

## Appendix H: On the Move: Regional Transportation Options Plan (2014)



# **ON THE MOVE**

## **REGIONAL TRANSPORTATION**

### **OPTIONS PLAN**

**Central Lane Metropolitan Planning Organization  
2014-2024**





## **ACKNOWLEDGEMENTS**

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## **PROGRAM PARTNERS**

Central Lane Metropolitan Planning Organization

Lane Council of Governments

Point2point

City of Eugene

City of Eugene Sustainability Commission

City of Springfield

City of Coburg

Lane County

Lane Transit District

Trans-Watch / Cogito

## **PARTICIPATING STAKEHOLDERS**

Accessible Services, Lane Transit District

Better Eugene-Springfield Transit

City of Creswell

City of Cottage Grove

City of Eugene Airport

City of Eugene Hilyard Center

City of Veneta

Eugene Area Chamber of Commerce

Eugene Association of Realtors

Good Company

Greater Eugene Area Riders

Homebuilders Association of Lane County

Junction City

Lane Coalition for Healthy and Active Youth

Lane Community College  
Lane County Parks  
Lane Livability Consortium  
Lane Metro Partnership  
Lane Workforce Partnership  
McKenzie Willamette Medical Center  
Northwest Christian College  
Oregon Department of Human Services  
Oregon Medical Group  
Oregon Research Institute  
Peace Health Medical Center, RiverBend  
Point2point, Lane Transit District  
RideSource, Lane Transit District  
River Road Recreation District  
Senior and Disabled Services, Lane Council of Governments  
Springfield Public Schools  
Travel Lane County  
Willamalane Park and Recreation District

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# Executive Summary

The Regional Transportation Options Plan (RTOP) is a regional planning effort, coordinated by the Lane Council of Governments and Point2point, to plan for the most effective application of transportation demand management (TDM), also referred to as transportation options (TO) programs, strategies, and services. The Plan identifies a strategic direction for transportation options (TO) to best address the changing demands for transportation in our metropolitan region over the next ten years.

## TRANSPORTATION OPTIONS (TO)

Transportation Options (TO) is a steadily growing component of transportation and mobility planning. TO strategies, programs, and investments enhance traveler opportunities and people's choices to bike, walk, take transit, share rides, and telecommute. TO does not encourage one mode of travel over another, rather TO programs and services offer greater travel choices to enhance mobility and accessibility and to maximize transportation investments.

## GUIDING PRINCIPLES

Development of RTOP goals, objectives, and strategies followed a series of guiding principles to focus planning efforts on community priorities:

- Expand TO programs
- Provide cost effective TO
- Address the region's changing demographics
- Integrate information technologies into TO
- Integrate TO into planning and investment
- Create more public and private partnerships

The existing, expanded and new TO programs and services identified throughout the RTOP are summarized into two areas of broad strategic focus, strengthening **access to knowledge and information** and **coordination of partners, programs, services, and planning**.

## PROGRAM AND SERVICE RECOMMENDATIONS

The RTOP recommends core programs and services for implementation throughout the region. Each of these recommendations was selected based on ability to address the various identified transportation needs and opportunities; as well as, scalability to expand to diverse community groups; ability to leverage limited resources; and adapt to changing trends and transportation demands. These recommendations are supported by local and regional TO administrators and will be effectively integrated into their long-term strategic planning. Successful implementation of the RTOP requires a foundation of core transportation options programs and services with development of supportive tools and actions.

The RTOP recommends the following core programs and services:

### Recommended Program and Services Summary

PROGRAMS AND SERVICES	DESCRIPTION	RECOMMENDATION
<b>Traveler Information and Coordination Tools</b>	Continue TO outreach and education.	Fund general and targeted outreach including businesses, Sunday Streets, transportation fairs, community wide commute challenges etc.
	Create a clearinghouse of accessible travel data for private sector technology investment.	Fund development of a public data clearinghouse for private technology investment in travel information tools
	Enhance online rideshare platform.	Evaluate the Drive Less Connect application and explore alternatives which allow for dynamic ridesharing, creation of closed networks for specific groups, and individual rideshare matching
<b>Smart Trips</b>	Individualized Outreach	Annual funding for two neighborhoods, wards, or programs with targeted populations (e.g. seniors, Latino communities, etc.).
<b>School Based Transportation Options</b>	Build off existing Safe Routes to School programs to include coordinated program with ridesharing and transit promotion. Expand program to middle and high schools.	Provide annual base funding for SRTS coordinators to maintain and expand programs, including five additional bicycle and pedestrian safety education classes per district.
<b>Rideshare</b>	Expand existing rideshare programs (carpooling and vanpooling) to leverage trips that are already taking place or are regularly scheduled.	Address the transportation needs of less-traditional markets; including, youth and elderly populations, rural areas, neighborhoods, and non-emergency medical transport to gain improved mobility and accessibility through rideshare.
<b>New Program: Transportation Options Resource Program</b>	Program has two components: 1) TO Development Workshops 2) TO Training	Develop the Resource Program to include TO, land use, and code workshops; as well as, a comprehensive travel training program for the region's business, human services, youth, community organizations, etc.
<b>New Program: Mobility Hubs</b>	Pilot initial mobility hubs at key locations where multiple modes align. Scale to target area attributes.	Fund development of four pilot locations at the Amtrak station, Eugene Airport, and Eugene and Springfield downtown transit stations.

