



Salem Area Mass Transit District  
Board of Directors

**~ PLANNING RETREAT ~**

Saturday, February 6, 2016  
8:30 AM – 2:00 PM

West Salem Roth's - Oregon Conference Room  
1130 Wallace Road NW, Salem, Oregon 97304

**AGENDA**

- 1. Welcome/Opening Comments (10 Minutes)
- 2. SKT Strategic Plan Review (45 Minutes) .....1
  - a. Strategic Plan
  - b. Board Goals Statement
- 3. Performance Measurements (15 Minutes) .....19
  - a. List of performance metrics
- 4. Moving Forward Phase II Funding – What’s Next (90 Minutes) .....21
  - a. GVTP Handout .....21
  - b. OTA/OTF Handout .....26
  - c. HB 4078 Salem Chamber Transit Bill .....29
  - d. President Kreb’s Funding Proposal Memo .....34
- 5. SKT Role w/Salem Area and Keizer Chambers of Commerce (30 Minutes)
- 6. Future Role of the Citizen’s Advisory Committee (CAC) (30 Minutes) .....35
  - a. CAC By-Laws .....35
- 7. Salem River Crossing Discussion (30 Minutes) .....39
  - a. Salem River Crossing Alternative Modes Study .....39
- 8. Bus Advertising to Fund Discount Student Bus Passes Concept (30 Minutes) .....131
  - a. Director Kelley’s Proposal .....131

8:30 AM – 9:00 AM Coffee/Pastries/Fruit

11:30 AM Lunch

**Mission**

*Connecting people with places  
through safe, friendly, and reliable public transportation services*

**Values**

*Safety – Service Excellence – Communication – Innovation – Accountability*

**SPECIAL ACCOMODATIONS** Those individuals needing special accommodations such as sign or other language interpreters to participate in the Board meeting must request such services at least 48 hours prior to the meeting. Please direct your request to the Clerk of the Board at 503-588-2424. Hearing impaired please call the Oregon Telecommunications Relay Service, 711.

**NECESIDADES ESPECIALES** Aquellos individuos que necesiten servicios especiales como Interpretes para el lenguaje de señales u otros, para participar en la reunión de la Junta, deben solicitar dichos servicios al menos 48 horas antes de la reunión. Por favor dirigir su solicitud al Secretario de la Junta al 503-588-2424. Las personas sordas por favor llamar al Servicio de Telecomunicaciones de Oregon, 711.

Salem-Keizer Transit  
555 Court St NE, Suite 5230  
Salem, OR 97301  
Phone (503) 588-2424  
Email: [Board@cherriots.org](mailto:Board@cherriots.org)  
Website: <http://www.cherriots.org/board>

# Cherriots

SALEM-KEIZER TRANSIT



# STRATEGIC PLAN



## Board of Directors

Jerry Thompson, President	Subdistrict 5
Kate Tarter, Vice-President	Subdistrict 3
Ron Christopher, Treasurer	Subdistrict 2
Robert Krebs, Secretary	Subdistrict 6
Joe Green	Subdistrict 1
Pete Jossi	Subdistrict 4
Marcia Kelley	Subdistrict 7

## Management Team

Allan Pollock	General Manager
Pat Mercier	Director of Finance
Paula Dixon	Director of Human Resources
Sue Quick	Director of Operations
Steve Dickey	Director of Transportation Development
Jared Choc	Strategic Planning and Technology Services Manager



# GUIDING PRINCIPLES



## Vision

Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options

## Mission

Connecting people with places through safe, friendly, and reliable public transportation services

## Values

Safety • Service Excellence • Communication • Innovation • Accountability

# INTRODUCTION



This Strategic Plan provides a narrative on Salem-Keizer Transit's goals for the next twenty years. This plan serves as a guide for decision making and for the evolution of our general operations over time to obtain our goals. The plan is intended to be brief, approachable, realistic, and useful.

**This document is divided into four primary sections:**

## **BACKGROUND** **GUIDING PRINCIPLES** **FUTURE** **& GOALS**

The "Background" section provides details on the Strategic Plan and on the status of Salem-Keizer Transit today. The "Guiding Principles" section shares our Vision, Mission, and Values; documenting why and how we operate. The

"Future" section outlines our vision for the coming twenty years. The "Goals" section details the targets and measures that we seek to accomplish in the coming years.

This plan is a complementary document to existing operational and divisional work plans. Notably, the Salem-Keizer Transit "Strategic Operations Plan" supports this Strategic Plan by outlining specific methodology and systems for daily operations and service expansion.

The Salem-Keizer Transit Strategic Plan is a living document, and will be updated periodically to reflect organizational changes and new goals. Salem-Keizer Transit management and the Board of Directors will meet annually to review this plan and to ensure that our direction is sound and current.



# BACKGROUND



## Who We Are

Salem-Keizer Transit, officially known as the Salem Area Mass Transit District, provides public transportation services to the Salem and Keizer communities, as well as to many communities throughout Oregon's mid-Willamette Valley. Since inception in the 1960s, we have grown to provide a mix of fixed route, paratransit, regional, and rideshare services.



Salem-Keizer Transit is funded through a combination of tax revenues, passenger fares, advertisement proceeds, grant funds, and contracts. We maintain a relationship with the Amalgamated Transit Union Local 757, which represents the maintenance and operations bargaining unit members.

## Urban Service

Our fixed route service, commonly known as **Cherriots**, provides regularly scheduled transit service within the Salem-Keizer urban growth boundary.

Our 24 routes provided service for over 4.2 million passengers in fiscal year 2010. Sixty-four buses travel nearly 8,000 miles per day to serve our community.

Historically, fixed route service has been operated as a "pulse" system, where routes depart from the central, downtown area and travel outward to the edges of the urban growth boundary and return.

In recent years, however, Salem-Keizer Transit has begun to adjust this system. As identified in the Salem-Keizer Transit Strategic Operations Plan, new development of route plans and trip schedules has followed a 3Cs structure – circulators, centers, and corridors. Circulator routes connect neighborhoods to transit centers. Transit centers are interconnected by high frequency corridor routes. The 3Cs model is responsive to changing land use demands and provides customers with a more practical transportation option.

***Our 24 routes provided service for over 4.2 million passengers in fiscal year 2010.***



# BACKGROUND



Salem-Keizer Transit provides many transportation services for special populations, including senior and disabled customers.

## CherryLift

Our **CherryLift** service provides complementary paratransit service under the Americans with Disabilities Act (ADA) within the Salem-Keizer urban growth boundary. This origin-to-destination, curb-to-curb transportation service is designed for those with disabilities that prevent their use of the fixed route transit system. Day to day operation of CherryLift is contracted with an independent organization; however, Salem-Keizer Transit maintains the fleet of paratransit vehicles for the CherryLift service.

Salem-Keizer Transit also offers mobility management services. **Mobility management** is an innovative approach to managing and delivering coordinated transportation options to senior, disabled, and low income populations.

Finally, we offer **travel training** services to provide education and assistance in learning how to use transit services. Targeting the transit-dependent, travel training helps provide experience and comfort in utilizing transportation options.



## Regional Service

We recognize that not all destinations and departures occur within the Salem and Keizer urban growth boundaries. Increasingly, new services are added to connect rural communities and major cities. These services connect with other transit agencies and transportation options, creating a transportation network which stretches across the mid-Willamette valley and beyond.

Salem-Keizer Transit coordinates rural, non-emergency medical transportation for many communities in the mid-Willamette valley area through the **TripLink** call center. This





# BACKGROUND



## Rural Service

The Chemeketa Area Regional Transportation System (**CARTS**) provides fixed and deviated fixed route service for Marion and Polk counties. Three curb-to-curb and five deviated fixed routes provided 120,000 rides in fiscal year 2010. In addition to passenger fares, CARTS is also funded by a combination of federal and state dollars. Rideshare options also connect rural communities through carpooling and vanpooling programs.



program links multiple independent service providers, creating a regional network of transportation services for Oregon Health Plan and Medicaid recipients.

Our **Cherriots Rideshare** program promotes and coordinates easy and cost-effective transportation options. Currently, the Rideshare program offers information, advocacy, and coordination for carpooling, vanpooling, public transit, bicycling, walking, and telecommuting.

Regular, fixed route Cherriots commuter service connects Salem and Keizer with the cities of Wilsonville and Grand Ronde.



# GUIDING PRINCIPLES



Our Vision, Mission, and Values represent the cornerstone of Salem-Keizer Transit's Strategic Plan. Our Vision Statement sets our long-range objective, and provides a compelling image of environmentally friendly, economically thriving communities supported by an array of transportation options. Our Mission Statement describes the work that we do to achieve our vision, and demonstrates a commitment to quickly, efficiently, and safely connect people with the places that they want to be. Our Values describe the way in which we operate, and reflect what we expect, who we are, and how we make decisions.

## Our Vision

**Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options**

## Our Mission

**Connecting people with places through safe, friendly, and reliable public transportation services**

## Our Values

### Safety

We emphasize safety in everything we do. We are committed to providing safe, secure, and clean public areas and work sites.

### Service Excellence

We serve the public, each other, and our business partners with friendliness, courtesy, respect, and dignity. We recognize that our

customers are why we exist, and we take pride in the positive impact we make in their daily lives.

### Communication

We foster trust, inclusiveness, and cooperation in our communication. We promote an open, respectful culture, where opinions and ideas are shared and where candor is valued. We listen to and actively engage our customers, community partners, and employees.

### Innovation

We encourage and respect new and challenging ideas from employees, partners, and the public. We use innovation, technology, and best practices to anticipate and respond to the future needs of our community.

### Accountability

We take responsibility for our actions as individuals and as an organization. We are

accountable as stewards of public funds and community trust; we honor this commitment with transparency, honesty, and integrity.



# FUTURE



## In the Year 2015

Our vision is to make a positive difference by enhancing community livability through innovative, sustainable regional transportation options. In the next five years, we will work towards this vision by strengthening our core services. We will improve the experience of public transportation, expand access to new areas and new customers, and seek additional funding for responsible growth.



We will provide a fixed route transit system with fewer barriers. Our fare structure will be easy to understand and purchases will be simple. You will find the right bus and route with little effort, and your ride will be more comfortable. We will work to increase coverage, frequency, and availability – seeking to bring weekend and more evening service to our community.

We will ensure that our fixed route system is designed to efficiently meet the needs of our community and region. We will develop new processes and implement new technology

to improve the ride experience. We will meet with businesses as partners, tailoring service and support to encourage commerce and commuting. We will meet with neighborhood associations and community groups to ensure that our service is visible, effective, and attainable.

We hope to more effectively and efficiently serve our special populations, including seniors and disabled customers. We envision paratransit service that is more cost-effective and that is tailored to the design of our transit system and the needs of our communities. We will expand travel training opportunities, which help bring the freedom of fixed route service to many.

## In the Year 2020

In ten years, our vision continues to expand beyond the limits of the urban growth boundary. We envision an inter-connected web of transportation options bridging the distance between cities and communities.

We will expand the frequency, availability, and destinations of our commuter routes. We will increase partnerships with other transit and transportation organizations, ensuring that our service is complementary to other services.

We will increase rural fixed-route service, bringing transportation options to more communities across the mid-Willamette

# FUTURE



Valley. You will be able to ride more frequently connected routes to neighboring communities which surround Salem and Keizer.

We will continue to improve and refine our service. We will work to implement innovative solutions such as rapid transit, transit signal priority, and downtown trolley service to create an infrastructure ready for new transportation connections and choices.

## In the Year 2030

In twenty years, we envision environmentally friendly, economically thriving communities across the mid-Willamette Valley supported by an array of transportation options. We see Salem and Keizer as a hub, connecting Portland, Eugene, the Cascades, and the Coast.

We envision Salem residents boarding frequent, regularly available buses to commute to worksites, shopping, parks, schools, and neighboring communities. We see customers catching commuter rail to Portland from a transit center, and higher speed rail connecting Salem with California and Washington.

Salem-Keizer Transit will provide “last-mile” service for broad, regional transportation. We will ensure that our system is robust, and able to handle a new mobile society. We will ensure that our system compliments rail, airline, and other regional transportation partners in service and in quality.



# GOALS



The Salem-Keizer Transit Strategic Plan contains six primary goals. These goals reflect how we will realize and practice our Vision, Mission, and Values. Each goal comprises several objectives and strategies which help guide our work and measure our accomplishments.

## GOAL 1

### Provide an Exceptional Transportation Experience

We envision an easy, comfortable transit experience -- a system where customers from all communities can quickly and easily purchase fares, board buses, and arrive safely and comfortably at their destination. We see a future where transit agency borders and service boundaries blur; where inter-connected transportation options become apparent and easy for users.

To create this system, we will provide the highest quality transit services possible. We will focus on meeting the needs of our existing customers while continually improving our service to attract new choice riders such as commuters and students.

### Objective

Increase use of transportation options

- Increase transportation option awareness
- Implement targeted outreach campaigns

### Objective

Enhance customer satisfaction

- Identify baseline customer satisfaction
- Develop a customer satisfaction improvement plan



# GOALS



## GOAL 2

### Ensure Organizational Viability

We will ensure that our services continue to match community needs. We will continue to develop appropriate resources and funding to sustain operations. We will seek to provide exceptional, essential transportation services today and for years to come. Enhancing community livability with transportation services is a long-term ambition which requires responsible growth and cost-effective operations.

We will ensure our ability to provide services today and in the future by maintaining a balanced budget, by ongoing identification of new revenue sources and opportunities for efficiency, and by providing responsible stewardship of public funds. We will continuously work to assure that our operations are as cost-efficient as possible.

#### Objective

Maintain fiscal integrity

- Maintain a balanced, responsible budget

#### Objective

Build Public Trust

- Plan and implement a public outreach and communication plan
- Provide a consistent message

#### Objective

Improve data management and reporting

- Implement electronic fare collection
- Create a data warehouse
- Enhance performance reporting

## GOAL 3

### Partner with the Community

We seek relationships with business partners and community neighbors. We will ensure that transportation services are compatible with changes in community growth and development by actively participating in the greater community. We recognize that transportation is complementary to the workplaces, parks, businesses, schools, and people that make a community.



We will work to develop effective, lasting relationships with business, government, and community partners. These relationships, both formal and informal, are the essential building blocks for effective transit growth.

#### Objective

Develop community partnerships

- Expand and strengthen partnerships
- Increase outreach

#### Objective

Increase involvement in the community

- Encourage volunteerism and civic involvement
- Identify sponsorship opportunities

# GOALS



## Goal 4

### Improve and Promote Environmental Sustainability

We will provide environmentally responsible transportation options to businesses and to the community. We will minimize our own impact to the environment on the road, in our public spaces, and in our work facilities.

We recognize that we are part of a global movement to improve the environmental sustainability of everyday lives. We imagine cities free of congestion and pollution. In the place of gridlock we see modern, fuel efficient vehicles carrying passengers quickly and effectively. We envision communities designed for walking, bicycling, and sustainable living – we see transit connecting the people that live in these communities with the places they work, shop, attend school, and play.

#### Objective

Provide environmentally sustainable transportation options

- Increase awareness of environmentally sustainable choices
- Research new sustainable methods, vehicles and practices

#### Objective

Adopt environmentally sustainable business practices

- Develop a culture of environmental responsibility and awareness
- Earn environmental certifications

## Goal 5

### Be an Employer of Choice

We seek to attract and retain the right mix of talent, skill, ability, and enthusiasm to build a strong, vital, and dynamic team. We will provide environments which develop, support, and engage employees.

We will earn a reputation as a desirable place to work. We will provide an environment that is fair, rewarding, and fun while challenging employees to grow in their careers.



#### Objective

Attract and retain the right mix of talent, skill, and ability

- Provide a fair compensation plan based on occupation, location, and industry
- Support professional development

#### Objective

Develop a culture that promotes trust, engagement, productivity, and safety

- Provide clear expectation
- Identify baseline employee engagement
- Improve employee engagement
- Provide and promote the use of current tools and technology

# GOALS



## Goal 6

### Improve Connectivity

We will work to identify the needs of our community. We will tailor availability, frequency, and service locations to provide the greatest benefit for our community and region. We recognize that origins and destinations often stretch beyond the urban growth boundary; we imagine a future where trips to other communities are easy, quick, and efficient. We envision regular connections throughout Salem, Keizer, and across the mid-Willamette Valley from the coast to the Cascades – these regular connections provide essential access for commerce, education, and leisure.

We will develop local and regional partnerships, seeking to coordinate a broad, diverse transportation network. We will foster and promote opportunities for connectivity with other transportation options. We will provide

new destinations for our community, and avenues for others to visit our cities.

### Objective

Collaborate with regional partners

- Inventory existing regional services and stakeholders
- Establish regional transit service providers group

### Objective

Increase regional access

- Identify gaps in regional connectivity
- Develop coordinated service plans

### Objective

Improve existing service

- Perform a comprehensive service analysis
- Update and implement the Strategic Operations Plan





# SALEM-KEIZER TRANSIT GUIDING PRINCIPLES



## VISION

Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options

## MISSION

Connecting people with places through safe, friendly, and reliable public transportation services

## VALUES

Safety • Service Excellence • Communication • Innovation • Accountability



# SALEM-KEIZER TRANSIT 2015-16 STRATEGIC PRIORITIES

## PROVIDE AN EXCEPTIONAL TRANSPORTATION EXPERIENCE

- Implement Phase I of the Moving Forward project in September 2015
- Implement a flexible transportation pilot project in West Salem prior to September 2015
- Implement Bus Stop Improvement Project
- Increase electronic fare collection system fare media options

## BE AN EMPLOYER OF CHOICE

- Implement safety first campaign initiative
- Implement a service excellence campaign

## PARTNER WITH THE COMMUNITY

- Continue community outreach efforts to inform/educate the community on products and services
- Implement first year of marketing plan

## ENSURE ORGANIZATIONAL VIABILITY

- Conduct refresh of organizational branding
- Establish intelligent transportation system master plan
- Implement new contract for contracted services (CherryLift, CARTS, RED Line)
- Acquisition of new point of sale system
- Acquisition of a Business Intelligence System
- Acquisition of new HR/Finance software

## IMPROVE AND PROMOTE ENVIRONMENTAL SUSTAINABILITY

- Award contract for new fixed route buses
- Complete design work for South Salem Transit Center

## IMPROVE CONNECTIVITY

- Implement a new service model for rural transit services
- Construct a signalized intersection at Keizer Transit Center

# **Salem Area Mass Transit District Board of Directors Goals for 2012**

## **Short-Term (less than five years):**

1. Seek new sustainable revenue sources in order to increase service levels.
2. Cultivate additional business and community partnerships.
  - a. Brown bag lunch series with local governments
  - b. Brown bag lunch series with community and business leaders
  - c. Town Hall forums
3. Make the budget document user-friendly, easily understood and transparent.
4. Work with cities on transportation enhancements.

## **Long-Term (more than five years):**

1. Conduct a long-term facility needs assessment and plan.
2. Research and review additional transit delivery service models such as rapid transit or fixed guideway options.
3. Incorporate the Transportation Growth Management study recommendations for coordinated regional connectivity.
4. Partner with local non-profits to identify transit service needs and grant opportunities.



Approved: February 23, 2012



**SKT Performance Standards  
 Cherriots**

<b>Performance Measure</b>	<b>Standard</b>	<b>Period Performance</b>
Cost Per Revenue Hour	<\$xx.xx	
Farebox Recovery Ratio	>xx%	
Overtime Ratio Operations Maintenance	<xx% <x%	
Subsidy Per Passenger	<\$x.xx	
Pay to Platform Hour Ratio	<x.xx	
Absenteeism Operations Maintenance	<x% <x%	
Passengers Per Revenue Hour	>xx	
On-Time Performance	>xx%	
Complaints per 100,000 Passengers	<X	
Chargeable Accidents per 100,000 Miles	<x.x	
Maintenance Cost Per Revenue Hour	<\$XX.XX	
Miles Per Road Call Total Mechanical	<xxxx <xxxx	
Bus Availability	>xx%	
PM Inspections On-Time	>xx%	
Bus Detail Cleaning	>xx buses/month	

What's missing? – community performance measures





# Governor's Transportation Vision Panel

Elected Officials, Local Legislators, Transportation Stakeholders,  
and other interested parties are invited to attend:

## **Governor's Transportation Vision Panel Regional Forum**

with the

### **Mid-Willamette Valley Area Commission on Transportation (MWACT)**

**Thursday, January 7, 2016**

**3:30 – 5:30 P.M.**

**Keizer City Hall Community Center  
930 Chemawa Road NE, Keizer**

#### What is it?

The Governor's Transportation Vision Panel (GTVP) is a yearlong effort to develop a series of recommendations to Governor Brown that address transportation issues across all modes and regions of the state.

Members of the panel include legislators, business owners, and civic leaders from across Oregon. Under the leadership of Governor Kate Brown, members of the panel have been charged with the following tasks:

- Assess the current conditions of Oregon's transportation system
- Propose a long - term vision for the future of Oregon's transportation system
- Create a series of recommendations that can be enacted in the near-term to lay the groundwork for that vision

In its effort to develop a comprehensive vision for the future of Oregon's transportation system across all transportation modes, the 35-member Panel is conducting its work within five subcommittees:

1. Roadways and Bridges Subcommittee
2. Innovation and Seismic Subcommittee
3. Bicycle, Pedestrian, Transit, and Passenger Rail Subcommittee
4. Aviation, Marine, and Freight Rail Subcommittee
5. Transportation Financing Subcommittee

#### What will be produced and how will it be used?

A final report will be delivered to Governor Kate Brown by Spring 2016. This report will be a tool the governor and other policymakers can use to assess and prioritize needs of Oregon's transportation assets and serve as a tool for how the state could shore up and prioritize investments in the transportation system over the next several years.

#### How are regional needs being addressed?

Eleven forums are scheduled throughout the state between early January and the end of March. The format at the forum will consist of a presentation followed by an in-depth discussion and feedback around a broad array of transportation topics and GTVP recommendations. Discussion will elicit distinct regional needs and priorities, seek stakeholder input on the panel's preliminary recommended actions, and give feedback from stakeholders on which recommended actions are high-priority items for each region.

If you have any questions, contact Tim Potter at 503-986-2764 or [James.T.Potter@odot.state.or.us](mailto:James.T.Potter@odot.state.or.us)



# GOVERNOR'S TRANSPORTATION VISION PANEL

## Overview

The Governor's Transportation Vision Panel is a yearlong effort to develop a series of recommendations to the Governor that address transportation issues across all modes and regions of the state.

Members of the Vision Panel include legislative representatives, business owners, and civic leaders from across Oregon.



Under the leadership of Governor Kate Brown, members of the Vision Panel have been charged with the following tasks:

### Roadways & Bridges

- Assess the current conditions of Oregon's transportation system

### Bike, Ped, Transit, & Passenger Rail

- Develop a long-term vision for the future of Oregon's transportation system
- Create a series of recommendations that can be enacted in the near-term to lay the groundwork for this vision

### Innovation

### Seismic

The 30-member Panel has spent the past several months developing a series of [preliminary findings](#) on the current and future needs of Oregon's transportation system. Governor Kate Brown has charged the Panel with delivering a final report by the spring of 2016 after engaging in a series of regional forums across the state.

### Aviation, Marine & Freight Rail

This final report will assist the Governor and other policymakers in assessing the current condition and priority needs of Oregon's transportation assets, and serve as a guiding document for how the state should shore up and prioritize investments in the transportation system over the next several years.

### Transportation Finance

<https://visionpanel.wordpress.com/>





# GOVERNOR'S TRANSPORTATION VISION PANEL

## Regional Forums

The Governor's Transportation Vision Panel will host a series of eleven regional forums across the state. These two-hour forums will provide an opportunity to seek local input and solutions to the regional needs and priorities of Oregon's transportation system.

Vision Panel representatives will provide a brief overview of the Panel's preliminary findings to date, and lead a conversation to elicit participants' perspectives on how the transportation system can support their region's economic needs and priorities. The Vision Panel will use regional forum participants input to refine their recommendations to the Governor on the future of Oregon's transportation system.

### Regional Forums Schedule

#### Lower John Day

Monday, January 4, 2016  
The Dalles, OR

#### Mid-Willamette Valley

Thursday, January 7, 2016  
Keizer, OR

#### Lane County

Wednesday, January 13, 2016  
Eugene, OR

#### Central Oregon

Thursday, January 14, 2016  
Redmond, OR

#### North East and South East

Monday, January 25, 2016  
John Day, OR

#### Cascades West

Thursday, January 28, 2016  
Albany, OR

#### South Central Oregon

Friday, February 12, 2016  
Klamath Falls, OR

#### Rogue Valley

Tuesday, March 8, 2016  
White City, OR

#### Northwest Oregon

Thursday, March 10, 2016  
Tillamook, OR

#### Southwest Oregon

Friday, March 11, 2016  
Coquille, OR

#### Portland Metro Area and Hood River County

Monday, March 14, 2016  
Portland, OR



<https://visionpanel.wordpress.com/>

# Governor's Transportation Vision Panel: Key Preliminary Findings

*Purpose: High-level themes and ideas identified across Vision Panel Subcommittees, December 2015:*

## Reduce roadway bottlenecks and enhance freight network alternatives

**Invest in Bottleneck Elimination:** Prioritize increasing capacity and throughput of existing roadway bottlenecks on corridors of statewide significance.

**Invest in Freight Network Alternatives:** Invest in enhancing capacity and efficiency of rural highway corridors (e.g., US-97, etc.) that create freight network alternatives and reduce congestion on constrained urban highways (e.g., I-5, I-205, etc.)

## Invest in strategic intermodal freight infrastructure

**Intermodal Freight Facilities:** Identify and invest in intermodal facilities and freight connectors (e.g., transload facilities, port drop sites, inland ports, etc.) that reduce highway demand for freight

**Develop a State Marine Plan:** Integrate and better link Oregon's ports and marine transportation system through a system plan and investment plan. This plan could better tie the marine system with the Freight Plan and other transportation modal plans, help determine statewide funding priorities that impact the marine system (e.g., road, rail, and waterway system improvements), address marine land use issues, and help organize shipper alternatives (e.g., barging of containers along the Columbia River, etc.)

**Create a Permanent ConnectOregon Fund:** Create a permanent ConnectOregon Fund that helps coordinate and support strategic investments in non-highway transportation assets.

## Invest in transit service improvements targeting road congestion and system gaps

**State and Local Transit Investments:** Invest in transit as a tool to relieve freight and roadway congestion (particularly in urban areas) and begin to close statewide gaps in service. Investment can be achieved by additional state funding dedicated to transit operations *and* by providing additional tools for local districts to raise funds. Investments should aim to maximize potential for federal matching funds.

## Invest in bicycle and pedestrian improvements targeting safety, system gaps, and road congestion

**Bicycle and Pedestrian Investment:** Reduce roadway demand through bicycle and pedestrian system improvements, and to the extent possible, separate bicycle and vehicular traffic on high speed facilities. Complete 'critical connections' in bikeways, shoulders, and sidewalks aimed at improving safety and closing system gaps.

## Invest in seismic resiliency

**Invest in Seismic Resiliency:** Develop and secure a transportation funding package that includes an adequate, sustainable, and long-term revenue stream dedicated to seismic retrofitting and transportation system resiliency. Seismic investments should be integrated with roadway maintenance and bridge preservation efforts. *In addition, undertake the following actions:*

**Update the Seismic Plus Program:** Ensure integration of planning efforts with California and Washington, and identify immediate investment needs for high-priority transportation assets, including I-5 corridor improvements.

**Non-Highway Inventory Assessments:** Charge state agencies and special districts with performing thorough inventories and assessments of the seismic vulnerabilities and strengths for non-highway assets (e.g., aviation, marine, and rail).

**Local Seismic Needs Assessments:** Charge appropriate local agencies and jurisdictions with developing community-based needs assessments that consider transportation vulnerabilities and priorities. Ensure adequate resources are dedicated to performing these assessments.

## Make Oregon a transportation innovation 'hub'

**Expand Innovation Partnerships:** Establish partnerships with companies and other states with the objective of making Oregon a key testbed for the development and deployment of innovative transportation technologies (e.g., *Connected and Autonomous Vehicle (CAV) and Electric Vehicle (EV) technology*).

**Appoint a Transportation Innovation Officer:** Consider appointing a "Transportation Innovation Officer" within the Governor's Office to drive interagency coordination in support of transportation innovation.

