergy and mutually advantageous partnerships.

Some options to consider for the McCall transit center include:

- The Chamber of Commerce visitor information center could relocate from its current location. The current location is highly visible, so the Chamber would likely be most interested in this possibility if the transit center is in an equally visible location.

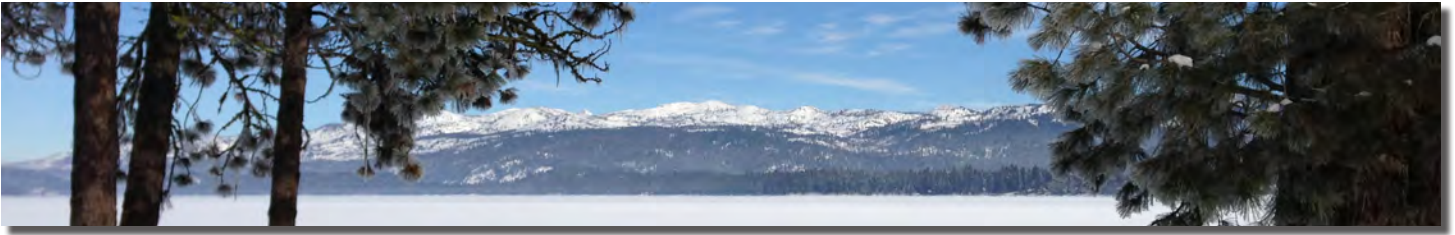


- The facility could include a coffee shop or small restaurant. Other local businesses may not be enthusiastic about the possibility of increased competition, particularly if any subsidies are involved.
- One of the local gear rental companies, such as Gravity Sports or Home Town Sports, could contract to provide bicycle rentals at the transit center.
- Some transit facilities provide public lockers, particularly near beaches or other outdoor activities.
- Since TVT plans to incorporate some office space, additional office space could be built and rented out, perhaps to another public agency.
- The city's civic facilities are mostly aging and too small. This includes city hall and nearby overflow offices, the police station, the library and the senior center. Proposals have been made for a new civic campus with new space for all these uses, focused on Second Street, but the funding is unlikely to be available until the economy improves. The transit center might be an opportunity to gain additional civic space and replace or expand aging facilities. Funding and community support seem most likely for expanding or replacing the library and the senior center.
- In addition to its other civic space needs, the city lacks good community meeting space. The library conference room, while small, is heavily used, but it requires giving out keys to the whole building. The city council meets in the American Legion room, rather than in city-owned space. TVT has had difficulty finding space for open houses and other public meetings, and has expressed interest in incorporating a conference room into the new transit center. Perhaps the transit center could provide new meeting space for the community, along with a kitchen, or even a full community center.
- The City has a number of goals for the downtown area. The Comprehensive Plan calls for incorporating public open space, such as mini parks, in civic projects whenever possible. The Downtown Master Plan is likely to include new goals for public art. The transit center may be a good opportunity to meet these and other goals for downtown. One person interviewed suggested that creative bike racks might be a good way to include artistic elements, and even mentioned that it could be a high school metal shop project.

Lessons on Implementation

In addition to the more general lessons discussed thus far, the literature and the research on peer communities provide some more specific guidance on some of the elements of successful transit center projects.

- Many transit station projects, particularly in larger transit systems, are planned using very formal processes, such as a site selection method that assigns numerical scores and weights to each of many factors. Similarly formal processes are sometimes used after the fact to evaluate the success of the project. While these rigidly formal methods do not seem suited to the McCall project's staff capacity and planning culture, articulating clear goals for the project, particularly for the passenger facility, will likely help with community outreach and final site selection. Is the facility intended to increase total ridership? Increase the number of tourists using the service? Reduce wait times for transfers? Make the system operate more efficiently?
- A transit center must be planned as part of a whole transit network. In McCall, this means looking



at any other changes that might be needed or facilitated due to the new transit center. Are transfers in both directions conveniently timed? Could the Red Line run in a figure eight to reduce ride time on the circular route? It is most efficient for many people to use different arrival and departure stops in the downtown area to minimize trip time. Where should the transit center be located and how should the line be changed so that transit center users have the most efficient trips possible?

- Planning a transit station must include planning for the area around the station. In McCall, this means that evaluating a potential site for a passenger facility will also mean looking at the surrounding streets. If there are insufficient sidewalks or streetlights, an agreement should be reached as to who will provide them and when. If the facility is not in a highly visible location, signs directing people to it will be needed. If the location requires that buses make left turns onto Highway 55, should a traffic signal be considered? Whose jurisdiction is that? These items should be negotiated with the city or included in the budget from the beginning, rather than treated as afterthoughts.
- Marketing and presentation are incredibly important for transit systems. The peer communities research revealed a wide range of system usability, particularly for visitors and newcomers. Small factors such as the number of clicks it takes to get to a map or schedule on the transit agency's website, whether searching "city name" and "bus" on Google brings up the appropriate results, links to transit information on the city and Chamber of Commerce websites, font size on maps, whether the route map and fare information are posted at stops and stations, and whether transfer points are clearly marked all make a big difference in the rider's experience. Several of the people interviewed expressed that the transit system in McCall needs to be "nice enough that a tourist will ride it," and these sorts of usability elements are a key factor. Treasure Valley Transit does a good job overall with marketing and presentation, but the transit center project should include marketing and graphic design in the budget. A small investment in designing good signs and brochures will go a long way to help the project succeed.



Idaho driver with a DUI conviction.

This is why we need bike paths in
Valley County.

A sign in the Hub Mountain House Coffee Shop makes an unusual argument for bike paths.



Part III: Logistical Considerations

Technical Considerations

The FTA grant application was based on acquiring a 2-acre lot for the transit center. The exact size, shape, and location of the lot(s) needed will depend on a variety of factors.

For the storage and maintenance facility, enclosed or semi-enclosed space is needed for the five current buses, each approximately 35 feet long, plus extra capacity for another 3-5 buses for potential new or expanded service. A maintenance bay and wash bay are also needed. The lot must be zoned commercial or industrial, or a variance will be required. The maintenance and wash bays require that the lot have city water and sewer services. Most businesses in the city are required to store snow on-site, which will increase the size of the lot needed.

