

Where Meridian Lives

The Vision

# Destination: *Downtown*

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Larry Lipschultz

Dear Meridian Residents,

We have a great City with a unique downtown. Downtown Meridian can boast of an identity that embraces the past, is in tune with current trends, and is well positioned for the future. Major elements include a combination of historic buildings and storefronts, a street grid system, assortment of restaurants, culturally significant icons and structures, and distinctive districts and neighborhoods. Layered upon these physical characteristics is also an ambiance of friendliness, a small town feel, and a sense of destination.

However, over the years, downtown Meridian has not embraced all of the characteristics described above and leveraged them to create the vibrancy needed to sustain it as a destination in the Treasure Valley. To reinstate Meridian's downtown as a regional hub and commercial center, the Meridian Development Corporation (MDC) initiated Destination: Downtown in 2009; an effort intended to help define a desired future vision for downtown Meridian, and identify potential opportunities and strategies for strengthening Downtown's role in the Meridian community and the Treasure Valley.

We hope this vision document will assist us to develop a common frame of reference and a common sense of purpose as we shape downtown Meridian's future. We believe the Plan is based on sound, simple principles. As the many stakeholders in the downtown vision combine these principles with their own unique talents and experience, Downtown will continue to evolve in exciting ways.

To those who wish to play a role in bringing this downtown Meridian Vision to reality, we offer a hand of partnership. Downtown's are complex organisms, making the strategies to meld the best of Meridian's past with the possibilities of the future a collaborative effort involving committed, sustained, cooperation among many parties.

Finally, if you are already a stakeholder in downtown Meridian, we look forward to continuing a productive relationship to implement this Vision plan. To those who are interested in being a part of this great effort and contemplating being a stakeholder and advocate for downtown Meridian, please know that in downtown Meridian you will find great ideas, infectious enthusiasm, and wonderful people.

Sincerely,

Larry Lipschultz  
MDC Chair

Where Meridian Lives

# Destination: *Downtown*

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# Destination: Downtown

A VISION FOR DOWNTOWN MERIDIAN



Crafted in early 2010, **Destination: Downtown** is a Vision Plan for the long-term future of downtown Meridian. This document illustrates the overall **Vision** for the future of downtown through images and text, and is accompanied by *Implementing the Vision*, which identifies specific projects and implementation strategies for achieving that vision. Two other supporting documents, the Market Analysis and the Parking Analysis, offer background and more detail on specific findings and recommendations.

## VISION

The City of Meridian's slogan, "*Built for Business - Designed for Living*," embodies the community's character as a sophisticated, family-friendly city in the heart of the Treasure Valley. The downtown Vision reinforces this mind-set and helps to achieve it. Meridian's downtown will be a pedestrian friendly place with wide and safe sidewalks and street oriented businesses and retail activity. There will be pedestrian amenities and infrastructure that support walking and biking, and several nodal points and attractions within the downtown to encourage pedestrian activity. Downtown will also be a pleasant place to move around, even as more people converge there. Public transit such as commuter rail, bus rapid transit, and more conventional buses will add alternatives for reaching and moving within the area.

Mixed commercial activity and the introduction of new restaurants, businesses and specialty retail will create jobs in Meridian. The relocation of major corporations, institutions and sports clubs to downtown will also increase the number of jobs.

Public art will be incorporated into streetscape design in the downtown. Gateway features and signature architectural structures will be located around the downtown to serve as icons and landmarks. Building facades, awnings and signs will be themed to create distinct but unified districts. Street trees and plantings will also be added to the planned improvements.

Creating diverse housing opportunities for different housing needs and life-cycles in downtown Meridian is important to support new businesses and activity. A healthy housing mix will also help to draw people downtown and ensure 24-7 activity. Housing types will include apartments, town homes, condominiums, duplexes, and single family homes.

Great downtowns encourage walking, biking and transit, but are also accessible by automobiles. Meridian's downtown

**Destination: Downtown**

will accommodate automobiles and provide efficient and convenient parking. On-street parking, structured parking and surface parking lots will be convenient and used where appropriate to bring patrons close to businesses, retail outlets, and homes. A balanced retail environment which includes a mix of businesses, specialty stores, retail outlets, restaurants, professional services and institutions is also envisioned for the downtown. New retail activity will not jeopardize existing businesses but coexist with, and support them.

## VISION FRAMEWORK MAP

The downtown Vision is primarily focused on creating a mixed-use urban environment. To this end, a number of character districts are proposed within the MDC Urban Renewal Area (URA) boundary. These character districts describe more of the dominant activity and are not zoning or land use designations. The districts describe dominant uses, building types, roadway characteristics, etc.

The downtown area currently has a street grid system that is appropriate for multiple modes of transportation including transit, walking and driving. The Vision encourages the use of the street grid pattern and introduces new streets into areas where these are non-existent. Transit connections within Meridian, and to other destinations in the Treasure Valley, are encouraged. These transit connections will build on existing bus lines, and the possibility of having a commuter rail service on the current Union Pacific railroad corridor will be explored.

A City-wide green system will connect downtown to a regional trail and bike path system. These provide alternative transportation routes for residents and visitors while serving as a source of recreation. Street trees will become a major visual element within the Downtown, with particular emphasis on Main Street and Meridian Road. Finally, The downtown Vision does not ignore existing anchors and points of interest. These may be of historic, social, architectural and economic importance and will be incorporated into redevelopment plans wherever possible and appropriate.

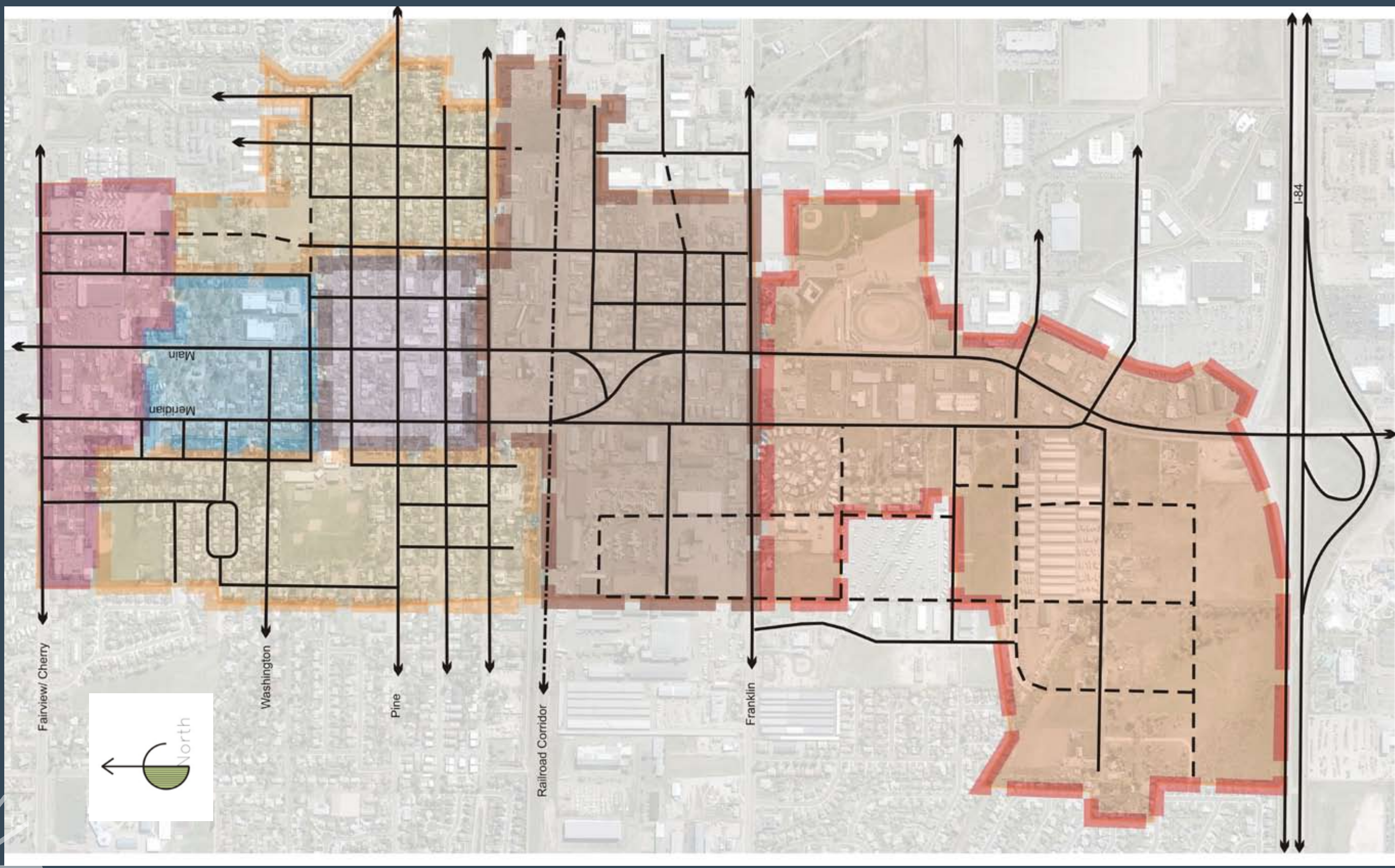
## FOCUS AREAS

The Vision is built around four main goals: Protecting and promoting **Livability, Mobility, Prosperity and Sustainability** in Meridian's downtown. Within each goal, specific focus areas and individual projects outline the elements of the Destination: Downtown Vision.