## Increase the flexibility of K-12 student transportation services across the state

**Support Local Flexibility of Student Transportation Revenue:** Redefine student transportation to ensure that communities are meeting the changing needs of students across the state. Increase flexibility and improve efficiency in how school districts are able to spent transportation revenue (e.g., *transit district partnerships, safe routes to schools programs, etc.*).

## Facilitate jurisdictional transfers

**Enact a Jurisdictional Transfer Pilot Program:** Transfer control of urban state highways to appropriate cities and counties, and county and city roads to state jurisdiction where state and local system benefits can be identified.

## Summary of Transportation Finance Concepts Identified for Further Consideration:

### Transportation Finance: Short-Term Actions for Further Consideration (0 – 5 years)

**Existing Taxes and User Fees:** Pass a transportation funding package that addresses the immediate funding crisis for state, county, and city roads by increasing existing user fees (*e.g., gas taxes, registration fees*) and consider new vehicle fees and (*e.g., electric vehicle registration fees*)

**Indexing:** Consider indexing existing taxes and user fees to inflation

**Local Funding Options:** Make it easier for local governments to raise their own resources (*e.g., local transit funding options, etc.*)

**State Highway Fund Distribution:** Consider modifications to State Highway Fund distribution formula to ensure equity and better match need (*e.g., rural jurisdictions with high asset ownership relative to population*)

**Non-Highway Transportation:** Consider permanent dedication of lottery funds to non-highway transportation capital projects (*e.g., freight, rail, and marine*) similar to the ConnectOregon program

**Transit Funding:** Consider increasing state support for transit and passenger rail operations (*e.g., identify sustainable state funding sources and enhanced local funding options*)

**Bicycle and Pedestrian Funding:** Explore increasing bicycle/pedestrian infrastructure funding by dedicating additional federal funds, increasing the share of the State Highway Fund dedicated to active transportation, and creating a bicycle excise tax

### Transportation Finance: Mid-Term Actions for Further Consideration (5 – 15 years)

**Tolling:** Explore tolling for large-scale projects

**Road Usage Charge:** Consider implementation of a per-mile road usage charge to meet the challenge of inequity in roadway cost responsibility.

**Carbon Taxes:** Explore the efficacy of a carbon tax as a funding mechanism for both road infrastructure and non-highway modes, including transit and passenger rail operations

### Transportation Finance: Long-Term Actions for Further Consideration (15 – 30 years)

**A Transportation Utility Commission:** Consider developing a transportation utility commission concept for adequate and sustainable funding

## **OTA Legislative Committee: Transportation Package Subcommittees**

### *Overview*

At OTA's November government affairs strategic planning meeting, members acknowledged that OTA must lead development of transit-specific revenue package for consideration by the 2017 Oregon Legislative Assembly. To that end, those attending the planning meeting recommend that the full board authorize the creation of OTA subcommittees charged with developing a proposal to offer to the Governor, legislators and other policymakers and stakeholders.

### *Recommended Subcommittees & Charges*

- Data/ROI Subcommittee
  - Chair: Julie Brown
  - Objectives: Gather data concerning statewide needs (small, medium, large agencies) and potential economic/community benefits/returns from state/local investment.
- Funding Subcommittee
  - Chair: Aaron Deas
  - Objectives: Building off the "Gang of Eight's" 2015 legislative proposal, refine and improve the concept. Identify potential state sources of revenue. Ensure revenue options for all transit agencies (as opposed to exclusively mass transit districts).
- Communications/Grassroots Subcommittee
  - Chair: Edward McGlone
  - Objectives: Develop communication materials, coalition allies and grassroots capacity to support OTF advocacy efforts concerning a 2017 transportation investment package that would include transit.

### *Timeline*

Given just over a year remains until the 2017 legislative session, time is of the essence. We recommend that subcommittees begin convening in December or January and target completing their work (with the possible exception of the communications subcommittee) by May.

With the compressed timeline under which the committees will be operating, it is important that a wide range of participants join the process. OTA members will be asked to participate in the subcommittee or recommend staff from their agencies who can move the project forward.



## **OTF 2016-17 Subcommittee Structure**

### *Transportation Revenue Subcommittee*

- Co-Chairs: Aaron Deas & Bob Russell
- Objective: Develop specific transportation revenue enhancement recommendations for consideration by the 2017 Oregon Legislative Assembly.
- Charges:
  - Roadway: Utilizing the Gang of Eight's work, OTF's 2015 proposal and any additional information or data, prepare a transportation infrastructure enhancement proposal to provide new revenue for the Highway Trust Fund.
  - Non Roadway/Alternate Modes: Utilizing the Gang of Eight's work, OTF's 2015 proposal and any additional information or data, prepare a non-roadway transportation infrastructure enhancement proposal. Consider state and local revenue options. Consider operational and capital needs.

### *Policy & Investment Subcommittee*

- Co-Chairs: Mary Stern & Gerick Kransky
- Objectives: Identify policy options for enhancing efficient use of transportation revenues and transportation infrastructure. Identify types/categories of projects throughout Oregon that OTF recommends be funded by a 2017 transportation package.
- Charges:
  - Suggest framework for evaluation criteria and performance measures to guide investments.
  - Roadway Investments: Identify types of investments, statewide, that could be funded by a 2017 transportation investment package.



- Non-Roadway/Alternate Mode Investments: Identify types of investments (capital and operations), statewide, that could be funded by a 2017 non-roadway transportation investment package. Consider options for all non-roadway modes, including transit, bike, pedestrian, transit, rail, marine and aviation.
- Policy Options: Identify additional policy options for enhancing efficient use of transportation revenues and transportation infrastructure (e.g. modal interconnectivity, small city allotment etc.).

### *Strategy & Communications Subcommittee*

- Co-Chairs: Kathryn Williams & Randy Tucker
- Objectives: Develop communications and grassroots infrastructure necessary to support passage and defense of a 2017 transportation package. Manage proponent coalitions to support advocacy efforts.
- Charges:
  - Coalitions/Grassroots: Develop and manage state coalitions and local grassroots advocacy capabilities to support passage of a transportation package.
  - Collateral Materials: Prepare OTF-specific key messages and collateral/advocacy materials to support communications with policymakers, media and the electorate.
  - Study: Utilizing existing and/or additional OTF resources, commission and facilitate the development of an economic analysis demonstrating the economic, environmental or other returns on the state's transportation investment.

**President**

Brent DeHart  
*Northwestern Mutual*

**Chief Executive Officer**

Dan Clem

**Chief Development Officer**

Kathy Moore

**Executive Committee**

Ryan Allbritton  
*U.S. Bank*  
Bruce Anderson  
*NW Natural*  
Jim Bauer  
*Willamette University*  
Barbara Hacke Resch  
*Summit Wealth Management*  
LeAnn Keim  
*Columbia Bank*  
T.J. Sullivan  
*Huggins Insurance*

**Board of Directors**

Marin Arreola III  
*Advanced Economic Solutions Inc.*  
Curt Arthur  
*Sperry Van Ness Commercial Advisors*  
Abby Heppner, DC  
*Heppner Chiropractic, LLC*  
Eric Jamieson  
*Garrett Hemann Robertson P.C.*  
Terrence L. Kuenzi, CPA  
*Kuenzi & Company, LLC*  
Maria Palacio  
*Olson Florist*  
John Pataccoli  
*Redhawk Vineyard & Winery*  
Selma Moon Pierce, DDS

Cheryl Nester-Wolfe  
*Salem Health*

Cory Redding  
*CD Redding Construction, Inc.*

Evann Remington  
*Fresh n' Local Foods*

Wendy Veliz  
*Portland General Electric*

Caleb Williams  
*Saalfeld Griggs PC*

Salem Area Chamber of Commerce  
1110 Commercial Street NE  
Salem, Oregon 97301  
503-581-1466; Fax 503-581-0972  
[salemchamber.org](http://salemchamber.org)

## 2016 Legislative Priorities

The 2016 Salem Area Chamber of Commerce Legislative Priorities represent the legislative priorities of Salem's local business community and the 1,250 members of our organization, and are also in alignment with chambers of commerce around Oregon as represented by the Oregon State Chamber of Commerce.

The SACC and OSCC have collaborated to give a voice to the local business communities throughout Oregon in support of policies that enable business growth, employment retention & creation, and income growth in our respective communities.

We believe a healthy business climate, and the jobs that such a business climate creates, are the keys to building up our local communities and making them prosperous.

The 2016 SACC/OSCC Legislative Agenda is a reflection of the major cost and regulatory challenges that local business will have to grapple with as a consequence of the 2015 legislative session. Those new challenges include a new sick leave mandate, a "ban the box" mandate that will change hiring processes, new costs imposed by a low carbon fuel mandate, a mandatory retirement program that all local businesses will be mandated to administer, and new regulations surrounding employer/employee discussions of wages.

For 2016, SACC & OSCC ask that the Oregon Legislature "pause" on any additional measures that would impose new cost or regulatory challenges for local businesses. Give local business time to adjust to the new regulatory environment imposed by the 2015 Legislative Session without imposing additional costs and challenges.

### The SACC/OSCC respectfully requests the 2016 Legislature to pass:

1. Legislation that would ease compliance with the new paid sick leave law
2. Legislation that empowers employers to favorably "move the needle" in favor of job creation by de-regulating the current economic environment
3. Legislation that provides stable funding to mass transit agencies not providing weekend services

### The SACC/OSCC respectfully requests the 2016 Legislature to refrain from:

1. Passing legislation to increase the state's minimum wage
2. Passing legislation to remove the statewide minimum wage local preemption
3. Passing legislation that would increase environmental regulatory costs for utilities and manufacturers
4. Passing legislation that would increase insurance costs for businesses and health care providers

# DRAFT

## SUMMARY

Creates Transit Expansion Fund. Continuously appropriates moneys in fund to Department of Transportation.

Authorizes Department of Transportation to issue grants to entities that provide public transportation in rural communities, small urban communities and certain large urban communities for purpose of maintaining or expanding public transportation systems.

Sunsets June 30, 2036.

## A BILL FOR AN ACT

1

2 Relating to grants for public transportation.

3 **Be It Enacted by the People of the State of Oregon:**

4 **SECTION 1. The Transit Expansion Fund is established in the State**  
5 **Treasury, separate and distinct from the General Fund. Interest**  
6 **earned by the Transit Expansion Fund shall be credited to the fund.**  
7 **The fund consists of moneys deposited in the fund from any source**  
8 **and may include moneys appropriated, allocated or transferred to the**  
9 **fund by the Legislative Assembly and interest earned on moneys in the**  
10 **fund. Moneys in the fund are continuously appropriated to the De-**  
11 **partment of Transportation for the purposes specified in section 3 of**  
12 **this 2016 Act.**

13 **SECTION 2. As used in this section and sections 3 and 4 of this 2016**  
14 **Act:**

15 (1) "Eligible provider" means a public transportation entity as de-  
16 fined in ORS 184.675:

17 (a) That is currently receiving state or federal funding for public  
18 transportation purposes; and

NOTE: Matter in boldfaced type in an amended section is new; matter *[italic and bracketed]* is existing law to be omitted.  
New sections are in boldfaced type.



1 (b) That serves an area:

2 (A) That has a population of 200,000 or less; or

3 (B) That has a population of more than 200,000 and that is not  
4 currently levying a tax as authorized by ORS 267.385 or 267.615 (1)(g).

5 (2) "Public transportation system" has the meaning given that term  
6 in ORS 184.675.

7 SECTION 3. (1) The Department of Transportation shall issue  
8 grants from the Transit Expansion Fund established in section 1 of  
9 this 2016 Act to eligible providers for the purpose of maintaining or  
10 expanding public transportation systems, subject to subsections (2)  
11 and (3) of this section.

12 (2) If an eligible provider has not previously received grant moneys  
13 under this section, the department may not issue a grant to the eligi-  
14 ble provider unless the eligible provider applies for a grant by sub-  
15 mitting a development plan to the department. The development plan  
16 must:

17 (a) Describe how the eligible provider will use the grant moneys to  
18 maintain or expand a public transportation system;

19 (b) Set forth objective performance measures approved by the de-  
20 partment against which the success of the development plan may be  
21 measured;

22 (c) Be consistent with transportation system or transit plans that  
23 apply in the geographic area in which the eligible provider operates;

24 (d) If the eligible provider receives federal funding for transporta-  
25 tion projects under 49 U.S.C. 5307 or 49 U.S.C. 5311, affirmatively state  
26 that the use of Transit Expansion Fund moneys will not jeopardize  
27 federal funding for the project; and

28 (e) Satisfy all other requirements that the department establishes  
29 by rule.

30 (3) If an eligible provider has previously received grant moneys  
31 under this section, the department may not disburse further grant

1 moneys unless the eligible provider submits a report to the department  
2 each biennium describing the use of the moneys and demonstrating  
3 satisfactory implementation of the development plan with respect to  
4 the performance measures set forth in the development plan.

5 (4) If an eligible provider submits a report under subsection (3) of  
6 this section that demonstrates unsatisfactory implementation of the  
7 development plan, the department may not disburse further grant  
8 moneys to the eligible provider under this section unless the eligible  
9 provider prepares and submits an amended development plan. The de-  
10 partment shall evaluate the amended development plan to determine  
11 whether to disburse further grant moneys to the eligible provider.

12 (5) During the two-year period immediately following each dis-  
13 bursement of moneys from the fund to an eligible provider, the eligible  
14 provider may not reduce or eliminate local taxes that the eligible  
15 provider levies for the purpose of funding public transportation sys-  
16 tems.

17 (6) An eligible provider shall spend grant moneys disbursed from the  
18 fund only in accordance with the development plan submitted by the  
19 eligible provider. The eligible provider shall return to the department  
20 any moneys from the fund that cannot be so spent. An eligible pro-  
21 vider that spends moneys disbursed from the fund in violation of this  
22 subsection shall pay to the department an amount equal to the  
23 amount expended for unauthorized uses.

24 (7) The department shall submit to the Legislative Assembly, before  
25 the end of each biennium, a report describing the projects for which  
26 the department has disbursed moneys from the fund and the degree  
27 to which those projects have been satisfactorily implemented.

28 SECTION 4. The Department of Transportation shall adopt rules  
29 necessary to carry out the provisions of section 3 of this 2016 Act, in-  
30 cluding but not limited to:

31 (1) Rules describing the information that must be included in a de-

1 velopment plan submitted under section 3 (2) of this 2016 Act.

2 (2) Rules setting forth objective standards by which the department  
3 will determine which eligible providers will receive moneys from the  
4 Transit Expansion Fund, taking into account factors including but not  
5 limited to:

6 (a) The degree to which the development plan will increase the  
7 number of people served by the eligible provider;

8 (b) The degree to which the development plan will improve acces-  
9 sibility of services, goods, employment, education and recreation for  
10 the population served by the eligible provider;

11 (c) The impact of the development plan on the local economy in the  
12 area served by the eligible provider; and

13 (d) Whether the eligible provider previously satisfactorily or unsat-  
14 isfactorily implemented a development plan.

15 (3) Rules defining objective performance measures by which the  
16 department shall evaluate the implementation of a development plan.

17 (4) Rules defining satisfactory and unsatisfactory achievement of  
18 performance measures.

19 **SECTION 5.** Section 3 of this 2016 Act becomes operative on the date  
20 the Department of Transportation adopts rules under section 4 of this  
21 2016 Act.

22 **SECTION 6.** (1) Sections 1 to 4 of this 2016 Act are repealed on June  
23 30, 2036.

24 (2) Any balance in the Transit Expansion Fund established in sec-  
25 tion 1 of this 2016 Act that is unexpended and unobligated on the date  
26 section 1 of this 2016 Act is repealed, and all moneys that would have  
27 been deposited in the fund had section 1 of this 2016 Act remained in  
28 effect, shall be transferred to and deposited in the General Fund and  
29 made available for general governmental purposes.

## **Future Funding Idea**

With the failure of the SKT November ballot measure in the past, it is time to consider future steps to fund Phase II of the Moving Forward Project. It appears unlikely that Salem/Keizer voters will approve either a payroll or property tax for this purpose. This means that a new revenue source must be found to support weekend, later evening and other service improvements by SKT.

The Salem Chamber of Commerce has suggested that SKT seek funding from the Oregon Legislature. This might be a possibility if all regions of the state benefit. A special bill just for SKT would probably fail.

During the 2015 legislative session there was a proposal for a payroll tax paid by employees and self-employed in the transportation bill. This tax would have generated funds for Tri Met and LTD. The Oregon Transit Association is also looking at a similar tax that would be statewide in scope.

The SKT Board should consider the idea of developing a statewide payroll tax for transit as a Legislative Concept for the 2017 session. Unlike the 2015 SKT ballot measure this payroll tax would be paid by employees and self-employed.

The proposed tax rate would be .01% of pay for city, metro and regional transit. Another .007% would be dedicated to intercity services for both operations and infrastructure. Intercity services would include Amtrak and multi-county bus services such as Greyhound. The combined tax rate of .017% would generate \$1.02 for every \$600 of pay. According to estimates SKT would receive about \$5.8 million from Marion and Polk Counties to support Cherriots, CARTS and other rural services. All employees and self-employed, including government workers would pay the tax.

In most counties distribution of funds would be made through the STF Agency. SKT holds that position in Marion and Polk Counties. In counties with multiple transit operators such as Lane, Clackamas and Washington, the distribution formula may need to be adjusted to make sure all get a fair share.

This is just in the idea stage right now. Hopefully we can have a very short discussion at the work session on Monday (No long deliberation) to see if the SKT Board wishes to pursue this opportunity. This is a topic for our retreat when it is re-scheduled. If this proposal is to move forward, the Legislative Concept needs to be submitted by June to get in the "pipeline" for 2017. There will be a Transportation Bill in 2017. Let's make sure that transit is included so it is really a Transportation Bill.

Robert Krebs, President  
Board of Directors

**RESOLUTION #13-12**

**Bylaws Governing Procedures and Conduct of the  
Citizen Advisory Committee  
of the Salem Area Mass Transit District**

**WHEREAS**, the Salem Area Mass Transit District, hereafter referred to as "District", did on January 25, 1990, adopt Resolution #90-1, setting forth rules governing proceedings and conduct of the Board of Directors of the District, hereafter referred to as "Bylaws"; and

**WHEREAS** this resolution included an Attachment A, Rules Governing Proceedings and Conduct of the Elderly/Handicapped Transit Advisory Committee, which was revised by Resolution #91-02 dated March 28, 1991, by Resolution #97-02 dated February 27, 1997; and by Resolution #97-28 dated December 18, 1997 (renaming the committee the Senior and Disabled Consumer Advisory Committee); and dissolved by Resolution #99-02 on March 25, 1999 to form the Consumer Advisory Committee; and superseded by Resolution #11-13 on December 8, 2011 when the Board formed the Citizens Advisory Committee.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALEM AREA MASS TRANSIT DISTRICT;**

**THAT** Attachment A to the Bylaws, titled "Bylaws Governing Procedures and Conduct of the Citizens Advisory Committee," is hereby amended under Article 3 – Membership and Terms of Appointment to stipulate that a cross section of the Salem/Keizer community will be considered for membership; and committee membership will be changed from 19 voting members to nine voting members and one non-voting student member.

**TO BE EFFECTIVE** on December 12, 2013, and **ADOPTED** by the Board of Directors on this 12th day of December, 2013.



Jerry Thompson  
President

**ATTESTED:**



Kate Tarter  
Secretary

**BYLAWS GOVERNING PROCEDURES AND CONDUCT OF THE  
CITIZENS ADVISORY COMMITTEE  
OF SALEM AREA MASS TRANSIT DISTRICT**

**Article 1 - Purpose and Mission**

The mission of the Citizens Advisory Committee, established by the Salem Area Mass Transit District ("District") Board of Directors, is to act as an advisory committee to the Board on transportation-related issues of the District.

**Article 2 - Responsibilities**

The Citizens Advisory Committee ("Committee") shall meet to discuss and make recommendations to the Board of Directors ("Board"), on the District's transportation policies, programs and services, and perform other duties as assigned by the Board. The Committee shall encourage and promote transportation services that meet the needs of the Salem/Keizer community.

**Article 3 - Membership and Terms of Appointment**

Membership shall consist of nine voting members, and one non-voting student member. Members shall serve at the pleasure of the Board.

Committee membership shall consist of a cross-section of the Salem/Keizer community which shall include to the extent possible, a:

- Paratransit User
- Recreational/Bike/Pedestrian Advocate
- Social Services Agency Representative
- Medical Community/Care Provider
- Chambers of Commerce/Business Economic Development Organization
- Major Employer (over 100 Employees)
- School District Representative/Educational Community
- Ethnic Community Member
- At-large Member
- Youth Leader (High School Student, one year term with "school year term" option) – non-voting member

Voting members appointed to the Committee must live and/or work within the Salem-Keizer Transit service area.

Members shall be appointed to the Committee by the Board for a period of two years. Members may only serve two consecutive two-year terms on the Committee. Committee terms will begin in the month of January and end in the month of December.

The Board may appoint committee members to fill unexpired terms. Committee members appointed to serve the balance of an unexpired term shall have the

opportunity to serve two consecutive two-year terms after the conclusion of the original appointment. In the transition period inaugural committee members will be allowed to serve the remainder of a term in an Excess At Large Capacity.

A Committee member who has served two consecutive terms may be nominated and recommended for future terms 12 months after their previous term has expired.

#### **Article 4 - Officers**

The Chair and Vice-Chair of the Committee shall be appointed on an annual basis by the Board of Directors. The Chair and Vice Chair shall serve for a term of 12 months; and no more than two consecutive terms. The Committee may nominate and recommend to the Board, members to serve as Chair or Vice Chair. Nominations are to be held every December (or in the meeting month closest to the end of the calendar year) prior to the expiration of the Chair and Vice-Chair's term.

The duties of the Chair are to preside at the meetings, and perform other duties assigned by the Board. The Chair, on behalf of the Committee shall present reports to the Board that are necessary to execute any and all of the responsibilities of the Committee. The Chair may, at the Board's direction, appoint subcommittee members to address special topics as needed.

The duties of the Vice-Chair are to perform the duties of the Chair, in the absence of the Chair. The Vice-Chair shall perform other duties as assigned by the Board.

#### **Article 5 - Committee Vacancies**

When a vacancy occurs, the Board, by majority vote of its members at any meeting, may appoint a new member to the committee to serve the remainder of the unexpired term. The Board may select an appropriate appointee from those responding to a public advertisement, from candidates expressing an interest in such an appointment, or may refer to leaders or organizations in the represented group for appropriate candidates.

#### **Article 6 – Conduct of Meetings**

All meetings shall be conducted according to Oregon's Public Meetings Law and are open to the public.

A quorum of the Committee shall consist of a majority of all the members, and a quorum must be present for any business to be conducted. A majority vote of those members present is needed to approve any recommendation. No member may vote unless present.

The meetings shall be conducted according to Robert's Rules of Order. A record of each meeting will be kept with written minutes.

Regular meetings shall be scheduled with at least one week's notice and will be held at the District's Administration Office; or such other place as designated by the District, and so noticed in conformance with applicable laws.

All members are expected to attend scheduled meetings. If a member is unable to attend a scheduled meeting, that member shall contact the District's staff representative and/or the Committee Chair at least one business day in advance, to give notice, except in cases of an emergency. A member who fails to notify the District's staff representative and/or the Committee Chair of their intended absence for two consecutive meetings, or is absent three or more meetings over a one year period, may have his/her membership declared vacant.

### Article 7 - Amendments

The Citizens Advisory Committee, through its Chair, may recommend to the Board, amendments to the Bylaws that govern the Committee by a two-thirds vote of all its members.

Only the SAMTD Board of Directors shall have the authority to amend these Bylaws.

#### Actions taken by the Board of Directors

<u>Resolution</u>	<u>Date</u>	<u>Action</u>	<u>Change</u>
90-01	Jan 25, 1990	Adopt	• Attachment A Elderly/Handicapped Transportation Advisory Committee
91-02	Mar 28, 1991	Amend	• Attachment A Elderly/Handicapped Transportation Advisory Committee
97-02	Feb 27, 1997	Amend	• Renamed Elderly and Disabled Consumer Advisory Committee
97-28	Dec 18, 1997	Amend	• Renamed Senior and Disabled Consumer Advisory Committee;
99-02	Mar 25, 1999	Rescind	• Dissolve Elderly/Handicapped Transit Advisory Committee; Form Consumer Advisory Committee; Replace with CAC Bylaws
11-13	Dec 08, 2011	Rescind	• Dissolve Consumer Advisory Committee; Form Citizens Advisory Committee Bylaws; Replace Bylaws
13-12	Dec 12, 2013	Amend	• Amend the Citizens Advisory Committee Bylaws



Volume I



# Salem Willamette River Crossing Alternate Modes Study





# **Salem Willamette River Crossing Alternate Modes Study**

**April, 2010**


**City of Salem**

**Oregon Department of Transportation**

**Mid Willamette Valley Council of Governments**

**Cherriots**






***This study was funded by the Oregon Department of Transportation, and explores a range of system improvement and demand management options to increase non-single-occupant vehicle (SOV) mode share across the existing and/or proposed future Willamette River bridges in Salem, Oregon. While this study is separate from the Salem River Crossing project, the results will be available for use by the Salem River Crossing project team, local elected officials, and the public as part of the Salem River Crossing’s Draft Environmental Impact Statement (DEIS).***



# TABLE OF CONTENTS

<b>1. INTRODUCTION.....</b>	<b>1</b>
<b>2. PLANNING PROCESS.....</b>	<b>3</b>
<b>3. TRANSPORTATION SYSTEM MANAGEMENT RECOMMENDATIONS .....</b>	<b>9</b>
<b>Bicycle and Pedestrian Recommendations .....</b>	<b>10</b>
A. Shared Roadway Markings.....	11
B. Salem Parkway Shared-Use Path .....	12
C. Stripe New Bike Lanes.....	13
D. Develop Bicycle Boulevards .....	14
E. Union Street Bridge/Edgewater Connection .....	15
F. Maintain Bike Lanes/Trails.....	16
G. West Salem Bike Routes.....	17
H. Add Shared-Use Paths.....	18
I. Bicycle/Transit Integration.....	19
J. Bicycle Parking.....	20
K. Trip-End Facilities .....	21
L. Safe Crossings.....	22
M. Bicycle Wayfinding Signage.....	23
N. Sidewalk Infill .....	24
<b>Transit Recommendations .....</b>	<b>25</b>
O. Transit Signal Priority .....	26
P. Downtown Circulator Trolley Bus .....	27
Q. West Salem Transit Center.....	28
R. Real-Time Transit Tracker .....	29
S. Provide Direct Transit Service to Willamette University and Salem Hospital.....	30
T. Install Transit Queue Jump Lanes .....	31
U. Increase Service on CARTS Routes.....	32
V. Improve Park and Rides West of Salem .....	33
W. Improve Transit Service to the Edgewater District .....	34
X. Increase Service Frequency to West Salem .....	35
<b>TSM FIGURES:.....</b>	<b>36</b>



<b>4. TRANSPORTATION DEMAND MANAGEMENT RECOMMENDATIONS .....</b>	<b>41</b>
<b>TDM Implementation Strategies .....</b>	<b>43</b>
A. Develop a Transportation Management Association (TMA) .....	44
B. Hire a City of Salem Bicycle and Pedestrian Coordinator .....	46
C. Stabilize and Grow Transit Funding .....	47
D. Individualized Marketing Program (West Salem to Downtown) .....	48
<b>Individual TDM Concepts .....</b>	<b>50</b>
E. Full-Service One-Stop Website for Alternate Modes.....	51
F. Reward Commuters Who Adopt Alternate Modes.....	52
G. Provide Education on Bicycle/Transit Integration .....	53
<b>Bicycle/Pedestrian Specific Concepts.....</b>	<b>54</b>
H. Employer Bicycle/Pedestrian Programs and Facilities .....	55
I. Incentive/Challenge Programs to Encourage Bicycling and Walking.....	58
J. Enhance Information Distribution about Bicycling and Walking .....	59
<b>Transit Specific Concepts .....</b>	<b>62</b>
K. Conduct Targeted Marketing/Recruitment .....	63
L. Reduce the Direct Cost of Transit Passes to Employees and Commuters .....	64
<b>Parking Specific Concepts .....</b>	<b>66</b>
M. Switch from Monthly to Daily Fee Parking.....	67
N. Discourage Parking at Peak Periods.....	68
O. Price Parking to Recover the Costs .....	69
P. Apply a Tax to Parking Spaces.....	70
Q. Provide Parking Cash-Outs to Employees Using Alternate Modes .....	71
<b>Carpool/Vanpool Specific Concepts.....</b>	<b>72</b>
R. Promote Dynamic, Real-Time Carpool/Vanpool Match-up Services .....	73
S. Provide Incentives to Carpools/Vanpools .....	74
T. Promote and Expand the Emergency Ride Home (ERH) Program .....	75
<b>5. IMPLEMENTATION PLAN .....</b>	<b>77</b>



# ACKNOWLEDGEMENTS

## Project Staff

Steve Dickey, Cherriots

Daniel Fricke, Oregon Department of Transportation

Mike Jaffe, Mid Willamette Valley Council of Governments

Julie Warncke, City of Salem

## Stakeholder Advisory Committee

Herm Boes, West Salem Neighborhood Association

Tom Clark, West Salem Neighborhood Association

Bob Cortright, Oregon Department of Land Conservation and Development

Rodger Gutierrez, Oregon Department of Transportation Bicycle & Pedestrian Program

Eric Lundgren, Bicycle Transportation Alliance

Doug Parrow, Bicycle Transportation Alliance

Roxanne Rolls, Cherriots

Alison Wiley, Oregon Department of Transportation, Public Transit Division

## Consultant Team

### **CH2M HILL, Inc.**

Theresa Carr, AICP (Project Manager)

Kristina Evanoff

Chandra Sauers

Dave Sokolowski

Mariah VanZerr

### **Alta Planning + Design**

Dana Dickman

Rory Renfro, AICP

Jessica Roberts

Kim Voros

### **PTV America**

Steve Perone

Jimmy Wong, PE



This page left blank intentionally.