For the passenger facility, the building should have a passenger waiting area, a service counter for traveler assistance and Northwest Trailways ticket sales, and restrooms. TVT also needs office space for two people, who each work part-time to provide full-time dispatcher coverage for the Red and Green Lines, and who will provide traveler information and ticket sales at the service counter in the new facility. A break room for staff, including bus operators, should include a kitchenette. As discussed above, TVT is also interested in having conference or public meeting space in the passenger facility. The entire facility must be ADA accessible, so an elevator will be required if there are multiple stories.

The transit center will need to accommodate at least three buses at once, for the Red, Green, and potentially the Blue lines, so that the buses can arrive at the same time for transfers and so that buses can remain in the transit center if they have extra time in a route. The lot must also accommodate a full-size coach bus for Northwest Trailways, or a curb cut along the lot must be planned to allow a coach bus to pull out of traffic. Additional bus, shuttle and van bays should be planned based on a needs assessment of the transportation providers listed in the "Transportation in McCall" section of this report. Covered bike parking should be provided as well.

On-site automobile parking should be planned carefully, as too much parking will make the facility sprawl rather than fitting in to the downtown area's urban fabric and character. A small number of drop-off spaces will be needed. Other parking may be needed for TVT staff and bus operators. If the facility includes conference space or other non-transit uses, additional parking may be desirable or required by zoning. A shared use agreement for parking off-site but nearby may be an option to meet these needs.

Many transit facilities provide park-and-ride parking. In McCall, most people using park-and-ride facilities are riding the Green Line south, and potentially riding the Blue Line west to New Meadows. Since the Green Line stops at the post office to pick-up park-and-ride passengers already, the option of continuing to provide park-and-ride lots on the edges of town rather than at the transit center may be preferable to constructing a larger facility downtown. Potential needs for park-and-ride for eventual service to Brundage or improved service to Boise should be considered, but it may be possible to accommodate these needs with lots on the south or west edges of the city.

The amount of space required will be reduced if the lot allows buses to pull through to another street rather than turning around on-site, particularly for the Northwest Trailways coach. Corner lots are similarly advanta-



geous. Space for on-site snow storage will most likely be required by city zoning, which may provide an opportunity for landscaping or public outdoor space in the summer. The lot should be zoned commercial or central business district. City zoning may require that the building sit at the front of the lot, with the bus bays towards the rear and away from the street.

The location of the transit center should be as close as possible to the current routes of the Red and Green Lines and Northwest Trailways. Any required modifications to the Northwest Trailways route should be along streets wide enough to accommodate coach buses and should not substantially add to the time it takes the buses to get through the city. If possible, left turns onto Highway 55 should be avoided, or should be shifted to the least busy intersections possible.

Several of the suggested downtown locations are city-owned land, including city parking lots. If one of these locations is chosen, the city will need to assess whether replacement parking must be provided. Since many city-owned lots are used for snow storage in the winter, choosing a city-owned lot may also require changes to the city's snow removal plan for downtown.

Both facilities will need to be sited in a way that allows for continued operation during snowy conditions. Downtown is plowed first, and is generally cleared well before 7 a.m. Public works then plows what is termed the "break open" route, which consists of the city's major arterials: Deinhard Lane, Boydston Street, Mission Street, Lick Creek Road, Davis Avenue, Wooley Avenue, and Spring Mountain Ranch Boulevard. The state clears Highway 55 outside of the city limits. Both transit facilities should be on or very close to one of these routes to enable operations during inclement weather.

Financial Considerations

As with any project, funding is a key piece of the transit center planning. This section outlines some of the factors that will influence the financial viability of the project.

The grant from the Federal Transit Administration is for just over \$1 million and is based on a budget for a combined passenger, storage and maintenance facility that includes land acquisition and building construction. If separating these uses is preferable, it is likely that additional funding will be needed.

Land acquisition is a major component of the project's costs. Under the terms of the grant, TVT must pay fair market value for land, as determined by two commercial appraisers. It also means that it is not possible to negotiate with private landowners over the price. Since many owners of vacant lots in McCall purchased their land during the real estate boom prior to 2008, these landowners would likely have to sell at a loss. This makes acquiring private land more difficult, though there may be tax advantages to the seller. The grant budget contains only enough funds for appraisal of one parcel, so additional funds may be needed if the first choice parcel proves unaffordable.

Acquiring public land comes with its own complications. TVT cannot purchase state-owned land, which by law must be sold at auction to the highest bidder rather than sold for fair market value. City-owned land, while easier to sell, must be declared surplus before it can be sold. It may be easier to arrange a long-term lease than to purchase the land outright. Since a long-term lease is not in the original grant application, such an arrangement would require working with the FTA to change the terms of the grant. It might also be possible to buy land for the storage facility while leasing land for the passenger facility in order to meet the grant's terms.



Having a good understanding of ongoing revenue and expenses for the transit center will be important, both for TVT planning purposes and for generating community support for the project. A long-term lease would, of course, have lower capital costs than purchasing land, but would increase TVT's ongoing operations budget for years to come. Any facility owned by TVT will mean higher operating costs for maintenance, snow removal, cleaning, and utilities. TVT should prepare projections of potential scenarios to make sure their budget will be able to handle the demands of the new properties without sacrificing transit service.

In addition to the facility itself, the transit center's budget should include any improvements that need to be made to the surrounding area, such as sidewalks, signs, and streetlights, along with who will fund these improvements (TVT or the city of McCall).

There are potential sources of revenue that may offset some of the capital or operating costs. The grant proposal includes funding from Idaho Power franchise agreement funds, which are available if the chosen location has above-ground utilities that must be placed underground. If part of the facility is leased out, either to a private entity such as the Chamber of Commerce or a bike rental shop or to the city for civic uses, that revenue will increase TVT's annual budget. That local revenue may open up federal match funding. This project is also a good opportunity to explore partnerships and private contributions to transit service from tourist destinations, educational institutions, and health care providers. CTAI can provide examples of such partnerships from other local communities.



The sculpture "Sharlie's Kingdom", part of the 2013 Winter Carnival, was located next to Toll Station Restaurant on Railroad Avenue.