# Section 1: Introduction

## WHAT ARE TRANSPORTATION OPTIONS (TO)?

Transportation Options (TO), or as it is commonly known elsewhere as Transportation Demand Management (TDM), is a steadily growing component of transportation and mobility planning.

Transportation options strategies, programs, and investments enhance traveler opportunities and people's choices to bike, walk, take transit, share rides, and telecommute. Such strategies can be used as solutions to problems of system capacity and as a way of creating an efficient transportation system for a multitude of users and uses. Transportation options strategies can lead to transportation and community benefits such as:

- Making more efficient use of the existing transportation Infrastructure
- Supporting community health goals through increased opportunities for physical activity and decreased emissions
- Reducing the amount of money spent on transportation
- Supporting the economy by reducing congestion, thereby improving the movement of freight locally and across the state
- Providing options for the millennial generation who are choosing to drive less
- Providing choices for the growing elderly population who may depend on transportation options

The expansion of TO provides the individual with flexible options, regarding how, when, where and which way they travel. TO does not encourage one mode of travel over another, rather TO programs and services offer greater travel choices to enhance mobility and accessibility and to maximize transportation investments.

## BROADENING THE DEFINITION OF TRANSPORTATION OPTIONS (TO)

TO concepts originally developed in the 1970s and 1980s focused on providing alternatives to the single occupancy vehicle (SOV) commute. Today's efforts to manage travel demand have broadened, not only to include commute trips, but all other trips. TO strategies that seek to save energy (reduce fuel consumption), lessen the financial burden on individuals, improve air quality and reduce peak congestion, now encompass school-based and casual trips to the grocery store, shopping mall, recreational sites, and special events. The increasing variability of travel requires a broader approach for TO.

Transportation decisions that effectively integrate TO programs and services can successfully enhance community well-being. The benefits of options planning and implementation range from improved air

quality, to compact and connected communities, efficient systems operations, enhanced economic development opportunity, and increased mobility. The cumulative impact of a comprehensive set of TO strategies reaches far beyond the reduction of traffic congestion; they can significantly prolong or reduce infrastructure investment and improve quality of life. Understanding the role that TO can have in influencing other policy issues is a significant shift in traditional transportation systems planning.

## PURPOSE OF THE RTOP

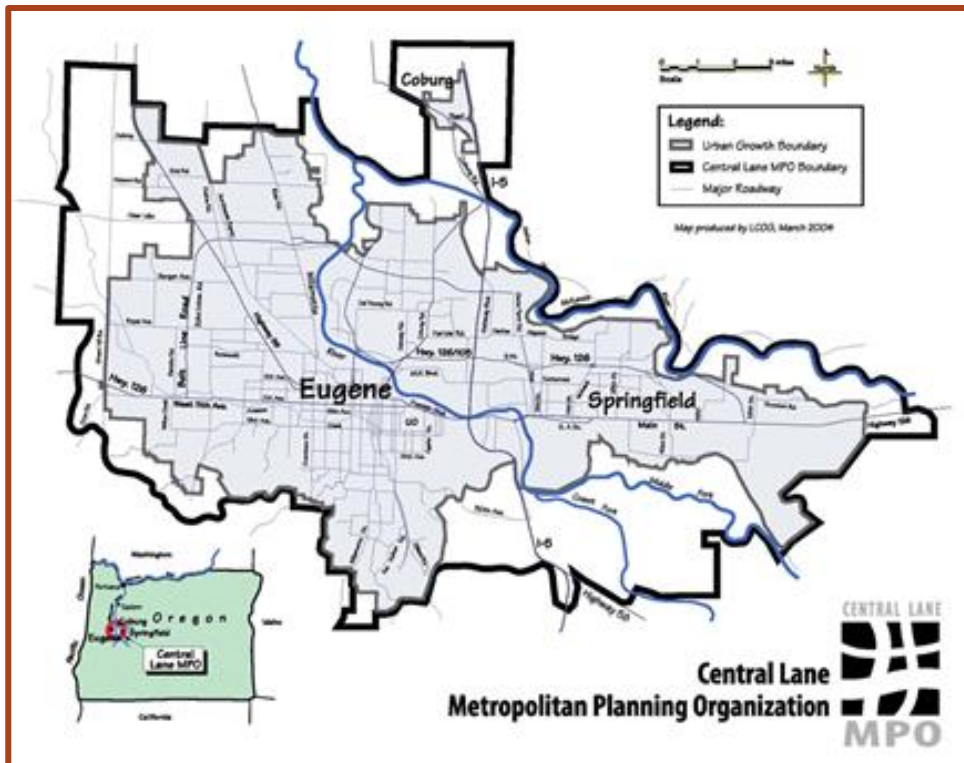
The Regional Transportation Options Plan (RTOP) is a regional planning effort to plan for the most effective application of transportation demand management (TDM/TO) programs and services; and to identify a strategic direction for transportation options for the metropolitan region over the next ten years. The RTOP strategic plan outlines TO strategies, programs, and services that support and further enhance the goals, objectives, and policies of the Central Lane Metropolitan Planning Organization (CLMPO) Regional Transportation Plan (RTP).