# 1. INTRODUCTION

The Salem Willamette River Crossing Alternate Modes Study (Alternate Modes Study) includes a variety of project recommendations to decrease single-occupancy vehicle (SOV) travel across the Willamette River in Salem. This Study was funded by the Oregon Department of Transportation (ODOT) and was jointly led by the City of Salem, ODOT, the Mid-Willamette Valley Council of Governments (MWVCOG), and the Salem-Keizer Transit District (Cherriots). If implemented, these projects have the potential to reduce SOV travel over the Willamette River in Salem by 8 percent or more in the future planning horizon year (2031) over currently projected traffic volumes.

The recommendations in this Study include 24 Transportation System Management (TSM) recommendations and 20 Transportation Demand Management (TDM) recommendations. Each recommendation in this Study is described on an easy to use “cut sheet” and includes a project description as well as the project priority level, timeframe for implementation, anticipated effectiveness in reducing SOV travel, estimated costs, project champions, and next steps. This information is provided to help local decision-makers weigh each project’s potential costs and benefits, as they consider which projects and programs to implement over time.



Bicycle wayfinding sign in Wallace Marine Park

## Definitions:

- **Transportation System Management:** “An integrated program to optimize the performance of existing infrastructure through the implementation of systems, services, and projects designed to preserve capacity and improve security, safety, and reliability.”<sup>1</sup>
- **Transportation Demand Management:** “Programs designed to reduce demand for transportation through various means, such as the use of transit and alternative work hours.”<sup>2</sup>

The study area for this project centers on the Willamette River crossing area in Salem, which includes trips originating in West Salem and Polk County that are destined for downtown Salem. For the purposes of this Study “downtown Salem” was considered to include the area surrounding the Salem Center Mall, Capitol Mall, Willamette University, Salem Hospital, and the Commercial/Liberty couplet area north of OR 22 and south of Union Street. The future year planning horizon for this Study was twenty years (2031).

This Study is organized into two volumes. Volume I includes a description of the planning process, final TSM and TDM recommendations, order-of-magnitude costs, and potential funding sources. Volume II includes all of the project appendixes and contains detailed technical memoranda documenting the stakeholder involvement process, existing and future conditions review, evaluation framework, development and evaluation of project recommendations, cost estimates and financial plan, and travel demand modeling.

<sup>1</sup> Glossary, Planning for Operations, US Department of Transportation, <http://plan4operations.dot.gov/glossary.htm>

<sup>2</sup> Glossary, Planning for Operations, US Department of Transportation, <http://plan4operations.dot.gov/glossary.htm>



## How is this Study Related to the Salem River Crossing Project?

The Alternate Modes Study is located in the same project vicinity as the Salem River Crossing project, which is focused on improving mobility and safety for local, regional, and through travel across the Willamette River in the Salem-Keizer metropolitan area.

While the Alternate Modes Study is separate from the Salem River Crossing project, the results of this Study are available for use by the Salem River Crossing project team, local elected officials, and the public as part of the Salem River Crossing's Draft Environmental Impact Statement (DEIS). Specifically, the recommendations in this Study were assessed for their potential to help reduce peak hour SOV travel across the Willamette River by 8 percent or more by the year 2031. In order to ensure that the roadway improvement alternatives are not over-designed, this reduction in peak hour travel demand is already assumed in the Salem DEIS traffic model. If the recommendations in this study are not implemented, the forecasted operational performance of the improvement alternatives in the Salem River Crossing project will be reduced. Rather than a particular set of alternatives providing a specific level of performance in 20 years, the alternatives may only perform at that level for 16 or 17 years.

By making this assumption and commissioning this Study, the Salem River Crossing Project Oversight Team has determined that improving alternate modes of transportation in Salem can help accommodate future travel demand across the river. Investing in the projects described in this Study can benefit the City of Salem and residents of Marion and Polk Counties and those just travelling through the area, by increasing the travel options available to commuters, reducing peak-hour SOV demand across the river, extending the service life of any potential future Salem River Crossing improvements, and reducing congestion.

## 2. PLANNING PROCESS

This section summarizes five elements of the project's planning process, including: project management; public involvement; existing and future conditions analysis; goals and evaluation criteria; and the development and evaluation of the project recommendations.

### Project Management

A project management team (PMT) consisting of staff from the City of Salem, ODOT, the MWVCOG, and Cherriots provided periodic technical guidance and policy direction for this Study. The PMT reviewed and provided comments on all technical materials and participated in the Stakeholder Advisory Committee (SAC) meetings and workshops.

### Public Involvement

Salem area community members, stakeholders, and other interested parties actively participated in the development of the Alternate Modes Study through stakeholder interviews, SAC meetings, a design workshop, project briefings, and the project website. Stakeholder interviews were conducted in April and May of 2009. A total of 22 stakeholders from city, county, and regional governments; major downtown employers; bicycle and pedestrian organizations; and neighborhood and business associations were interviewed. These stakeholders provided feedback on existing conditions in Salem and provided project ideas for consideration in this Study.

The SAC was comprised of a mixture of agency and community representatives, from the following organizations:

- City of Salem
- Cherriots
- ODOT
- Mid-Willamette Valley Bicycle Transportation Alliance (MWVBTA)
- West Salem Neighborhood Association
- MWVCOG
- Oregon Department of Land Conservation and Development (DLCD)



A Stakeholder Advisory Committee member comments on the preliminary recommendations

The SAC met three times (in June, September, and November of 2009) to provide feedback on the project at key milestones. All SAC meetings were advertised and open to the public, and several community members attended and participated. Additionally, a Design Workshop was held in July 2009 where SAC members and the public brainstormed concepts to be developed and evaluated.

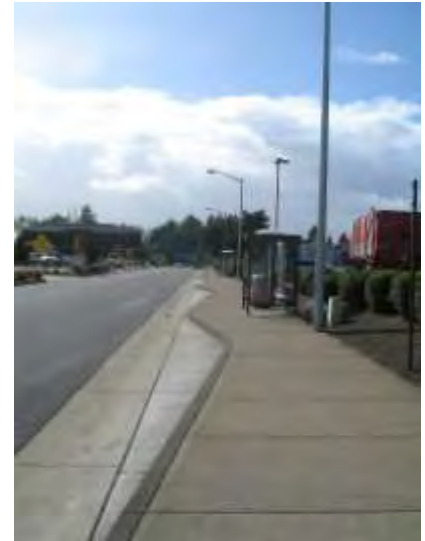
Project briefings were provided to the Salem City Council (September 2009), the Cherriots Board of Directors (September 2009) and the Salem-Keizer Area Transportation Study (SKATS) Policy Committee (October 2009).

Project background information, timeline, updates, materials, and meeting summaries were available on the project website. Members of the public were asked to provide feedback on the project through the project website by submitting a public comment. All comments received through the website, as well as all documentation from public and stakeholder involvement efforts, are provided in *Volume II: Appendix A - Stakeholder Involvement*.

## Existing Conditions Review

Prior to the first SAC meeting, the project team compiled and analyzed data on existing travel behavior and alternate mode infrastructure and programs in the project study area. A summary of findings is described below:

- Based on a 1994 SKATS survey, 57 percent of trips across the Willamette River in Salem are local trips (both trip ends are in the Salem-Keizer area); 36 percent of trips have only one trip end in Salem-Keizer (e.g., Dallas to downtown Salem, or West Salem to Portland); and 7 percent of trips are “through trips” (both trip ends are outside of Salem-Keizer).
- Based on Journey to Work 2000 Census Data, 74 percent of Salem area residents drive alone, 15 percent carpool, 3 percent take public transit, 4 percent bicycle or walk, 1 percent take a taxi or motorcycle, and 4 percent work at home.
- In the year 2000, 77 percent of employed West Salem residents worked on the east side of the Willamette River.
- Cherriots operates approximately 65 buses and serves an estimated 200,000 residents. As of September, 2009, transit service from West Salem to downtown involves two neighborhood routes in West Salem that meet at the Glen Creek Transit Station. From there riders transfer to a shuttle bus (Route 25) that transports them across the Willamette River to the downtown Transit Mall.
- Cherriots offers a rideshare program which provides both carpooling and vanpooling options. The program offers a free ride matching service online where potential rideshare participants can fill out an application online and receive a list of carpool matches, within approximately one week. Between 2008 and 2009, over 3,500 commuters were registered with the Cherriots Rideshare program.
- In 2008, fifty five Salem-area businesses participated in the MWVBTA Bicycle Commute Challenge. Bicycle counts conducted in 2009 on the Center Street Bridge bike path revealed an average weekday bicycle count of 140 cyclists and an average weekend count of 117 cyclists.
- The City of Salem’s Downtown Parking District offers over 4,000 customer parking spaces that are free to the user. Two-hour parking signs are used in the downtown core and parking meters are located in the Capitol Mall area. Most parking meter rates are \$0.75/hour.



West Salem Transit Center



Parking sign in downtown Salem

A full description of Existing Conditions and their relation to bicycle, pedestrian, transit, and carpool/vanpool use is found in *Volume II: Appendix B - Existing Conditions Review*.

## Goals and Evaluation Criteria

The goals and evaluation criteria for the Alternate Modes Study are provided in Table 1. These goals and criteria were developed based on discussions with all project stakeholders (from stakeholder interviews and the first SAC meeting). They establish a framework to assure that the Study responds to the goals and desires of the community. The evaluation framework was drafted before brainstorming potential improvements to encourage an open and unbiased evaluation process. Documentation of the evaluation framework is included in *Volume II: Appendix C - Decision-Making Framework*.

**Table 1: Evaluation Framework**

Criteria Category	Objective
<b>Travel Time</b>	Minimize the amount of time it takes to commute between home and work
<b>Control (Independence of Movement)</b>	Provide travelers with confidence that the mode of transportation will run according to schedule, and will be predictable from day to day
	Maintain flexibility and viability when the user's schedule changes due to unexpected midday events - ensure that users feel they have resources to address sudden changes in travel needs
<b>Comfort/Convenience</b>	All users, including those new to the mode and those with disabilities, find it easy to start using the concept
<b>Cost to User</b>	The total visible cost of the alternate mode is comparable to or lower than a single-occupancy vehicle trip
<b>Safety/Security</b>	The commute feels safe and secure for average users
<b>Health and Culture</b>	The stress level during the commute is low - users are able to use their commute time for relaxing activities such as thinking, conversations, or reading
	The commute increases physical activity and promotes a healthier lifestyle compared to driving
	Workplace cultures recognize the value of the concept
<b>Effectiveness</b>	Reduce peak-hour SOV travel across the Willamette River
<b>Ease of Implementation</b>	Salem residents know about the concept and that they can use it - barriers to entry are minimal
	There is good potential to obtain funding for implementation
	There is good potential to maintain funding for operations
<b>Sustainability</b>	Vehicles emissions are reduced compared to SOV trips, and/or the project's physical infrastructure minimizes negative environmental impacts/footprint
<b>Equity</b>	The cost of the concept is shared equally among users
	The benefits of the concept are shared equally among users
<b>Consistency with State and Local Policy</b>	The concept is consistent with state and local policy direction to reduce single-occupancy vehicle trips
<b>Community and Political Acceptance</b>	One or more champions can be identified for the concept
	The concept is expected to receive wide and/or strong public acceptance
	The concept provides a community service

## Future Markets, Barriers and Constraints Analysis

The existing and anticipated future markets analysis revealed that there is tremendous opportunity for increasing non SOV mode share in Salem, largely by building on programs that currently exist. For example, the number of bicycle commuters has increased in recent years, but could be greatly furthered through select improvements to the existing system and improvements to intermodal connectivity. Pedestrian facilities could also be enhanced by increased connectivity, particularly in the vicinity of the new Union Street Bicycle/Pedestrian Bridge. Both pedestrian and bicycle usage have potential to enhance transit usage, and vice versa, through programs, facilities, and system improvements targeted at multi-modal connections. Transit ridership could be improved through increased reliability and efficiency of the basic system, and extensions of the system to meet user demands in Polk County. Driving alone could be discouraged through price constraints, while ridesharing could be encouraged through economic incentives. Proper wayfinding signs (that specify routes, destinations, and distances) would be helpful to bicyclists and pedestrians, as well as transit riders.

It is noted that *all* physical improvements to the transportation network should be combined with an effective educational campaign, such as those described in the TDM chapter of this Study, to maximize results. An effective educational campaign will clearly communicate the use, purpose, and benefits of using alternate modes.

A full discussion of the markets, barriers, and opportunities to alternate mode usage in Salem is found in *Volume II: Appendix D - Future Markets, Opportunities, and Constraints Analysis*.


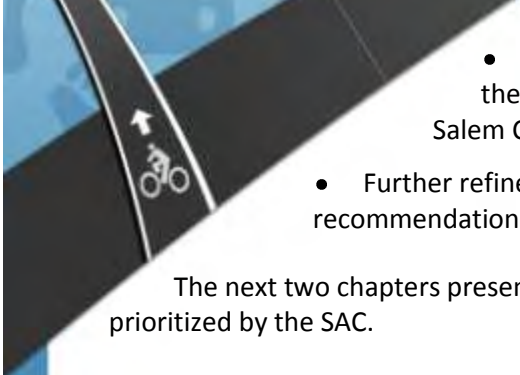
## Development and Evaluation of Recommendations

Following the first SAC meeting in June 2009 and the Design Workshop held in July 2009, the project team developed a set of potential concepts to respond to project needs and objectives. These concepts were evaluated using the evaluation framework established by the SAC to develop a set of preliminary recommendations. These recommendations were then revised and finalized based on further discussions with the SAC. At the final SAC meeting the group prioritized the final recommendations and identified timelines for implementation. This process is documented in *Volume II: Appendix E - Development and Evaluation of Concepts*. Key steps in the development and evaluation of recommendations process are listed below:

- The project team developed 75 alternate mode concepts, incorporating input from the stakeholder interviews, design workshop, SAC, and PMT (July 2009).
- Each concept was evaluated and scored using the criteria and objectives laid out in the evaluation framework. Concepts were separated into priority concepts (also referred to as preliminary recommendations), secondary concepts, and concepts not recommended at this time, according to how they performed at meeting project objectives (August 2009).
- The preliminary recommendations were presented to the PMT, SAC, Salem City Council, Cherriots Board of Directors, and SKATS Policy Committee for review and posted on the project website (September and October 2009).



The SAC voted for and prioritized the revised recommendations

- 
- 
- The preliminary recommendations were revised to respond to comments and the revised recommendations were presented to the Cherriots Board of Directors, Salem City Council, and the SKATS Policy Committee (September and October 2009).
  - Further refinements were made based on decision-maker feedback, and final recommendations were discussed and prioritized with the PMT and SAC (November 2009).

The next two chapters present the final TSM and TDM recommendations developed by the team and prioritized by the SAC.



This page left blank intentionally.



# 3. TRANSPORTATION SYSTEM MANAGEMENT RECOMMENDATIONS

This chapter includes priority recommendations for TSM improvements to reduce SOV trips across the Willamette River at peak travel periods through the year 2031. TSM is defined by the US Department of Transportation as “an integrated program to optimize the performance of existing infrastructure through the implementation of systems, services, and projects designed to preserve capacity and improve security, safety, and reliability.”<sup>3</sup> TSM recommendations in this chapter include physical and operational improvements to the transit, bicycle and pedestrian infrastructure in Salem.

Each TSM strategy description includes the following summary information:

- **Priority:** Relative importance when considering order of implementation
- **Timeframe:** Suggested implementation schedule
- **Effectiveness:** Expected impact on reducing SOV trips or removing barriers to using alternate modes
- **Next Steps:** Action items to move forward the implementation strategy
- **Estimated Costs:** Conceptual level cost estimate, rounded to the nearest thousand dollars
- **Champion:** Agency/entity that could be responsible for primary implementation

Additionally, each TSM strategy contains a checkbox in the sidebar to identify whether the concept is part of the Salem River Crossing Project, or could be constructed separately. The TSM priority recommendations are listed below, in no particular order, and described in further detail on the following pages and in Figures 1, 2, and 3 at the end of this chapter.

## Bicycle and Pedestrian Recommendations

- A. Shared Roadway Markings
- B. Salem Parkway Shared-Use Path
- C. Stripe New Bike Lanes
- D. Develop Bicycle Boulevards
- E. Union Street Bridge/Edgewater Connection
- F. Maintain Bike Lanes/Trails
- G. West Salem Bike Routes
- H. Add Shared-Use Paths
- I. Bicycle/Transit Integration
- J. Bicycle Parking
- K. Trip-End Facilities
- L. Safe Crossings
- M. Add Wayfinding Signage
- N. Sidewalk Infill

## Transit Recommendations

- O. Transit Signal Priority
- P. Downtown Circulator Trolley Bus
- Q. West Salem Transit Center
- R. Real-Time Transit Tracker
- S. Provide Direct Transit Service to Willamette University & Salem Hospital
- T. Install Transit Queue Jump Lanes
- U. Increase Service on CARTS Routes
- V. Improve Park and Rides West of Salem
- W. Improve Transit Service to the Edgewater District
- X. Increase Service Frequency to West Salem

Please see Chapter 5, Implementation Plan, for summary tables organized by implementing agency and sorted by project priority levels and timeframes.

<sup>3</sup> Glossary, Planning for Operations, US Department of Transportation, <http://plan4operations.dot.gov/glossary.htm>



# **Bicycle and Pedestrian Recommendations**

## A. Shared Roadway Markings

### Concept Overview

Shared roadway markings (also known as “sharrows”) are high-visibility pavement markings typically used on streets where dedicated bicycle lanes are desirable, but not possible, due to physical or other constraints. Sharrows are placed strategically in the travel lane to alert motorists of bicycle traffic, while also encouraging cyclists to ride at an appropriate distance from the “door zone” of adjacent parked cars. Placed in a linear pattern along a corridor, sharrows also encourage cyclists to ride in a straight line so their movements are predictable to motorists.

### Project Need

Several streets represent critical bicycle connections in West Salem and downtown Salem, but a variety of constraints preclude the addition of exclusive bicycle lanes. The addition of shared roadway markings would help increase the visibility of cyclists using these roadways.

### Project Details

This project would add shared roadway markings on the following streets:

- Rosemont Avenue NW (1st Street NW to 6th Street NW) – 0.35mi
- Musgrave Avenue NW (Wallace Road NW to Glen Creek Road NW) – 0.65mi
- Liberty Street SE (Trade Street SE to Division Street NE) – 0.65mi
- Commercial Street (D Street NE to Trade Street SE) – 0.9mi



### Implementation Strategy

- Placement: Markings should be placed following installation guidance from applicable standards (at least 11 feet from the face of curb or shoulder edge on streets with on-street parallel parking, or at least 4 feet from the face of curb or shoulder edge on streets without parking)
- Frequency: Shared roadway markings should be installed after each intersection, and spaced at intervals no greater than 250 feet

### Potential Obstacles

- Although sharrows have become an adopted standard marking in the 2009 Manual of Uniform Control Devices (MUTCD), this manual has yet to be adopted by ODOT and the City of Salem (ODOT adoption anticipated for September 2010)
- Potential maintenance issues are associated with the marking placed directly in the wheel path of the vehicle travel lane
- The relatively new nature of sharrows in Salem will require education for motorists and cyclists

### Examples of Success

Shared roadway markings have been successfully used in many small and large communities throughout the U.S., including Portland, Seattle, Denver, Chicago, and Columbia, Missouri.

#### PRIORITY:

Medium

#### TIMEFRAME:

Short (0-5 years)

#### EFFECTIVENESS:

Medium. Although shared lane markings can increase motorists' awareness of cyclists on the roadway, some users may not feel comfortable riding on higher-volume streets without a dedicated bicycle facility.

#### NEXT STEPS

1. Confirm proposed corridors
2. Design and construct sharrows

#### ESTIMATED COSTS:

\$104,000 (total cost for all corridors).

#### CHAMPION:

City of Salem

- Would be part of Salem River Crossing Project

## B. Salem Parkway Shared-Use Path

### Concept Overview

Shared-use paths (also referred to as “trails” and “multi-use paths”) are often viewed as recreational facilities, but they are also important corridors for utilitarian trips. These facilities may be constructed adjacent to roads, through parks or open space areas, along creeks, or along linear corridors such as abandoned railroad lines.

This project would extend the Salem Parkway Shared-Use Path west from its existing terminus at Cherry Avenue and cross the Willamette River on a new multi-modal bridge. The shared-use path would continue to Wallace Road and connect to a new signed bike route along Hope Avenue NW that would link the path to Orchard Heights City Park. The recommendation of this shared-use path is contingent upon the construction of a northerly alignment of a new bridge crossing (this alignment and others are currently undergoing environmental review).

### Project Need

Aside from the two state highway bridges and Union Street Railroad Bridge connecting downtown and West Salem, no other Willamette River crossings exist in the immediate area. The absence of river crossings beyond the central core could discourage non-motorized travel for some users if they perceive the trip to require excessive out-of-direction travel.

### Project Details

Estimated costs include a new shared-use path along the Salem Parkway between Cherry Avenue and where the



Salem Parkway would join up with a new bridge, as well as a signed bike route along Hope Avenue between Wallace Road and Orchard Heights City Park. The portion of the shared-use path along the new bridge alignment is assumed to be part of the Salem River Crossing project and is not included in the cost estimate for this concept.

### Implementation Strategy

Implementation of the Salem Parkway Path extension is contingent upon the completion of new multi-modal bridge across the Willamette River. The overall bridge project, including specific alignment, depends on the ultimate findings of the Salem River Crossing DEIS (currently underway).

### Potential Obstacles

The project would likely not occur independently of a new multi-model bridge constructed across the Willamette River.

### Examples of Success

Shared-use paths along major roadways have been successfully developed throughout the United States, including recent path development along U.S. 26 (Sunset Highway) in Portland.

#### PRIORITY:

Low

#### TIMEFRAME:

Long (10-20 years)

#### EFFECTIVENESS:

Medium. Extension of the Salem Parkway Path would enhance east-west connectivity north of downtown and West Salem.

#### NEXT STEPS:

1. Complete Salem River Crossing DEIS
2. Evaluate trail/bridge alignment
3. Shared-use path design

#### ESTIMATED COSTS:

\$1,000,000. See project details for more information.

#### CHAMPION:

ODOT (or whichever agency owns the new bridge)

- Would be part of Salem River Crossing Project

## C. Stripe New Bike Lanes

### Concept Overview

Designated exclusively for bicycle travel, bicycle lanes are separated from vehicle travel lanes with striping and also include pavement stencils. Bicycle lanes are most appropriate on arterial and collector streets where higher traffic volumes and speeds create a greater need for separation between cyclists and motorists.



impacts to other roadway functions, especially if adding bicycle lanes necessitates the removal of or modification to existing vehicle travel lanes, turn lanes, or on-street parking. Mitigation for potential impacts includes converting diagonal parking to parallel parking, and adjusting signal timing to address increased vehicle delays associated with travel lane or turn lane removal.

### Potential Obstacles

- Any on-street parking impacts could be controversial, especially with downtown businesses that rely on on-street parking for their customers
- The removal of vehicle travel lanes or turn lanes may increase vehicle congestion in some locations

### Examples of Success

Communities throughout the United States, including Salem, have benefited from an expanded bicycle lane network that contributes to a comprehensive and well-connected system that attracts more riders. Bicycle lane retrofit projects have been successfully implemented in these areas, creating a more-balanced transportation system that serves a variety of users.

#### PRIORITY:

High

#### TIMEFRAME:

Short (0-5 years),  
and Medium (5-10 years)

#### EFFECTIVENESS:

High. In addition to providing a dedicated space for bicycle travel, bicycle lanes can increase motorist awareness of cyclists on the roadway.

#### NEXT STEPS:

1. Confirm proposed corridors
2. Evaluate potential impacts to other roadway functions
3. Project design

#### ESTIMATED COSTS:

\$113,000 (total cost for all corridors).

#### CHAMPION:

City of Salem, ODOT (depending on roadway jurisdiction)

- Would be part of Salem River Crossing Project

### Project Need

Several major streets in Salem lack dedicated bicycle lanes, creating potentially uncomfortable riding conditions by forcing cyclists to share the road with motorists traveling at higher speeds. These conditions are of special concern in areas where few or no alternate bicycle routes exist.

### Project Details

This project would retrofit several existing streets in downtown Salem (through roadway re-striping) to provide dedicated bicycle lanes, while incorporating bicycle lanes with new streets in West Salem. Recommended corridors are shown in Figure 1 and are listed below:

- Broadway Street NE (Liberty Street NE to Salem Parkway) – 1.3 mi
- Center Street NE (Commercial Street NE to 17th Street NE) – 1.2 mi
- Market Street NE (Commercial Street NE to Capitol Street NE) – 0.6 mi
- Marion Street NE (Commercial Street NE to 13th Street NE) – 0.6 mi

### Implementation Strategy

Retrofitting bicycle lanes to existing streets requires analysis of potential

## D. Develop Bicycle Boulevards

### Concept Overview

Bicycle boulevards are low-volume and low-speed streets that have been optimized for bicycle travel. Bicycle boulevards go a step beyond establishing signed bicycle routes (see TSM project “G”) by implementing treatments such as traffic calming and traffic reduction/diversion measures and intersection crossing treatments<sup>4</sup>. Bicycle boulevards work best in well-connected street grids where riders can follow reasonably direct and logical routes with few “twists and turns.” Boulevards also work best when higher-order parallel streets exist to serve through vehicle traffic.

### Project Need

Salem’s existing bikeway network largely consists of bike lanes on major streets, which may not present comfortable riding conditions for less-confident cyclists, children, or new riders. Bicycle boulevards provide tremendous opportunities to provide an attractive, convenient, and comfortable cycling environment that is welcoming to cyclists of all ages, skills, and confidence levels.

### Project Details

This project would develop bicycle boulevards along several streets:

- 6<sup>th</sup> Street NW (Piedmont Avenue NW to Patterson Street NW)
- Patterson Street NW (Edgewater Street NW to 9th Street NW)
- Chemeketa Street NE (Front Street NE to 24<sup>th</sup> Street NE)

<sup>4</sup> Bicycle Boulevard Guidebook, 2009, Initiative for Bicycle and Pedestrian Innovation, Portland State University



- Union Street NE (Front Street NE to Capitol Street NE)
- 4th Street NE (Market Street NE to Tryon Avenue NE)

Cost estimates are for the total length of all corridors. The costs vary by the scale of the improvements. Smaller scale efforts (signing, striping only) were estimated at \$182,000 dollars. Larger scale efforts (including traffic calming/diversion, etc.) were estimated at \$481,000 dollars.

### Implementation Strategy

Bicycle boulevards can include a variety of treatments. Identifying appropriate treatments should involve coordination with the bicycling community, neighborhood groups, and the Public Works Department.

### Potential Obstacles

Some drivers along proposed bicycle boulevard corridors may resist traffic calming treatments that would slow auto travel. Additionally, through traffic on Patterson Street from Edgewater Street to Wallace Road may conflict with bicycles.