Part IV: Possible Locations

This section reviews the locations that have been suggested for the new transit facilities, along with some advantages, disadvantages, and important considerations for each.

Passenger Facility Only



1. City Hall parking lot

- Plenty of space.
- Good through access on current Red and Green Line routes, easy deviation for Northwest Trailways.
- Good connections for bike and pedestrian network along Railroad Avenue.
- Potential for combination with other civic uses.
- May need to find alternative snow storage location.
- Odd shape and potential for other civic buildings nearby in the future would require careful design.
- Very close to most of downtown, including the library, city hall, police station, senior center, and high school.
- Feels tucked away and hidden, so signs would be important.
- Portion of lot designated for outdoor recreation under Land and Water Conservation Fund Act, which would limit design options.

2. Parking lot on First Street (next to Paul's)

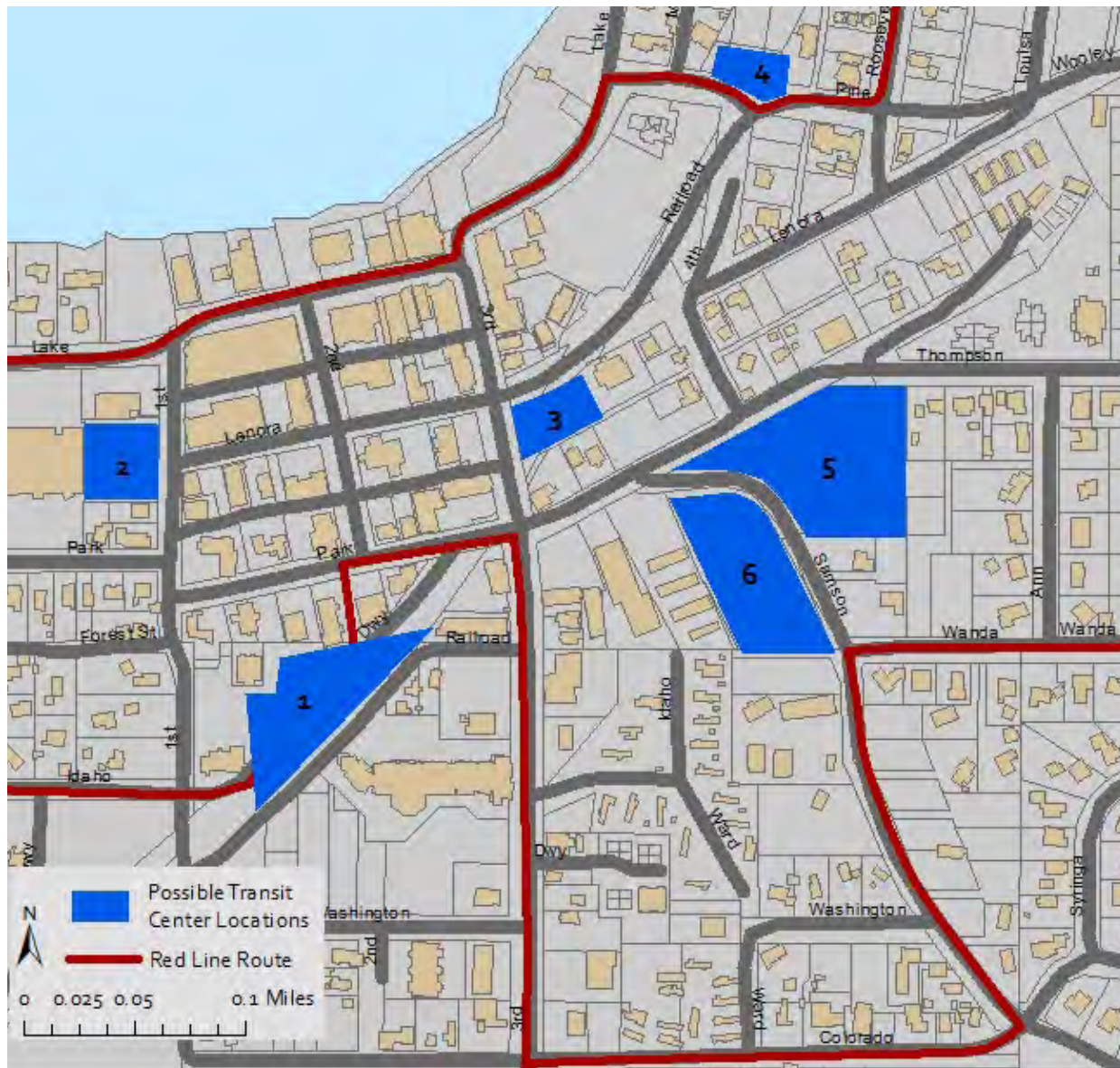
- Large enough for easy bus access.
- Convenient to downtown, including city hall, the ice rink, and stores.
- Very close to all existing routes.
- Relatively good access to bike and pedestrian network.
- Buses might need to make difficult left turns onto Park Street from the highway, or onto the highway from First Street.
- Lot is used for snow storage in the winter, so alternative arrangements would be needed.



3. Parking lot at Railroad Avenue and Highway 55

- Highly visible location right in the middle of downtown.
- Corner lot is convenient for bus access.
- Lot might be too small and might not accommodate Northwest Trailways buses.
- Existing Centennial Plaza would need to be part of the design, and would provide outdoor public space for the facility.
- Good bike and pedestrian connections.
- Difficult left turn for buses coming in to the facility from the north or heading north out of the facility.
- Lot may be better used for commercial development.
- Current parking lot is the city's busiest, so alternative parking nearby might be needed.