# Vision Framework & Districts



Northern Gateway District  
 Neighborhood Preservation Areas  
 Washington & Main District  
 Traditional City Core



TOD/ Cultural District  
 Southern Gateway Entertainment & Hospitality District

The various downtown districts, identify the desired character of each area by defining the major uses within a mixed use environment. The districts will have distinct streetscape characteristics that will help to define them, and create variety. The general characteristics of the specific districts are described on the following pages.



# Northern Gateway District

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The Northern Gateway District lies in the north end of the MDC boundary and is bounded to the north by Fairview/Cherry. The district will be defined by the following characteristics:

- 1. Taller Buildings:** Taller buildings shall be allowed to infill in this district. These buildings will be primarily mixed-used units with an emphasis on first floor retail.
- 2. Sense of Entry:** Utilize gateway features and architectural elements to create a sense of entry into the downtown. Consider the introduction of a prominent gateway element.
- 3. Streetscape Improvements:** Improve streetscape

particularly on Fairview/Cherry. Introduce landscaping elements and pedestrian amenities to encourage walking.

**4. Larger Retail and Employment Uses:** Encourage office uses to provide a major employment center supported by retail and housing.

**5. Bookend to Downtown:** Create an atmosphere in the district that is distinctive and that serves as an attraction and draws people into downtown Meridian.

The Northern Gateway district is a prime location for a consolidated parking area or structure, in addition to other parking types, to support the parking needs in the area, and encourage walking.



Northern Gateway District looking south from Fairview/Cherry. Consider 'squaring' intersection.

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NORTHERN GATEWAY DISTRICT		
Land Use	Percentage of District (100%)	Total Area (46 acres)
Retail/Dining	30%	13.8
Office	40%	18.4
Residential	5%	2.3
Light Industry	0%	0
Roads/ Utilities/ Institutional	25%	11.5



Streetscape improvements and sidewalk activity



Large retail uses, corner architecture



Mixed-use buildings



First floor retail

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Multi-family housing



# Washington & Main District

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The Washington & Main district is sandwiched between the Northern Gateway district, on the north, the Traditional Downtown Core, on the south, and the Neighborhood Preservation areas on the east and west. This district maintains its original feel as a residential corridor and is characterized by the following:

**1. Small Scale Buildings:** The district will have primarily one-story structures with larger setbacks and ample green space. Re-used single-family residential units, will transform into small-scale, quaint retail and office spaces.

Typical uses will include restaurants, specialty retail, professional offices, and residential units will maintain a

presence in the area.

**2. Residential Streetscape:** The district will maintain larger setbacks offering ample space for landscaping, outdoor dining, parking and general pedestrian amenities. The streetscape in the district will be distinctive with a smaller scale massing and character and a relatively punctured street wall.

**3. Integrate Historic School and Post Office:** A great part of this district is taken up by the Cole Valley Christian School and the United States Post Office. These structures should be preserved and integrated into the district's overall character. New development should complement them and preserve their identity.

WASHINGTON & MAIN DISTRICT		
Land Use	Percentage of District (100%)	Total Area (28 acres)
Retail/Dining	25%	7
Office	20%	5.6
Residential	30%	8.4
Light Industry	0%	0
Roads/ Utilities/ Institutional	25%	7



Professional offices and residential conversion



Integration of existing businesses



Possible view of Meridian Road with smaller scale streetscape; ample setbacks; and pedestrian amenities



Community commercial units



Residential units



# Traditional City Core

Destination: *Downtown*

The Traditional City Core district capitalizes on the historic heart of the City of Meridian and embraces Main Street and Meridian Road. It is bordered on the south by Broadway and on the north by the Washington & Main District.

The major defining characteristics of the district are:

- 1. 2 - 4 Story Infill and Restoration:** Encourage infill development in the district and develop vacant and under-utilized parcels to complete a consistent street wall along Main Street.
- 2. Traditional Architecture Themes:** Promote the use of traditional architecture themes that conform to the historic character of the downtown. Restore and preserve older buildings and design new structures to fit with the overall character. Permeable facades and traditional two-part block designs are encouraged.
- 3. Continuous Urban Edge:** Create a strong street wall by requiring zero lot line development in this district. Ensure that buildings meet the edge of the sidewalk and primary building access is at the public street.

**4. Vertical & Horizontal Integration of Uses:** Emphasize a vertical integration of uses in this district to create a diverse mixed-use atmosphere. Encourage first floor retail and commercial activity to promote pedestrian activity. Utilize deep lots for multi-family residential and a horizontal mix of uses.

**5. Preserve Downtown Housing:** Encourage the development of live/work units to bring people downtown and to promote local businesses, and ensure 24-7 activity. Preserve and protect remaining single family homes.

**6. Emphasize Walkability and Activity:** Create vibrant sidewalk activity and introduce pedestrian amenities to encourage walking, shopping, sidewalk dining, and social interaction.

**7. Develop Civic Uses:** Introduce civic uses such as museums, community centers, libraries, schools, and governmental offices into the Traditional City Core district. Maintaining a strong civic element ensures that the downtown area remains the symbolic heart of the City.

TRADITIONAL CITY CORE		
Land Use	Percentage of District (100%)	Total Area (45 acres)
Retail/Dining	30%	13.5
Office	35%	15.75
Residential	10%	4.5
Light Industry	0%	0
Roads/ Utilities/ Institutional	25%	11.25



Multi-family homes



Single family homes



Vertical integration of uses and traditional storefront



A possible concept for the traditional city core emphasizing a continuous edge along Main Street



Walkable streetscape and active sidewalk



First floor retail with pedestrian friendly facades

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# Neighborhood Preservation Areas

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The Neighborhood Preservation Areas include all areas that lie on the east and west sides of the Traditional City Core and Washington & Main districts, and within the MDC boundary. The aim is to maintain the residential neighborhood feel of these areas, while providing opportunities for limited neighborhood scale retail and professional services.

The major defining characteristics of this district are:

- 1. Residential Preservation:** Identify and implement residential infill/restoration programs to maintain and protect downtown neighborhoods.
- 2. Historic Designation:** Explore the possibility of assigning a historic designation to all or parts of the historic neighborhoods. Historic preservation can limit the risk of incompatible development and can provide opportunities for new funding sources and preservation tools.



*Residential neighborhood showing preserved natural open space*



*Preserve existing single-family homes and encourage a mix of traditional architectural styles for all new infill*

NEIGHBORHOOD PRESERVATION AREAS		
Land Use	Percentage of District (100%)	Total Area (143 acres)
Retail/Dining	1%	1.43
Office	1%	1.43
Residential	83%	118.69
Light Industry	0%	0
Roads/ Utilities/ Institutional	15%	21.45



*Safe and pleasant neighborhood streets with sidewalks*



*Preserved historic home*



*Variety in housing types*



*Pocket parks*



*Community gardening opportunities*



# TOD/ Cultural District

Destination: *Downtown*



A typical TOD area with multiple modes of transportation, dense development and re-use and integration of historic industrial buildings.

The Transit Oriented District (TOD)/Cultural District is centrally located in the MDC boundary, and falls on either side of the Union Pacific Railroad line. The district complements the Traditional City Core, supports multiple transportation modes and encourages walking. The major characteristics of this district include:

**1. Integrate and Transition Existing Businesses:**

Integrate existing businesses into new developments through creative design solutions. Create opportunities for these businesses to transition over time when the timing is right for the property or business owner.

**2. Art and Cultural Opportunities:**

Introduce arts and cultural opportunities throughout the district. Physical beautification opportunities include murals, streetscape beautification, pocket art parks, gateway monuments etc. Cultural opportunities include farmers markets, craft fairs,

performing arts and galleries.

**3. Emphasize civic/TOD facilities:** Emphasize and develop the core area of the district to support a multi-modal transit stop. Also consider this area as the location for a number of facilities with quasi-civic functions which may include non-profits or community centers.

**4. Create an event or performance venue:** Introduce an event space in the district to reinforce the arts and cultural character of the district and to provide opportunities for citizens involvement in the arts.

**5. Dense Development:** Ensure high densities necessary to support transit oriented development, and to create opportunities for mixed and vertical integration of uses.

TOD/ CULTURAL DISTRICT		
Land Use	Percentage of District (100%)	Total Area (138 acres)
Retail/Dining	25%	34.5
Office	15%	20.7
Residential	25%	34.5
Light Industry	10%	13.8
Roads/ Utilities/ Institutional	25%	34.5



Vertical integration of uses and contemporary design themes



Farmers or local artisans market



Multi-modal transit facility



Performance venue and events Center



Interactive public art



# Southern Gateway Entertainment & Hospitality District

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The Southern Gateway Entertainment and Hospitality District is bordered on the north by Franklin Road and on the south by Interstate 84. This is the largest district within the MDC boundary, and its major characteristics are described below:

- 1. Bike Paths and Trails:** Expand bikeways and multi-use trail connections to serve as alternative sources of transportation and recreation, and provide connections to downtown.
- 2. Hotel and Upscale Restaurant Uses:** Introduce facilities like hotels, restaurants and entertainment venues that reinforce the hospitality function of the district.
- 3. Expand and Upgrade Park & Speedway:** Capitalize on and improve the existing speedway facility as a community landmark and anchor. Explore the possibility of adding new

recreational amenities such as a skate park to this area.