### Examples of Success

Bicycle boulevards have been successfully implemented in communities throughout the U.S., including Portland, OR; Berkeley, CA; and Palo Alto, CA. A 1997 Vancouver, Canada study showed a collision reduction average of 40 percent in four neighborhoods that used traffic calming treatments.

#### PRIORITY:

High

#### TIMEFRAME:

Short (0-5 years)

#### EFFECTIVENESS:

Medium. By utilizing lower-volume streets, bicycle boulevards yield tremendous potential to attract a wide range of cyclists, particularly less-confident and new riders.

#### NEXT STEPS:

1. Confirm proposed corridors
2. Identify specific treatments
3. Project design

#### ESTIMATED COSTS:

Varies (\$182,000-\$481,000) for all corridors. See project details for more information.

#### CHAMPION:

City of Salem

- Would be part of Salem River Crossing Project

## E. Union Street Bridge/Edgewater Connection

### Concept Overview

This concept would develop a bicycle/pedestrian overcrossing or undercrossing where the Union Street Bridge Path meets Wallace Road NW. This would provide non-motorized users a more safe, convenient, and direct crossing of Wallace Road NW. A new rail/trail could continue farther west into West Salem's Edgewater District. Note that this project is a subset of the proposed "Safe Crossings" project (TSM project "L").

### Project Need

Wallace Road NW represents a major barrier for bicyclists and pedestrians traveling between downtown and West Salem. The recently-completed path linking Wallace Road NW with the Union Street Bicycle and Pedestrian Bridge abruptly ends at Wallace Road NW. The lack of direct crossing opportunities at Wallace Road forces users to travel out of direction or attempt to cross Wallace at an unmarked location. This project is included as part of two of the alternatives for the Salem River Crossing Project (2A and 4B).

### Project Details

- Bicycle/pedestrian crossing over or under Wallace Road NW at existing path terminus
- Rail/trail west of new crossing extending to Patterson Street NW

Costs were developed for three alternatives: (A) undercrossing Wallace Road, (B) overcrossing Wallace Road, and



(C) overcrossing Wallace Road while lowering Wallace Road.

### Implementation Strategy

Completion of the Salem River Crossing DEIS is the first implementation step, as two bridge alternatives include an overcrossing in this concept's general vicinity. Wallace Road NW is a state highway. Over/undercrossing design will require consideration of required vertical clearances, compliance with the Americans with Disabilities Act (ADA), user convenience, and user safety/security concerns.

### Potential Obstacles

- High costs due to potentially lengthy approach ramps to meet required vertical clearances and ADA requirements
- Potential drainage issues
- Incorporating the project with other West Salem Gateway Area land use and transportation plans

### Examples of Success

Bicycle/pedestrian overcrossings and undercrossings are most successful when they provide convenient and direct connections to surrounding walkways and bikeways. This is achieved by designing the crossing and approach paths on a flat plane, and minimizing the need for ascending/descending lengthy access ramps.

#### PRIORITY:

Medium

#### TIMEFRAME:

Medium (5-10 years) to Long (10-20 years)

#### EFFECTIVENESS:

High. Project would help overcome the barrier posed by Wallace Road NW for non-motorized users between downtown and West Salem.

#### NEXT STEPS:

1. Complete Salem River Crossing DEIS
2. Determine appropriate crossing type
3. Project design

#### ESTIMATED COSTS:

A = \$2,700,000

B = \$5,824,000

C = \$3,665,000

See project details for more information.

#### CHAMPION:

City of Salem, ODOT

- Could be constructed with or separate from Salem River Crossing

## F. Maintain Bike Lanes/Trails

### PRIORITY:

Low

### TIMEFRAME:

Short (0-5 years) and continued

### EFFECTIVENESS:

Medium.

Maintaining the current bikeway and walkway network helps to ensure continued use.

### NEXT STEPS:

1. Review and refine existing maintenance practices and schedules
2. Add new walkways and bikeways to maintenance schedules as they are built
3. Identify funding sources and strategies

### ESTIMATED COSTS:

\$37,000/year

### CHAMPION:

City of Salem, ODOT (depends on facility)

- Would be part of Salem River Crossing Project

### Concept Overview

Maintaining a community's walkway and bikeway facilities demonstrates a continued commitment to keeping the system usable and safe for pedestrians and bicyclists alike.

### Project Need

Like many communities, bicyclists and pedestrians in Salem occasionally encounter maintenance issues on the current system. Typical maintenance issues include poor pavement conditions on trails and bike lanes (e.g., cracked or heaving pavement), debris in the bikeway (e.g., glass, gravel), faded or worn pavement markings, damaged signs, vegetation encroachment, and lighting in disrepair.

### Project Details

This project would continue ODOT's and the City of Salem's efforts to maintain existing bike lanes, trails, and other non-motorized facilities. The agencies are also encouraged to review existing maintenance practices and schedules to ensure that the needs of system users are adequately met. Project Costs Include:

- Bi-monthly street sweeping
- Replacement of 1 bike rack and 1 bike locker per year
- Restriping 1 mile of bike lane per year
- Replacement of 2 bike legends and 2 sharrows per year

### Implementation Strategy

- Periodic review of existing maintenance schedules and



practices to ensure that non-motorized facilities receive adequate attention.

- Add new bikeways and walkways to maintenance schedules as they are built
- Establish a facility maintenance priority list, if necessary

### Potential Obstacles

The inventory of facilities requiring routine maintenance will grow as Salem's walkway and bikeway system expands over time, thereby increasing maintenance costs.

### Examples of Success

Communities throughout the U.S. also utilize volunteers to help address bikeway and walkway maintenance needs. For instance, "Adopt-A-Trail" groups commonly take the lead role for taking care of certain trail maintenance issues (e.g., litter and graffiti removal), thereby enabling municipal maintenance crews to focus on larger maintenance needs. Agencies with current Adopt-A-Trail programs include the Missouri Department of Conservation and Colorado Trail Foundation. The City of Fort Collins, CO also administers an Adopt-a-Bikeway program.



## G. West Salem Bike Routes

### Concept Overview

This project would develop a formalized system of bike routes linking West Salem's residential neighborhoods with the Edgewater District, as well as to other existing and proposed bikeways leading to downtown. Bike routes typically include signage and pavement markings, but typically do not include the traffic calming and intersection treatments typical of bicycle boulevards (see TSM project "D"). However, the proposed bike routes in West Salem would use a combination of lower-volume residential streets and shared-use paths to provide a comfortable riding environment for all users.

### Project Need

West Salem's existing bikeway network largely consists of bicycle lanes on major streets, with system gaps existing in some locations. Less confident cyclists may not feel comfortable riding on major streets, especially where dedicated facilities such as bicycle lanes do not exist.

### Project Details

Detailed proposed route locations are depicted in Figure 1, and described below:

- Short shared-use path segments through Chandler Park (currently undeveloped), and on vacant properties between Crestbrook Drive NW and Dalke Ridge Drive NW
- Formalize existing stairway and path (including bicycle "wheel gutter") at north end of Patterson Street NW (near 9th Street NW)



Potential bike route (left) and an example of a bicycle "wheel gutter" (right)

- Signed bike routes (warning signs for motorists, wayfinding signs for cyclists) on residential streets

Costs vary greatly by scale of improvements. Smaller scale items such as signing, striping and adding a wheel gutter are estimated at \$56,000 dollars; constructing the additional shared-use path segments is estimated at \$293,000 dollars.

### Implementation Strategy

- Develop warning signage and a wayfinding signage plan for on-street bikeway segments
- Consider acquiring easements for undeveloped properties linking Crestbrook Drive NW with Dalke Ridge Drive NW
- Accelerate Chandler Park development timeline to enable development of shared-use path

### Potential Obstacles

- Existing undeveloped properties between Crestbrook Drive NW and Dalke Ridge Drive NW are likely to be privately owned
- Steep grade at Patterson Street's north end (near 9<sup>th</sup> Street NW) may pose design challenges

### Examples of Success

Communities throughout the U.S. have used a combination of signed on-street bikeways and short shared-use path segments to enhance bicycling in areas with limited street system connectivity.

#### PRIORITY:

High

#### TIMEFRAME:

Short (0-5 years)

#### EFFECTIVENESS:

Medium. Project streamlines bicycle connections between West Salem neighborhoods and the Edgewater District, providing a comfortable bicycling alternative to higher volume roadways.

#### NEXT STEPS:

1. Confirm corridors and phasing
2. Project design
3. Acquire easements for vacant properties where needed

#### ESTIMATED COSTS:

Varies (\$56,000-\$293,000). See project details for more information.

#### CHAMPION:

City of Salem

- Would be part of Salem River Crossing Project

## H. Add Shared-Use Paths

### Concept Overview

This project would expand the shared-use path system in the vicinity of downtown and West Salem, largely through extensions to existing paths and through development of new path corridors to streamline bicycle and pedestrian connections. Specific path corridors are targeted near Wallace Marine Park, the Union Street Bicycle/Pedestrian Bridge, Riverfront Park, and the Salem Hospital.

### Project Need

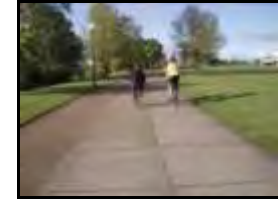
Salem has the foundation of an interconnected shared-use path system serving both transportation and recreation users. While numerous path segments exist, their relative discontinuity creates difficulties for pedestrians and cyclists wishing to make longer-distance connections.

### Project Details

Detailed proposed route locations are depicted in Figure 1, and described below:

- Marine Drive (future roadway) – 1.46 mi
- Westward extension of existing Pringle Creek Path to Riverfront Park – 0.28 mi
- Shared-use path in northern portion of Wallace Marine Park to connect with Marine Drive (future roadway) – 0.89 mi

Shared-use path to provide a more direct connection through Wallace Marine Park between Glen Creek



Road NW and Union Street Bicycle/Pedestrian Bridge. (Note this project is currently funded for construction and is not included in the cost estimates) – 0.17 mi

### Implementation Strategy

- Design paths with careful consideration of expected users (e.g., pedestrians, cyclists, joggers, in-line skaters), appropriate width, surface type, horizontal/vertical clearances, and connections to surrounding destinations and other walkways/bikeways
- Design safe, direct, and convenient path/roadway crossi
- ngs to encourage the highest possible use

### Potential Obstacles

- Developed properties in vicinity of Pringle Creek may constrain path development
- Specific alignments and design treatments for paths in/near Wallace Marine Park may be contingent on final Marine Drive alignment

### Examples of Success

Several shared-use paths in Salem exhibit good design characteristics, including the existing path in Riverfront Park, and the path within the Union Street Bicycle/Pedestrian Bridge's immediate vicinity.

#### PRIORITY:

Medium

#### TIMEFRAME:

Long (10-20 years)

#### EFFECTIVENESS:

Medium.

Development of the proposed shared-use paths in this project would close several bicycle/pedestrian system gaps on both sides of the Willamette River.

#### NEXT STEPS:

1. Confirm proposed corridors
2. Prepare master plan
3. Conduct design

#### ESTIMATED COSTS:

\$3,476,000 (total cost for all corridors; majority of which is for Marine Drive).

#### CHAMPION:

City of Salem

- Would be part of Salem River Crossing Project

# I. Bicycle/Transit Integration



## PRIORITY:

High

## TIMEFRAME:

Short (0-5 years)

## EFFECTIVENESS:

High. Enhancing bicycle/transit integration provides better connections between travel modes, while addressing the “last mile” challenge of traveling between transit and one’s final destination.

## NEXT STEPS:

1. Identify specific treatments at transit stops/transit centers
2. Project prioritization and design

## ESTIMATED COSTS:

Varies (\$10,000-\$19,200). See project details for more information.

## CHAMPION:

Cherriots, City of Salem

- Would be part of Salem River Crossing Project

## Concept Overview

Tremendous opportunities exist to enhance bicycle/transit partnerships in downtown and West Salem. Pedestrian infrastructure improvements around transit stops and transit centers enhance pedestrian safety, comfort, and may generate more ridership since most passengers start and end their trips on foot. Integrating bicycles with transit allows the bicyclist to overcome barriers such as hills, inclement weather, night riding, and maintenance issues.

## Project Need

Cherriots recently restructured existing bus routes, reducing geographic coverage, at least in the short term. This in turn may increase reliance on walking and bicycling to reach bus stops, transit centers, and final destinations (after departing from the bus). As a result, passenger infrastructure at and near high activity transit stops is critical.

## Project Details

Depending on location and specific passenger infrastructure needs, improvements would include:

- Bicycle racks and/or lockers
- Passenger shelters with benches, posted maps, schedules, etc.
- Sidewalk infill within immediate vicinity, as needed

Note that all Cherriots buses are already equipped with bicycle racks. Costs vary by scale of improvements. The smaller scale items (bicycle parking racks only) are estimated at \$10,000 dollars. Larger scale items (bicycle lockers, bus shelters, and

sidewalk infill improvements) are estimated at \$19,200 dollars.

## Implementation Strategy

- Inventory and assess existing bicycle, pedestrian, and transit infrastructure within immediate vicinity of transit stops and stations within the study area
- Inventory current and projected future ridership by transit stop
- Establish project prioritization mechanisms (e.g., based on criteria such as ridership, nearby land uses, and topography)
- Establish operations plan for bicycle lockers

## Potential Obstacles

- Physical constraints or limited right-of-way could constrain sidewalk infill in some locations
- Sufficient right-of-way may not exist in some locations to accommodate passenger shelters or larger-size bicycle parking facilities

## Examples of Success

Portland’s transit system includes both short and long-term bicycle parking facilities at higher volume transit stops and stations, providing seamless bicycle/transit integration, while sidewalk infill along several transit corridors has streamlined pedestrian connections between transit stops and nearby destinations.

## J. Bicycle Parking

### PRIORITY:

Medium

### TIMEFRAME:

Short (0-5 years)

### EFFECTIVENESS:

High. Conveniently-located bicycle parking in sufficient quantities can greatly encourage bicycling for a variety of trips.

### NEXT STEPS:

1. Collaborate with BTA and downtown businesses to identify suitable "bicycle corral" locations
2. Prepare a bicycle parking needs inventory
3. Prioritize needs and design bicycle parking

### ESTIMATED COSTS:

\$5,000/each. See project details for more information.

### CHAMPION:

City of Salem,  
MWVBTA

Would be part of Salem River

### Concept Overview

Downtown Salem includes numerous major employers and other destinations that could benefit from improved bicycle parking facilities. Options include converting a specific number of on-street parking spaces into high-capacity "bike corrals," working with major employers to develop on-site bicycle parking facilities, and/or creating a bike rack request system where downtown businesses can apply for a bike rack to be installed on the sidewalk or street.

### Project Need

Despite the presence of bike racks in several downtown Salem locations, racks do not exist within convenient proximity to many bicyclist destinations. Where racks are not conveniently located, bicyclists typically lock their bikes to utility poles, trees, street furniture or other items that may create challenges for other street users. Additionally, bicycle parking demand exceeds capacity in some locations.

### Project Details

- Conversion of select downtown on-street parking spaces to "bicycle corrals" (one on-street parking space typically has capacity for up to ten bicycles)
- Create a downtown bike rack request system
- Work with employers to develop on-site bike parking
- Review and update City of Salem's on-site bicycle parking requirements for development and redevelopment projects



Estimated project costs include bike racks, striping, and pavement markings to retrofit one parking stall to a bicycle corral.

### Implementation Strategy

- Establish criteria for determining appropriate locations for "bicycle corrals" (e.g., locations where demand exceeds supply for existing racks, locations with limited sidewalk space, locations with clusters of bicyclist destinations)
- Establish a fund to accommodate bike rack requests
- Compare City of Salem's bicycle parking requirements with national and international best practices, and update requirements accordingly
- Identify major downtown employers for targeted outreach (for improving on-site bicycle parking)

### Potential Obstacles

Some property owners may resist conversion of vehicle parking spaces to bicycle corrals.

### Examples of Success

Bicycle corrals are emerging in cities throughout the nation (with wide-spread use), including Portland, OR and Berkeley, CA.

## K. Trip-End Facilities

### PRIORITY:

Low

### TIMEFRAME:

Medium (5-10 years)

### EFFECTIVENESS:

Medium. The availability and quality of trip-end facilities can play a major role in a person's decision whether to complete a trip via bicycle.

### NEXT STEPS:

1. Work with existing employers to install/upgrade trip-end facilities
2. Encourage developers to include facilities with new office construction

### ESTIMATED COSTS:

Varies (\$3,000-\$49,000). See project details for more information.

### CHAMPION:

City of Salem, Cherriots Rideshare or Salem TMA\*

\* TMA is a separate recommendation

Would be part of Salem River Crossing Project

### Concept Overview

The presence and quality of trip-end facilities (e.g., secure bicycle parking, showers, lockers, and changing facilities) can greatly influence a person's decision to complete a trip via bicycle versus driving. These facilities enable cyclists to park their bikes in secure locations, and to change into work attire (especially after riding in wet or hot conditions). This concept would involve the project champion working with major downtown employers to improve existing trip-end facilities and/or develop new facilities, as well as encourage developers to include trip-end facilities with new development.

### Project Need

High-quality trip-end facilities are not prevalent throughout most of downtown Salem, which can diminish the area's bicycling potential. Cyclists riding to work desire facilities to secure their bikes, and clean up before starting work.

### Project Details

- Provide secured bicycle parking (e.g., covered racks, "bicycle cages," or lockers)
- Supply lockers for bicycle attire and/or supplies (e.g., jackets, helmets)
- Construct showers and changing facilities

Costs vary by scale of improvements. Smaller scale items (installation of one bicycle locker onsite) are estimated at \$3,000 dollars. Larger scale items (500 s.f. bathroom retrofit to include showers and lockers) are estimated at \$49,000 dollars.



### Implementation Strategy

The project champion should first work with major employers to inventory and assess existing trip-end facilities, followed by identification of locations where new or upgraded facilities are needed. New facilities could be sited at major employment sites, at gyms, and other centrally-located areas. Upgrading development requirements for new major employment sites (to include trip-end facilities) represents a longer-term implementation strategy.

### Potential Obstacles

Upgrading/developing trip-end facilities at existing major employers may largely rely on volunteer participation.

### Examples of Success

Since 1996, Bikestation has developed bicycle/transit centers in eight cities on the West Coast and Washington D.C. The Bikestations provide services to members and in some cases secured parking for non-members. Services range by facility but often include secure parking, showers and changing facilities, long term lockers, bicycle maintenance tools and work area, and simple accessories for purchase. <http://www.bikestation.com/>

## L. Safe Crossings

### Concept Overview

This concept would improve bicyclist and pedestrian crossings at a few key locations in downtown and West Salem. The targeted locations are sited primarily along higher-volume streets with multiple vehicle travel lanes in each direction.

### Project Need

Difficult crossing conditions at several locations complicate pedestrian and bicycle connections, thereby diminishing the attractiveness of walking and cycling. Non-motorized crossing movements are prohibited on some intersection legs, while crossings are prohibited altogether at other intersections. Other complications include high vehicle turning speeds, faded or worn pavement markings, and unclear routing options through some intersections.

### Project Details

Proposed locations for enhanced bicycle/pedestrian crossings are depicted in Figure 2, and described below:

- Union Street NE at Commercial Street NE
- Junction of Wallace Road NW and Union Street Bicycle/Pedestrian Bridge access path and/or Wallace Road NW at Edgewater Street NW (See TSM project "E")
- Wallace Road NW at Glen Creek Road NW

Costs vary by scale of improvements. Smaller scale items (striping of crossing) are estimated at \$5,000 dollars. Larger scale items (assumed installation of pedestrian-activated High-Intensity



Activated Crosswalk [HAWK] signal) was estimated at \$253,000 dollars.

### Implementation Strategy

- Projects could be implemented in tandem with other planned and proposed corridor projects (e.g., proposed Union Street Bicycle Boulevard)
- Depending on intersection under focus, potential treatments include pedestrian countdown signals, audible pedestrian signals, Leading Pedestrian Intervals (LPIs), curb extensions, ADA-related upgrades, high-visibility crosswalks, HAWK signals, and installation of crosswalks on intersection legs where pedestrian crossings are currently prohibited.

### Potential Obstacles

Depending on the intersection under focus, desired non-motorized improvements could require modifications to current street design standards.

### Examples of Success

- Front Street NE in downtown Salem
- Pedestrian countdown signals at Lancaster/Silverton Road
- HAWK signals on Lancaster Dr. near Chemeketa College

#### PRIORITY:

High

#### TIMEFRAME:

Short (0-5 years) to Long (10-20 years), depending on specific project

#### EFFECTIVENESS:

High. Improving crossing conditions at key locations could substantially enhance walking and bicycling through streamlined and safer connections.

#### NEXT STEPS:

1. Confirm specific treatments
2. Design and construct improvements

#### ESTIMATED COSTS:

Varies (\$5,000-\$253,000). See project details for more information.

#### CHAMPION:

Varies by ownership of road (ODOT, City of Salem)

- Would be part of Salem River Crossing Project

## M. Bicycle Wayfinding Signage

### Concept Overview

Bicycle wayfinding signage serves a variety of purposes including helping familiarize riders with the bikeway system, helping users identify the best routes to their destinations, addressing common misperceptions about time and distance, and helping to overcome a “barrier to entry” for people who do not bicycle often. This concept would build on Salem’s existing and planned bicycle wayfinding signage, and expand the concept to include more downtown and West Salem bikeways.

### Project Need

Some bicycle routes in downtown and West Salem, particularly routing to and from the Willamette River bridges, could benefit from enhanced wayfinding signage. Placing signs indicating to bicyclists their direction of travel, locations of destinations, and distance/riding time to destinations will enhance users’ comfort and accessibility to the system.

### Project Details

Install wayfinding signage along downtown and West Salem bikeways that lists major destinations, distances, and “riding times”. Cost estimates vary by type of treatment. Low-end cost estimates assume placing wayfinding signage on existing routes. High-end cost estimates assume installing wayfinding signage on approximately 28 identified new routes.

### Implementation Strategy

- Complete installation of currently-planned bicycle wayfinding signage in downtown and West Salem



- Develop a Bicycle Wayfinding Signage Plan for the remainder of downtown and West Salem
- Install wayfinding signage along new routes as they are developed

### Potential Obstacles

- Bicycle wayfinding signs placed within ODOT right-of-way must follow ODOT design requirements
- A destination “hierarchy” may be necessary, as the number of desired destinations to include on a particular sign may exceed available space
- Note that too many signs grouped together could contribute to “visual clutter,” thereby potentially reducing their effectiveness

### Examples of Success

- Portland’s wayfinding signage system has increased the visibility and awareness of the City’s bikeway network
- A citizen volunteer committee in the City of Gresham assessed, developed and prioritized the type and location of wayfinding signs within the City in order to maximize the use of grant dollars

#### PRIORITY:

Medium

#### TIMEFRAME:

Short (0-5 years) and  
Medium (5-10 years)

#### EFFECTIVENESS:

Low. Wayfinding signage is a relatively low-cost, yet visible bicycle network improvement. It may encourage new or less-frequent riders to use the system.

#### NEXT STEPS:

1. Develop Bicycle Wayfinding Signage Plan
2. Install signage

#### ESTIMATED COSTS:

Varies (\$33,000-\$288,000). See project details for more information.

#### CHAMPION:

City of Salem,  
MWVBTA

- Would be part of Salem River Crossing Project

## N. Sidewalk Infill

### PRIORITY:

Medium

### TIMEFRAME:

Medium (5-10 years)

### EFFECTIVENESS:

Medium. Completing sidewalk gaps, especially along major streets, streamlines and simplifies pedestrian connections to transit stops and other destinations.

### NEXT STEPS:

1. Identify and prioritize sidewalk infill projects
2. Project design

### ESTIMATED COSTS:

\$185/lineal foot

### CHAMPION:

City of Salem

- Would be part of Salem River Crossing Project

### Concept Overview

This concept would create continuous sidewalks on major streets in West Salem, mostly notably along Glen Creek Road NW and Orchard Heights Road NW. A complete sidewalk network on these roadways (and on relevant feeder routes) would provide safer and more comfortable walking conditions on these high-volume roadways.

### Project Need

Limited street connectivity in West Salem often forces pedestrians wishing to travel longer distances onto higher volume streets. Users encounter uncomfortable and potentially unsafe conditions where sidewalk gaps force pedestrians to walk in high-volume roadways with motor vehicles traveling at higher speeds.

### Project Details

This project would complete sidewalk infill along Glen Creek Road NW, Orchard Heights Road NW, and other feeder streets in West Salem. Estimated costs include 1 lineal foot of 5' width sidewalk, 4" deep, and includes curb, gutter, drainage, and engineering cost estimates.

### Implementation Strategy

- Identify specific sidewalk gap locations along Glen Creek Road NW and Orchard Heights Road NW
- Confirm existing right-of-way boundaries and potential encroachments
- Prioritize sidewalk infill projects



- Consider prioritizing projects near transit stops and major pedestrian destinations
- Work closely with adjacent property owners to minimize potential private property impacts

### Potential Obstacles

- Topography (e.g., steep side slopes) and the need to facilitate drainage could increase implementation costs
- Private property encroachment within the public right-of-way could complicate sidewalk infill

### Examples of Success

Communities throughout the United States have successfully completed sidewalk infill in established neighborhoods to enhance pedestrian system connectivity.





# Transit Recommendations

## O. Transit Signal Priority



### PRIORITY:

High

### TIMEFRAME:

Medium (5-10 years)

### EFFECTIVENESS:

Medium. Transit signal priority can increase transit travel time reliability, improving the competitiveness of transit and encouraging mode shift.

### NEXT STEPS:

1. Project Planning
2. Project Design
3. TSP Installation

### ESTIMATED COSTS:

\$181,000 (for five intersections and upgrades to buses along impacted bus routes).

### CHAMPION:

Cherriots, City of Salem, ODOT

- Would be part of Salem River Crossing Project

### Concept Overview

Transit Signal Priority (TSP) is a tool that can be used to help make transit service faster, more reliable, and more cost effective. TSP is an operational strategy that facilitates the movement of transit vehicles through traffic-signal controlled intersections. Traffic signals are retrofitted with detection systems and priority request generators are installed on transit vehicles. The priority request generators allow transit vehicles to alert the traffic control system that they would like to receive priority. TSP has little impact on general traffic and can be a relatively inexpensive way to make transit more competitive with SOV travel.

### Project Need

Barriers that keep individuals from using transit in Salem include less convenience, flexibility, reliability, and longer travel times when compared to driving.

### Project Details

Transit signal priority should be implemented at key intersections so that buses can proceed through intersections with minimal or no delay if they are running behind schedule. Proposed TSP locations are depicted in Figure 3, and described below:

- Wallace Road NW / Orchard Heights Road NW
- Wallace Road NW / Glen Creek Road NW
- Wallace Road NW / Taggart Dr. NW
- Wallace Road NW / Edgewater Street NW
- Commercial Street NE / Marion Street NE

### Implementation Strategy

- Confirm project goals with the transit agency, traffic engineering office, and key stakeholders
- Design intersection improvements and onboard equipment. Optimize and prepare signal timing plans
- Release an RFP, select a contractor, and install the TSP system

### Potential Obstacles

Early stakeholder involvement and good communication between the contractor, transit agency, and traffic engineering office will be key for successful TSP project installation.

### Examples of Success<sup>5</sup>

TSP is rapidly becoming more popular in the United States:

- In Tacoma, WA, TSP with signal optimization reduced transit delay approximately 40 percent in two corridors
- In Portland, OR, TriMet observed a 10 percent improvement in travel time, and a 19 percent reduction in travel time variability after installing TSP. This allowed them to avoid adding buses to their fleet
- Los Angeles experienced up to 25 percent reduction in bus travel times with TSP

<sup>5</sup><http://www.fta.dot.gov/documents/TSPHandbook10-20-05.pdf>

## P. Downtown Circulator Trolley Bus

### Concept Overview

This concept provides a new downtown circulator route connecting major employers, bike parking, and carpool parking locations with common destinations in the downtown area. The circulator would be different from the main Cherriots fleet and geared towards the needs of downtown Salem's employees and shoppers. The circulator route could be a precursor for other forms of transit in the future.

### Project Need

Some downtown Salem employees have stated a need to drive to work so they can easily access the bank, restaurants, or shopping destinations on their lunch hour. Providing a downtown circulator trolley bus would decrease the travel time needed to reach such key destinations without a personal vehicle.