The Central Lane MPO covers the Eugene-Springfield metropolitan area, including Coburg. The MPO is the lead agency for regional transportation planning and works cooperatively with surrounding local governments and transit providers to set priorities for TO. Implementation of diverse TO programs and services presented in this Plan will rely heavily on the support from both public and private investment through well-established local and regional partnerships.

## RTOP DELIVERABLES

The RTOP delivers two key products for the region:

- A regional TO strategic plan to serve as a baseline for updating the TO portion of the RTP.
- A TO toolkit designed to assist both regional and local governments in strategically addressing their transportation planning goals and expanding the reach of their TO programs.



## **OPPORTUNITIES FOR TECHNOLOGY**

Effective trip planning tools allow users to combine walking, biking, transit, and all other modes together to find the fastest and most efficient trip.

Local opportunities to more effectively integrate traveler information between Lane Transit District (LTD), Amtrak, carshare and potential bikeshare services, the Eugene Airport, and local jurisdictions are essential to support travel decisions.

## **SECTION 2: TRANSPORTATION INVESTMENTS RESPOND TO CHANGING COMMUNITY FACTORS**

Social, economic, and environmental trends impact transportation investments and influence the nature in which people get around. Changes in availability of technology, shifting mobility demands, concerns around public health and issues of long-term funding are dramatically influencing the way in which communities provide for transportation.

### **AVAILABILITY OF TECHNOLOGY**

Traditional TO strategies such as bicycle and pedestrian education, vanpooling, and telecommuting remain vital in serving the transportation needs of the community; however, new opportunities to manage travel demand have emerged in recent years with advancements in technology. Communication tools including smart phones and mobile devices show promise in making personal travel decisions more dynamic and fluid.<sup>1</sup> The availability of real-time traveler information and multi-modal trip planning tools will provide travelers with information to make informed decisions about how they may connect between bus, bike and carpool.

The day-to-day operation of the transportation system is focused on managing demand. Efforts to increase roadway capacity, such as adding lanes, are expensive endeavors that take years to implement. Advanced traveler information technologies, on the other hand, can readily respond to pressures of the transportation system, easing congestion and mitigating demand. Intelligent transportation technologies can inform travelers of road advisories so that they might avoid them by traveling a different route, time or mode. Access to this type of information has significant potential to increase utilization of TO, increasing transit ridership, walking, biking and ridesharing as a means of travel.<sup>2</sup>

1 U.S. Department of Transportation Federal Highway Administration. Integrating Demand Management into the Transportation Planning Process: A Desk Reference. 2012.

2 Shinkle, Doug, Jaime Rall, and Alice Wheat. On the Move State Strategies for 21st Century Transportation Solutions. National Conference of State Legislatures. July, 2012.

## **OPPORTUNITIES FOR CHANGING DEMOGRAPHICS**

Mitigate stress on the existing transportation system by providing transportation programs, services, and technologies that satisfy the needs of all populations.

Local opportunities to adapt to changing demographics include:

- Providing traveler information technologies
- Delivering travel trainings and educational resources
- Enhancing coordination of human services transportation and TO.

## **CHANGING DEMOGRAPHICS**

Transportation planners, engineers and policymakers are confronted with a number of demographic trends that may dramatically affect Americans' future travel patterns and mobility needs. While it is assumed that people will continue to drive personal vehicles for the foreseeable future, it is also anticipated that millennials and baby boomers may heighten the need for nontraditional means of transportation—presenting unique challenges in satisfying a broad spectrum of transportation needs.