- 4. Extensive Landscaping:** Heavy landscaping throughout the district, including parking lots will ensure this area projects a positive first impression and beautifies this gateway to the city. Explore the possibility of creating a tree-lined boulevard.
- 5. Locate a Multi-Purpose Sports Facility:** Locate a multi-purpose sports facility in this district to serve as a major anchor point, and sports amenity for the downtown. A facility close to the core of downtown will support other businesses and stimulate new development.
- 6. Gateway Features:** Locate and emphasize gateway features and explore different methods of enhancing the southern entry into the downtown. possibilities include landscaping, art, banners and lighting.



Make a concerted effort to shift freeway-oriented development away from the standard, big-box format in favor of buildings with smaller footprints and a more traditional, gridded street network

SOUTHERN GATEWAY DISTRICT		
Land Use	Percentage of District (100%)	Total Area (260 acres)
Retail/Dining	25%	65
Office	25%	65
Residential	0%	0
Light Industry	25%	65
Roads/ Utilities/ Institutional	25%	65



Professional offices and employment centers



Gateway sign and landscaping



Entertainment venues



Hotels and hospitality facilities



Sports facility

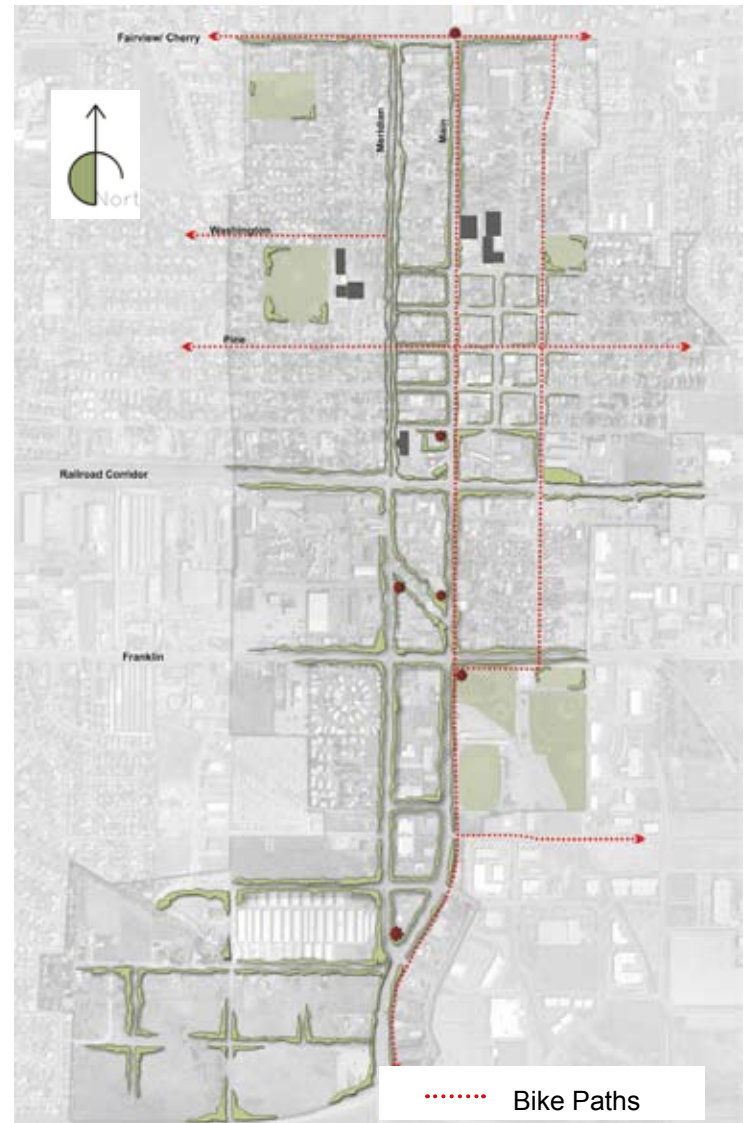


# Downtown Elements

Destination: *Downtown*

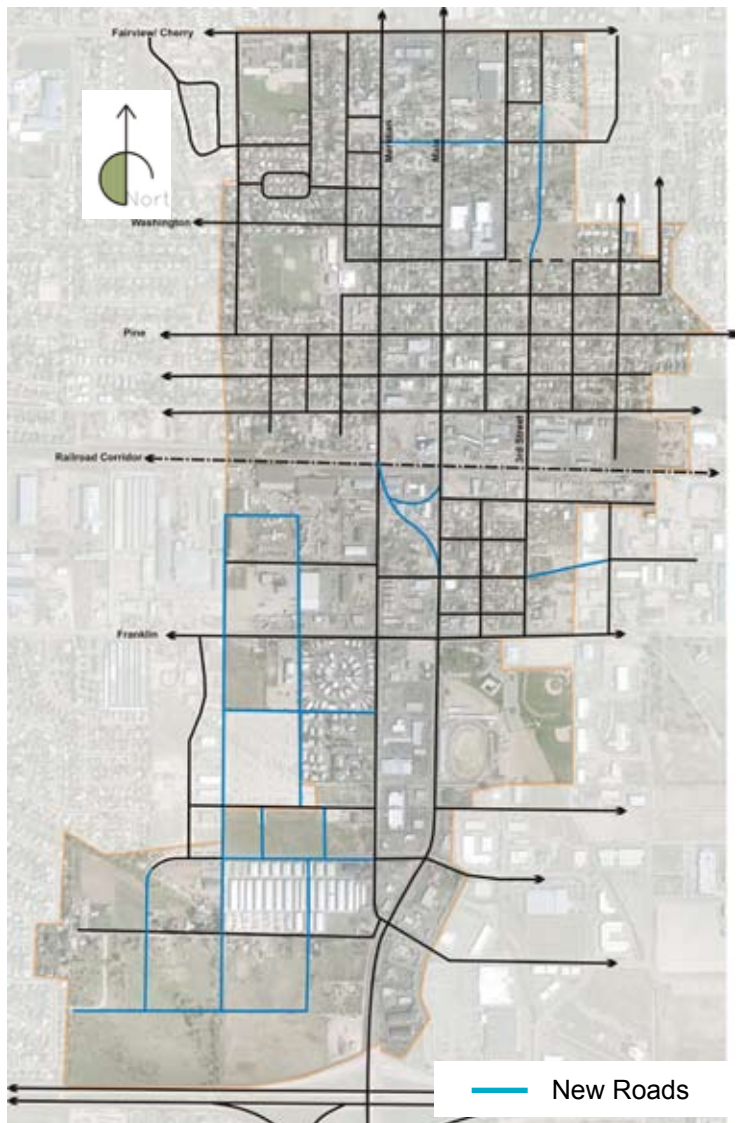
Exploring downtown Meridian in layers, Destination: Downtown identifies existing systems within the downtown area, and recommends specific strategies for building on existing assets and ensuring efficient extensions of those systems. Specific layers considered include green space, vehicular movement, walkability and transit systems, and parking opportunities. Some recommendations include the development of new roadways ACHD recognizes this Vision and its goals, but does not take an official position on the plan. ACHD will not condemn to acquire road rights-of-way.

## GREEN SPACE



- Make Meridian Road a boulevard with a center median
- Preserve existing open spaces
- Explore options for a baseball park or sporting events venue
- Extend the existing multiple-use path into downtown
- Identify new bike routes through downtown
- Increase landscaping throughout downtown