### Project Details

Cost assumptions for the downtown circulator bus include both capital costs and operations and maintenance costs. Specifically, the purchase of two trolley buses, operating Monday through Friday from 6am - 8pm and Saturday and Sunday from 10am – 6pm was assumed. Start-up and operating costs are reported in full, because both buses would be needed to start the project. Further analysis would be needed to determine the specific routes and hours of operation.

### Implementation Strategy

- Conduct a route feasibility study
- Acquire funding for transit vehicles and operations



Photo courtesy of FreeFoto.com

- Procure two transit vehicle trolley buses
- Hire trolley bus operators
- Advertise the new trolley service

### Potential Obstacles

- Funding for transit operations is currently constrained
- A feasibility study by Cherriots for a downtown streetcar system several years ago did not have widespread acceptance of the concept
- The auto-oriented culture and the perception of trip distances for which a vehicle is needed

### Examples of Success

- Madison, Wisconsin has five circulator routes used frequently by students
- The DC Circulator in Washington, DC has five routes that link downtown business and entertainment destinations, encouraging transit use
- Baltimore, Maryland recently opened the Charm City Circulator. The new circulator has three routes that connect transit hubs to major employment centers

#### PRIORITY:

Low

#### TIMEFRAME:

Medium (5-10 years)

#### EFFECTIVENESS:

Medium. A downtown circulator trolley bus would allow employees to access key destinations on their lunch break, encouraging more employees to leave their car at home.

#### NEXT STEPS:

1. Conduct a Feasibility Study
2. Procure transit vehicles
3. Advertise and promote the new service

#### ESTIMATED COSTS:

\$1,088,000 start-up  
\$1,372,000 annual operating & maintenance costs

#### CHAMPION:

Cherriots

- Would be part of Salem River Crossing Project

## Q. West Salem Transit Center

### Concept Overview

Reduce/improve transfers between West Salem and downtown by allowing some routes to bypass the West Salem Transit Center and connect directly to downtown. Consider relocating the West Salem Transit Center to a more central location to shorten the diversion time from Wallace Road NW.

### Project Need

The current transit system configuration requires all three West Salem bus routes (Routes 10, 12, and 25) to transfer passengers at the West Salem Transit center, east of Roth's, before crossing into downtown. Transit riders interviewed have expressed support for making downtown transfers an option and not a requirement.

### Project Details

In the short term, allow for some service beyond the transit center without a transfer. In the medium-term, the concept would explore moving the transit center to Wallace Road to minimize the out-of-direction travel and time needed for buses to serve it. The medium term cost estimate includes the cost of constructing pull outs on both the east and west side of Wallace Road, and assumes 3 bus stops and 3 bus shelters for each side. Project cost estimates do not include any right of way acquisition.

### Implementation Strategy

Assess the feasibility of allowing certain routes to connect directly to downtown without transferring at the West Salem Transit Center. This



recommendation is similar to Recommendations W & X.

- Work with developers to consider a re-located transit center in redevelopment plans for the Wallace Road area.

### Potential Obstacles

- This concept could depend on a public-private partnership
- Business's adjacent to the current location of the West Salem Transit Center would experience reduced transit access
- There may be potential access management issues along Wallace Road in areas close to OR 22

### Examples of Success

Studies have shown that a combination of increased service and express routes between residential areas and downtown central business districts may attract up to 50 percent additional ridership<sup>6</sup>.

<sup>6</sup> TCRP Report 95 Chapter 9, Traveler Response to Transportation System Changes: Transit Scheduling and Frequency, page 9-16.

#### PRIORITY:

Medium

#### TIMEFRAME:

Medium Term  
(5 - 10 years)

#### EFFECTIVENESS:

Medium. Improving/reducing transfers can greatly increase the convenience of taking transit and encourage mode shift.

#### NEXT STEPS

1. Assess travel time savings for eliminating transfers
2. Assess the feasibility of re-locating the transit center

#### ESTIMATED COSTS:

Short-Term: See TSM project "W" (costs are roughly equivalent)  
Medium-Term: \$283,000

#### CHAMPION:

Cherriots

- Would be part of Salem River Crossing Project

## R. Real-Time Transit Tracker

### PRIORITY:

High

### TIMEFRAME:

Short term  
(0-5 years)

### EFFECTIVENESS:

Medium. Access to real-time travel information increases reliability and convenience of transit, which encourages mode shift.

### NEXT STEPS

1. Determine routes to receive display boards
2. Equip vehicles with AVL devices
3. Setup servers and software
4. Create a trip-planning website and real-time travel information hotline

### ESTIMATED COSTS:

\$363,000 start-up  
\$74,000 annual  
operating and  
maintenance costs

### CHAMPION:

Cherriots

Would be part of  
Salem River  
Crossing Project

### Concept Overview

Implement a Real-Time Travel Information System so that riders can have up-to-the minute information on bus arrivals via the internet, phone, and/or display boards at key bus stops.

### Project Need

Current barriers to riding transit in Salem include the perception that waiting times for transit are long and unreliable. Real-time traveler information systems can increase the control riders have over planning their trip and make wait times more predictable and reliable. Currently, Cherriots and Chemeketa Area Regional Transportation Service (CARTS) riders must reference printed bus schedules or call a transit information specialist to plan their ride on transit.

### Project Details

This project equips transit vehicles with Global Positioning Systems (GPS) devices to provide electronic real-time travel information at bus stops and through call-in, internet and mobile phone look ups. Cherriots would need to determine the number and location of bus stops where real-time arrival information display boards are installed. Project cost estimates assume real-time travel information for all Cherriots routes and buses, as well as 22 electronic display boards.

### Implementation Strategy

- Determine bus stops to receive the real-time schedule display boards
- Equip buses with Automatic Vehicle Locator (AVL) devices



- Purchase and install the necessary servers and software systems
- Set up a trip-planning website and phone hotline
- Test and inspect the system

### Potential Obstacles

- Bus tracker capital and operating costs

### Examples of Success

- In the Twin Cities, in the 1990s, the effects of an on-line, real-time traveler information system on transit ridership was tested. After 1 year (that included a transit strike and bus service reductions), transit ridership among participants was 6 percent higher than among a control group<sup>7</sup>.
- A 2006 study on the return on investment (ROI) of the Transit Tracker system in Portland, OR concluded that Transit Tracker “very likely achieves strong, positive net (social) benefits”<sup>8</sup>.

<sup>7</sup> TCRP Report 95 Chapter 11, Traveler Response to Transportation System Changes: Transit Information and Promotion, page 11-40.

<sup>8</sup> FTA & USDOT, Real-time Bus Arrival Information Systems ROI Study, Final Report, 2006

## S. Provide Direct Transit Service to Willamette University and Salem Hospital

### PRIORITY:

Medium

### TIMEFRAME:

Short (0-5 years)

### EFFECTIVENESS:

Medium. Ensuring transit route directness can decrease travel time and can encourage mode shift.

### NEXT STEPS:

1. Conduct commute surveys of major downtown employers
2. Assess transit route effectiveness
3. Add, improve, or re-route transit service as necessary

### ESTIMATED COSTS:

\$158,000 (estimated cost for a feasibility study)

### CHAMPION:

Cherriots

- Would be part of Salem River Crossing Project

### Concept Overview

Focus transit routes to connect West Salem directly with major employers such as Willamette University, Salem Hospital, and the Capitol Mall with minimal transfers.

### Project Need

Currently, the primary commute origin of employees at major downtown employers is unknown. While certain transit routes connect to major employers (e.g., Route 6 by Salem Hospital), it is unknown if these routes connect employees to their trip origin locations. Ensuring that transit routes adequately serve key origin and destination points for downtown Salem employees can help encourage commuters to try transit instead of driving.

### Project Details

This project would entail conducting an employer survey of major downtown employers to find out the primary locations that workers are traveling from. Transit routes would then need to be assessed to ensure that they are adequately serving the most common locations across the river that workers are traveling from. Also consider increasing the peak-hour frequencies along these routes to 15 minutes.

### Implementation Strategy

- Conduct commute surveys of major downtown employers



- Assess transit route effectiveness for serving downtown employees that must cross the river
- Add, improve, or re-route service as necessary

### Potential Obstacles

Funding for transit operations is currently constrained. To help prevent budget shortfalls, a property tax levy for transit operations was put on the November 2008 ballot. However, voters rejected the measure, which resulted in transit service cutbacks in January and September of 2009.

### Examples of Success

Areas with poorer transit service tend to exhibit a greater response to changes in service coverage than areas with better transit service<sup>9</sup>. A study in San Diego showed that service expansions on central city routes resulted in a ridership elasticity of 0.72 percent. This means that for every 1 percent increase in service, ridership increased by 0.72 percent (much higher than average).

<sup>9</sup> TCRP Report 95 Chapter 10, Traveler Response to Transportation System Changes: Bus Routing and Coverage, page 10-10.

## T. Install Transit Queue Jump Lanes

### Concept Overview

Construct transit queue jump lanes at the east and west ends of the OR 22 bridges to reduce delay to transit. A transit queue jump lane is comprised of an additional travel lane (usually a right-turn lane, or bus only lane) on the approach to a signalized intersection, which allows transit vehicles to jump to the front of a queue. The transit queue jump lanes would work in conjunction with transit signal priority (see TSM project "O") to help reduce transit travel times compared to driving alone.

### Project Need

Congestion at the Marion and Center Street bridgeheads causes substantial delay during peak hour travel times. Currently, travelers taking transit experience the same delay as a single-occupancy vehicle, providing travelers with little incentive to take transit rather than drive alone.

Providing transit riders with improved travel times and reliability across the river compared to driving alone can help encourage mode shift and reduce congestion.

### Project Details

Identify queue jump lane locations at the east and west ends of the OR 22 bridges. Extend the transit queue jump lane on Marion Street from Church Street to the bridge head. For the Marion Street queue jump, on-street parking could be removed to provide the queue jump lane within existing right-of-way. Site visits during the weekday PM traffic peak period showed that on-street parking at this location was not highly occupied. Estimated costs include curb extension reconstruction, 2 new bus pullouts, signal modifications, and lane restriping. Transit

queue jump lanes are assumed to be provided within existing right-of-way.



### Implementation Strategy

- Confirm queue jump locations with the transit agency, traffic engineering office, planning department, and key stakeholders
- Design queue jump lane locations (in most cases, jump lanes may be created with re-striping or by converting existing on-street parking to a transit-only lane)
- If needed, release an RFP, select a contractor, and construct the queue jump lanes

### Potential Obstacles

Constrained right-of-way may make it difficult to construct transit queue jump lanes in certain locations.

### Examples of Success

Transit queue jumps have been shown to produce a 5 percent to 15 percent reduction in travel times for buses through intersections<sup>10</sup>.

#### Examples:

- In Denver, CO, 7 to 10 second bus intersection delay savings were reported on Lincoln Street at 13<sup>th</sup> Avenue. In Seattle, WA, 6 to 27 second delay reductions were reported at various intersections.

<sup>10</sup> TCRP Report 118, Bus Rapid Transit Practitioner's Guide, 2007 (page 4-39)

#### PRIORITY:

High

#### TIMEFRAME:

Medium term  
(5-10 years)

#### EFFECTIVENESS:

Medium. Transit queue jump lanes can provide improved travel times and reliability in congested corridors, which can encourage mode shift.

#### NEXT STEPS

1. Confirm queue jump locations
2. Verify right-of-way and costs
3. Hire contractor and build project

#### ESTIMATED COSTS:

\$348,000 (See project details for more information).

#### CHAMPION:

Cherriots, City of Salem, ODOT

Could be constructed with or separate from Salem River

## U. Increase Service on CARTS Routes

### Concept Overview

Increase service frequency on the CARTS routes between downtown Salem and Rickreall, Monmouth, Dallas, and Independence.

### Project Need

Currently, CARTS Route 50 to Dallas operates twice a day (once in the morning and once at night) in each direction. CARTS Route 40 operates between five and six times a day, at approximately two hour headways. Commuters living in Monmouth, Dallas or Independence who want to take transit to work in downtown Salem currently risk significant delays if they miss their bus. Increasing service frequency on these routes could help make transit a more viable alternative for these commuters.

### Project Details

Increase service frequency on CARTS Routes 40 and 50 to 20 minute headways during the AM and PM peak travel periods and to 60 minute headways during off-peak periods. This recommendation would either require a change to Cherriot's charter or the identification of another funding source, as CARTS service operates outside Cherriot's primary service area. Estimated costs include start-up costs of \$720,000 per bus (three buses eventually assumed over time). Additional operations and maintenance costs of \$140,000 per bus were assumed (which equates to an annual cost of \$419,000 for three new buses).

### Implementation Strategy

- Consider revising Cherriot's charter to allow them to collect monies and provide additional service outside



Salem, or work with ODOT Public Transit Division to consider alternate ways to fund this additional transit service

- Work with CARTS to increase service on Routes 40 and 50 during the AM and PM peak travel periods

### Potential Obstacles

Funding for transit operations is currently constrained. To help prevent budget shortfalls, a property tax levy for transit operations was put on the November 2008 ballot. However, voters rejected the measure, which resulted in transit service cutbacks in January and September of 2009.

### Examples of Success

Increased bus frequency attracts increased ridership. Historical and recent bus service changes exhibit an average elasticity of +0.5<sup>11</sup>, which means a 1 percent increase in service frequency results in a 0.5 percent average increase in ridership.

#### Example:

- In Pittsfield City, MA, service frequency increased from 10 to 15 trips daily. The service changes exhibited a ridership elasticity of 0.6 percent, which means that for every 1 percent increase in service frequency a 0.6 percent increase in ridership (higher than average) resulted.

<sup>11</sup> TCRP Report 95 Chapter 9, Traveler Response to Transportation System Changes: Transit Scheduling and Frequency, page 9-5.

#### PRIORITY:

Medium

#### TIMEFRAME:

Short (0-5 years)

#### EFFECTIVENESS:

High. Improving transit service between downtown Salem and Polk County cities will provide a more viable alternative to driving alone.

#### NEXT STEPS:

- Identify funding source.
- Increase service frequency on select CARTS routes during peak travel periods

#### ESTIMATED COSTS:

\$720,000 start-up costs per bus, \$140,000 annual operating & maintenance costs per new bus. (See project details for more information)

#### CHAMPION:

Cherriots

- Would be part of Salem River Crossing Project



## V. Improve Park and Rides West of Salem



### PRIORITY:

High

### TIMEFRAME:

Short term  
(0-5 years)

### EFFECTIVENESS:

Medium. Adequate park and ride facilities expand the capture area for transit, increasing the pool of potential transit riders and encouraging mode shift.

### NEXT STEPS:

1. Identify locations
2. Secure funding
3. Construct improvements

### ESTIMATED COSTS:

\$426,000

### CHAMPION:

Cherriots

- Would be part of Salem River Crossing Project

### Concept Overview

Consider physical improvements to the Rickreall Park & Ride and increase transit service to this location. Consider adding an additional Park & Ride along OR 51 (Independence Highway).

### Project Need

The Rickreall Park & Ride is an unpaved lot along Rickreall Road just west of 99W. The lot is well-used and was more than 100 percent occupied on a Wednesday at 4:00pm. However, the park and ride is only served by CARTS Route 50 by special request. Users of the park and ride must call CARTS to request a stop at the lot. Improvements to the Rickreall Park and Ride and the construction of additional park and ride lots west of Salem would make it easier for Polk County residents to commute to downtown Salem by transit.

### Project Details

Recommended physical improvements to the Rickreall Park & Ride lot include paving and striping the facility, building a formal bus stop and shelter, and adding security cameras. Additional park and ride facilities along CARTS Routes are recommended, including a park and ride along Independence Highway. Estimated costs include parking area improvements to the Rickreall Park and Ride, design and construction engineering, and a bus shelter.

### Implementation Strategy

- Identify locations for additional park and ride lots West of Salem

- Secure funding and property as needed
- Construct additional park and rides and add amenities to the Rickreall Park & Ride
- Update Park & Ride maps on the Cherriots website
- Ensure Park & Ride maintenance

### Potential Obstacles

- The existing bus stop for the Rickreall Park and Ride is located across the road from the Park and Ride (this means that the new bus shelter will either need to include safe pedestrian crossing treatments or be moved to allow the bus to pull safely into the Park and Ride facility)
- The needed funding and property may be difficult to secure

### Examples of Success

In 1988, Trimet made park and ride improvements along Route 96, a commuter bus from Wilsonville to downtown Portland, in conjunction with extensive promotion efforts and service frequency improvements. Use of the improved lot increased steadily until it reached capacity in 1999<sup>12</sup>.

<sup>12</sup> TCRP Report 95 Chapter 3, Traveler Response to Transportation System Changes: Park and Ride/Pool, page 3-82.

## W. Improve Transit Service to the Edgewater District

### PRIORITY:

Low

### TIMEFRAME:

Medium term  
(5-10 years)

### EFFECTIVENESS:

Medium. Increasing the transit travel time savings and reliability between the Edgewater District and downtown may encourage Edgewater residents to shift modes.

### NEXT STEPS:

1. Identify new route
2. Secure funding
3. Implement service change

### ESTIMATED COSTS:

\$360,000 start-up  
\$239,000 annual operating & maintenance costs

### CHAMPION:

Cherriots

Would be part of Salem River Crossing Project

### Concept Overview

Extend Route 25 to provide frequent, direct service to the Edgewater District without requiring a transfer at the West Salem Transit Center.

### Project Need

Currently, residents of the Edgewater District must take Route 12 to the West Salem Transit Center and transfer to Route 25 to access downtown on transit. Extending route 25 directly into the Edgewater District will allow residents of this area to access downtown directly, without having to get out of their way and transfer to another bus route. This will be important as the Edgewater District continues to attract residential and business development in the future.

### Project Details

Extend Route 25 to provide direct service to the Edgewater District and increase the service frequency to 15 minute headways during the AM and PM peak periods. Estimated costs include the purchase of one additional bus and the operations and maintenance costs to increase service frequency on Route 25.

### Implementation Strategy

- Coordinate existing routes with this new route to meet travel needs
- Secure funding for increased service frequency during the peaks
- Implement and advertise the service changes



### Potential Obstacles

Funding for transit operations is currently constrained. To help prevent budget shortfalls, a property tax levy for transit operations was put on the November 2008 ballot. However, voters rejected the measure, which resulted in transit service cutbacks in January and September of 2009.

### Examples of Success

Areas with less transit service tend to exhibit a greater response to changes in service than areas with better transit service<sup>13</sup>. A study in San Diego showed that service increases on radial service routes oriented to the central business district result in a ridership elasticity of 0.65 percent. This means that for every 1 percent increase in transit service, ridership increased 0.65 percent (higher than average).

<sup>13</sup> TCRP Report 95 Chapter 10, Traveler Response to Transportation System Changes: Bus Routing and Coverage, page 10-10.

## X. Increase Service Frequency to West Salem

### PRIORITY:

Low

### TIMEFRAME:

Long (10-20 years)

### EFFECTIVENESS:

Medium. Increasing transit service frequency is a key factor for increasing transit ridership and encouraging mode shift.

### NEXT STEPS:

1. Secure funding
2. Implement and advertise service changes

### ESTIMATED COSTS:

\$360,000 start-up  
\$479,000 annual operating & maintenance costs

### CHAMPION:

Cherriots

- Would be part of Salem River Crossing Project

### Concept Overview

Provide increased transit service frequency on West Salem routes in the morning and afternoon peak periods.

### Project Need

Current transit routes (Routes 10 and 12) through the neighborhoods of West Salem operate on 30 minute headways in the AM and PM peak periods. To increase ridership and encourage commuters to select to ride transit instead of driving, transit must serve as a reliable means of getting to work. If one missed bus means being a half hour late, transit cannot become a competitive alternative to the single-occupancy vehicle.

### Project Details

Increase transit service on Routes 10 and 12 to 15 minutes during the morning and afternoon peak travel periods (6am - 9am and 3:30pm – 6:30pm). Advertise the increase in service to West Salem residents. Estimated costs include the purchase of one additional bus, as well as operations and maintenance costs to increase service frequency on Routes 10 and 12.

### Implementation Strategy

- Secure funding for increased service frequency during peak travel periods
- Implement and advertise the service changes

### Potential Obstacles

Funding for transit operations is currently constrained. To help prevent budget shortfalls, a property tax levy for transit operations was put on the November 2008 ballot. However, voters rejected the measure, which resulted in transit service cutbacks in January and September of 2009.

### Examples of Success

Increased bus frequency normally attracts increased ridership. Historical and recent bus service changes exhibit an average elasticity of +0.5<sup>14</sup>. This means that a 1 percent increase in service frequency results in a 0.5 percent average increase in ridership.

#### Example:

- In Santa Monica, CA, service frequency increased from 20 to 10 minutes on the Lincoln Blvd Route and 40 to 10 minutes on the bus route to the airport. The service changes exhibited a ridership elasticity of 0.97 percent. This means that for every 1 percent increase in transit service, ridership increased 0.97 percent (much higher than average).

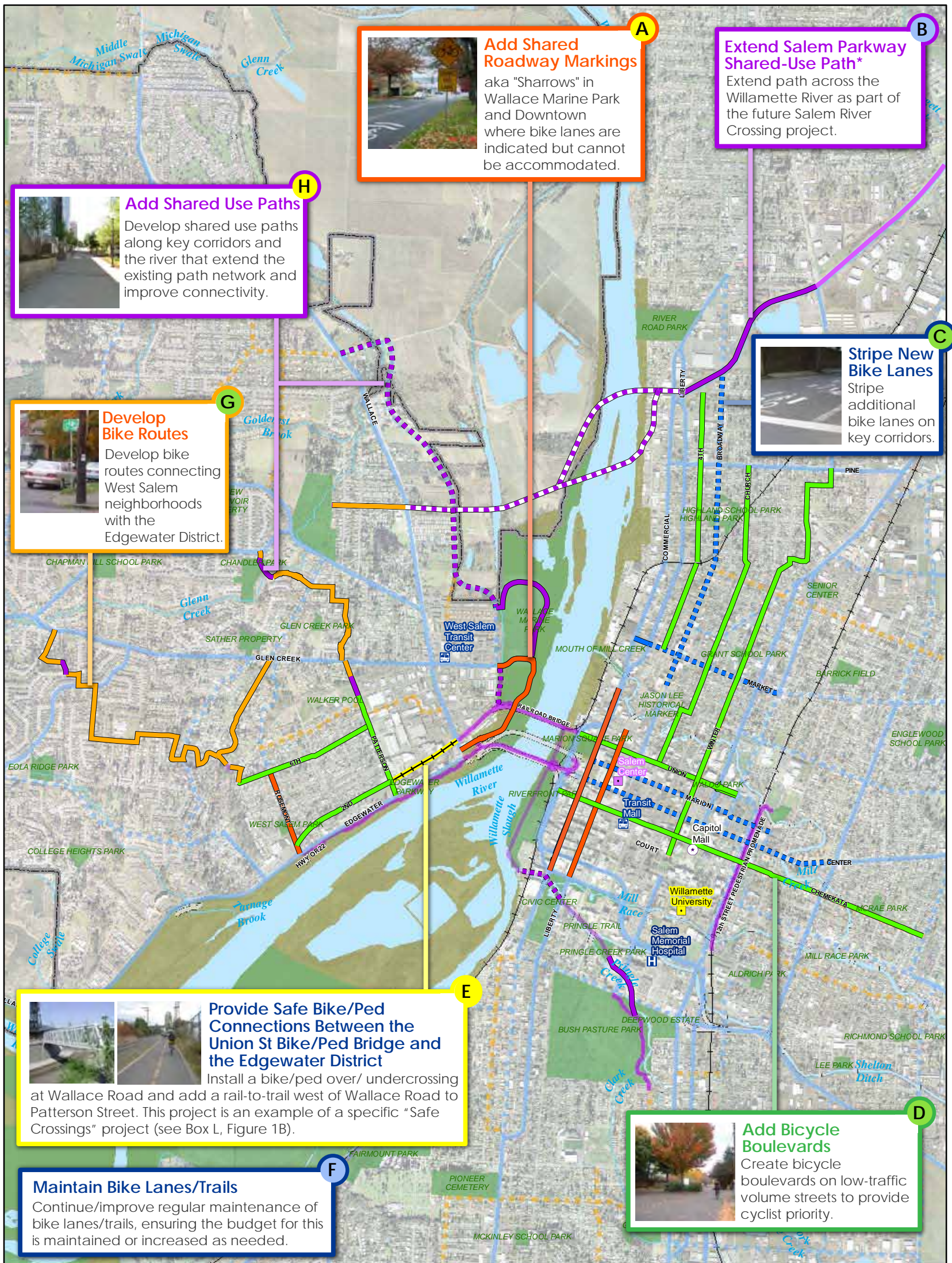
<sup>14</sup> TCRP Report 95 Chapter 9, Traveler Response to Transportation System Changes: Transit Scheduling and Frequency, page 9-5.



---

## TSM FIGURES:

[BPR-pg 82]



**LEGEND**

**Recommended Improvements**

- Bike Route
- Bicycle Boulevard
- Striped Bike Lane
- Striped Bike Lane (Also in TSP)
- Shared Roadway Markings
- Shared-Use Path
- Shared-Use Path (Also in TSP)
- Rail to Trail
- Possible Shared-Use Path Extension

**Current Network**

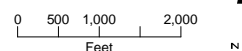
- Existing Shared-Use Path
- Existing Street Bike Lane
- Proposed Shared-Use Path (TSP)
- Proposed Street Bike Lane (TSP)
- Proposed Bike Route (TSP)

**Features**

- Capitol Mall
- Salem Center Mall
- Willamette University
- Salem Memorial Hospital
- Transit Mall
- Railroad
- Bridge

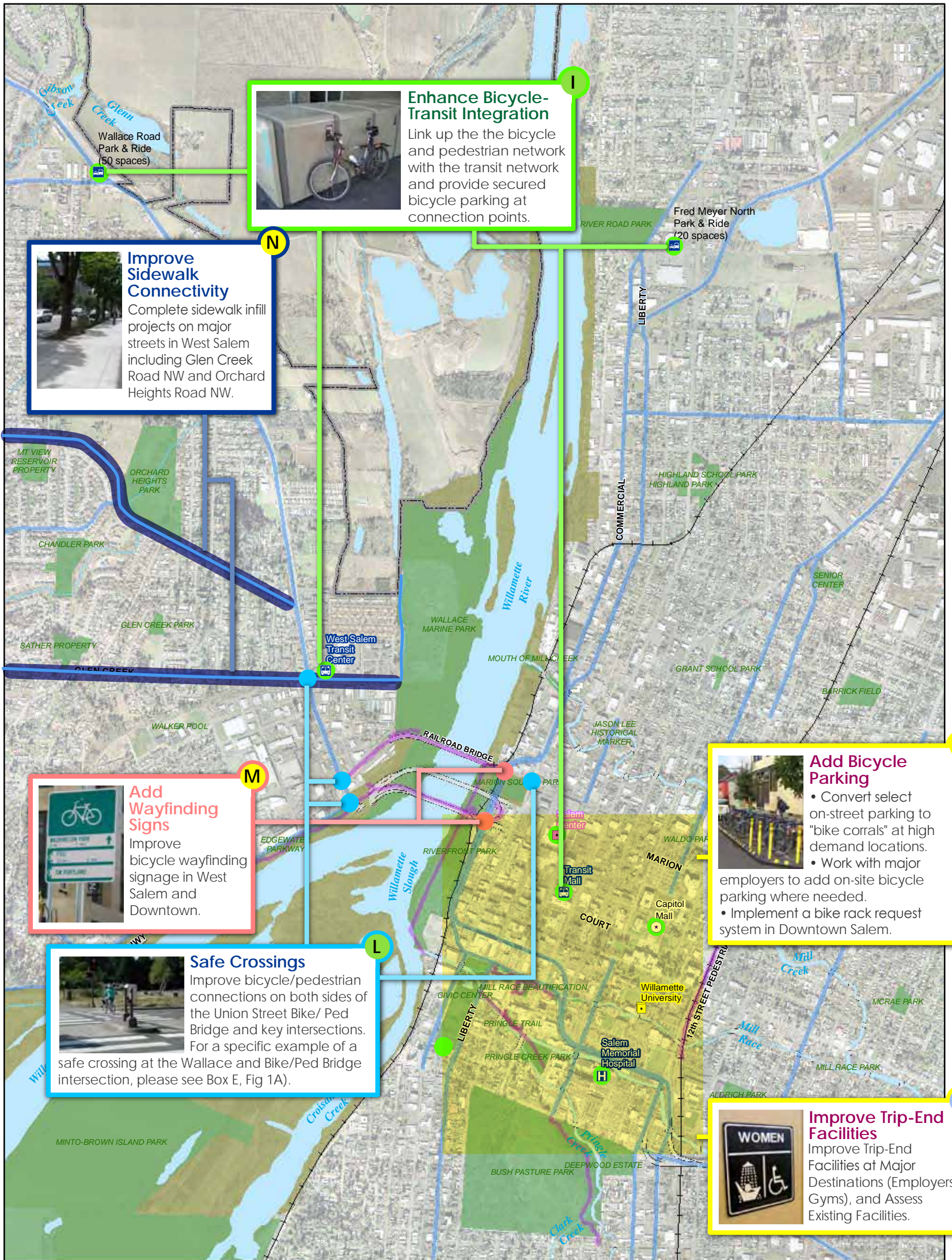
- Greenway
- Parks
- Water
- Urban Growth Boundary

- Higher Priority Recommendations
- Moderate Priority Recommendations
- Lower Priority Recommendations



\* This project dependent on the construction of a new bridge

**FIGURE 1**  
**Proposed Bicycle/Pedestrian Network Improvements**  
 Salem Alternate Modes Study



### Enhance Bicycle-Transit Integration

Link up the the bicycle and pedestrian network with the transit network and provide secured bicycle parking at connection points.