Population trends indicate that seniors over the age of 65 will account for approximately 20% of the nation's population by 2030.<sup>3</sup> Currently, in the US, one in five people over the age of 65 do not drive. Increasingly this is placing stress on existing transit and accessible services program. TO strategies offer some relief by creating new cost effective and innovative ways for seniors to maintain mobility while meeting complex travel demands.<sup>4</sup>

Mobility needs of the millennial generation, also present unique challenges as more and more are making the choice not to get their driver's license—eliminating the need for a car by moving to urban settings or seeking low-cost transportation options as a means to save money.<sup>5</sup>

### **IN OREGON, RENEWED LICENSED DRIVERS DROPPED 32% BETWEEN 2003 AND 2013<sup>6</sup>**

Solutions that will educate and inform the transportation decisions of the elderly population will differ from those identified for younger generations. High-tech traveler information technologies may be feasible for the more tech-savvy generations, but not for all. It will be essential for the region to establish a well-rounded effort that includes low-tech, accessible materials for all.

## **PUBLIC HEALTH CONDITIONS**

The existing transportation system is designed to move people and goods efficiently; however, there is a growing awareness throughout communities that transportation systems impact quality of life and public health. Transportation is recognized as a key

<sup>3</sup> Shinkle, Doug, Jaime Rall, and Alice Wheat. *On the Move State Strategies for 21st Century Transportation Solutions*. National Conference of State Legislatures. July, 2012.

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

<sup>6</sup> Oregon Department of Motor Vehicles.

<http://www.oregon.gov/ODOT/DMV/docs/stats/issuance/renewals.pdf>. May 2014.

## **OPPORTUNITIES FOR PUBLIC HEALTH**

Residents in low-income urban areas are more likely to report greater neighborhood barriers to physical activity, such as higher numbers of busy through streets and poor pedestrian and bicycle infrastructure.

Local opportunities to improve public health include:

- Promoting the health benefits of active transportation
- Expanding transportation and health and wellness partnerships
- Leveraging funding between public health efforts and transportation

Source: Black, Jennifer L., and Macinko, James. Neighborhoods and Obesity. *Nutrition Reviews* . 66.1 (2008): 2–20.

health determinant that broadly influences physical activity and safety.<sup>7</sup>

The steady rise in rates of obesity, diabetes, heart disease and other chronic health conditions is strongly correlated to lack of physical activity. Traditionally, these health conditions have not been linked to transportation; however, it is becoming more evident that the built environment and connectivity of the transportation system strongly influences personal health.<sup>8</sup>

Personal safety and injury are another aspect of public health that is impacted by transportation. Motor vehicle travel has become safer over time, but motor vehicle crashes are still the leading cause of death for people ages 1 through 34.<sup>9</sup> Many Americans view walking and bicycling within their communities as unsafe because of traffic and the lack of sidewalks, crosswalks, and bicycle facilities. These environmental conditions can perpetuate the barriers to active transportation. In some form or another, most trips begin and end as a pedestrian—whether an individual walks to a car, bus, or bicycle—increasing the safety of our streets has the potential to dramatically reduce pedestrian related crashes.

### **TRANSPORTATION AND COMMUNITY DEVELOPMENT CAN HAVE SIGNIFICANT IMPACTS ON COMMUNITY HEALTH, AS THE URBAN FORM PLAYS A CRITICAL ROLE IN INFLUENCING PHYSICAL ACTIVITY IN RELATION TO WALKING AND BICYCLING.<sup>10</sup>**

Barriers to safe and reliable transportation options raise issues regarding equity, as matters of accessibility disproportionately affect communities of concern such as the poor, elderly, people with disabilities, zero car households, and limited English proficiency. These barriers may limit access to jobs, health care, recreation, and healthy foods.<sup>11</sup>

<sup>7</sup> Centers for Disease Control. CDC Recommendations for Improving Health through Transportation Policy.

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

<sup>10</sup> Community Planning Workshop, Lane Livability Consortium. Core Area Report: Transportation. February 2013.

<sup>11</sup> Centers for Disease Control. CDC recommendations for Improving Health through Transportation Policy.



## **OPPORTUNITIES TO LEVERAGE LIMITED FUNDING**

- Coordinate transportation planning efforts to integrate TO into goals, policies and strategies
- Strategically co-locate transportation investments to improve connectivity for all modes
- Administer TO agreements for new residential, employment, commercial and construction developments
- Establish public and private partnerships that encourage and facilitate investments in TO programs and services within the CLMPO area.

## **CHANGING FUNDING LANDSCAPE**

The nation's ability to fund and maintain our transportation network is nearing a critical juncture. Communities, including the Eugene—Springfield region are stretching budgets to maintain existing infrastructure. Budget shortfalls, and transportation systems that are in a constant state of disrepair, present real and ongoing challenges for the region to not only to meet the needs of today, but to also prepare for the demands of the future.