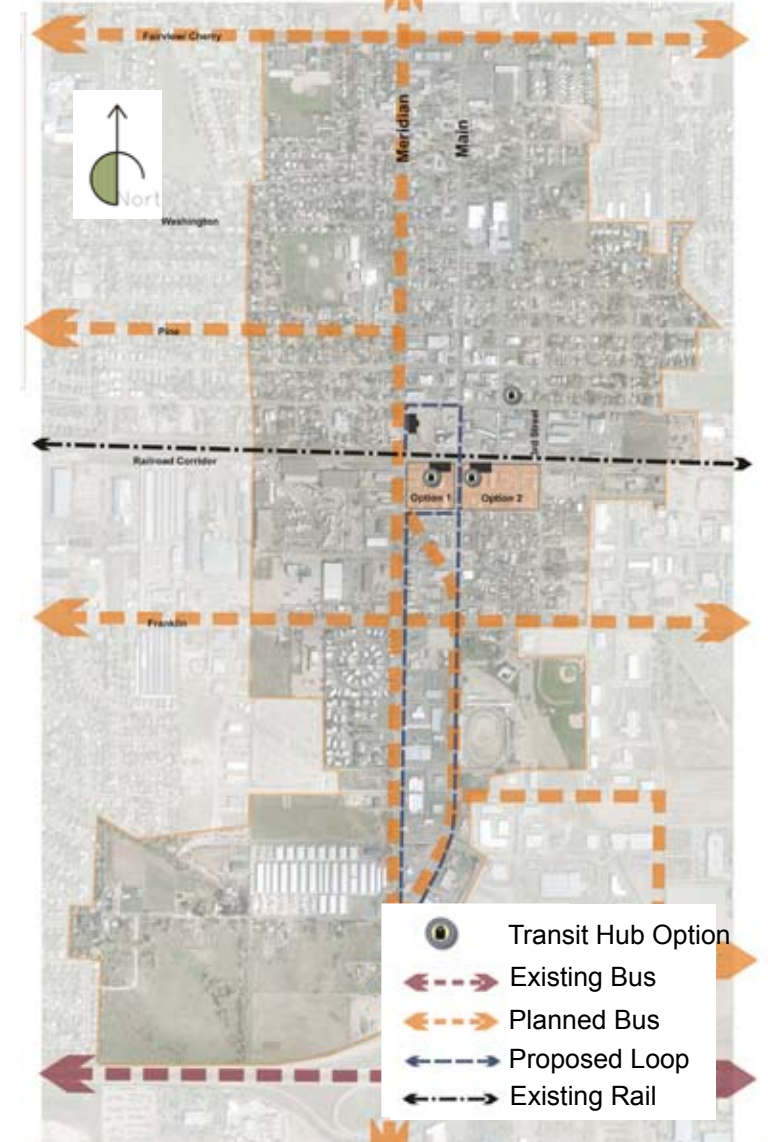
## ROAD NETWORK



- Extend the existing street grid
- Connect 3rd Street north to Fairview/Cherry Lane
- Work with developers to set aside all new road right-of-way

Destination: *Downtown*

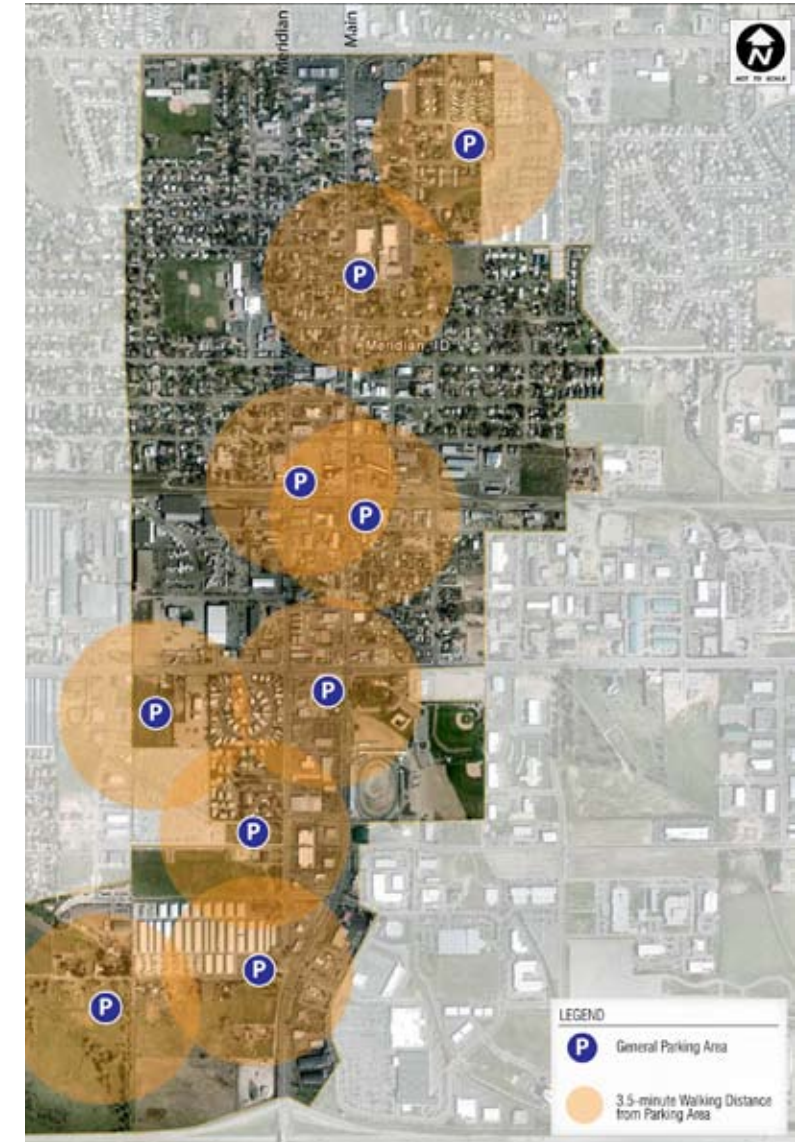
## TRANSIT



- Analyze transit hub options
- Connect hub to current service with bus loop
- Preserve options for future rail service

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## PARKING



- Transition the City Core on-street parking to paid parking
- Do not charge for parking in any of the other districts, unless future demand necessitates it.
- Transition existing parallel to angled parking, where feasible
- Acquire land for future surface and structured parking



# Parking

Destination: *Downtown*



*Parking design should not be treated as an afterthought; but rather as an integral component to the overall development of the downtown*

The public perception of ample, convenient parking is critical to the success of every downtown. *Destination: Downtown* envisions a downtown with efficient, easily accessible, and affordable parking opportunities. Yet one that still encourages walking and future transit use. A coordinated and enforced parking management plan for downtown will provide parking that meets the needs of all users: residents, businesses, workers, visitors etc.

Parking characteristics will include the following:

1. Design surface parking with adequate landscaping and tree cover, to offer shade and reduce urban heat island effects.

2. Consolidate parking within the core of blocks, and avoid providing large surface parking lots in front of downtown buildings.

3. Provide on-street parking, where possible, to provide more parking opportunities and to create activity on the City streets.

4. Introduce parking structures that blend in and conform to the downtown's architecture.

5. Encourage the use of permeable paving systems to minimize storm water runoff.

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*Permeable paving materials*



*Well landscaped and maintained parking areas*



*On-street parking*



*Alley-loaded parking for residential and retail units*



*Parking structures that blend into urban form and offer ground floor retail*



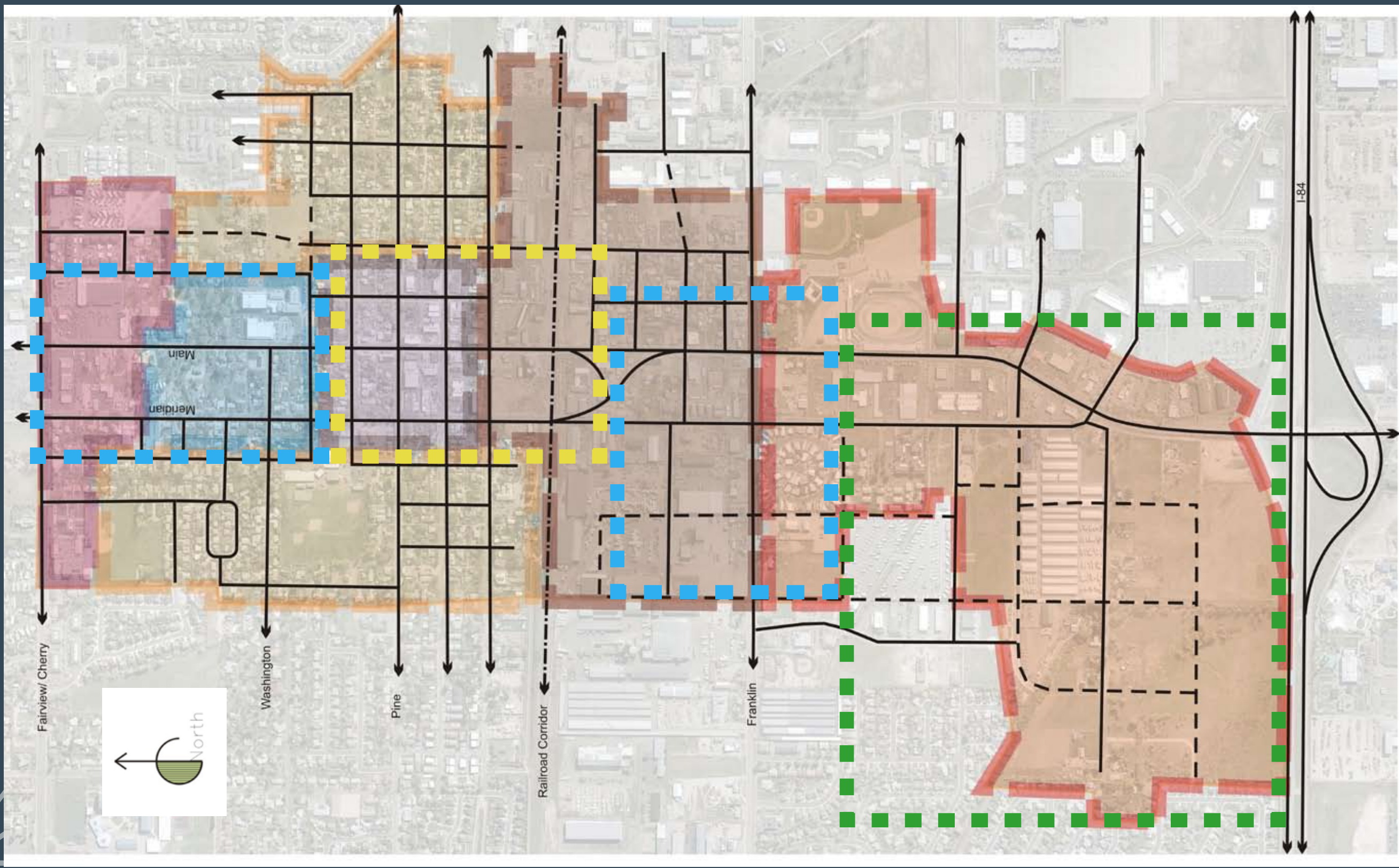
*Screen parking along the street*

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# Phasing



## SUGGESTED PHASING FOR REDEVELOPMENT FOCUS

- Phase 1:** City Core and area around rail line
  - small professional office
  - restaurants and small, unique shopping
  - housing
  - catalyst projects

- Phase 2:** TOD Area and Northern Gateway
  - capitalize on expanded transit
  - larger office developments
  - mixed-use and residential

- Phase 3:** Freeway frontage and infill throughout
  - may see medical or other bio-med development occur here
  - office, hospitality, entertainment



# Livability

**D**OWNTOWN MERIDIAN will be a destination, where there is a wide variety of entertainment and social options to serve the downtown and area residents. It will have a strong character, a welcoming and beautiful atmosphere, and a variety of housing options that can be easily accessible by car as well as other transit options. The downtown will also be connected to the rest of the City by greenbelt or pathway system.