### Improve Sidewalk Connectivity

Complete sidewalk infill projects on major streets in West Salem including Glen Creek Road NW and Orchard Heights Road NW.



### Add Wayfinding Signs

Improve bicycle wayfinding signage in West Salem and Downtown.



### Safe Crossings

Improve bicycle/pedestrian connections on both sides of the Union Street Bike/ Ped Bridge and key intersections. For a specific example of a safe crossing at the Wallace and Bike/Ped Bridge intersection, please see Box E, Fig 1A).



### Add Bicycle Parking

- Convert select on-street parking to "bike corrals" at high demand locations.
- Work with major employers to add on-site bicycle parking where needed.
- Implement a bike rack request system in Downtown Salem.

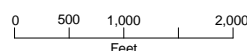


### Improve Trip-End Facilities

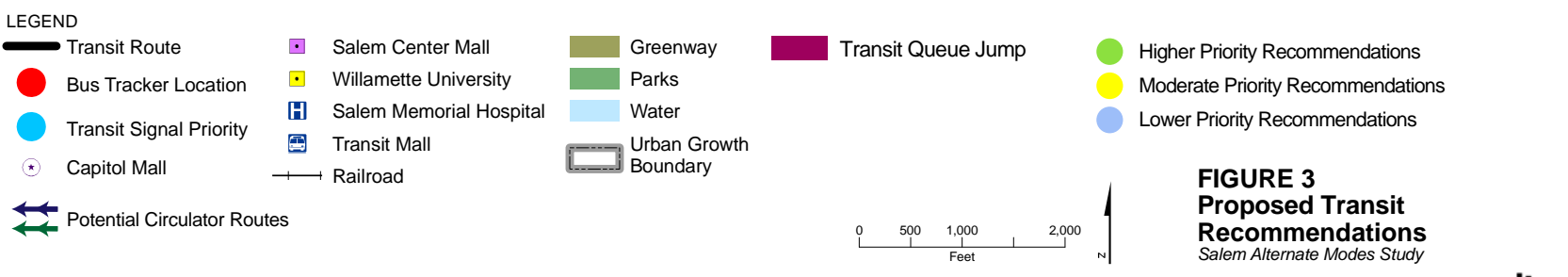
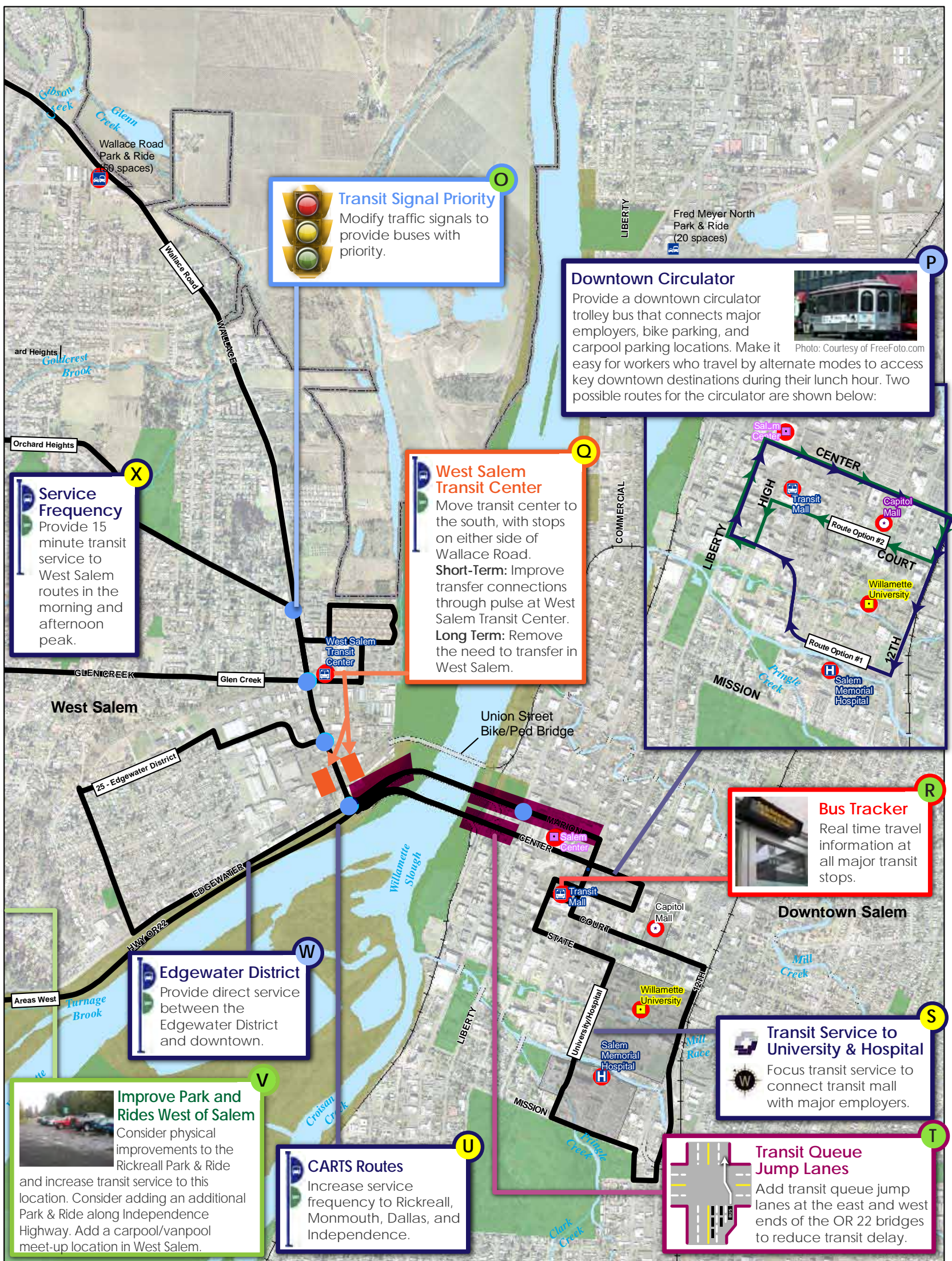
Improve Trip-End Facilities at Major Destinations (Employers, Gyms), and Assess Existing Facilities.


#### LEGEND

- |   |                         |                       |                                   |   |
|---|-------------------------|-----------------------|-----------------------------------|---|
| <span style="color: green;">●</span> Add Bicycle Parking            | Capitol Mall            | Greenway              | Downtown Core                     | <span style="color: green;">●</span> Higher Priority Recommendations    |
| <span style="color: blue;">●</span> Improve Bike/Ped Connections    | Salem Center Mall       | Parks                 | Complete Sidewalk Infill Projects | <span style="color: yellow;">●</span> Moderate Priority Recommendations |
| <span style="color: pink;">●</span> Add Bike/Ped Wayfinding Signage | Willamette University   | Water                 |                                   | <span style="color: blue;">●</span> Lower Priority Recommendations      |
| Existing Shared-Use Path  | Salem Memorial Hospital | Urban Growth Boundary |                                   |   |
| Existing Street Bike Lane   | Transit Mall            |                       |                                   |   |
| Railroad  | Park and Ride           |                       |                                   |   |
| Bridge  |                         |                       |                                   |   |



**FIGURE 2**  
**Proposed Bicycle/Pedestrian Spot Improvements**  
 Salem Alternate Modes Study





This page intentionally left blank





## 4. TRANSPORTATION DEMAND MANAGEMENT RECOMMENDATIONS

This chapter includes recommendations for a TDM program that will serve as a fundamental part of reducing peak hour SOV trips across the Willamette River through 2031. TDM is a general term which encompasses strategies that take a policy and programmatic approach to increasing the efficiency of a transportation system. TDM is defined by the US Department of Transportation as “programs designed to reduce demand for transportation through various means, such as the use of transit and of alternative work hours.”<sup>15</sup> This chapter recommends a comprehensive TDM Program, comprised of multiple TDM Implementation Strategies and TDM Concepts. The TDM Implementation Strategies include key recommendations to lay the groundwork for the successful implementation of the TDM Concepts (and many of the TSM concepts as well). The TDM Concepts are specific, targeted approaches that are designed to encourage travelers to adopt alternate modes.

The TDM recommendations outlined in this Study vary in scale and impact. While some improve the transportation options available to travelers, others provide incentives and information to encourage changes in trip scheduling, route, mode, or destination. The recommendations include a balance of improved travel choice, information, and incentives to reduce SOV travel.

While the TDM recommendations have been selected with the goal of reducing travel across the Willamette River, the majority of the recommendations will also have city/region-wide benefits. For example, all of the TDM recommendations can be implemented in advance of, or independent of, the construction of a new Salem River Crossing bridge. Additionally, many of the TDM recommendations can build upon and will enhance programs that are already in place in Salem, such as the Cherriots Rideshare Program.

Each TDM strategy description includes the following summary information:

- **Priority:** Relative importance when considering order of implementation
- **Time frame:** Suggested implementation schedule
- **Effectiveness:** Expected impact on reducing SOV trips or removing barriers to using alternate modes
- **Target:** Primary audience for the program
- **Estimated Cost:** Assessment of cost from low (\$) to high (\$\$\$\$). NOTE: Order-of-magnitude cost estimates were not prepared for each TDM strategy because the cost varies greatly depending on the scale of effort
- **Champion:** Agency/entity that could be responsible for primary implementation
- **Partners:** Agency/entity whose involvement is vital to enhance the program

---

<sup>15</sup> Glossary, Planning for Operations, US Department of Transportation, <http://plan4operations.dot.gov/glossary.htm>



# TRANSPORTATION DEMAND MANAGEMENT RECOMMENDATIONS, CONTINUED

The strategies outlined in this chapter are listed below and described in further detail throughout the rest of this chapter:

## **TDM Implementation Strategies**

- A. Develop a Transportation Management Association (TMA)
- B. Hire a City of Salem Bicycle and Pedestrian Coordinator
- C. Stabilize and Grow Transit Funding
- D. Individualized Marketing Program (West Salem to Downtown)

## **TDM Concepts**

### **Multi-Modal Concepts**

- E. Full-Service One-Stop Website for Alternate Modes
- F. Acknowledge and Reward Commuters who Adopt Alternate Modes
- G. Provide Education on Bicycle/Transit Integration

### **Bicycle/Pedestrian Specific Concepts**

- H. Employer Bicycle/Pedestrian Programs and Facilities
- I. Continue and Enhance Incentive/Challenge Programs to Encourage Bicycling and Walking
- J. Enhance Information Distribution about Bicycling and Walking

### **Transit Specific Concepts**

- K. Conduct Targeted Marketing/Recruitment
- L. Reduce the Direct Cost of Transit Passes to Employees and Commuters

### **Parking Specific Concepts**

- M. Switch from Monthly to Daily Fee Parking
- N. Discourage Parking at Peak Periods
- O. Price Parking to Recover the Costs
- P. Apply a Tax to Parking Spaces
- Q. Provide Parking Cash-Outs to Employees Using Alternate Modes

### **Carpool/Vanpool Specific Concepts**

- R. Promote Dynamic, Real-Time Carpool/Vanpool Match-up Services
- S. Provide Incentives to Carpools/Vanpools
- T. Promote and Expand the Emergency Ride Home (ERH) Program



# TDM Implementation Strategies

## A. Develop a Transportation Management Association (TMA)

The Salem Transportation Management Association would be a new organization created to work with the major employers in downtown to implement the recommended TDM strategies. Representatives from the City of Salem, downtown business associations, and each of the major downtown employers (the State of Oregon, Willamette University, Salem Hospital, the City of Salem, etc) would likely sit on the board of directors.

### PRIORITY:

High

### TIMEFRAME:

Short-term (0-5 years)

### EFFECTIVENESS:

High. Coordinates employer implemented TDM strategies

### TARGET:

Major Downtown Employers

### ESTIMATED COST:

\$125,000/year

### CHAMPION:

Major Downtown Employers, Cherriots Rideshare

### PARTNERS:

MWVBTA

### What is a TMA?

A Transportation Management Association (TMA) is an independent entity dedicated to solving transportation problems in a particular geographic area through actively managing transportation demand and encouraging alternate travel modes. The formation of a TMA supports all of the TDM strategy recommendations contained in this Study, opens up potential funding sources, and eases the administrative burden on associated agencies.

TMA's are usually formed to address a specific audience (for example, employees in the Lloyd District in Portland) and are often funded in part by the businesses they serve.

TMA's generally range in size from a single, part-time staff person housed within a chamber of commerce to several full-time staff with a dedicated office.



### What do TMA's do?

The purpose of a TMA is to have a single organizational body dedicated to tackling difficult transportation problems, such as congestion and commuting by single-occupancy vehicle. It can help agencies meet goals and enact plans related to multi-modal transportation, and can maximize the resources of individual businesses. For example, a business with limited parking capacity for employees and customers can reduce SOV commute trips by employees and free up parking capacity for business patrons. A local TMA can facilitate the implementation of effective transportation programs and services and provide a forum for businesses, neighborhood associations, and local agencies to work together to address transportation issues. A TMA can also advocate for the interests of local businesses and employees at the local, regional, and state level. The administrative benefits a TMA offers are of considerable value, and TMA's are often eligible for grant funds not available to entities engaging in transportation management efforts on a more informal basis.

## Develop a TMA, Continued

### How would a TMA benefit Salem?

Forming a downtown Salem TMA would enable the local Salem area agencies to delegate responsibility for implementing TDM strategies, decreasing reliance on agency staff. With a central authority for implementing TDM strategies, transportation improvements and encouragement efforts occur in an integrated, coordinated fashion with the input of local agencies and stakeholders. Further, some of the long-term or large-scale programs recommended in this Study are more likely to move forward with the consistent effort, planning, and momentum that a TMA can provide.



The TMA for downtown Salem and the Cherriots' Rideshare program would complement each other and work collaboratively to reduce SOV travel across the Willamette River. While the Cherriots Rideshare Program would continue to promote and coordinate ridesharing programs, the downtown Salem TMA would be able to influence changes in employer policies and facilities not directly under Cherriots' purview.

The estimated \$125,000/year cost estimate assumes 1.0 full-time staff person, money for operations, rent, marketing and collateral materials. The Board of Directors members are assumed to be volunteer positions. For reference, the Lloyd District TMA's 2009 operating budget was \$230,000 dollars, Gresham's TMA was \$75,000 dollars and the Washington Transportation Alliance's was \$150,000 dollars.

## B. Hire a City of Salem Bicycle and Pedestrian Coordinator

### **PRIORITY:**

High

### **TIMEFRAME:**

Short (0-5 years)

### **EFFECTIVENESS:**

High. Coordinates efforts and maintains funding.

### **TARGET:**

Citywide

### **ESTIMATED COST:**

\$71,000-\$81,000/year  
(including costs of providing benefits)

### **CHAMPION:**

City of Salem

### **PARTNERS:**

MWVBTA

A bicycle and pedestrian coordinator for the City of Salem would provide a consistent mechanism to institutionalize non-motorized transportation within the city government and to increase the number of citizens safely bicycling and walking in Salem. The coordinator will promote and facilitate the increased use of non-motorized modes of transportation, through the development of facilities, public education, promotional, and safety programs.

The bicycle/pedestrian coordinator would work with advocates, elected officials, business leaders, media, law enforcement, public health officials, transit providers and the general public to build partnerships. Typically, a bicycle/pedestrian coordinator's primary responsibility would be to implement the programs and projects in local bicycle and/or pedestrian plans. When there are no existing plans or when updates are needed, the bicycle/pedestrian coordinator would manage the development or update of bicycle/pedestrian plans.

In addition to plan implementation the Salem bicycle/pedestrian coordinator would likely have additional responsibilities, such as<sup>16</sup>:

- Reviewing development proposals to ensure that local bicycle/pedestrian requirements are incorporated and to assess bicycling and walking impacts
- Developing and implementing educational and promotional programs
- Writing grant proposals, since local funds may be inadequate
- Serving as the public contact for bicycling/walking inquiries and complaints
- Coordinating with neighboring cities, transit agencies and public health staff to implement policies and projects

<sup>16</sup> Pedestrian and Bicycling Information Center, <http://www.bicyclinginfo.org/faqs/answer.cfm?id=3308>

## C. Stabilize and Grow Transit Funding

Restructuring the funding sources for Cherriots' operating budget will help improve the quality and reliability of transit service. Currently, Cherriots receives its local funding primarily from property taxes and fares<sup>17</sup>. A small amount of revenue comes in from other sources as well, including bus advertising and Courthouse Square Parking. To help prevent budget shortfalls, a new property tax levy for transit operations was put on the November 2008 ballot. However, voters rejected the measure, which resulted in transit service cutbacks in January and September of 2009.

An additional potential source of local funds for transit operations that is authorized (but under used) in the State of Oregon is employer payroll taxes<sup>18</sup>. Implementing a hybrid payroll/property tax would provide additional sources of revenue and help stabilize the budget. This type of funding mechanism was suggested during the stakeholder interviews conducted for this study and has previously been debated in legislative sessions.

An additional issue is that residents of Rickreall, Dallas, Monmouth and Independence that work in downtown Salem must currently rely on CARTS to take transit. Growing the CARTS budget, or modifying the Salem-Area Mass Transit District (Cherriots) charter to allow Cherriots to provide additional service outside of Salem would increase the routes and service frequency available to these residents.

Other common local and regional funding sources that could benefit Cherriots include:

- Contract revenue from public, private, and non-profit sources
- Parking, or other vehicle fees
- Local improvement district (LID) funding
- Potential tolling revenues (contingent upon the construction and pricing of the Salem River Crossing project, and the legal obligation of revenues)
- Hotel-based sales tax (known as a "transient", or "occupancy" tax)
- "Sin" taxes – taxes on cigarettes, wine and beer, and lottery proceeds

### **Examples:**

- **Tolling Revenues, New York State's MTA:** Bridge toll revenues are used to support elements of the MTA transit system<sup>19</sup>.
- **Parking Fees, San Francisco, CA:** Parking revenues from on-street parking, public parking garages, and parking fines currently help support the San Francisco Muni operations<sup>20</sup>.

### **PRIORITY:**

High

### **TIMEFRAME:**

Short and Medium (0-10 years)

### **EFFECTIVENESS:**

High. Stabilized funding will help with strategic planning to improve transit service over time.

### **TARGET:**

Salem Area Mass Transit District (Cherriots) Charter

### **ESTIMATED COST:**

\$

### **CHAMPION:**

Cherriots

### **PARTNERS:**

City of Salem

<sup>17</sup> Cherriots 2009-2010 Adopted Budget, [http://www.cherriots.org/Documents/09-10\\_Adopted\\_Budget.pdf](http://www.cherriots.org/Documents/09-10_Adopted_Budget.pdf)

<sup>18</sup> Transit Cooperative Research Program (TCRP), Local and Regional Funding Mechanisms for Public Transportation, Report 129, Transportation Research Board, Washington D.C. 2009, pg 35.

<sup>19</sup> Transit Cooperative Research Program (TCRP), Local and Regional Funding Mechanisms for Public Transportation, Report 129, Transportation Research Board, Washington D.C. 2009, pg 31.

<sup>20</sup> Transit Cooperative Research Program (TCRP), Local and Regional Funding Mechanisms for Public Transportation, Report 129, Transportation Research Board, Washington D.C. 2009, pg 19.

## D. Individualized Marketing Program (West Salem to Downtown)

### PRIORITY:

Medium

### TIMEFRAME:

Short-term (0-5 years). Program would be implemented yearly, in selected target areas

### EFFECTIVENESS:

High. Proven to reduce drive alone trips – provides specialized information for individual origin and destinations

### TARGET:

Downtown employees commuting from West Salem

### ESTIMATED COST:

\$\$

### CHAMPION:

Cherriots Rideshare or TMA\*

### PARTNERS:

City of Salem, MWVCOG, State of Oregon, MWVBTA

\* TMA is a separate recommendation

Individualized marketing programs offer customized packets of alternate transportation information and resources to target populations at events and through various venues. Programs such as Portland's SmartTrips program have, year after year, resulted in substantial reductions in single-occupancy vehicle driving. In 2006, an ODOT sponsored individualized marketing program for the Salem-Keizer area resulted in an 11 percent decrease in drive alone trips in the target area.

An ongoing Salem SmartTrips program would build on and support both new and existing TDM strategies by providing a framework for marketing to reach specific mode share targets. While the program would be tailored to the particular needs of each target neighborhood, business, or area, several key elements would be common throughout the program, and are described below:

### Customized Packets of Alternate Transportation Resources

The defining element of an individualized marketing program is the customized information packet.

Individuals/employees are invited to place an order for a free customized packet of resources on transit, walking, bicycling, carpooling, car-sharing, and other transportation alternatives.

Possible resources include transit maps and schedules, fare information, local walking/bicycling maps, brochures for special programs, safety information, discounts at local shops and restaurants if

you walk, bike, or take transit, and any other locally available materials and resources.

Participants opt in and choose the particular items that they would like to receive.

Participants can also be offered a choice of free gifts as an incentive for participating in the program. Incentives could include bike lights, transit tickets, pedometers, water bottles, tote bags, etc.



Individualized marketing materials can be hand delivered or mailed in branded totes or folders

### Events

Once program participants have received their customized information packets, the program can offer free encouragement events to support people who may be trying out a commute mode for the first time. Sample events include guided walks and bicycle rides, guided transit trips, personalized trip planning assistance, bike-on-bus or other transit trainings, and bike repair clinics.



# Individualized Marketing Program, Continued

## Examples:

- SmartTrips, Portland Oregon:** The City of Portland offers a series of walks in the SmartTrips target area. For the past six years the City has partnered with Kaiser Permanente to offer the Ten Toe Express walking campaign. The program offers a free walking kit complete with a pedometer, a short-tripper coupon book for discounts at local businesses and a schedule of guided walks that highlight areas of interest. <http://www.portlandonline.com/transportation/index.cfm?c=43820>
- Way to Go, Marin County, CA:** The Way to Go! program has held a variety of themed events that celebrate transportation alternatives and local culture. In 2009, events included historic walks, bike rides to local parks and farmers' markets, and transit trainings with bike rack demonstrations, among others. <http://www.walkbikemarin.org/waytogo/>

## Encouraging Communications

Individualized marketing programs can use existing systems to provide information on transportation alternatives, such as office bulletin boards or break rooms. Currently in Salem, the Cherriots Rideshare website provides some information on carpooling and vanpooling alternatives. An alternative option is to develop convenient outlets designed specifically for the program, such as a website with news, a blog, and an online order form for the customized information packet. Newsletters with specific program information can also be used to engage program participants.



An organized group bike ride

## Example:

- My Smart Commute in Raleigh-Durham, NC:** The My Smart Commute program in Raleigh, NC targeted 15 employers at five "hotspots" throughout the region, including private firms, non-profit organizations, two universities, and a public agency. A program website included program updates, an order form for customized packets, a blog targeted toward the specific hotspots, and an online sign-up form for personalized "Commuter Consultation" sessions.

## Coordinating Existing Resources

Individualized marketing programs often develop some original materials, but more often they provide an opportunity to organize existing traveler resources. A Salem SmartTrips program would complement and help to coordinate both the TDM program recommendations and the existing Cherriots Rideshare program. A West Salem SmartTrips program would be most effective in reducing SOV trips if implemented after the TSM alternate mode infrastructure improvements improve connectivity and bridge access on both sides of the river.



# Individual TDM Concepts

## E. Full-Service One-Stop Website for Alternate Modes

Encourage the development of an alternate transportation culture by developing a one-stop website for alternate modes that offers:

- Transit tips, facts and tools
- Trip planning assistance
- Links to transit and bike maps
- Transit schedules and updates
- Links to ridesharing information
- Links to car-sharing programs
- An online personal trip reduction pledge
- Bicycle information

Develop an online “Commuter Calculator” to help residents calculate how much they can save by carpooling, vanpooling, taking transit, biking and telecommuting. Develop a community website that allows individual commuters to log their alternate mode transportation trips and post information about the number of vehicle miles and greenhouse gas emissions they have reduced.

### Examples:

- **Way to Go Club:** An individual commuter club that allows members to log their alternate mode transportation trips online and tallies their cumulative carbon reductions<sup>21</sup>. The program was mentioned by Missoula Air Quality Specialist as the transportation program that has reduced the greatest amount of transportation-related greenhouse gas emissions in Missoula<sup>22</sup>. <http://missoulainmotion.com>
- **Get About Columbia:** Get About Columbia is a one-stop website that offers Columbia, Missouri residents educational resources to encourage bicycling and walking. These include biking safety and “Confident City Cycling” classes, neighborhood evening walks, and organized bike rides. The website also provides a variety of resource materials such as maps, and infrastructure updates<sup>23</sup>. [www.getaboutcolumbia.com](http://www.getaboutcolumbia.com)



Source: [www.getaboutcolumbia.com](http://www.getaboutcolumbia.com)

### PRIORITY:

High

### TIMEFRAME:

Short-term (0-5 years)

### EFFECTIVENESS:

Medium. Providing an online venue for information on alternate modes can encourage mode shift. Additionally, providing a public online forum where commuters can log their trips and share the environmental benefits of their actions can encourage healthy competition.

### TARGET:

Salem residents

### ESTIMATED COST:

\$

### CHAMPION:

Cherriots Rideshare or TMA\*

### PARTNERS:

City of Salem

\* TMA is a separate recommendation

<sup>21</sup> <http://missoulainmotion.com/?a=16>

<sup>22</sup> Personal communication, June 2009

<sup>23</sup> Columbia Missouri is one of four pilot communities in the Non-motorized Transportation Pilot Project (NTPP). Columbia received \$25 million (as part of SAFTEA-LU) to encourage more alternate mode use and evaluate their effectiveness. Get About Columbia was part of this effort.

## F. Acknowledge and Reward Commuters Who Adopt Alternate Modes

Develop awards programs to acknowledge commuters who adopt alternate modes. Individual and company “Commuter of the Year” awards can acknowledge and reward commuters that reduce the most vehicle miles traveled. Investigate the option of public/private partnerships to fund such programs.

### *Examples:*

- Commuter of the Year Contest, Boulder, CO:** Boulder runs an annual commuter of the year award program to recognize commuters that use Boulder’s transportation options and inspire others to do the same<sup>24</sup>. [http://www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=8913&Itemid=3254](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=8913&Itemid=3254)
- Cyclebration, Davis, CA:** During the month of May, the City of Davis holds a month-long celebration of the bicycle called “Cyclebration” that includes a bike auction, a historic bike tour, and a bike commute day. <http://www.davisbicycles.org/>

### **PRIORITY:**

Medium

### **TIMEFRAME:**

Short-term (0-5 years)  
& ongoing

### **EFFECTIVENESS:**

Low. Building awareness of alternate modes and rewarding their usage can help to build an alternative transportation culture in Salem.

### **TARGET:**

Salem residents

### **ESTIMATED COST:**

\$

### **CHAMPION**

Cherriots, MWVBTA, or TMA\*

### **PARTNERS**

City of Salem, State of Oregon

\* TMA is a separate recommendation



Georgette Johnson, 2009 Transit Commuter of the Year, Boulder, CO.