Motor fuel taxes are the primary federal and state funding revenue for planning, construction, operation and maintenance of transportation infrastructure and systems throughout the CLMPO area. However, due to inflation, rising construction costs, growing use of alternative fuels and more fuel-efficient vehicles—these revenues are not sufficient.<sup>12</sup> These crippling circumstances present challenges for the region to develop innovative funding approaches.

Investments in transportation infrastructure, such as bridges, highways, and roads, have long-term consequences in terms of how the community will fund the maintenance and life-cycle of the investment. Given the current fiscal constraints, planning and development decisions need to explore efficient and cost-effective approaches that utilize existing infrastructure.<sup>13</sup>

### **Least Cost Planning: Mosaic**

The Oregon Department of Transportation (ODOT) is working collaboratively with partners across the state to develop a least cost planning tool called Mosaic. Mosaic offers Oregon transportation planners and decision makers an efficient, transparent way to evaluate the social, environmental, and economic costs and benefits of transportation programs and investments. By supporting decision makers with identifying investments that provide the best value for money, it will help make the most of limited resources.



<sup>12</sup> Shinkle, Doug, Jaime Rall, and Alice Wheel. On the Move State Strategies for 21st Century Transportation Solutions.

<sup>13</sup> Ibid.



On a household level, transportation represents the second largest expense after housing. Households living in auto-dependent locations spend 25 percent of their income on transportation costs. Housing that is located closer to employment, shopping, restaurants and other amenities can reduce household transportation costs to 9 percent of household income.<sup>14</sup> These circumstances present barriers to transportation in terms of affordability and accessibility when adequate TO is not available.

## **EMERGING ROLE FOR TRANSPORTATION OPTIONS (TO) IN TRANSPORTATION PLANNING AND INVESTMENT**

TO programs and services have significant potential to address variability in transportation demand as a result of changing community contexts. TO encourages safe, affordable and sustainable connections between all modes of travel—enabling TO to adapt to changing transportation demands that the traditional transportation system cannot. Integration of TO into system planning will enable communities to make the most of existing infrastructure, create more reliable freight movement, and foster a more dynamic and individualized transportation system to better meet the needs of local travelers and visitors.

14 Center for Transit Oriented Development. "The Affordability Index Toolbox". Oakland, CA: Reconnecting America. 2008.

## **SECTION 3: REGIONAL TO PROGRAMS AND SERVICES**

Over the last 30 years, the Eugene-Springfield metro area has made several key decisions to support TO programs and services. Building upon an initial focus of Eugene-based commute hour carpooling, the region now supports programs and services that reach region's employers, educational institutions, and residents. Much of the TO programs and services have been based on outreach and education and have focused on voluntary travel behavior adjustments. To date, TO efforts have been relatively successful; yet growth, congestion, and reliance on the single-occupancy vehicle continues to challenge policy makers, planners, engineers, and program managers in providing a balanced and efficient transportation system.

TO programs and services are offered in the region through support and partnerships between Point2point, the CLMPO, the cities of Eugene, Springfield and Coburg, local school districts, and public and private-sector employers.

### **POINT2POINT PROGRAMS AND SERVICES<sup>15</sup>**

For 18 years, Point2point at Lane Transit District (LTD), formerly known as Commuter Solutions, has offered transportation demand management services to the region, promoting non-Single Occupant Vehicle (SOV) options and addressing regional congestion. Point2point accomplishes this through targeted strategic outreach, education, programming, and individualized outreach within the Central Lane Metropolitan Planning Organization (MPO) area.

#### **Group Pass Program**

Until 2014, Point2point administered LTD's Group Pass Program (GPP) contracts for the region's businesses, higher education, and schools serving grade 6-12 students. Group passes are annual contractual agreements between an organization and LTD which



<sup>15</sup> Point2point. Point2point Annual Report 2013.

provide unlimited bus riding privileges. LTD now administers the program.

The GPP serves as an alternative to the Student Transit Pass Program, ceased in 2011 due to state financing changes—eliminating free bus passes to more than 24,000 6-12<sup>th</sup> grade students. With the loss of this funding, LTD made it possible for students to purchase a bus pass at half price, or their school could participate in the GPP. In 2013, 18 schools and school programs representing 1,700 students participated in the GPP. LTD and Point2point staff continue to work with the region's three public school districts to promote LTD passes and the youth 10-Trip Ticket books onsite at schools not covered by the Group Pass Program.

### **Employer Transportation Coordinator Business Education Program**

An Employee Transportation Coordinator (ETC) is an employee that is designated by their employer or is an individual who serves as a volunteer that wants to help reduce air pollution, traffic congestion, and fuel consumption. They work hand-in-hand with Point2point to administer and promote transportation options to their fellow worksite employees. Currently there are 164 ETCs representing Emergency Ride Home/Commuter Club/Group Pass programs throughout CLMPO regional businesses and educational institutions.