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# Livability Focus Areas

Destination: *Downtown*

## FOCUS AREA: PUBLIC ART AND BEAUTIFICATION

A well-coordinated collection of public art throughout downtown Meridian will provide a personality to downtown and excitement for people of all ages. Programs to encourage and promote the work of local artists are encouraged. City zoning and design standards may also be revised, as needed, to allow for artists, sidewalk displays, street performers, etc.

Celebration and promotion of Meridian's heritage and history will take center stage, and become a theme for downtown interpretation and public art. Possible nomination of a national historic district and expansion of local festivals and events, such as Dairy Days, will honor the community's history while looking forward to the future.

Street improvements and beautification will include increasing the number of street trees, introducing landscaping including planters, community gardens and green spaces. Lighting is also critical and will contribute to making downtown secure and usable for most of the day. A well-lit downtown will attract people and activity, and decorative street lamps on major streets will contribute to a lively environment.

## FOCUS AREA: ENTERTAINMENT AND GATHERING PLACES

People are attracted to downtowns because of the quality of the experience. Entertainment and gathering places in downtown Meridian will make it a destination for residents and visitors. Gathering places can take many forms, from formal event venues, to informal park or plaza spaces, to popular restaurants or retail spaces, and downtown Meridian must include a combination these.

Downtown Meridian will be a destination for entertainment. Entertainment venues will include theaters, meeting or convention spaces and sports complexes. Indoor and

outdoor gathering places like amphitheaters, parks, farmer's markets and sports fields will be developed and expanded as space and needs are identified to create opportunities for informal gathering and programed activities.

Downtown Meridian will attract several people and businesses as these venues become local and regional attractions, and will increase opportunities for supporting retail and dining. Downtown will be a living room for the community, and one that provides activity throughout the year. This level of activity and density will help support a dependable and convenient transit system, job growth, and stimulate additional investment in downtown.

## FOCUS AREA: DOWNTOWN HOUSING

Providing attractive, comfortable housing for a range of income levels and life cycle stages helps the downtown to thrive. Expanding housing options in the Downtown will make it a more walkable and less automobile-dependent district, and a place even more attractive to new businesses.



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Nation-wide demographic trends in the last few years have shown increased demand for housing in well-planned and pedestrian-oriented downtowns and Meridian is well positioned to create this kind of vibrant downtown experience.

Downtown housing will take many forms, including single-family residential neighborhood on the edges of downtown, mixed-use buildings with ground floor retail or office, condominiums and apartments, and moderate-income housing as well as higher-end professional flats.

Encouraging affordable housing in downtown may take a variety of strategies and will require public-private partnerships and joint investment. Many federal housing grants and programs are available to assist in increasing affordable housing and home ownership in a variety of settings.



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## Priority Actions

- Create more places for community gathering and entertainment
- Negotiate a long-term lease for use of the Union Pacific property in the core of downtown
- Locate a sports facility or stadium in downtown Meridian
- Locate a multi-purpose performing arts center in downtown Meridian
- Celebrate and promote local history and heritage



# Mobility

**D**OWNTOWN MERIDIAN will have a system of connectivity that supports and enhances both motorized and non-motorized, safe, pedestrian movement. A centrally located multi-modal port will be identified to connect the Meridian central business district to the greater Treasure Valley and its suburbs. Adequate parking will be provided for at critical ports, stations etc. to create and attract healthy, vibrant businesses and sustain a cultural community.



**Destination:** *Downtown*





# Mobility Focus Areas

Destination: *Downtown*

## FOCUS AREA: TRANSIT SUPPORTIVE

Encouraging transit use requires a three-fold approach. First the downtown area must include a mix of land uses, enabling residents, employees, or visitors to conveniently access a variety of destinations in high enough concentrations that using a car is unnecessary. Second, the downtown must be designed to be attractive and welcoming to pedestrians. Third, convenient and dependable transit options must be available.

An inter- and intra-community transit system will connect downtown Meridian to the Treasure Valley, and provide convenient transportation for residents and visitors within the City. Planning ahead for future rail transit, regional and local bus systems will converge at a new transportation hub located in the heart of downtown. While rail-based public transportation is many years away, a bus loop will connect the new transit hub to existing, and more near-term planned service. A phased site plan for the transit hub would allow the facility to expand over time to accommodate additional busses or trains as needs arise. Additional transit programs and projects include the development of sheltered and accessible bus stops, and secure bicycle storage at transit facilities.

## FOCUS AREA: TRANSPORTATION DESTINATION

Downtown Meridian will be a “to place” rather than a “through place.” Ensuring that residents and visitors can easily move through, and within, the downtown area requires accommodating large volumes of vehicles, while still ensuring a harmony between all modes of transportation.

A safe and efficient vehicular transportation system means establishing a balance between moving cars and ensuring the safety and security of pedestrians and bicyclists. Downtown stakeholders envision a busy Main Street with clear, easy movement of cars, while ensuring it is the primary spine of downtown pedestrian activity. Similarly, Meridian

Road is envisioned to be a heavily landscaped boulevard with visible and safe pedestrian crossings, while still providing efficient movement of cars to and from the freeway.

Convenient and secure parking areas throughout the downtown ensure that both employees and visitors have places to park within walking distance of their destination. The Vision encourages focusing on the development of a few consolidated community parking areas, which may be surface lots or structures, in addition to protecting on-street parking and smaller private parking areas.

An efficient system of way finding and signage infrastructure for easy navigation by all modes of transportation is necessary, and the downtown will also provide opportunities for easy transfer from one mode of transportation to another.

## FOCUS AREA: PEDESTRIAN/ BICYCLE FRIENDLY

With active storefronts and well-maintained sidewalks, Meridian’s downtown will be an enjoyable place to walk and bike. Wide sidewalks, street trees, and street furniture



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will be provided to make the walking experience pleasant and comfortable. Store fronts will be built to, and open to the street rather than expansive parking areas. Infill development will increase density without necessarily adding height or requiring major demolition, and will create a continuous street wall along Main and side streets.

Bicycle lanes, bike racks or lockers, and other supporting facilities throughout the downtown will encourage biking in the downtown. Connected multi-use paths will tie the downtown to regional trail systems and a new Meridian greenbelt along the rail line.

Parking areas will include clear pedestrian pathways, to make walking safer even for visitors that arrive by vehicle. Sheltered and accessible transit stops, will make riding transit comfortable in all seasons, and smooth paving materials will increase walkability of the downtown for those who are wheelchair bound or with limited mobility.



Destination: *Downtown*

## Priority Actions

- Improve the walkability of downtown
- Plan for a multi-modal transportation hub
- Provide convenient parking opportunities downtown
- Develop signage and wayfinding infrastructure
- Improve the bikeability of downtown
- Ensure vehicular circulation is effective, safe, and efficient



# Prosperity

**D**OWNTOWN MERIDIAN will be an economic magnet attracting different types of businesses to serve its residents and visitors. Most businesses will be small, independent and locally owned providing unique products and specialty services. The economic environment will be diverse with mixed uses, private/public partnerships and opportunities for the integration of upscale businesses into the local fabric. Fair and equitable practices and policies will be utilized in the relocation, or dislocation, of existing businesses and services.



**Destination:** *Downtown*





# Prosperity Focus Areas

Destination: *Downtown*

## FOCUS AREA: JOB CREATION

Meridian's Downtown will be a place for a variety of job opportunities. A mixed-use commercial environment will expand and strengthen opportunities for employment. Investment and redevelopment efforts within the downtown will also increase opportunities for employment.

New investment in downtown will be encouraged through a variety of methods. Incentive packages to encourage development in downtown may include utility hook-up or impact fee waivers or reductions, low interest loans, or density bonuses. Zoning of the lands between the railroad tracks and I-84 may be reviewed and updated, as needed, to encourage investment and high quality development in this gateway into Meridian.