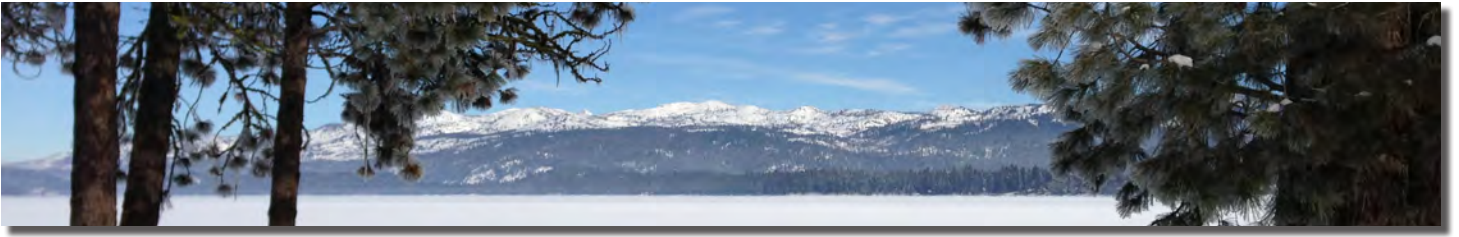




4. Lot next to Gravity Sports

- On the eastern side of downtown, which is expected to develop more over the planned life of the facility. Until that development occurs, it might feel too far from the heart of downtown.
- Not on Northwest Trailways route, and access to the highway along East Lake Street might be difficult for coach buses.
- Adjacent to business that rents bicycles.
- Adjacent to parking lot designated for boat trailers and other large vehicles. The lot would provide convenient parking and bus pull-through but having the two next to each other might dominate the area.
- Near the marina and beach access.
- Good pedestrian and bicycle access.





Combined Facility



5. Public works lot

- Public Works Department is interested in selling their facility and moving to an industrial area. An appraisal will be done in early 2013.
- Large lot close to downtown would allow for a combined passenger and maintenance facility.
- Existing building could be easily adapted for offices, storage and maintenance uses.
- Zoned residential, so it would need to go through the Planning and Zoning Committee. Public works has been a nonconforming use. Neighbors dislike the Public Works presence due to equipment noise, and may prefer that the parcel revert to residential use.
- Buses would need to detour around Samson Trail or make a difficult left turn onto the highway from Park Street.
- The lot feels “over the hill” and remote from downtown, though in reality it is quite close.
- Improvements would be needed in the area: sidewalks and street lights along Park Street and North Samson Trail. Pedestrian and bicycle connections to the eastern part of downtown along Park Street and Fourth Street would be desirable. Relocating snow storage for the hardware store and storage facility would help but not solve the “over the hill” feeling.
- Such a large lot so close to downtown may be prohibitively expensive.
- Lot may be larger than needed, so may need to consider buying only part of it.

6. Commercial lot by public works

- The lot is large enough for convenient bus access.
- Buses would need to detour around Samson Trail or make a difficult left turn onto the highway from Park Street.
- The lot feels “over the hill” and remote from downtown, though in reality it is quite close.
- Improvements would be needed in the area: sidewalks and street lights along Park Street and North Samson Trail. Pedestrian and bicycle connections to the eastern part of downtown along Park Street and Fourth Street would be desirable. Relocating snow storage for the hardware store and storage facility would help but not solve the “over the hill” feeling.
- Lot is probably too expensive. Owner is interested in holding it for development as a business park.





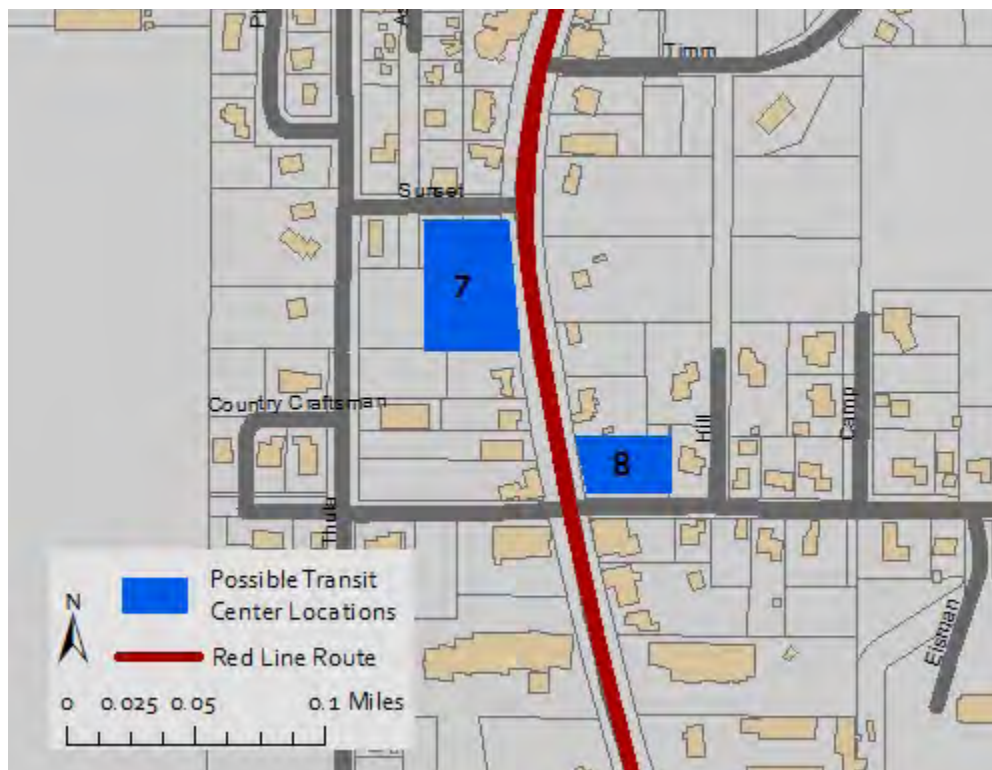
7. Commercial lot on 55 at Sunset

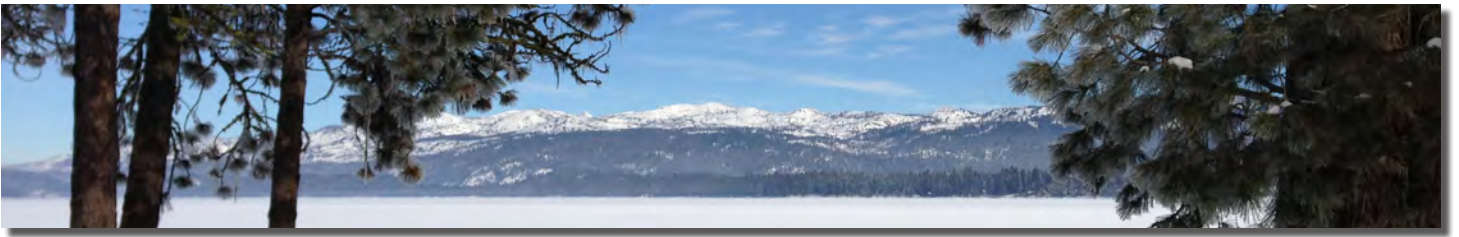
- Privately owned empty lot.
- Zoned commercial.
- Location outside of downtown makes pedestrian and bicycle access difficult.
- Not connected to downtown by sidewalks.
- Location directly on Highway 55 is convenient for all routes.