Point2point staff support ETCs by informing them about transportation options opportunities or issues via email, attendance at business employee fairs, social media, and annual ETC luncheons. In addition, Point2point provides free trip-planning events for the employees and conduct employee transportation research.

### **Drive Less. Connect.**

Oregon's online ride-matching database, Drive Less Connect, was launched in September 2011 through the joint efforts of Oregon transportation options agencies, Oregon Department of Transportation (ODOT), and statewide Drive Less Save More campaign.

Throughout 2013, Point2point continues to coordinate, administer, and promote the use of Drive Less Connect for ride-matching and trip calendaring purposes via community and employer events, direct mail outreach, and low-cost incentive programs. These activities continue to drive commuters' voluntary use of Drive Less Connect to find rideshare partners and track their non-SOV trips. Drive Less Connect has advanced features that include flexible schedule trip matching for carpool, vanpool, bike buddies, and transit options. Other features include a robust trip calendar module that tracks and reports (personal and regional) money and fuel savings, as well as CO2 reductions.

### **Vanpool Program**

Point2point participates in the multi-jurisdictional partnership, Valley Vanpool. Working with Salem Area Mass Transit District and Cascades West Council of Governments, the program addresses longer commute trips and reduces vehicle miles traveled associated with travel in and out of the CLMPO area.

Due to the increased outreach efforts, four new vanpools were formed in 2013. The reduction in VMT is equal to a 300,000 pound decrease in the amount of CO2 being released in the Willamette Valley.



In 2013 BCC proved a success with 108 businesses representing more than 2,100 participants. Participants reduced their driving by 69,000 miles and saved 70,680 lbs. of carbon dioxide.

The BCC is an effective program that reaches new audiences and sustains mode shifts. In 2013, there were 845 first time registrants and 670 registrants who typically drove alone for their everyday commute.

A follow-up survey was conducted six months after the BCC with an 18% response rate. Of survey respondents, 23% tried a different substantial commute mode, with 90% continuing to use sustainable commute modes. There was a 3% increase of participants who walk, bike, bus, carpool, or telecommuting to work five days a week.

Source: Point2point. Point2point Annual Report 2013.

## Emergency Ride Home

The Emergency Ride Home (ERH) Program provides eligible employees with a free taxi ride home in the event of personal or family emergency on a day when they have commuted to work by bus, carpool/vanpool, biking, or walking. The ERH program helps commuters overcome one of the major barriers of using TO. In 2013, Point2point completed the transition to administering the ERH program online through Drive Less Connect.

## Business Commute Challenge

The Business Commute Challenge (BCC) is a week-long competition where local employers and work-place teams join forces to turn their daily commute into a transportation adventure. The event is an opportunity to rethink the daily work commute and discover ways to drive less, save more, and win great prizes donated by local businesses.

## School Solutions

In 2004, Point2point expanded its programs and services beyond the work commute to include regional schools. These school services educate and encourage families to try transportation options such as walking, biking, taking the bus, and carpooling for their school commute. Key components of the school program include:

**Connect2school Program:** a free transportation matching service to help parents find walk, bike, or carpool partners among families who children attend the same school.

**Encouragement Programs:** stipends to help interested schools conduct events in order to celebrate International Walk and Bike to School Day held annually in October. In 2013, 16 schools participated in this event

**Safe Routes to Schools:** a K-8 based program to encourage active transportation amount youth. There are currently three Safe Routes to School (SRTS) Coordinators, one each in the, Bethel, Eugene 4J and Springfield Public School Districts. Point2point and SRTS Coordinators continue to implement the Regional SRTS Plan including walking route maps for local elementary and middle schools, and bike and pedestrian safety training to encourage walking and biking to school.



**COMPLETED  
SMARTTRIPS IN  
SPRINGFIELD**

Harlow Neighborhood  
City of Eugene, 2010

Gateway EmX corridor  
City of Springfield, 2012

Hayden Bridge  
Neighborhood  
City of Springfield, 2013

**SPRINGFIELD  
SMARTTRIPS IN THE  
WORKS**

Main Street corridor  
(28th to 48th Street)  
City of Springfield, 2014

Main Street corridor  
(48th to 62nd Street)  
City of Springfield, 2015



**“WE LOOK FORWARD TO ENCOURAGING MORE FAMILIES THROUGHOUT THE YEAR TO INCREASE THE PERCENTAGE OF STUDENTS WHO WALK AND/OR BIKE TO SCHOOL!”**

**-THE VILLAGE SCHOOL EXECUTIVE DIRECTOR**

**Student Transit Pass Program**

Point2point is coordinating efforts with Hamlin Middle School to conduct a Hamlin Bus Pass Research Study. As a noted recommendation in the Lane Livability Consortium’s *Assessment of Equity and Opportunity for Affordable Housing Residents Report* to reinstate free or inexpensive youth bus passes for students to help them get to school, after school activities, and employment—the Hamlin Bus Pass Study provides students with free LTD bus passes. LTD will use this study as an opportunity to provide resources to a population in need and seek support for bringing back the Student Transit Pass Program.