The entire downtown will be viewed as a business incubator and will help to grow and maintain businesses within the City. A place-making and branding campaign will assert and promote an image for Meridian that it is the downtown for the



greater Treasure Valley, promoting activities, shopping, and events that draw visitors and employers from surrounding areas into downtown.

Land assembly of the parts of downtown with the most fragmented land ownership will better position downtown for new development.

## FOCUS AREA: BALANCED RETAIL ENVIRONMENT

Downtown will have an atmosphere and ambiance that attracts people and encourages them to linger because of active and vibrant retail opportunities, public art and gathering places, and community events. Distinctive districts throughout the downtown will encourage exploration and foster social retailing.

The diversity of businesses throughout the downtown area will expand and grow. Businesses appropriate for downtown include specialty stores, restaurants, grocery, apparel and personal care, specialty food stores, professional offices, and business support services.

Destination: *Downtown*

It is important to note that policies and measures will be put in place to ensure that new retail and commercial activity do not jeopardize existing businesses. A "Local First" campaign can encourage residents to shop locally and to support downtown businesses.

Finally a mixed-use catalyst project on MDC-owned property will spur development and investment in downtown, and begin to create the activity and image needed to draw in additional development.

## FOCUS AREA: INTEGRATION OF EXISTING BUSINESSES

There will be integration of existing businesses in the redeveloped downtown fabric. Equitable practices will be used to ensure that existing businesses that do not fit immediately into a typical walkable downtown image are protected, and carefully integrated into the redevelopment fabric. When relocation is necessary, Public-private partnerships can help to minimize adverse impacts to the business. Infill development on existing vacant and under-utilized lots will be constructed to conform to the historic character of the Downtown.



Destination: *Downtown*

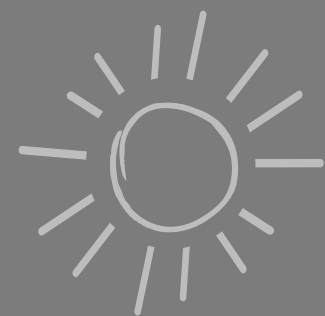
## Priority Actions

- Integrate existing businesses into the fabric of downtown as the area experiences new investment and growth, while protecting their ability to operate
- Create a destination that fosters social retailing
- Develop a catalyst project on the MDC parcel at 3rd Street & Broadway
- Improve the diversity of business activity and retail vitality



# Sustainability

**D**OWNTOWN MERIDIAN'S existing urban fabric will be preserved and enhanced through responsible low impact development policies. Due diligence will be used in the master planning and development process to utilize and appropriately integrate existing infrastructure without over-burdening them. Strategies will be put in place to ensure that new developments and redevelopment projects are built to last, and are environmentally and economically sustainable.



**Destination:** *Downtown*





# Sustainability Focus Areas

Destination: *Downtown*

## FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY

Instilling an ethic for efficient use of resources greatly benefits a community. Downtown Meridian will be a model for sustainable development practices. Policies, strategies, and incentives will be put in place to ensure that new buildings are energy efficient and environmentally friendly.

A greenbelt pathway network throughout the City will also create opportunities for residents and visitors to enjoy the outdoors, while providing an alternative means of transportation. Additional landscape elements will be installed in the downtown and create a pleasant and walkable environment. Landscaped areas and sidewalk planters could also provide opportunities for urban food production.



will also be coordinated between the City and the MDC to capitalize on economies of scale and to jointly develop new plans and decisions, and the roles of each agency will be more clearly defined for the public.

A new “open government” campaign may be considered as a way to increase customer service in local government and to foster a welcoming and friendly atmosphere in Meridian.

The 3D model of downtown will be completed and used as a marketing tool for the MDC and Meridian to attract new investors and in the City’s development review and approval process. The model could also be integrated into GIS databases to provide a comprehensive inventory of parcel data for downtown.

A joint discussion and partnership will be crafted to assess and evaluate fair and appropriate impact fees to reduce unintended barriers to development and investment in downtown Meridian due to high fees and strict requirements.

Destination: *Downtown*

## FOCUS AREA: SOCIAL SUSTAINABILITY

Downtown Meridian will become the center for the arts and culture in the Treasure Valley and the entire region. A wide range of events and programs will be staged that will appeal to different segments of the population. Outreach and public school performances, as well as holiday, public interest and other cultural events, will occur in downtown whenever possible.

An atmosphere will be created in the downtown to encourage people to spend time. Retail and shopping activity will be conducted conveniently while street furniture and street trees will complement pedestrian activity.

Meridian will develop an organizational culture of openness and collaboration in the City. This will improve communication, awareness, and trust while assisting local governments in making more fully informed and better decisions.

## Priority Actions

- Promote and expand the number of cultural events in the community
- Develop a greenbelt pathway network throughout Meridian
- Preserve and protect private property rights and minimize impacts to existing downtown businesses
- Promote and encourage innovative and progressive development
- Incentivize sustainable development



## FOCUS AREA: ECONOMIC SUSTAINABILITY

Private property rights will be protected in the Downtown to ensure that development and redevelopment activity does not negatively affect existing businesses and property owners. Plans, policies and implementation strategies



Destination: *Downtown*



# Implementation

This is a visioning document that is intended to be a guide to decision-makers, but is not policy. This document and the images and language described here are intended to paint a picture of the possibilities for downtown. The actual implementation of the vision will likely differ significantly. Specific projects and developments will occur as opportunities arise and within a free-market environment. This document should be referred to regularly to ensure development is consistent with the spirit and intent of this Vision.

The *Destination: Downtown* visioning and strategic planning process has been designed to be a collaborative process that results in a community-authored and implemented plan. The facilitated planning process has generated dozens of ideas and projects for downtown, which have been grouped into four Vision elements, and a series of focus areas. Implementation of the *Destination: Downtown* Vision will require the participation of the City, the MDC, and the Meridian community. The City and the Meridian Development Corporation do

not have the resources or man power needed to implement every project in the *Destination: Downtown* Strategic Plan, but both agencies will take a major role in the implementation

of this Vision. However, in order for the plan to maximize its effectiveness and generate enthusiasm for the improvement and reinvestment in downtown, it needs the support of the community. The implementation framework for the Vision will be structured as illustrated in the diagram below.

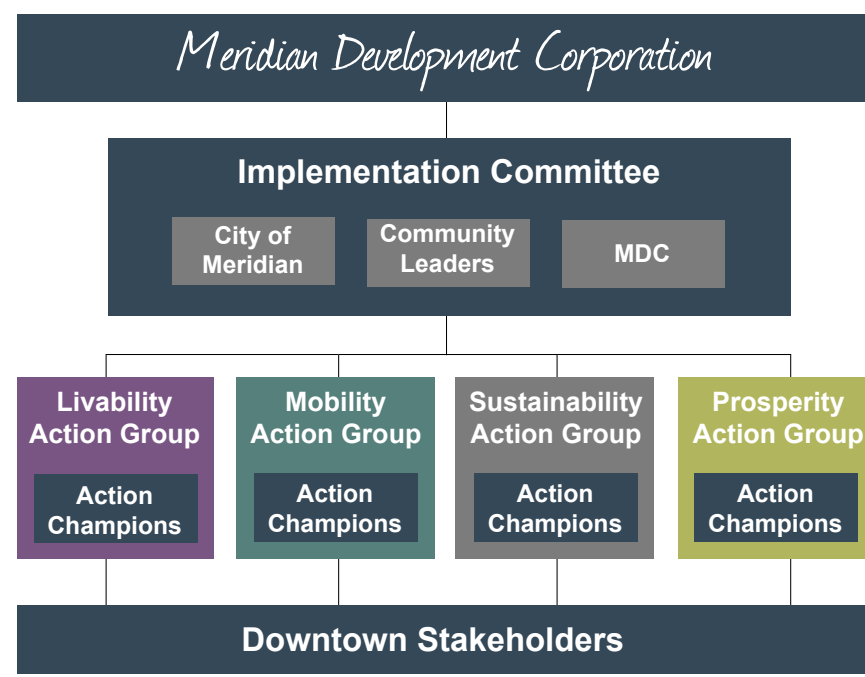
## IMPLEMENTATION COMMITTEE

The Implementation Committee will consist of the entire MDC Board, City department heads, and key community organizers. The MDC administrator will serve as the Committee's staff member.

The Implementation Committee's role will be to:

- Track progress of Action Groups and overall Plan implementation
- Recruit Project Champions
- Serve Action Group Chairs (Prosperity, Livability, etc.)
- Determine project priorities, and implementation goals
- Help facilitate coordination between City and MDC for projects
- Help facilitate the identification of funding sources for specific projects, as appropriate

It is expected that the Implementation Committee will meet quarterly, or as needed.



## ACTION GROUPS

The Action Groups will consist of MDC Board Liasons, and all Specific Project Champions. This group will also be provided staff support by the MDC administrator.

Each Action Group's role will be as follows:

- Track and manage implementation tasks of Action Group (e.g. Livability)
- Help recruit project Champions
- Help Champions organize specific project implementation teams
- Encourage and remind Project Champions as needed
- Track specific project implementation progress

This Group will meet quarterly, or as needed.