<sup>24</sup> [http://www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=8913&Itemid=3122](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=8913&Itemid=3122)

## G. Provide Education on Bicycle/ Transit Integration

Provide educational opportunities about how to ride the bus with your bike. Physical onsite trainings can reduce new rider intimidation by allowing participants to actually use bus mounted bicycle racks and practice securing their own bicycles.

### PRIORITY:

Medium

### TIMEFRAME:

Short (0-5 years) & ongoing

### EFFECTIVENESS:

Medium. Provides facilities and programs at target destinations

### TARGET:

Existing transit riders, downtown employees

### ESTIMATED COST:

\$-\$\$, both programs and facilities vary depending on what is provided

### CHAMPIONS:

Cherriots

### PARTNERS:

MWVBTA, participating employers

### Provide Individualized Training on Using Bicycles and Transit

Given distances and topography challenges in West Salem, bicycling alone may not be a preferred option for many residents. However, pairing with transit expands the possible service area for both modes. Individualized trainings provide an opportunity for existing and new potential transit users to gain bus and bike competency.

#### On-Site Bike-on-Bus Training

These trainings can be held at worksites, transit stations and other suitable locations. The trainings can include trip planning, fares and schedules, bicycle gear and safety, and a specific training on how to put a bike on the bus. Trainings should include specific instruction on how to use bus mounted bicycle racks, preferably with a practice rack. As a low cost alternative, Cherriots could post a video on its website or link to a video on YouTube with step by step directions on how to put a bicycle on their bike racks.

#### Example:

- **Way to Go! Novato, CA:** During the City of Novato's Individualized Marketing Program they offered a workshop called Transit/Bicycling 101 which guided participants through putting their bikes on a bus, trip planning, and bicycle safety. <http://www.walkbikemarin.org/waytogo/events.php>



Bicycle and transit coordination provides time and distance flexibility to commuters



# **Bicycle/Pedestrian Specific Concepts**

## H. Employer Bicycle/Pedestrian Programs and Facilities

Develop programs targeted to specific employer/employee commute needs. Provide information on existing facilities at worksites and/or create access to other shared end-of-trip facilities.

The City of Salem's Smart Commuter Program currently encourages City employees to commute by bicycle or foot. Participants sign a pledge committing to bike or walk to work at least 150 days per year or 60 percent of workdays per year and submit monthly commute calendars. In return, participants receive:

- Free bus transportation
- Two daily parking passes per month
- A local merchant coupon book
- Emergency ride home service
- Up to \$100 dollars in reimbursed expenses for equipment related to bicycling and walking

### Example Incentives for Bicycling and Walking to Work:

**Mileage reimbursement:** Employers reimburse mileage for employees who bike to work. Example: Siegel & Strain, an Emeryville, CA firm, reimburses employees for bicycling mileage at the IRS auto mileage rate. The reimbursement only applies to work-related trips.

**Green wage surplus:** Hourly employees can receive a small increase in their hourly rate on days they choose to bicycle or walk to work.

**Paid time off bonus:** Employees can receive additional accrual of paid time off when primarily using an alternate mode to get to work.

**Lunch/Coffee bonus:** Employers can offer incentives for those bicycling and walking to work, such as coffee cards or discounts at local dining establishments.

**Wellness benefit:** Employers can reimburse employees for additional wellness activities, such as yoga, massage, or a gym membership, when employees use active modes to commute.

### Education

Brown bag lunches or other workplace classes and workshops help increase knowledge of how and why to walk and bicycle to work. Workshop topics could include how to repair a flat bicycle tire, commuting basics, cold-weather bicycling, walking for fitness, bike-on-bus training, etc.

### Bicycle Buddy/Mentor Program

This type of program pairs employees at a specific worksite or those traveling to a similar

#### PRIORITY:

High

#### TIMEFRAME:

Short-term (0-5 years),  
Medium-term (5-10 years), and ongoing

#### EFFECTIVENESS:

High. Provides facilities and programs at target destinations

#### TARGET:

Employees of downtown Salem and eastside businesses

#### ESTIMATED COST:

\$-\$\$, both programs and facilities vary depending on what is provided

#### CHAMPION:

Cherriots Rideshare, or TMA\*

#### PARTNERS

MWVBTA

\* TMA is a separate recommendation

## Employer Programs, Continued

area. Less experienced bicyclists are matched with a confident bicycle commuter for information regarding route selection, advice on clothing and gear, etc. The experienced bicyclist rides the selected route with the new bicycle commuter.

### Example:

- **Bike Buddy in Spokane, WA:** The Bike Buddy program is co-sponsored by the Spokane Cycling Club and the Bicycle Alliance of Washington. Interested participants sign up via email or phone. The experienced mentors attend a two-hour training session ahead of time and the two buddies take a weekend ride together to practice the commute. Bike mentors are also available to answer questions, provide tips or advice, and help pick a good route.

### Access to On-Site End of Trip Facilities

Where possible, secure bicycle parking (e.g. bike room, lockers, attended covered parking in garage) and lockers/showers should be provided on-site. Employees list the lack of these facilities as a major reason why they do not currently bike.

Currently, there are a number of existing secure parking locations in Salem:

- Secure bicycle rooms for employees are located in the Capitol Mall Parking Structure, Human Services Building, North Mall Office Building, Revenue Building, Salem Hospital, and Agriculture Building in Salem.
- Bicycle lockers that are open to the public are located at the Liberty Parkade, Chemeketa Parkade, Library, City Hall and Amtrak Station. Additional lockers for employees are located at the Revenue Building, Employment Building, Ferry Street Parking Structure, North Mall Office Building, Public Utility Commission Building and the Supreme Court Building.

### Examples:

- **Con-way Freight in Portland, OR:** Con-way offers a secure bike storage area for its bike commuters, in addition to free assigned lockers, showers, free jerseys, and monthly drawings for prizes.
- **Waterplace Development, Salem** – A development under construction across from Salem City Hall known as “Waterplace” will include shower facilities for bike commuters.  
[www.waterplacesalem.com](http://www.waterplacesalem.com)



Secure bicycle parking, lockers and showers are critical components for workday commuting by bicycle.

### Access to Off-Site End of Trip Facilities

When providing showers and secure lockers is cost prohibitive to an employer, access to a close alternative facility (such as a gym or community center) can be provided. Employers can reimburse for the full or partial cost of membership to the facility when the employee is using an alternate mode.

### Fleet or Rental Cars or Bikes for Employees

Providing access to cars or bikes for mid-day trips can help encourage employees to leave their cars at home. Cars could be provided through a company fleet, rental agencies, or a car-sharing service, such as ZipCar. Bikes could be provided through a bike-sharing program.



## Employer Programs, Continued

### *Example:*

- **Bike Sharing in Tucson, AZ:** The City Cycle Bike-Sharing Program offers bicycles to all City of Tucson employees for mid-day travel, including meetings, appointments, and fitness rides. Employees can check out bicycles, helmets, locks, and other safety equipment at designated locations. <http://dot.tucsonaz.gov/citycycle/>



Bicycle sharing in Tucson, Arizona

### Oregon's Business Energy Tax Credit (BETC)

The BETC encourages Oregonians to produce and use renewable energy, and is available to those who invest in energy conservation, recycling, renewable energy resources, and less-polluting transportation fuels used in their trade or business. The BETC is equal to 35 percent of the eligible project costs, or, the incremental cost of the system or equipment beyond standard practice. Employer based TDM programs are eligible for BETC reimbursement<sup>25</sup>. Examples of businesses that have received BETC reimbursement for TDM programs include Standard Insurance in Portland and Nike in Beaverton. Standard Insurance remodeled 1,000 square feet of office space into a "Bicycle Storage Room" that includes bicycle storage for up to 75 bicycles. Nike developed a comprehensive transportation program that includes a transit pass and employee shuttle service to encourage using alternate modes to get to work. The transit pass project subsidized transit passes for 2,100 employees. The transportation shuttle service provided employees with rides between the campus, off-site work sites, and the nearest MAX station.

<sup>25</sup> Please note that the Oregon legislature is currently considering changes to the BETC program that could reduce the ability to use this program. <http://www.oregon.gov/ENERGY/TRANS/transhm.shtml>

# I. Continue and Enhance Incentive/Challenge Programs to Encourage Bicycling and Walking

Providing incentives such as commuter challenges and reward programs can encourage commuters to take bicycle or walk.

## PRIORITY:

Low

## TIMEFRAME:

Short-term (0-5 years) and ongoing (once yearly)

## EFFECTIVENESS:

Medium. Attracts those new to active commuting, combines elements of improved information and mentoring

## TARGET:

Employees of Downtown Salem/Eastside businesses

## ESTIMATED COST:

\$-\$\$

## CHAMPION:

Cherriots Rideshare or TMA\*

## PARTNERS

MWVBTA, local businesses

\* TMA is a separate recommendation

## Commuter Challenge

These programs engage workplaces and employees in a friendly competition to see who can commute the most trips by bicycling and walking. Registration and trip tracking can be managed in a user-friendly online interface. Winners can be announced to the press and at wrap-up celebration events.

## Bike Commute Challenge

Currently Cherriots Rideshare works with the MWVBTA to coordinate the annual Bike Commute Challenge program in Salem. The Bike Commute Challenge is a statewide event that takes place every September, and encourages Oregonians to bicycle to work throughout the month. The event features friendly competition between employers and offers awards, prizes, and local bike shop discounts.

Participants log in to the program website, where they can enter trips, track their own and others' progress, and access free commuting resources. In 2008, 1,073 businesses participated statewide, and South Salem Cycleworks won the Bike Shops (1-8 employees) category. Cherriots and the MWVBTA can incentivize cycling by continuing to participate in this event and by providing small prizes (bike lights, bells, etc.) in conjunction with registration for the event.

<http://bikecommutechallenge.com/>



Bicycle commuters gather to enjoy a celebration after the month long bike commute challenge

## Targeted Events

Develop events to encourage bicycling and walking. These events can focus on new riders or supporting existing active commuters. Targeted events could include themed rides, such as a morning bakery tour by bike, or a challenge to ride the West Salem hills.

### Example:

- Breakfast on Bikes in Salem and Portland Oregon:** Breakfast on Bikes is a monthly event designed to reward and encourage commuting cyclists. The Mid-Willamette Valley Chapter of the Bicycle Transportation Alliance sponsors a program in Salem. In the future the event could be coordinated to specifically reward those combining bike and transit.



Salem bicycles commuters enjoy a quick stop. Source: <http://breakfastonbikes.blogspot.com/search/label/Breakfast>

## J. Enhance Information Distribution about Bicycling and Walking

Provide information about bicycling and walking in multiple formats (print, web, and interactive) and at various locations (workplaces, agency offices, bike shops, and recreational facilities). Improving the quality and availability of information regarding safe and enjoyable ways to bike and walk in Salem will allow:

- Residents who currently use alternate modes to plan trips more efficiently, choose alternate routes, and enhance skills
- Attract new cyclists and walkers
- Provide information for visitors to the area

### Update Salem Bicycle Map

Currently, Salem's bike map is several years old. An out-of-date bicycle map can cause frustration and delays for bicyclists who rely on the map. An updated map should contain helpful information, such as safe routes, tricky intersections, travel times and distances, and safety tips. The map could be given away at promotional events with copies always available at central locations such as bike shops and libraries. A program should include a plan to print, distribute, and periodically update the map.

#### Examples:

- **Bike Map, Davis, California:** Davis, California has been distributing a free area bike map since the 1970's. The colorful map features routes, distances, and travel times on one side with practical bicycling information on the other side. The map is updated annually and available for free at the local university, in bike shops, and throughout the city.
- **Pocket Bike Map, Portland, OR:** Portland's newest city bike map is a folding map that easily fits into a bag or pocket. The map is distributed at special events and in customized information packets as part of the SmartTrips individualized marketing program.



### Create an Online Bicycle Trip Planner

Develop a free online bicycle trip route planner to help Salem residents use the existing bicycle network. This type of resource can have information such as estimated time and distance on specific routes.

#### Example:

- **ByCycle.org** allows residents of Portland, Oregon and Milwaukee, Wisconsin to get customized route information, including estimated distances for custom routes.

#### PRIORITY:

Low

#### TIMEFRAME:

Short-term (0-5 years) and ongoing

#### EFFECTIVENESS:

Medium. Provides necessary information for trip planning and can overcome barriers related to limited knowledge of facilities

#### TARGET:

All existing bicyclists and walkers and potential active commuters

#### ESTIMATED COST:

\$\$

#### CHAMPION:

Cherriots Rideshare or TMA\*

#### PARTNERS:

City of Salem, MWVCOG, MWVBTA

\* TMA is a separate recommendation

# Enhance Information, Continued

## One-Stop Website for Bicycling Information

Salem has some existing resources for cyclists:

- Salem Bicycle Club: <http://www.SalemBicycleClub.org>
- Mid-Willamette Valley Chapter of the Bicycle Transportation Alliance (MWVBTA): <http://mwvbta.wordpress.com>

However, new bicycle commuters are likely to have many questions and will not always know where to turn to have their questions answered. A “Bike Central” website can be a “one-stop” resource for both recreational and utilitarian bicycling information, such as maps, safety information, tips and techniques, bicyclists’ rights and responsibilities, event postings, and local bicycling groups.

A “Bike Central” website for Salem should include:

- A list of all bicycling groups, including clubs, racing teams, and advocacy groups
- Information about current projects and how to get involved (e.g., public meetings)
- Information about any Bicycle Advisory Committees (how to get involved, meeting times and dates, agendas and minutes)
- Maps and brochures (links to on-line maps and brochures, locations, and how to request mailed materials)
- Links to laws and statutes relating to bicycling
- Links to all relevant local jurisdictions and their bicycle coordinators
- Information about cycling events (rides, classes, volunteer opportunities)
- A list of local bike shops, including phone numbers and addresses
- Phone numbers (hotlines for pothole repair, parking enforcement, bike rack installation request)

A one-stop bike website will not be difficult to set up, but it will only be successful if the site is both easy to use and updated regularly. Corners should not be cut in either design or in maintenance of the site and its information. All Bike Central website content should be reviewed annually for accuracy. The “Bike Central” website should be linked to from the one-stop alternate modes website described in TDM project “E”.

## Public Service Announcements

Public service announcements can share important walking and bicycling safety information, rules of the road, and promotional events, such as free bike light giveaways.

## Provide Information about Bicycling and Walking at Transit Stops

Many who take transit are also bicyclists some of the time, and all are pedestrians. Transit stops offer an opportunity to reach existing or potential users of non-motorized modes. Information posted at transit stops is likely to be read by the many individuals who wait at the stop. Large advertisements at transit stops can also reach those driving past.



Public service safety campaign for bicyclists in Marin County, CA highlights the importance of riding with lights

## Enhance Information, Continued

### Develop Salem Area Walking Maps

A good walking map, designed with residents in mind, can be a great benefit. Local residents may not be aware of all the destinations accessible on foot, such as restaurants, shops, services, cultural attractions, sporting events, etc. Sample walking loops and themed routes can be included as suggestions. In addition to wayfinding, an area walking map can also provide important information on connections between transit, bicycling, and walking, such as transit stops and bike parking locations.

#### Examples:

- **Way to Go! Sausalito CA:** A downtown map was developed as part of an individualized marketing program in Sausalito, California in 2008. The colorful map included walking paths and staircases, sidewalks, points of interest, transit stops, and bike parking.
- **Walk There!:** Walk There! is Portland, OR Metro's guide to great places to walk, designed to begin and end near transit stops surrounding different themes, such as historic walks or nature walks.



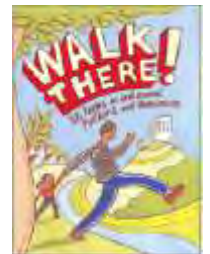
A walker takes a moment to review a map

### Provide Opportunities to Increase Skills

Offer cycling skill courses to interested bicyclists. Topics may include maintenance basics, riding in the rain and dark, shopping by bike, or commute tips. Classes can be tailored to suit riders of all abilities and experience levels.

#### Examples:

- **Bicycle Skill and Safety Classes, Pima County, AZ:** The Pima County Bicycle and Pedestrian Program provides free classes for all types of cyclists. They provide specific classes for kids, adults new to cycling, women and other tailored instruction. Examples of classes include training for fitness, commuting basics and street safety. <http://bikeped.pima.gov/allsafetyclasses.html>
- **League of American Cyclist course:** League Cycling Instructors (LCIs) offer courses to suit the needs of any cyclist. Certified, insured and equipped to teach anything from basic skills to college level courses, LCIs are the experts in bicycle education and safety. Courses offered include: Traffic Skills 101, Traffic Skills 201, Commuting, Motorist Education, Kids I, and Kids II. In 2009, two Salem area LCI's offered the first of these classes in Salem. <http://www.bikeleague.org/programs/education/courses.php#road1>.
- **Women on Bikes Program, Portland, OR:** The Portland Office of Transportation provides a series of clinics and group rides designed for women only. The events provide information on basic riding skills, finding the right bicycle for your height and body type, bicyclists' rights and responsibilities, route planning, and hands-on basic maintenance and flat tire repair. The program provides novice cyclists a chance to connect with more experienced riders and try new skills. This program has an ongoing and dedicated following with many participants returning for group rides year after year.



Source: Portland Metro website



# Transit Specific Concepts

## K. Conduct Targeted Marketing/Recruitment

Develop a fresh marketing and outreach campaign to help improve transit's image in Salem. Promote transit as a convenient transportation mode not just for captive riders, but for riders who select to ride transit instead of driving. Recruit these "choice" riders by emphasizing the time and money saving benefits of taking transit as well the environmental benefits. Work to reverse the perception that associates riding transit with limited options. Specifically target West Salem residents and major downtown employers and gear marketing to ask people to "try transit out" during special events such as parades, festivals, or commuter challenges.

### Marketing and Outreach Strategies Could Include:

- Providing free transit tickets to target populations during special events
- Setting up outreach booths at the Salem Saturday and Wednesday Farmer's Markets
- Coordinating with employers to encourage employees to use transit for business trips
- Distributing enhanced and updated transit schedules and maps
- Implementing "Bus to Work Campaigns" and encouraging friendly competitions between major downtown employers

#### *Example:*

- **TriMet's "The Wait is Over" Campaign, Portland, Oregon:** In 2003, TriMet developed "The Wait is Over" Campaign to target choice riders in the Portland Metropolitan area. The campaign was designed to highlight TriMet's frequent service offerings and reinforce the idea that taking transit is a convenient way to get around. In conjunction with this effort, TriMet began the transit tracker by phone service to ensure that rider experiences matched their expectations. The number of phone calls per month increased from 28,500 (when the call-in feature offered scheduled times only) to over 1.5 million calls per month. TriMet's next steps included the "To Work, To Play, To Live" Campaign to reinforce the idea that transit can be taken to recreational events. TriMet worked with regional venues and event partners on joint advertising efforts to help create a seamless message to the public that transit is an integral part of the community and a convenient and reliable way to get around.



Source: <http://trimet.org/pdfs/publications/factsheet.pdf>

#### **PRIORITY:**

High

#### **TIMEFRAME:**

Short-term (0-5 years)

#### **EFFECTIVENESS:**

Medium. Improving transit's image in the community can increase ridership by helping to recruit riders that choose to ride transit because of the benefits it provides to themselves and the community

#### **TARGET:**

State employees, new transit riders, West Salem commuters

#### **ESTIMATED COST:**

\$

#### **CHAMPION:**

Cherriots

#### **PARTNERS:**

City of Salem,  
MWVCOG

## L. Reduce the Direct Cost of Transit Passes to Employees and Commuters

### PRIORITY:

High

### TIMEFRAME:

Short-term (0-5 years), ongoing

### EFFECTIVENESS:

Medium. Reducing the cost of transit passes can make transit a more attractive option compared to driving alone, especially when combined with other strategies, such as increased parking fees

### TARGET:

Major downtown employers, West Salem residents

### ESTIMATED COST:

\$\$

### CHAMPION:

Cherriots

### PARTNERS:

City of Salem, MWVCOG

Work with Cherriots and downtown employers to offer reduced cost transit passes to employees and West Salem residents and work to bring back the Willamette University and State of Oregon Bus Pass Program.

Transit passes increase ridership because they are simple and easier to use than single ticket purchases. However, annual transit passes are often prohibitively expensive for consumers since they must be paid for all at once. Reducing the cost of transit passes can make it easier for consumers to purchase and result in increased ridership.

Currently, Cherriots coordinates with the City of Salem to offer employees free transit passes through the City's Smart Commuter program. In the past, Willamette University and the State of Oregon also offered free transit passes to employees, however, due to budget cuts, these programs are no longer in operation. Additionally, Cherriots is currently offering the "Good to Go" program, which allows students enrolled in Salem-Keizer public middle & high schools, private schools, charter schools, and home schools to ride the bus for free during the 2009-2010 school year. The program is funded through a Business Energy Tax Credit (BETC) grant from the Oregon Department of Energy.



Source: Cherriots website

### Strategies could include:

- Exploring the potential to bring back the State of Oregon<sup>26</sup> and Willamette University<sup>27</sup> Universal Bus Pass Programs
- Encouraging employers to take advantage of the pre-tax transportation fringe benefits they can offer employees under Title 26 section 132(f) of the US tax code<sup>28</sup>. This program allows employers to offer a tax-free benefit to employees that commute to work by transit. Employers can take advantage of the program by:
  1. Providing a transit pass free to employees, paying the transit agency the full cost of the transit pass, and then receiving a tax benefit at the end of the year
  2. Allowing employees to purchase transit passes on a pre-tax basis through payroll deduction
  3. Using a combination of the above two strategies<sup>29</sup>

<sup>26</sup> Due to budget and program cuts, the state eliminated the Cherriots free bus pass program as of July 1, 2009. State employees can purchase monthly transit passes on a pre-tax basis at a cost of \$35 a month.

<sup>27</sup> During the 2008-2009 school year, Willamette University made the decision to discontinue its discounted Universal Bus Pass program, citing cost as a factor.

<sup>28</sup> <http://uscode.house.gov/search/criteria.shtml>

<sup>29</sup> <http://www.cityofmadison.com/rideshare/employersCommuter.cfm>



## Reduce the Direct Cost of Transit Passes, Continued

- Encouraging downtown retail and restaurant businesses to offer discounts and incentives for transit pass holders. While this program does not directly reduce the cost of transit passes, it can help to offset the cost of purchasing a pass through discounts acquired overtime. This type of program is also helpful for improving the vitality of downtown areas by encouraging residents to patronize downtown businesses.
- Cherriots could offer a neighborhood transit pass program for residents in West Salem (similar to the Neighborhood Eco Pass program in Boulder, Colorado).
- Combining employer or grant-funded incentives for transit, such as a reduced pass, pre-tax pass, or free pass with disincentives for driving. Disincentives for driving could include implementing new parking fees or increase existing fees.



Source: Go Boulder website

### Examples:

- **TriMet's Employer Transit Pass Program, Portland, Oregon:** TriMet offers three transit pass programs to employers to help them encourage their employees to use public transportation. While TriMet does not discount the passes directly, they do offer incentives. <http://trimet.org/employers/index.htm>
- **Go Boulder's Eco Pass & Neighborhood Eco Pass Programs, Boulder, CO:** Go Boulder's Eco Pass program<sup>30</sup> is an annual bus pass purchased by employers for full-time employees. The pass permits unlimited rides on all regular transit service. Go Boulder and the City of Boulder rebate 50 percent of a company's first year contract, and 25 percent of a company's second year contract (for firms with 10 or more employees). Go Boulder also offers an Eco Pass for neighborhoods called the Neighborhood Eco Pass Program (NECO)<sup>31</sup>. Households in participating neighborhoods are eligible to purchase transit passes at substantial discounts. The Eco Pass Extra program provides discounts and special offers for Eco Pass holders at a variety of restaurants and stores throughout the Boulder, CO area. [www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=8834&Itemid=3001](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=8834&Itemid=3001)
- **Unlimited Ride Transit Pass Program, Madison, WI:** This program allows city, university, and hospital employees to ride transit for free by swiping their badges, and employers to receive tax benefits for providing the service. The program was reported by Jeanne Hoffman, City of Madison Facilities and Sustainability Manager, as key to the increasing transit ridership in Madison<sup>32</sup>.
- **Free Student Transit Passes, Tallahassee, Florida:** University students with valid student identification are able to ride all city buses at no charge through StarMetro's fare free service. <http://www.talgov.com/starmetro/green.cfm>

<sup>30</sup> [http://www.bouldercolorado.gov/index.php?option=com\\_content&view=article&id=8834&Itemid=3001](http://www.bouldercolorado.gov/index.php?option=com_content&view=article&id=8834&Itemid=3001)

<sup>31</sup> [http://www.bouldercolorado.gov/index.php?option=com\\_content&view=article&id=8835&Itemid=3002](http://www.bouldercolorado.gov/index.php?option=com_content&view=article&id=8835&Itemid=3002)

<sup>32</sup> Personal Communication, June 2009



# Parking Specific Concepts

## M. Switch from Monthly to Daily Fee Parking

**PRIORITY:**

High

**TIMEFRAME:**

Short-term (0-5 years), ongoing

**EFFECTIVENESS:**

High. Daily parking fees discourage driving when unnecessary and make on-site parking for single occupancy vehicles less reliable

**TARGET:**

Downtown employees

**ESTIMATED COST:**

\$

**CHAMPION:**

State of Oregon, or TMA\*

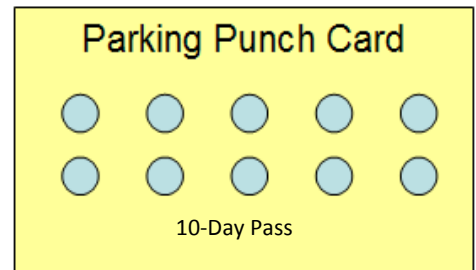
**PARTNERS:**

City of Salem

\* TMA is a separate recommendation

Change employer parking pass programs from monthly to daily rates to allow employees to only purchase parking for what they need. The State of Oregon offers a monthly parking pass to employees for \$50 to \$65 dollars a month. This fee structure allows for unlimited parking within that time frame. Changing the parking pass program for this employer and others so that passes can be purchased on an hourly or daily basis would allow employees to only purchase parking for what they need and discourage them from driving to work on other days.

Another option is to replace monthly parking passes with a punch card parking pass system. Punch cards could include fewer punches than working days in the month to encourage employees to try out new transportation modes. Employees could have the option of purchasing 10-day, 15-day, or 20-day parking punch cards at a discounted daily rate<sup>33</sup>. On the other days, employees would have to choose between paying a much higher daily rate to park (currently \$6 per day) or trying an alternate transportation mode.



**Example:**

- US WEST, Bellevue, Washington:** When US West moved its headquarters to Bellevue Washington, they implemented a strategy for minimizing employee vehicle trips. A key part of the company’s strategy was to strategically price and manage the limited employee parking. Single-occupancy vehicle (SOV) users were charged the equivalent of the monthly parking rate, except the amount was due daily rather than monthly. This made on-site parking less reliable and increased the parking hassle factor for SOV users<sup>34</sup>. [http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_rpt\\_95c13.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_95c13.pdf)

<sup>33</sup> The current discounted daily rate for monthly parking passes is \$2.50 per day for uncovered unreserved parking and \$3.25 per day for reserved covered parking.

<sup>34</sup> Transit Cooperative Research Program (TCRP), Parking Pricing and Fees, Report 95, Chapter 13, Transportation Research Board, Washington D.C. 2005, pg 13-44.

## N. Discourage Parking at Peak Periods

Change parking fee structures to allow discounted “early-bird” parking prices for vehicles arriving before peak travel periods, or charge surcharges to increase the cost of parking during peak travel periods.