8. Commercial lot on 55 at Floyde

- Privately owned empty lot.
- Zoned commercial.
- Location outside of downtown makes pedestrian and bicycle access difficult.
- Not connected to downtown by sidewalks.
- Location directly on Highway 55 is convenient for all routes.
- Next to a company that rents bicycles.

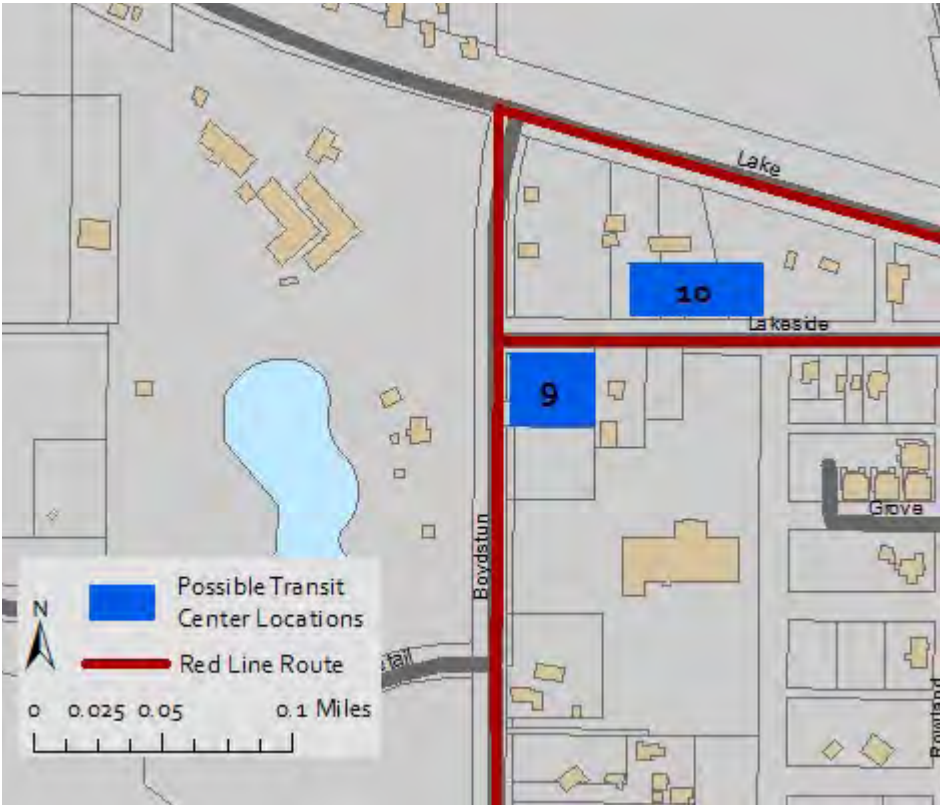




Storage and Maintenance Only

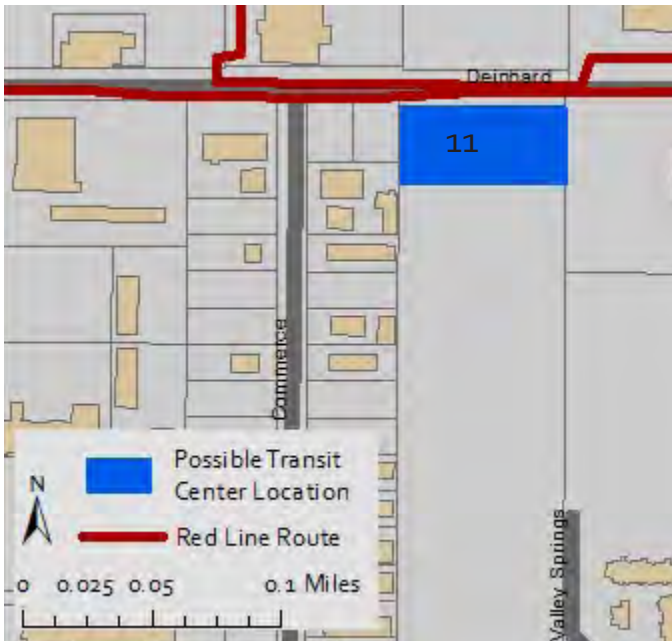
9. Boydston Street and Lakeside Avenue lot

- Vacant lot.
- Privately owned.
- Zoned commercial.
- On a corner for easy access.
- On a plow break open route.
- Adjacent to residential area, so neighbors may have concerns.



10. Idaho Power facility

- Idaho Power is interested in leasing out its facility on Lakeside Avenue.
- Building might or might not be suitable.
- Zoned commercial.
- On a plow break open route.