## ACTION CHAMPIONS

Plan implementation has the greatest prospect for success when an individual with passion for a particular action item or strategy is recruited or identified. This passion, in some cases, may be related to the individual's job responsibilities, or may be an area of particular interest. The implementation of the Strategic Plan element of this vision will center on committing, coordinating, and afterward acknowledging the work of a cadre of "Champions" who will marshal the resources needed for each strategy or project.

The Action Champions will have the following roles:

- Recruit project implementation team-members (stakeholders and volunteers)
- Responsible for the initiation, progress, and tracking of specific projects
- Coordinate with Action Groups and the Implementation Committee to find funding sources and necessary support from City, MDC, or other entities.

The Action Champions will meet with project implementation teams as needed.

## CASE EXAMPLE

To illustrate how Plan Implementation could move forward, consider the Project, "Integrate existing businesses into the fabric of downtown as the area experiences new investment

and growth, while protecting their ability to operate," under the Livability focus area.

This will begin by the Implementation Committee identifying and designating a Champion for this cause - a person with the needed leadership skills, who is committed to downtown Meridian, and who feels strongly about the integration of existing businesses into redevelopment, and has the relationships to promote the project. This Champion would likely organize and recruit a small committee of like-minded people to form an implementation team and volunteers, and organize a brainstorm meeting on strategies to achieve this goal. The Champion will organize another meeting to identify project specific implementation goals. Example project specific implementation goals may include:

1. Identify any existing, past, or potential issues to determine problems to solve.
2. With Stakeholders, brainstorm solutions to issues, and identify ways to prevent future problems.
3. Develop a memo or report summarizing problems, issues, challenges, opportunities, and solutions.
4. Present memo or report to MDC, the City of Meridian, etc., for consideration.
5. Coordinate and involve business owners in future plans that have the potential to affect their property, security, or business while accommodating new investment and growth in downtown.
6. Work with ACHD, the City, and developers to ensure that roadway realignment, expansion, or other road way improvements do not adversely affect well-established, contributing members of the Meridian economy and workforce.

Other goals may include the protection of businesses located within historic structures, assistance in relocating adversely affected businesses and coordination of pedestrian and bicycle circulation systems.

The above scenario includes project specific goals with tangible products as well as ongoing, long-term objectives. The Champion's participation would likely end in the early stages, and the City and MDC would carry the objectives and spirit of the project into the future.



In order to address the rather ambitious list of goals, strategies and actions which make up this Destination: Downtown Vision, the Meridian community will need to draw from a wide range of sources. Since resources will always be in short supply, it is necessary to prioritize among many competing priorities. This allocation of resources requires a thoughtful, disciplined approach to insure that resources are used to the best advantage of the community.

Resources needed for the Strategic Plan implementation will depend on various funding sources as well as through the efforts of community participants and volunteers, identified as Action Champions.

Much will be accomplished in downtown Meridian through the efforts of these volunteers who are passionate about particular aspects of the Strategic Plan and are motivated primarily by an idea to make the community better. These individuals will help to organize and lead groups in overcoming obstacles, and in some cases raising funds.

The funding component may be divided into different categories. This may include capital funding (e.g., the means for obtaining land and constructing buildings, or other physical improvements), staff funding, and other administrative funding. Some of the Vision's needs for resources may fall into categories closely associated with certain governmental services, while others may go beyond the scope of what government (particularly local government) traditionally does. To this end, there may be a reliance on private-sector funding.

A lack in direct governmental and or private sector funding for the downtown Vision will necessitate finding creative ways to draw upon funding from all available resources. The Vision can explore the following funding sources to carry out its goals.

### PROJECTS UNDERTAKEN BY OTHER GOVERNMENTAL ENTITIES

Other governmental agencies have responsibilities to provide certain services and facilities. Their interests may sometimes intersect with downtown priorities. For instance the Ada County Highway District (ACHD) undertook the Split Corridor project in downtown Meridian a few years ago.

ACHD's Transportation and Land Use Integration Plan (TLIP), is also an example of a potential funding source for future projects that may be undertaken.

### FEDERAL AND STATE GRANTS

There may be opportunities to obtain help from other levels of government for specific Plan actions or projects. The City has had some success in the past in obtaining Federal help with some downtown projects. For instance, the new City Hall site was cleaned using a Federal Brownfields Grant. The City currently receives Community Development Block Grants (CDBG) Entitlement funds, some of which can go towards helping the MDC implement its revitalization strategy. The City can also use some of the CDBG funds for project that benefit residents in designated Low - Moderate Income (LMI) census block group areas.

### NEW PRIVATE DEVELOPMENT

Downtown Meridian's ultimate success will be measured largely through its ability to attract high-quality private investment. New private development fills an essential niche in the redevelopment efforts of a typical downtown. New buildings and private developers introduce some new activity and variety, necessary to carry out certain key strategies.

High quality and well-maintained landscaping, well-designed new outdoor gathering places, and building designs which are both sustainable and complementary to the traditional, add a fresh layer of vibrancy and improve the local economy as well.

### RE-USE AND MAINTENANCE OF EXISTING PRIVATE DEVELOPMENT

A lot of what makes downtown Meridian a unique and interesting place are its decades-old buildings and businesses which occupy them. The residential areas that surround these businesses also contribute to its identity.

These assets should be recognized as resources to be marshaled in fulfilling the Vision. More private investment can be added to enhance their quality. Just as new private development is crucial to downtown's success, so also is investment in the maintenance and imaginative re-use of existing buildings by their private-sector owners and tenants.

### TAX INCREMENT FINANCING

Tax Increment Financing (TIF) is used in Idaho to fund different types of improvement projects within an urban renewal area.

At the time an urban renewal district is formed, the county assessor establishes the current value for each property in URA. This value is referred to as the "base" value. Over time, as both public and private dollars are invested and development occurs in the area, property values rise. The increase in value over the base is called the "incremental" value, or increment. The taxes generated by this incremental value are shared by the school district and the urban renewal agency.

Recently, the financing has moved from bonds to developer agreements. Developers who are able to create the increment are repaid through those improvements and the value in that increment.

### DONORS

The Vision identifies some projects that lend themselves particularly well to funding by private donors. Outdoor gathering places, public art, gateway features can be difficult for local government to fund. These projects may however, appeal to individual or group donors.

Typically, donors are acknowledged through elements in the public space, such as engravings on brick pavers.

### FOUNDATIONS

A variety of private foundations exist that seek projects to fund that help carry out their particular priorities. As fund raising progresses for downtown Meridian projects, it will be important for the Champions who take on these projects to systematically explore available foundations to identify those that may be oriented to downtown Meridian's objectives.

### SPECIAL SERVICE DISTRICTS AND LOCAL IMPROVEMENT DISTRICTS

These refer to a variety of special districts which are created through which groups of property owners, who organize to assess themselves for special services they would like to see undertaken. These districts are sometimes used to fund the ongoing operating and maintenance costs, or a portion of such costs, associated with infrastructure improvements such as street lighting.

### CITY GENERAL FUND AND CAPITAL IMPROVEMENT FUND REVENUES

On a limited basis, certain Plan actions and projects may be able to utilize the time and talents of the City staff without requiring a major, permanent re-allocation of City resources. Some Plan actions may even fit with the normal scope of work of some City departments. Examples may include: downtown law and ordinance enforcement, some cleaning/maintenance, collaboration with other governmental entities, administrative support of overall Plan implementation etc.

### CITY ENTERPRISE FUNDS

This funding mechanism enables the City to operate somewhat like a private business. A user fee is typically charged for a service which essentially covers the cost of providing the service. These tend to be services offered City-wide, for which it is possible to clearly identify the service user and how much of the service they are using (such as water or electricity). Occasionally the missions associated with these enterprise funds may intersect with downtown strategies, actions and projects.

### USER FEES

These fees are typically associated with the use of parks and recreation facilities and attendance at some City-sponsored cultural events. User fees may be employed to offset the costs of such events called for in the Implementation Plan.



**INTRODUCTION**

The City of Meridian is the second-largest city in Ada County, Idaho, and is located about 11 miles from the State capital Boise. Meridian has been the fastest growing city in Idaho since 1994 with the population tripling between 1990 and 2000, and more than doubling between 2000 and 2007.

From its beginnings in the late 1800s, Meridian situated itself as a business and activity center in the State of Idaho with the establishment of the creamery and the dairy industry. Meridian's importance continued to grow and was reinforced by a diversity of industries and businesses including fruit growing, and a shipping and packing industry. The City's central location in the Treasure Valley and proximity to transportation arterials also made it convenient for the location of industry and business.

Meridian is an attractive place to live, work and play. The City offers residents and visitors a mature community with a strong and vibrant economic base, noteworthy historical architecture, scenic open space and natural features, a unique local culture, and a small town atmosphere.

Meridian is diverse on several scales and appeals to people with various backgrounds. The City can boast of a textured landscape which includes distinct neighborhoods, rural farmsteads, a civic core and a traditional Main Street.

The City has experienced significant growth over the past few years, and the Downtown has seen great improvement. With a clear vision for the future, Meridian is well positioned to become a great anchor in the Treasure Valley, the State of Idaho and beyond.

**BACKGROUND STUDIES**

The City of Meridian and the MDC were involved in a number of studies prior to *Destination: Downtown*, to analyze the future capabilities of the Downtown area. *Destination: Downtown* builds on these prior analyses and their conclusions.