**Park & Ride Program**

Point2point manages 24 Park & Ride (P & R) lots throughout the region. These include shared use and those owned by Lane Transit District (LTD). Point2point works closely with LTD to evaluate the usage of these facilities.

**Smart Trips Program**

Smart Trips is a comprehensive transportation options education program that provides households with individualized travel tools aimed at increasing biking, walking, use of public transit, and carpooling. To date, 26,000 households and 650 businesses throughout Eugene and Springfield have had the opportunity to request travel tools and participate in Smart Trips neighborhood events. Point2point is collaborating with the cities of Eugene and Springfield to implement the Smart Trips Regional Strategic Plan.

In order to evaluate the effectiveness of the Smart *Trips* programs in reducing drive-alone trips, pre- and post-program travel surveys are conducted to measure mode share change in the target area.

### **Wheels by the Willamette**

Point2point partners with the City of Springfield and other local agencies to host an event called “Wheels by the Willamette”. This event is hosted three to four times a year throughout the summer and early fall; it is open to the public and designed to encourage walking and biking along the shared use path system. A station is set up on a bicycle path to provide travelers with a free refreshment, bicycle path information, free bicycle safety gear, a bike safety check and tune-up.

### **Regional CarShare Program**

In 2012, Point2point expanded CarShare to the broader region through an agreement with Enterprise CarShare (previously known as WeCar). Seven vehicles are conveniently located throughout the community (six in Eugene, one in Springfield). In 2013, the program was able to incorporate the three off-campus University of Oregon vehicles used by community members. Other potential carsharing opportunities are under discussion.

### **Congestion Mitigation Program**

The Point2point Congestion Mitigation Program’s (CMP) primary purpose is to guide community travel options education and promotional efforts to increase use of travel options before, during, and after major regional road construction projects. In addition, Point2point plans to expand this to include targeted roadway corridors that have a traffic level of service that is close to or projected to failing status during peak commute hours.

Point2point continues, in partnership with Lane Council of Governments (LCOG), to provide the region’s jurisdictions and general public with congestion mitigation services for road infrastructure projects with significant regional impact. In addition, Point2point provides guidance, financial support, and monitoring for LCOG’s KeepUsMoving.info (KUMI) traveler information website.

### **General Outreach & Education Program**

Point2point staff continues to develop outreach and education materials for a variety of audiences. These efforts include, but are not limited to:

- Employer Transportation, Health and Benefit Fairs
- Chamber of Commerce Businesses Expos
- Sustainability Fairs
- Radio Interviews
- Student School Registrations
- Home Shows
- Earth Day Events
- Presentations to higher educational institutions, Sustainable Business Networks, Senior and Disabled Services



## **SMART TRIPS BETHEL RESULTS:**

The 2013 SmartTrips Bethel program resulted in a reduction of drive-alone mode share in the target area, with corresponding increases in transit, walk, and bike mode share.

Trips made by:

- walking increased by 26.9%
- bike increased by 10.8%
- transit increased by 6.7%

Based on the demonstrated reduction in drive-alone trips, it is estimated that program area residents will continue to drive 2,416 fewer miles per day following the program, which can be extrapolated to a reduction of nearly 882,000 vehicle miles per year.

Source: City of Eugene. *SmartTrips* Bethel Final Report. 2014.

## **Planning & Policy Development**

Point2point participates in local, regional, and state transportation options planning and policy development. Specifically, Point2point receives direction from the Transportation Options Advisory Committee (TOAC), a subcommittee of the CLMPO's Transportation Policy Committee (TPC). TOAC is a TO specific committee organized through LCOG with jurisdictional representation to guide implementation of the region's TO programs and services. As well, Point2point supports statewide efforts in conjunction with the Transportation Options Group of Oregon (ToGo) and the Statewide TO Topic Plan currently under development by ODOT.

## **CITY OF EUGENE PROGRAMS AND SERVICES**

### ***Smart Trips* Program**

The City of Eugene also administers a *Smart Trips* program for Eugene residents. *Smart Trips* provides community members in the target area with the materials and tools they need to get around Eugene in a variety of ways. A wide range of transportation options allows people to save money, improve their health, and improve the health of their community.

Completed neighborhoods or those with designated funding include:

- Harlow Neighborhood, City of Eugene, 2010
- Whitaker, Jefferson Westside, and Trainsong Neighborhood, City of Eugene, 2011
- East Bethel Neighborhood, City of Eugene, 2013

Additional *Smart Trips* Eugene programs are planned for south Eugene in 2015, west bethel in 2016, and west Eugene along the West Eugene EmX corridor in 2017.