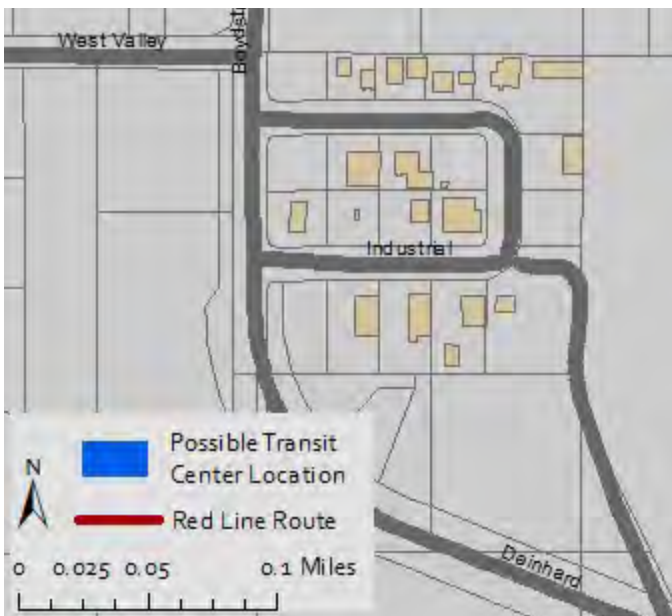
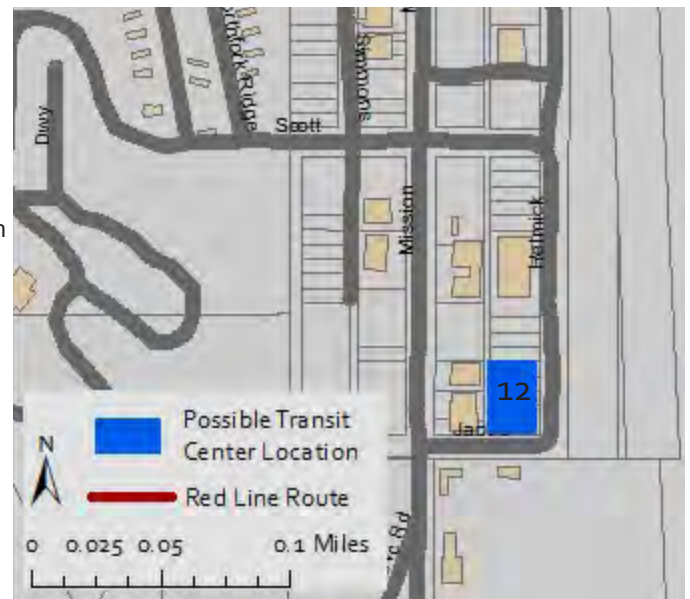


11. Deinhard Lane lot

- Close to town.
- On a plow break open route.
- Privately owned; may not be available.
- Zoned commercial.

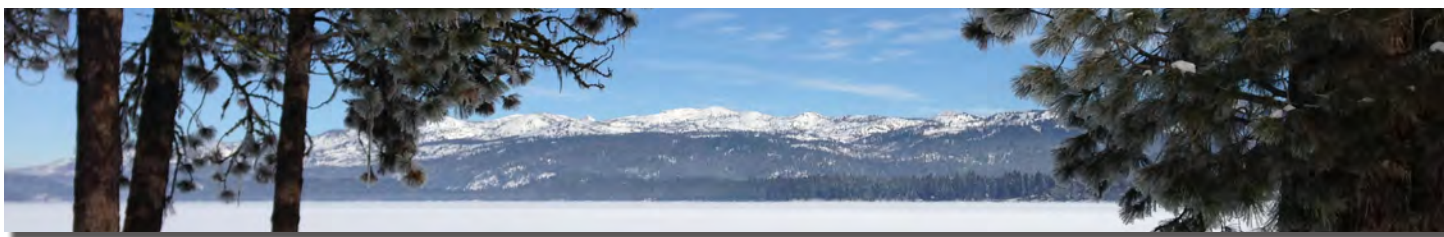
12. Mission Street lot

- Five small adjacent lots at Jacob and Helmich Streets.
- Just off a plow break open route.
- Privately owned.
- Zoned industrial.
- Owner contacted city after the article in the paper; interested in selling.
- Has engineering plans for a truck maintenance facility on the site that could be adapted for bus use.



13. Industrial Loop lot(s)

- During the time TVT has been looking, multiple lots have been on the market in this area.
- Just off a snow plow break open route.
- Privately owned.
- Zoned industrial.
- Might have an existing building that could be adapted or torn down.



Part V: Conclusions

Recommendations

The research behind this report leads to a few overarching conclusions about the transit center development process.

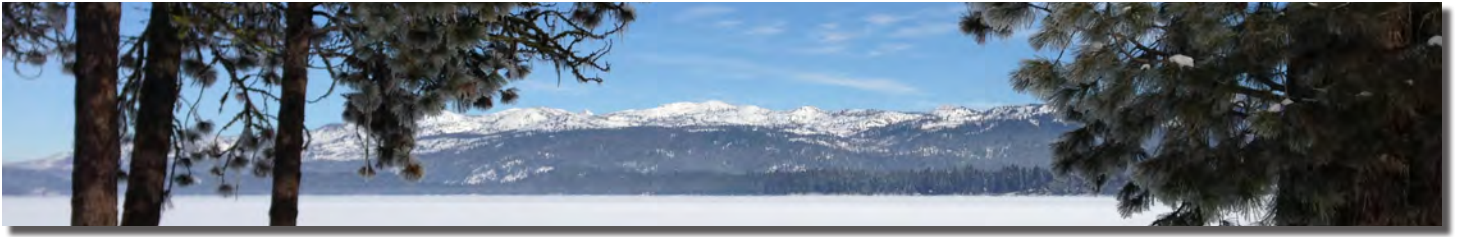
- **Approach the transit center as both a big project and a big opportunity.** It should be used to improve communication and coordination among service providers, to have a larger public conversation about the role of transit in McCall, and to build awareness of and support for transit service.
- **Formalize goals for the project, particularly for the downtown passenger facility.** The discussions and interviews for this report too often started with the fact that funding is available, rather than with the needs that the center will address or benefits the project will have for the city. A transit center in McCall has the potential to improve transit operations, aid economic development, increase ridership, lessen parking demand, provide better transfers among service providers, and provide many other benefits. A clear statement of the project's purpose, goals, and metrics for success will be critical in the public participation process and will also strengthen the final location and design decisions.
- **Plan comprehensively** (for all users, all modes, and future needs), **collaboratively** (with all stakeholders), and **creatively** (about partnerships and shared uses), as outlined in the "Lessons Learned" section of this report.
- **Think beyond the transit center itself.** Consider improvements that may be needed to the area around the station, changes to routes or schedules that the new center may require or facilitate, and ways to improve the rider experience with marketing tools like signs, new maps, or links to transit information from the city's website.
- **Seek out additional staff time and expertise.** Treasure Valley Transit has a small staff, most of whose expertise is in financial and operations management and program administration, not in capital projects. The Community Development staff of the city of McCall is also quite small, with relatively little time to devote to this project. As the project moves forward, TVT will need to find the resources to handle the complexities of an extensive public outreach process, land acquisition, facility design, and construction management. This may be in the form of a contractor, a part-time staff person, or a full-time staff person, but the scope of the project demands that additional staff capacity be acquired soon.