**1. Downtown Meridian Transportation Management Plan 2005 – City of Meridian and MDC**

The Ada County Highway District (ACHD) worked with the City of Meridian to provide systematic improvements to traffic conditions in the downtown Meridian Corridor. This corridor had been dubbed among the very worst in Idaho. A thorough analysis of transportation options derived fourteen relatively distinct alternatives. Finalist alternatives were analyzed much more heavily until one alternative was endorsed unanimously; the split corridor.

**2. Downtown Meridian Design Guidelines 2005 – City of Meridian**

Adopted in 2005, this set of Design Guidelines was created for the downtown district to aid in the development of a concentrated urban, mixed use, transit supportive center that fostered pedestrian activity and defined Downtown as the heart of the community. These guidelines were to be applied to new development and proposed improvements to existing development, such as façade improvements and/or building additions.

**3. City of Meridian Comprehensive Plan Update 2006 – City of Meridian**

Major components of the Comprehensive Plan included land use, transportation, schools, housing, population, economic development, recreation, public facilities, and community design. The land use component of the Plan had a number of designations, important among which was a designation of 'Old Town'. This included the historic downtown and the true community center. Uses were to include offices, retail and lodging, theaters, restaurants, and service retail for

surrounding residents and visitors.

**4. City of Meridian Downtown Streetscape Design Guidelines 2007 – MDC**

The MDC developed this set of guidelines with the aim of having all elements of site design contributing to the overall character of downtown Meridian, conveying both its small town history and its transition to an urban city. General Standards were categorized into three (3) zones: A Street Furnishings zone to encourage pedestrians to remain on the street longer and ensure that street furnishings did not interfere with pedestrian traffic, a Pedestrian Movement zone with a minimum five (5) foot wide concrete sidewalks providing convenient travel for pedestrians, and a Commerce zone to provide space for business owners to provide services outside of the building walls.

**5. Downtown Marketing Strategy 2004 – MDC**

The Strategy identifies downtown Meridian as the true center and heart of a close knit community. Primary markets will be community residents, especially families, customers, and clients who are already drawn to Meridian's other primary economic strengths: medical, retail, education, industrial and professional services facilities. The focus of this Strategy is toward *Connection*: between customers and business, residents and the place of Meridian, heritage and future, young and old, citizens and government, the community and the Treasure Valley.

**6. City of Meridian Design Manual 2009 – City of Meridian**

The City of Meridian Design Manual centers on design as an integrated component of the development review process to encourage creative and innovative development solutions that enhance the quality and character of built environments throughout the City and to make Meridian an attractive, livable community. The Design Manual establishes expectations for proposed developments subject to Design Review based on hierarchical framework.

**7. Urban Land Institute (ULI) District Council Task Force for Sustainable Downtown Development in the Treasure Valley. 2009 – City of Meridian and MDC**

This multi-faceted process includes Market Conditions and Potential, Planning and Design, Development Strategies, and Implementation Strategies. Task Forces teams will:

- Review all segments of the built environment in the Treasure Valley downtowns, and discuss recent development and employment trends, sales and leasing absorptions, economics, inventory levels, the cost and availability of developable land and other factors affecting the market.
- Recommend design standards for infrastructures, structures, streetscapes, parking, circulation and mobility based on market assessments and recommendations
- Identify and explain development strategies that should be employed to plan and execute more sustainable downtown real estate ventures, and
- Discuss how the recommended strategies could be implemented.

**Destination:** *Downtown*

**MERIDIAN DOWNTOWN DEVELOPMENT PLANS AND PROJECTS TIMELINE**

1928	Main Street Paved
1979	Meridian Chamber of Commerce Downtown Development Committee established
1990	Meridian City Council approves a Local Improvement District (LID)
1991	Construction begins on Phase I of Main Street Project
1993	Construction begins on Phase II of Main Street Project
2000	Meridian - Old Town Demonstration Project
2002	Urban Renewal Eligibility Report
2002	Economic Feasibility - Meridian Urban Renewal Area
2004	Downtown Marketing Strategy
2005	Limited Parking Supply and Demand Analysis
2005	Downtown Meridian Transportation Management Plan
2006	City of Meridian Comprehensive Plan Updates
2007	City of Meridian Downtown Streetscape Design Guidelines
2008	East 3rd Street Extension Alignment Study Report
2009	New City Hall constructed
2009	City of Meridian Design Manual
2009	ULI District Task Force for Sustainable Downtown Development
2010	Opening of the Ground Floor business incubator



# Process

*Destination: Downtown* was developed through a collaborative effort spearheaded by the Meridian Development Corporation (MDC). A number of Stakeholders were identified within the community and worked with the consulting team throughout the process. Public input was also critical and there were several opportunities during the process for public contribution. The entire visioning process took about eight (8) months to develop, with this Vision as the primary work product.



Second Stakeholder meeting

## VISIONING WORKSHOPS

Six monthly stakeholder meetings were held throughout the process. These meetings were themed and focused on different aspects of the Plan. Stakeholder meetings were also held at the end of the entire process to help craft the final Vision.

**Stakeholder Meeting #1:** This meeting introduced the stakeholders to the Visioning process. Participants put forward names of model places (downtowns, towns and cities) and elements within them which downtown Meridian could be fashioned after. Participants at this workshop also identified major focus areas for the development of the downtown.

**Stakeholder Meeting #2:** Participants at the second stakeholder meeting synthesized, discussed and edited the list of model places and elements crafted at the first meeting. The consulting team then led a discussion on the existing

economic and demographic profile of Meridian. Participants crafted vision statements and put forward 'big ideas', or specific projects for Meridian.

**Stakeholder Meeting #3:** Participants reviewed materials from the previous stakeholder meeting and also helped to complete the 'big ideas' strategic plans. Participants were divided into small groups, which helped to identify and refine district boundaries, themes and elements.

**Stakeholder Meeting #4:** This included a design charrette in November 2009 in downtown Meridian and was the highlight of the entire process. The charrette was a four (4) day event that brought the MDC, the City, the consulting team, stakeholders and the general public together to craft ideas for developing the Downtown.

**Stakeholder Meeting #5:** This meeting discussed parking for the downtown area. A final framework scenario was selected among a number of options, and specific projects for Plan implementation were prioritized.

**Stakeholder Meeting #6:** Stakeholders reviewed and discussed a variety of images of select building and place character types, which they felt belonged to the Vision for Meridian's downtown. They also discussed scenarios and opportunities for market absorption in the downtown.

## PUBLIC INPUT

There were opportunities for public input during the process.



*Destination: Downtown*

Open houses and public 'question & answer' sessions gave opportunities for public discourse and contribution.

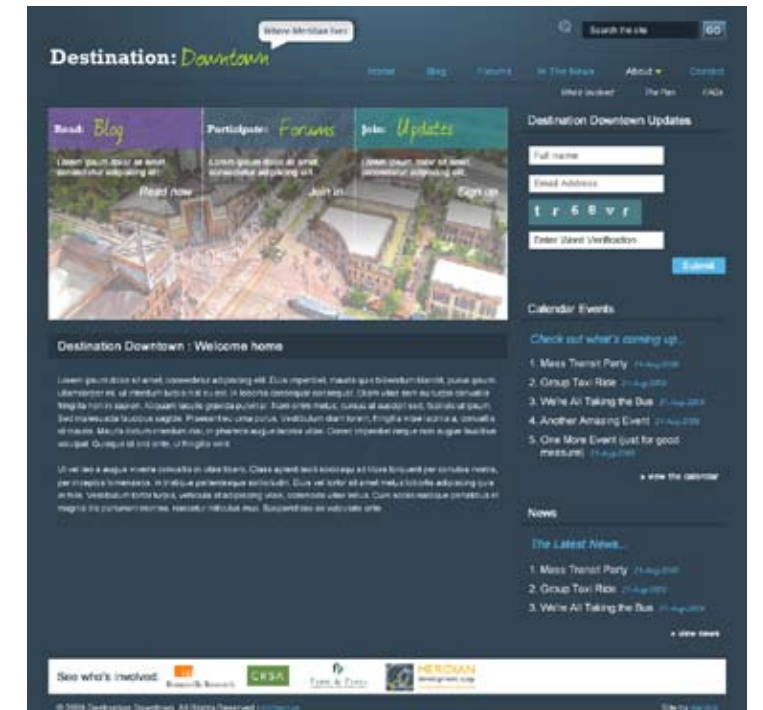
## MEDIA AND COMMUNICATIONS

The media was an invaluable contribution to the success of *Destination: Downtown*. News, print and electronic media were used to publicize and inform the general public on upcoming workshops, and were also used to keep stakeholders in tune with the process.

**News Media:** Local television and radio broadcast channels covered the story of the process and conducted interviews of the consultants and the stakeholders during the design charrette. The charrette coverage was on local TV channels 2, 7 and 12.

**Print Media:** The Visioning exercise was also featured in local print media such as the Idaho Statesman, the Valley Times, and the Idaho Business Review.

**Internet:** An interactive website was set up for the project. This gave people the opportunity to follow the process and contribute as well. On-going materials from the consulting team were also made available on the website: [www.destination-downtown.org](http://www.destination-downtown.org)



A snapshot of the project website



*Destination: Downtown*



# Acknowledgements

Destination: *Downtown*

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