### Examples:

- Madison Peak Period Parking Demonstration<sup>35</sup>:** In an effort to reduce commute trips downtown, the City of Madison, WI implemented a peak-period parking charge at municipally controlled parking facilities. The City implemented this program in conjunction with a discounted transit pass sale and the provision of a new downtown shuttle service. Once these features were in place, the City added a \$1 peak period parking charge on top of the regular parking fees for vehicles entering the parking facilities between 7 am and 9:30 am and staying for more than 3 hours. The peak period surcharge resulted in a 40 percent decrease in the number of spaces occupied at the affected facilities during the peak period.  
[http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_rpt\\_95c13.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_95c13.pdf)
- Smart Park, City of Portland:** The City of Portland runs seven city-owned parking garages, Smart Park, designed to discourage parking over 4 hours. Different hourly rates are applied depending upon whether a vehicle is parked for more or less than four hours. This policy, supported by the Portland Central City Transportation System Management Plan, frees up parking spaces for short-term retail trips that boost the local economy, while limiting the supply of long-term parking. Additionally, parking fees are higher on weekdays and lower on evenings and weekends. These policies serve to discourage parking when demand is highest, while also prioritizing parking for shoppers rather than commuters.  
<http://www.portlandonline.com/smartpark/index.cfm?c=35272>



Source:

<http://www.portlandonline.com/smartpark/index.cfm?c=35272>  
72

### PRIORITY:

Medium

### TIMEFRAME:

Short-term (0-5 years) and ongoing

### EFFECTIVENESS:

Medium. This concept helps reduce peak travel demand across the Willamette River by encouraging peak spreading. Additionally, employees may be encouraged to try alternate transportation modes if they must travel during peak travel periods.

### TARGET:

Downtown employees who travel during peak periods

### ESTIMATED COST:

\$

### CHAMPION:

State of Oregon, or TMA\*

### PARTNERS:

City of Salem

\* TMA is a separate recommendation

<sup>35</sup> Transit Cooperative Research Program (TCRP), Parking Pricing and Fees, Report 95, Chapter 13, Transportation Research Board, Washington D.C. 2005, pg 13-10 & 13-43.

## O. Price Parking to Recover the Costs

Encourage major employers in downtown Salem (Salem Hospital, Willamette University, City of Salem, and the State of Oregon) to begin charging for parking (in the case of Salem Hospital) or increase the cost of existing fees (for all other major employers). Parking costs and SOV usage rates have generally been found to be inversely related<sup>36</sup>. Additionally, increasing the price of parking has been found to be associated with higher transit mode share in cases where employees pay for parking<sup>37</sup>. The following list provides options for increasing the cost of parking:

- Adding or increasing parking fees at major employers and destinations
- Auctioning off parking spaces with a reserve price to start (which could also help to establish the “right” price for parking)
- Increasing the price of parking at on-street parking meters
- Increasing the price of parking at city-owned parking facilities
- Combining the parking price increases described above with strategies to decrease the cost of parking for carpools or vanpools, and commuters who walk, bike, or take transit as their primary mode of transportation
- Structuring parking fees to change with peak parking demand throughout the week



Source: <http://www.eofgarage.com/>

Table 2 provides a comparison of monthly parking prices in Salem, OR and other US Cities:

**Table 2: Monthly Parking Prices in Select US Cities**

US City	Range of Monthly Parking Rates
Boise, ID	\$65-\$100
Boston, MA	\$350 - \$500
Chicago, IL	\$230-\$505
Eugene, OR	\$33-\$80
Los Angeles, CA	\$60 - \$280
New York, NY	\$310 - \$1000
Philadelphia, PA	\$70-\$209
Portland, OR	\$165-\$180
Salem, OR	\$30-\$65
San Francisco, CA	\$250 - \$530
Washington D.C.	\$155-\$295

**PRIORITY:**

High

**TIMEFRAME:**

Short-term (0-5 years), ongoing

**EFFECTIVENESS:**

High. Increasing the price of parking increases the total cost of driving, which makes alternate modes more competitive and encourages mode shift

**TARGET:**

Large Employers, Private Parking Facilities in Downtown and West Salem, City of Salem

**ESTIMATED COST:**

\$

**CHAMPION:**

State of Oregon, or TMA\*

**PARTNERS:**

City of Salem

\* TMA is a separate recommendation

<sup>36</sup> Rutherford, S., Badgett, S., Ishimaro, J., and MacLachlan, S., “Transportation Demand Management: Case Studies of Medium-Sized Employers.” Transportation Research Record 1459 (1995).

<sup>37</sup> Transit Cooperative Research Program (TCRP), Parking Pricing and Fees, Report 95, Chapter 13, Transportation Research Board, Washington D.C. 2005, pg 13-9. [http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_rpt\\_95c13.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_95c13.pdf)

## P. Apply a Tax to Parking Spaces

Apply a differential property tax to parking spaces and/or increase tax liability on parking. Implementing a parking tax on off-street parking facilities can serve to increase the price of parking, discouraging single-occupancy vehicle travel and providing a steady source of revenue. This concept could be implemented as a pilot project at key major employers in the downtown Salem area<sup>38</sup>.

### **Example:**

- **San Francisco Parking Tax<sup>39</sup>:** In 1970 San Francisco implemented a 25 percent area-wide parking tax on all off-street parking in the city. The full tax was in effect for over two years until it was lowered to 10 percent in 1973. The result was a small reduction in the number of cars parked at municipal parking facilities (private facilities were not studied) and a greater reduction in the number of hours people selected to park<sup>40</sup>. Commuters were also found to be more likely to change their travel behavior in response to the parking tax price increases.

[http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_rpt\\_95c13.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_95c13.pdf)

### **PRIORITY:**

Medium

### **TIMEFRAME:**

Medium (5-10 years)

### **EFFECTIVENESS:**

High. Increasing the price of parking increases the total cost of driving, which makes alternate transportation modes more competitive and encourages mode shift

### **TARGET:**

Major employers with off-street parking facilities

### **ESTIMATED COST:**

\$\$

### **CHAMPION:**

City of Salem

### **PARTNERS:**

None

<sup>38</sup> This concept performed well at meeting the established evaluation criteria; however, no known local governments are implementing this option in Oregon. If a local government does not have the authority to implement a parking tax under Article XI, Section 11, of the Oregon Constitution, then it could be implemented as a "Local Option Tax" and would be subject to a vote.

<sup>39</sup> Transit Cooperative Research Program (TCRP), Parking Pricing and Fees, Report 95, Chapter 13, Transportation Research Board, Washington D.C. 2005, pg 13-40.

<sup>40</sup> Estimated parking price elasticities based on the number of cars parked averaged -.20 for the initial year of the tax and -.31 for the second year. Estimated parking price elasticities based on the number of hours parked were found to be -1.44 and -1.63, respectively.

## Q. Provide Parking Cash-Outs to Employees Using Alternate Modes

Implement an employer based parking cash-out program where employees choose to either pay for parking or to receive a stipend to use another mode (such as a subsidy per day for walking, biking, or carpooling to work). Parking cash-out programs can be a strong incentive for employees to try out alternate modes of transportation, and may be good to implement on a pilot project basis at key employers in downtown Salem. Factors that impact individual parking cash-out programs include the proportion of employees that are candidates for cash-out, the availability of alternate modes, and the presence of uncontrolled parking supplies<sup>41</sup>. One challenge for implementing parking cash-out programs in areas with high parking minimums is that it can be expensive to build the required parking spaces and then pay employees not to use them.

### Examples:

- Genentech, South San Francisco**<sup>42</sup>: In South San Francisco, Genentech began offering its employees \$4 per day for each day they did not drive to work. This program was combined with the creation of an on-site circulator shuttle and TDM plan. After two and a half years, the drive alone rate of the company's employees dropped from 78 percent to 65 percent, and Genentech saved \$25-50 million dollars on the construction of parking spaces.  
[http://www.gene.com/gene/about/environmental/past-reports/pdf/2006\\_sus\\_rpt.pdf](http://www.gene.com/gene/about/environmental/past-reports/pdf/2006_sus_rpt.pdf) (page 16)  
<http://www.nelsonnygaard.com/Documents/Quals-Project-Profiles/NNproj-GENENTECH-Parking-and-Trans.pdf>
- Parking Cash-Out Legislation in California**<sup>43</sup>: In 1992, California enacted parking cash out legislation that required employers in areas with poor air quality to provide employees with the option of choosing cash in lieu of receiving free parking. Overall the drive alone mode share for eight employers who complied with the law fell by about 12 percent.
- Bike/Walk Bucks, City of Portland**<sup>44</sup>: While the City of Portland does not offer free-parking to its employees, it does provide commuter benefits for employees who adopt alternate modes. City employees that bike or walk to work at least 80 percent of their scheduled workdays receive \$30 dollars per month of taxable income added to their paychecks. Employees who take transit 80 percent of their scheduled workdays also receive a benefit of \$30 dollars per month in the form of a transit pass.

### PRIORITY:

High

### TIMEFRAME:

Short-term (0-5 years), ongoing

### EFFECTIVENESS:

High. Parking cash out programs in California have been found to reduce SOV rates by 12 percent

### TARGET:

Major downtown employers, specifically those that provide free off-street parking to employees

### ESTIMATED COST:

\$

### CHAMPION:

State of Oregon, or TMA\*

### PARTNERS:

Cherriots Rideshare, City of Salem

\* TMA is a separate recommendation

<sup>41</sup> K.T. Analytics, Inc., "Parking Cash Out." TDM Status Report, Federal Transit Administration, Washington, DC (February, 1994).

<sup>42</sup> Reducing Congestion and Greenhouse Gas Emissions through Parking Policy, Hearing Summary, California Senate Standing Committee on Transportation, Feb 24, 2009  
[http://www.senate.ca.gov/ftp/SEN/COMMITTEE/STANDING/TRANSPORTATION/\\_home/02-24-09Summary-ParkingPolicy.doc](http://www.senate.ca.gov/ftp/SEN/COMMITTEE/STANDING/TRANSPORTATION/_home/02-24-09Summary-ParkingPolicy.doc)

<sup>43</sup> Transit Cooperative Research Program (TCRP), Parking Pricing and Fees, Report 95, Chapter 13, Transportation Research Board, Washington D.C. 2005, pg 13-18.

<sup>44</sup> City of Portland Personnel Manual: <http://www.portlandonline.com/shared/cfm/image.cfm?id=12007>



## **Carpool/Vanpool Specific Concepts**



## R. Promote Dynamic, Real-Time Carpool/Vanpool Match-up Services

### PRIORITY:

High

### TIMEFRAME:

Short-term (0-5 years), ongoing

### EFFECTIVENESS:

Medium. Providing dynamic rideshare matching services for West Salem and residents can help residents with similar destinations and schedules find each other on short notice. Dynamic carpool matching can work together with other strategies to reduce the number of peak-hour SOV trips across the river.

### TARGET:

Downtown employees, West Salem residents

### ESTIMATED COST:

\$\$

### CHAMPION:

Cherriots Rideshare

### PARTNERS:

MWVCOG, State of Oregon

Support the expansion of the existing Cherriots Rideshare program to include the new tri-state rideshare database currently being developed by the Washington State Department of Transportation (WSDOT) to serve Oregon, Washington, and Idaho<sup>45</sup>. Expand the program to include dynamic, real-time carpool and vanpool matches. Support the formation of short-notice carpools by utilizing social networking applications, such as Facebook, Smart Neighbor, or Craig's List. Use the new program to expand the carpool and vanpool market to include a greater proportion of young adult riders and increase short-notice matches.

### Example:

- iCommute, San Diego Regional Commute Services<sup>46</sup>:** iCommute allows commuters to find instant rideshare matches for regular commutes, one-time trips, and on the fly (for last minute rides). It identifies the best matches by both proximity and mode, allowing people to find carpool and vanpool matches, as well as bike buddies. <http://www.icommutesd.com>



Source:

[http://www.cherriotsrideshare.org/Rideshare\\_101.html](http://www.cherriotsrideshare.org/Rideshare_101.html)

<sup>45</sup> The Oregon Transportation Commission will be voting on participating in this program and funding levels in Nov/Dec of 2009.

<sup>46</sup> <http://www.ridelink.org/icommuter.aspx>

## S. Provide Incentives to Carpools/Vanpools

Provide incentives to commuters who try carpooling or vanpooling. Current incentives include the State of Oregon's \$5-\$15 dollar discounted monthly parking rates for carpools<sup>47</sup>.

Additional potential programs could include:

- A bonus program where employees who enroll in the rideshare matchup program and then try carpooling or vanpooling at least 5 times, receive a small cash bonus in their paychecks
- If the new bridge or OR 22 bridges are tolled, the fee for carpools/vanpools could be waived or reduced, and "casual" carpooling sites could be provided on each side of the crossing
- Continue to subsidize vanpools, and increase the subsidy if possible
- Enroll active members of the rideshare database in regular prize drawings

### **Example:**

- **CarpoolCheck, City of Portland:** City of Portland employees that carpool with at least one other person, a minimum of four days per week, at least one way to and from work are eligible to use a \$30 dollar "CarpoolCheck" towards a monthly parking fee at specific parking facilities. Employees may combine the check with other City Employees to further reduce parking fees.

### **PRIORITY:**

Medium

### **TIMEFRAME:**

Short-term (0-5 years), ongoing

### **EFFECTIVENESS:**

Medium. Providing financial incentives and discounts to commuters who carpool and vanpool can help encourage people to try new modes

### **TARGET:**

Commuters in West Salem currently using SOV as their primary commute mode

### **ESTIMATED COST:**

\$\$

### **CHAMPION:**

Cherriots Rideshare

### **PARTNERS:**

City of Salem

<sup>47</sup><http://oregon.gov/DAS/FAC/Parking/rates.shtml>

## T. Promote and Expand the Emergency Ride Home (ERH) Program

Promote the existing Emergency Ride Home (ERH) program provided by Cherriots and/or expand it to work in conjunction with the tri-state rideshare database currently being developed by WSDOT. Until the new database and funding become available (contingent upon the Oregon Transportation Commission), implement the following:

### PRIORITY:

Low

### TIMEFRAME:

Short-term (0-5 years)

### EFFECTIVENESS:

Medium. Promoting and expanding the ERH Program can encourage new riders to try alternate transportation modes who might otherwise be concerned about losing their ability to get home quickly in an emergency

### TARGET:

Downtown Employees

### ESTIMATED COST:

\$

### CHAMPION:

Cherriots Rideshare

### PARTNERS:

Downtown Salem TMA\*

\* TMA is a separate recommendation

- Allow commuters to access the program directly, rather than going through their employer
- Remove the requirement that commuters be employed with an enrolled employer to participate in the program
- Consider expanding the number of times per year that eligible employees can receive an emergency ride home
- Ensure all major downtown employers are enrolled in the program
- Make sure employees who bike and walk to work are also aware of their eligibility to participate (currently, commuters must enroll in the program by filling out a rideshare application, which may be confusing to cyclists and pedestrians)
- Expand the advertising & marketing budget for the ERH program

### Example:

- **Metro Transit's Guaranteed Ride Home, Minneapolis, MN:** Commuters in Minneapolis, MN who ride transit, carpool, vanpool, bicycle or walk at least three days a week to work or school are eligible for two free ride home coupons every six months. Participants need to register for the program and coupons are sent to their home or office. Coupons can be used for trains, buses or cab fare for up to \$25 dollars. <http://www.metrotransit.org/riderPrograms/grh.asp>



Source:

[http://www.cherriotsrideshare.org/Emergency\\_Ride\\_Home.html](http://www.cherriotsrideshare.org/Emergency_Ride_Home.html)



This page left blank intentionally.

# 5. IMPLEMENTATION PLAN

## Conceptual Level Cost Estimates

The cost to design and construct the various concepts was estimated at a conceptual level for the TSM recommendations. Order of magnitude cost estimates for the various TDM recommendations were not prepared because the costs vary greatly depending on the scale of each effort. Conceptual level cost estimates and project phasing for both the TSM and TDM recommendations are described in the tables below. The tables are organized by implementing agency and sorted by timeframe (short term is 0-5 years; medium term is 5-10 years; and long term is 10-20 years). Please see *Appendix F, Cost Estimates and Financial Plan*, for detailed cost estimates and assumptions for each recommendation.

City of Salem TSM and TDM projects, cost estimates, timeframe, and partners are listed in Table 3 below:

**Table 3. Project Costs and Timeframe: City of Salem**

Implementing Agency: City of Salem					
Project #	Project Name	Priority Level	Timeframe	Costs	Partners
<b>TSM Recommendations</b>					
A	Shared Roadway Markings	Medium	Short	\$104,000	
C	Stripe New Bike Lanes on City Streets	High	Short <i>and</i> Medium	\$148,000	ODOT
D	Develop Bicycle Boulevards	High	Short	\$182,000 - \$481,000	
E	Union Street Bridge/Edgewater Connection (partner with ODOT)	Medium	Medium to Long	\$2,700,000 - \$5,824,000	ODOT
F	Maintain Bike Lanes/Trails on City Streets	Low	Short and ongoing	\$37,000/year	ODOT
G	West Salem Bike Routes	High	Short	\$56,000 - \$293,000	
H	Add Shared-Use Paths	Medium	Long	\$3,476,000	
J	Bicycle Parking	Medium	Short	\$5,000/each	MWVBTA
K	Trip-End Facilities	Low	Medium	\$3,000 - \$49,000	Cherriots Rideshare, or Salem TMA
L	Safe Crossings	High	Short to Long	\$5,000 - \$253,000	ODOT
M	Bicycle Wayfinding Signage	Medium	Short <i>and</i> Medium	\$33,000 - \$288,000	MWVBTA
N	Sidewalk Infill	Medium	Medium	\$185/lineal foot	
<b>TDM Recommendations</b>					
B	Hire a City of Salem Bicycle and Pedestrian Coordinator	High	Short	\$71,000 - \$81,000/year	MWVBTA
P	Apply a Tax to Parking Spaces	Medium	Medium	\$\$	

## Conceptual Level Cost Estimates, Continued

Cherriots TSM and TDM projects, cost estimates, timeframe, and partners are listed in Table 4 below:

**Table 4. TSM Project Costs and Timeframe: Cherriots**

Implementing Agency: Cherriots					
Project #	Project Name	Priority Level	Timeframe	Costs	Partners
<b>TSM Recommendations</b>					
I	Bicycle/ Transit Integration	High	Short	\$10,000 - \$19,000	City of Salem
O	Transit Signal Priority	High	Medium	\$181,000	City of Salem, ODOT
P	Downtown Circulator Trolley Bus	Low	Medium	\$1,088,000 start-up, \$1,372,000 M&O	
Q	West Salem Transit Center	Medium	Medium	\$283,000	
R	Real-Time Transit Tracker	High	Short	\$363,000 start-up, \$74,000 M&O	
S	Provide Direct Transit Service to Willamette University and Salem Hospital	Medium	Short	\$158,000	
T	Install Transit Queue Jump Lanes	High	Medium	\$348,000	City of Salem, ODOT
U	Increase Service on CARTS Routes	Medium	Short	\$720,000 start-up \$140,000 M&O (per bus)	
V	Improve Park and Rides West of Salem	High	Short	\$426,000	
W	Improve Transit Service to the Edgewater District	Low	Short	\$360,000 start-up \$239,000 M&O	
X	Increase Service Frequency to West Salem	Medium	Short	\$360,000 start-up \$479,000 M&O	
<b>TDM Recommendations</b>					
C	Stabilize and Grow Transit Funding	High	Short, Medium	\$	City of Salem
F	Acknowledge and Reward Commuters Who Adopt Alternate Modes	Medium	Short, Ongoing	\$	MWVBTA, City of Salem, State of OR
G	Provide Education on Bicycle/Transit Integration	Medium	Short, Ongoing	\$-\$	MWVBTA
K	Conduct Targeted Marketing/Recruitment	High	Short	\$	City of Salem, MWVCOG
L	Reduce the Direct Cost of Transit Passes to Employees and Commuters	High	Short, Ongoing	\$\$	City of Salem, MWVCOG

## Conceptual Level Cost Estimates, Continued

Cherriots Rideshare TDM projects, cost estimates, timeframe, and partners are listed in Table 5 below:

**Table 5. Project Costs and Timeframe: Cherriots Rideshare**

Implementing Agency: Cherriots Rideshare					
Project #	Project Name	Priority Level	Timeframe	Costs	Partners
<b>TDM Recommendations</b>					
A	Develop a Transportation Management Association (TMA)	High	Short	\$125,000/year	MWVBTA
E	Full-Service One-Stop Website for Alternate Modes	High	Short	\$	City of Salem
D	Individualized Marketing Program (West Salem to Downtown)	Medium	Short	\$\$	City of Salem, MWVCOG, State of Oregon, MWVBTA
H	Employer Bicycle/Pedestrian Programs and Facilities	High	Short <i>and</i> Medium, ongoing	\$-\$\$	MWVBTA
I	Continue and Enhance Incentive/Challenge Programs to Encourage Bicycling and Walking	Low	Short <i>and</i> ongoing	\$-\$\$	MWVBTA
J	Enhance Information Distribution about Bicycling and Walking	Low	Short <i>and</i> ongoing	\$\$	City, MWVCOG, MWVBTA
R	Promote Dynamic, Real-Time Carpool/Vanpool Match-up Services	High	Short	\$\$	MWVCOG, State of Oregon
S	Provide Incentives to Carpools/Vanpools	Medium	Short <i>and</i> ongoing	\$\$	City of Salem
T	Promote and Expand the Emergency Ride Home (ERH) Program	Low	Short	\$	Downtown Salem TMA

## Conceptual Level Cost Estimates, Continued

State of Oregon projects, cost estimates, timeframe, and partners are listed in Table 6 below. Please note that the championing of the Salem Parkway Shared-Use Path project will depend on which agency ultimately owns the bridge.

**Table 6. Project Costs and Timeframe: State of Oregon**

Implementing Agency: Oregon Department of Transportation (ODOT)					
Project #	Project Name	Priority Level	Timeframe	Costs	Partners
<b>TSM Recommendations</b>					
B	Salem Parkway Shared-Use Path	Low	Long	\$1,000,000	
C	Stripe New Bike Lanes on State Roads	High	Short <i>and</i> Medium	\$113,000	City of Salem
E	Union Street Bridge/Edgewater Connection (partner with City of Salem)	Medium	Medium <i>and</i> Long	\$2,601,000 - \$5,727,000	City of Salem
F	Maintain Bike Lanes/Trails on State Roads	Low	Short <i>and</i> ongoing	\$37,000/year	City of Salem
L	Safe Crossings on State Roads	High	Short to Long	\$5,000 - \$253,000	City of Salem
Implementing Agency: Oregon Department of Administrative Services (DAS)					
Project #	Project Name	Priority Level	Timeframe	Costs	Partners
<b>TDM Recommendations</b>					
M	Switch from Monthly to Daily Fee Parking	High	Short-term (0-5 years) and ongoing	\$	City of Salem
N	Discourage Parking at Peak Periods	Medium	Short-term (0-5 years) and ongoing	\$	City of Salem
O	Price Parking to Recover the Costs	High	Short-term (0-5 years) and ongoing	\$	City of Salem
Q	Provide Parking-Cash Outs to Employees Using Alternate Modes	High	Short-term (0-5 years) and ongoing	\$	Cherriots Rideshare, City of Salem



## Funding

A variety of local, state, and federal funding sources can be explored to help fund the TSM and TDM recommendations. Table 7 provides an overview of possible funding sources for each TSM bike and pedestrian recommendation, while Table 8 provides an overview of funding sources for each TSM transit recommendation. Please see *Volume II: Appendix F - Cost Estimates and Financial Plan*, for a more detailed discussion of potential funding sources.

**Table 7: Potential Bike/Ped TSM Funding Sources**

No.	Concept	Potential Funding Sources
A.	<b>Shared Roadway Markings</b>	ODOT Bicycle and Pedestrian Program, State Highway Fund (SHF, City's Share), Urban Renewal Area (URA)
B.	<b>Salem Parkway Shared-Use Path</b>	Construct as part of larger project, ODOT Bicycle and Pedestrian Program, ConnectOregon Grant, ODOT Transportation Enhancement (TE) Program, System Development Charges (SDCs)
C.	<b>Stripe New Bike Lanes</b>	ODOT Bicycle and Pedestrian Program, SHF (City's share), URA
D.	<b>Develop Bicycle Boulevards</b>	ODOT Bicycle and Pedestrian Program, ODOT TE Program, JARC funds, SHF (City's share), URA, Local Improvement District (LID)
E.	<b>Union Street Bridge/Edgewater Connection</b>	Construct as part of larger project, ODOT TE Program, ConnectOregon Grant, URA, LIDs, SDCs, Levy, Revenue or General Obligation (GO) Bond
F.	<b>Maintain Bike Lanes/Trails</b>	SHF (City's share), General Fund, Adopt-a-Roadway
G.	<b>West Salem Bike Routes</b>	ODOT Bicycle and Pedestrian Program, SHF (City's share), LIDs
H.	<b>Add Shared-Use Paths</b>	Construct as part of larger project, ConnectOregon Grant, ODOT Bicycle and Pedestrian Program, ODOT TE Program, URA, LIDs, SDCs, Levy, GO, or Revenue Bond
I.	<b>Bicycle/Transit Integration</b>	Energy Efficient Community Block Grant (EECBG), Oregon Business Tax Credit (BETC), SHF (City's share), URA, LIDs, Parking Fines and Fees, Parking Tax
J.	<b>Bicycle Parking</b>	URAs, LIDs, Parking Fines and Fees, Parking Tax
K.	<b>Trip-End Facilities</b>	EECBG, URA, LID, Parking Fines and Fees, Parking Tax
L.	<b>Safe Crossings</b>	Construct as part of larger project, ODOT Bicycle and Pedestrian Program, ODOT TE Program, URA, LIDs, Levy, GO, or Revenue Bond
M.	<b>Bicycle Wayfinding Signage</b>	SHF (City's Share), URA, LIDs, Parking Fines and Fees, Parking Tax
N.	<b>Sidewalk Infill</b>	ODOT Bicycle and Pedestrian Program, ODOT Immediate Opportunity Fund, SHF (City's Share), URA, LIDs, SDCs, Construct as part of larger project

## Funding, Continued

Potential funding sources for the transit TSM recommendations are listed in Table 8 below. It should be noted that several of the funding sources described below are relevant for all of the TDM recommendations, especially EECBD, ODOT Transportation Options Program, ODOT TE Program, Business Energy Tax Credit Program, Transit System Advertising, Transit Center Space Lease, SHF (City portion), URA, Parking Fines and Fees, Parking Space Tax, and Payroll Tax.

**Table 8: Potential Transit TSM Funding Sources**

No.	Concept	Potential Funding Sources
A.	<b>Transit Signal Priority</b>	Construct as part of larger project, FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), Payroll Tax, SDCs
B.	<b>Downtown Circulator Trolley Bus</b>	Clean Fuels Program, FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), URA, Payroll Tax, Transit System Advertising and/or Space Lease
C.	<b>West Salem Transit Center</b>	ConnectOregon Grant, STF, Payroll Tax, LIDs, New Freedom, JARC Funds, FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), Transit Center Space Lease
D.	<b>Real-Time Transit Tracker</b>	Transit System Advertising, FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), Parking Fines and Fees, Parking Tax
E.	<b>Provide Direct Transit Service to Willamette University and Salem Hospital</b>	FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), URA, Payroll Tax, Transit System Advertising
F.	<b>Install Transit Queue Jump Lanes</b>	Construct as part of larger project, Payroll Tax
G.	<b>Increase Service on CARTS Routes</b>	Clean Fuels Program, FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), New Freedom, JARC Funds
H.	<b>Improve Park &amp; Rides West of Salem</b>	FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), ODOT Transportation Options Program, STF, New Freedom, JARC Funds, ConnectOregon Grant
I.	<b>Improve Transit Service to the Edgewater District</b>	Clean Fuels Program, FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), URA, Payroll Tax, Transit System Advertising
J.	<b>Improve Service Frequency to West Salem</b>	Clean Fuels Program, FTA Capital Investment Program (49 U.S.C. 5309 Bus and Bus Facilities), Payroll Tax



## Next Steps

The Salem Alternate Mode Study is not intended for adoption on its own. Instead, it will be considered as each of the lead agencies update their long-range plans. Further, the information in this Study is available to each agency and community groups to move each of the recommendations forward, through identifying funding and implementing the “next steps” identified in each recommendation.



Potential Ways to Implement a Bus Pass for Students Participating in after school and enrichment programs

Sell a deeply discounted pass to youth programs for them to provide for those students who have issues with transportation to programs. This may be difficult for some programs as they have limited funds.

Or/And

Approach the Salem Keizer Educational Foundation to fund student bus pass by them selling advertising for buses and all “resources after expenses” from advertising go to grant program to provide student bus passes again at a deeply discounted rate to youth programs.

We would want some provision to have representation on granting committee to make sure that all segments of the youth programs are represented in the resource allocation.

Additional resources could be solicited from community for this grant program as well.

Would provide advertising exposure in Salem market which is limited because we are in a media shadow of Portland and Eugene for radio and TV.

We would want ability to track how many rides these passes produce.

We would concentrate on monthly passes in either case.

MK 11/30/15