Next Steps

There are a few immediate next steps that will move the project forward.

- **Prepare informational materials for the forthcoming public process** that address some of the questions that interviewees raised during the creation of this report. A clear, concise presentation of TVT's current service, ridership, funding sources, and a basic income and expense statement will go a long way allowing the conversation to proceed from an informed position. Other information such as the economic benefits that TVT brings to the community and how the system compares to similar systems in ridership and budget might also be helpful. As the project progresses, a statement of project goals and capital budget will be needed, as will an explanation of how the project will affect TVT's ongoing operations budget.
- **Have initial conversations with other service providers** (listed in the "Transportation in McCall" section of the report) to assess their needs and desires for new transit facilities in the city.
- **Start outreach to community stakeholders** (see list on p. 15). CTAI may be a useful resource, as their role is to work with a range of institutions and organizations to improve coordination on transportation issues.
- **Begin to work with a design or engineering professional** to formalize the space needs for each component of the facility or to provide a feasibility assessment of some of the lots under consideration. Current estimates of the parcel sizes needed for each use are based on rough guesswork, not actual engineering considerations.
- **Determine the scope of TVT's maintenance needs**, and whether the agency needs its own maintenance bay, could contract for those services, or could share use of a new facility.
- **Investigate the possibility of renegotiating the FTA grant terms** if the project scope should change from what was initially proposed (for example, leasing instead of buying land). This may mean talking to others who have received similar grants, or working directly with the FTA. The level of flexibility in the grant will determine other aspects of the project.
- **Brainstorm and research other funding sources**, particularly those that might be available for shared facilities. Funds dedicated to senior citizens, community centers, green building, or job access may be available. The city's grant coordinator may have some resources and ideas, and CTAI may also have helpful resources on capital project funding.



Appendices

Appendix A: Stakeholder Interviews

The following people were interviewed for this report:

- Peter Borner, Public Works Department, City of McCall
- David Carey, Hotel McCall, Jug Mountain Ranch, and McCall Chamber of Commerce
- Rick Certano, Brundage Mountain Company and McCall Chamber of Commerce
- Gene Drabinski, City Manager, City of McCall
- Judy Drake, McCall Senior Center
- Rick Fereday, McCall Redevelopment Agency
- Sandy Frazier, Treasure Valley Transit
- Brooke Green, Community Transportation Association of Idaho
- Michelle Groenevelt, Community Development Department, City of McCall
- Delta James, Community Development Department, City of McCall
- Anne Kantola, McCall Public Library
- Terri Lindenberg, Treasure Valley Transit
- Dean Martens, Former Mayor, City of McCall
- Mike Maciaszek, The McCall Real Estate Company and the HUB Mountain House
- Sadie Noah, Creed Noah Real Estate
- Glen Szymoniak, McCall-Donnelly School District
- Judi Watkins, Treasure Valley Transit
- Eddie Willhoyt, Brundage Mountain Company
- Woody Woodworth, Old Town Market



Appendix B: Treasure Valley Transit Operations

Treasure Valley Transit receives most of its funding from federal government rural transportation programs. It also receives funds through McCall's local option tax and small amounts from municipalities, school districts, and other similar sources.

The Red and Green Line currently operate with 5 vehicles. The Red Line runs one bus at a time, while the Green Line runs two. The remaining bus and van are spares. All the buses are fully accessible.

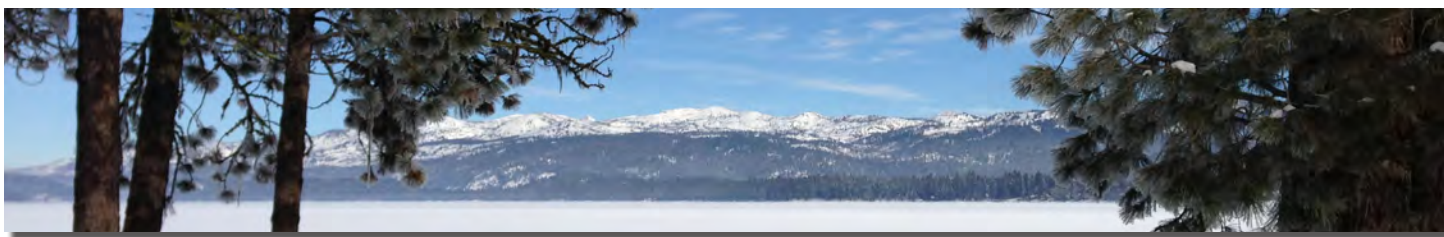
Currently, TVT's local office is in leased space on Park Street. A dispatcher is on duty during operating hours to field calls for deviated service, provide customer service, and handle problems. Dispatching duties are handled by two part-time staff people, who also serve as substitute drivers.

The city has allowed the buses to be parked at Public Works on a temporary basis. Maintenance is handled by Ed Troup of Gold Fork Automotive. Washing the buses has been difficult since leaving the Lake Fork facility. A portable power washing arrangement is being worked out with a local provider, but drainage and water disposal issues make this only suitable as a temporary solution. Fuel for the buses is purchased locally.

The Red and Green Lines both start and end at the Super 8 motel on Highway 55 across from the airport. The buses are scheduled to have a 5-minute layover at the motel, allowing the operator a brief break and to get back on schedule if needed. Bus operators currently park at Public Works and the buses stop off at Public Works for shift changes. When the buses were stored in Lake Fork, the morning operator would park at Lake Fork and drive the bus to the route. The next operator would park at the storage facility, drive a TVT van to meet the bus at the layover point, and the operator going off duty would drive the van back to the storage facility. The second operator would return the bus to the storage facility at the end of the day.

The Green Line had a total of 27,228 riders in 2010, 26,364 in 2011, and 20,138 in 2012. Monthly figures show that ridership decreased when fares were instituted and Sunday service was cut in August 2011, and fell again when Saturday service was eliminated in June 2012. Prior to these cuts, ridership was relatively consistent throughout the year, with lowest ridership during the summer months. This may be due to the use of the Green Line by students and teachers during the school year.

The Red Line had 30,320 riders in 2010, 25,787 in 2011, and 31,463 in 2012. Ridership is heaviest during the summer and winter months, with lower ridership in the spring and fall. The ridership peak from the last three years was in July 2012, when 3,510 riders resulted in an average of almost 10 boardings per hour of service. The Red Line averages 6-7 boardings per hour throughout the year.



Appendix C: Peer Communities

- South Lake Tahoe, California, population 21,388: The city has two transit stations. South Y Transit Station is located near downtown by an intersection of major roads. Stateline Transit Center is outside of town and has no amenities. Both serve local and Amtrak buses.
- Tahoe City, California, population 1,557: Tahoe City Transit Center is located outside of downtown, near a major intersection, and serves local and intercity buses. The transit center has restrooms, bike lockers, and a park-and-ride lot.
- Truckee, California, population 16,154: The Truckee Train Depot serves local and inter-city buses, ski shuttles, Greyhound buses and Amtrak trains, housed in a historic train depot in the center of town.
- Aspen, Colorado, population 6,642: Rubey Park Transit Station serves local and inter-city buses, ski shuttles, and bus tours in a downtown location near shops and galleries. The station has restrooms and visitor information. Some stakeholders feel that additional capacity is needed.
- Avon, Colorado, population 6,365: Avon Station, opened in 2008, serves local and inter-city buses. It is located downtown near the gondola and future light rail.
- Breckenridge, Colorado, population 4,537: Breckenridge Station, which is located one block off Main Street, opened in 2006 and serves buses and gondolas. The station building has restrooms and wifi. The station's horseshoe-shaped driveway has caused some conflicts with pedestrians, and a re-design is underway.
- Durango, Colorado, population 17,069: The Durango Transit Center, 1.5 blocks from Main Street, serves local and intercity bus in a 10,000 square foot facility with restrooms, information counters, and covered bike parking that also houses transit agency offices.
- Mt. Crested Butte, Colorado, population 806: Mt. Crested Butte Transit Center in Mountaineer Square houses the Chamber of Commerce Welcome Center and serves local and inter-city buses.
- Steamboat Springs, Colorado, population 11,951: The city has three transit centers. Gondola Transit Center serves local buses, ski shuttles and the town's gondola. Gondola Transit Center is outside the heart of downtown but provides convenient access to skiers. Stockbridge Multimodal Center, also located outside downtown, serves local and regional buses, including Greyhound. The Regional Transit Facility is between Steamboat Springs and the neighboring town of Craig and serves intercity buses.
- Telluride, Colorado, population 2,368: The town does not have a transit center, though several local bus routes stop at the same downtown location for easy transfers. The local bus service also connects to a park-and-ride lot and the gondola.
- Vail, Colorado, population 5,270: Vail Transportation Center sits on top of one of the town's parking structures downtown, allowing skiers to park and ride the ski shuttle. The center also serves local and intercity buses, often as a terminal, and adjoins the Ski Museum.
- Bellevue, Idaho, population 2,268: Mountain Rides, the local transit agency, is currently looking into locating a transit center in the city. The center would allow for overnight bus storage for more efficient operations. Zoning and other issues have delayed the process and caused controversy about

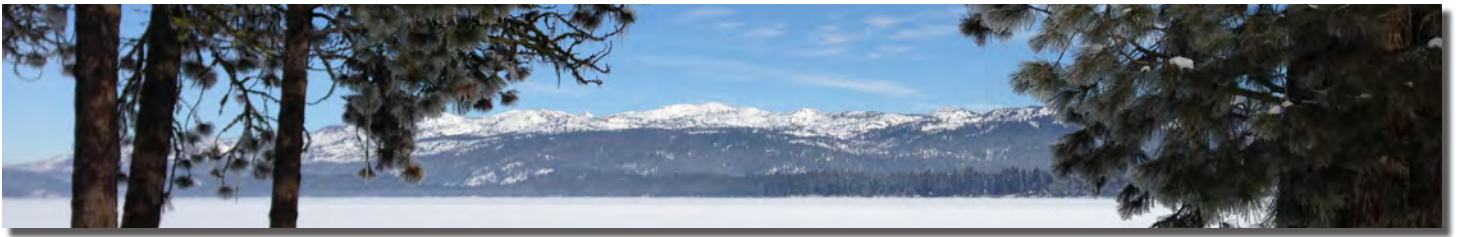


Bellevue's transit service.

- Ketchum, Idaho/Sun Valley, Idaho, population 2,694/1,395: The city does not currently have a transit center, but Mountain Rides, the local transit agency, has obtained a federal grant to build one. The plans call for a station, with a small heated building and bike parking, in one of Ketchum's unusually wide right-of-ways, allowing for easier transfers among the city's five bus routes. The public process around the station has been a difficult one. There is no transit center in Sun Valley, but all routes to Sun Valley stop in a shared location for easy transfers.
- Moscow, Idaho, population 24,080: The newly-opened Moscow Intermodal Transit Center is on the edge of the University of Idaho campus and serves the university shuttle, local, and intercity bus. The Center also houses offices for Moscow Valley Transit and the university's Parking Services.
- Sandpoint, Idaho, population 7,354: The city does not have a transit center, though transfer points on the city's local bus system are clearly marked on all route maps. The bus service began in spring of 2011.
- Taos, New Mexico, population 5,713: The city does not have a transit station. Local bus, inter-city bus and ski shuttles do not appear to be well-coordinated, and transfers are not clearly marked.
- Park City, Utah, population 7,822: The Old Town Transit Center is located near a main street with a variety of surrounding land uses. The Center serves the downtown trolley, ski shuttles, local buses and intercity buses in a 4,000 square foot building.
- Jackson, Wyoming, population 9,710: The Village Road Transit Center is located outside downtown near a major intersection. The Center, which serves local buses, has a large park-and-ride lot that eases congestion and parking issues in Teton Village. Several bus lines run through downtown Jackson, but there is no transit center and transfers are not clearly marked.



A Treasure Valley Transit Green Line bus picks up passengers on Park Street outside City Hall, January 2013.



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