### **Eugene Sunday Streets**

Eugene Sunday Streets is a free community event that premiered in Eugene in summer 2011 and continues annually. Eugene Sunday Streets features a car-free route that opens the streets for people to walk, bike and roll. Activity centers at local parks host free healthy and active activities such as fitness classes, dancing, yoga, slack lining, live music and more. These events work to get

more people to use active modes of transportation thus improving our community's livability and health. In 2013 and moving forward, the City of Eugene plans to hold two Sunday Streets events each year.

### **General Outreach and Education**

The City of Eugene develops and distributes informational resources to the community to better educate people about TO, including but not limited to, developing and distributing the Eugene-Springfield Bicycle map and Resource Guide; coordinating a traffic safety education program; and publishing a monthly InMotion e-newsletter that is distributed to over 1,800 people throughout the metropolitan area.

### **Breakfast at the Bridges**

Throughout the late spring, summer and early fall, Breakfast at the Bridges is a monthly event that encourages walking and biking along the shared use path system. The events are hosted by the City of Eugene, in partnership with local bicycle shops, and are designed for path users to grab a quick bite to eat and a cup of coffee, meet City staff, learn more about transportation in Eugene, and get a bicycle safety check all at the same time.

This signature summer event series celebrates the outdoors and encourages active transportation – especially walking and bicycling – to meet larger City goals, including: healthy living, sustainability and a vibrant business community. Breakfast at the Bridges features local advocacy organizations and local businesses who actively work toward these City goals.

### **TO Planning**

City of Eugene TO staff is actively engaged in the development and implementation of a variety of local and regional planning and policy development efforts. These efforts include, but are not limited to:

- The City of Eugene Pedestrian & Bicycle Strategic Plan:
- The Eugene Pedestrian and Bicycle Master Plan
- 20-minute Neighborhood Assessment
- City of Eugene Transportation System Plan

These plans are described in further detail in in Appendix H.

## **PROGRAM BUDGETS AND FUNDING SOURCES**

Transportation planning and related efforts can be funded through a variety of local, state, and federal sources. However, TO revenues represent a fraction of the overall annual Eugene-Springfield transportation budget with many guidelines on how funding can be spent. As it is currently, most funding for existing TO programs and services is derived from the MPO, ODOT and other competitive grant programs.

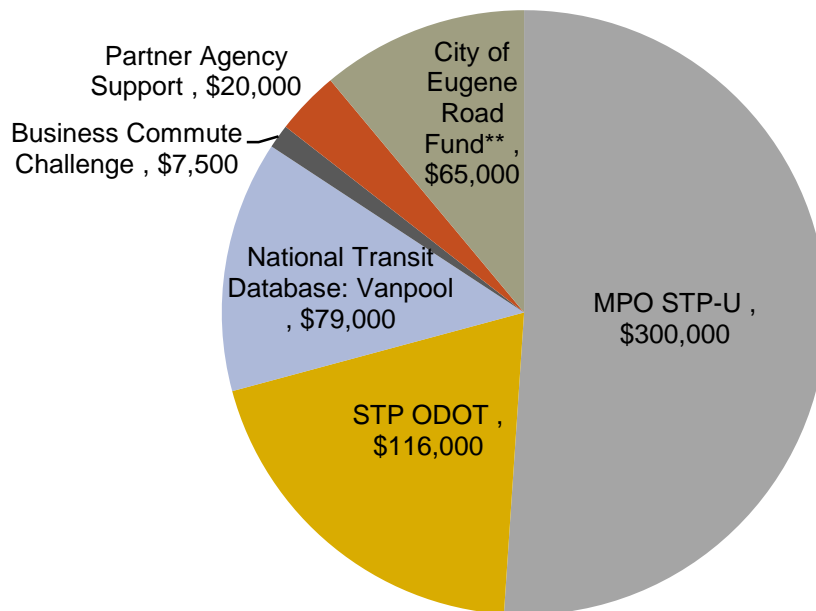
Point2point receives its primary base funding through the MPO and ODOT, with match provided by the region's jurisdictions, including LTD, as outlined in Figure 1 below. The City of Eugene TO program and services receives its predominant base funding from the city's Road Fund. The region has received funding for special projects, e.g. SRTS mapping, the Regional Transportation Options Plan, Sunday Streets and Drive Less Connect; this regional budget is approximately \$700,000. However, this budget



is highly variable and not stable from year to year. The chart below clarifies the funding distribution for TO programs and services, match is omitted from the total.

It is evident, that in order to expand the scope of coverage of TO, the region will need to creatively piecemeal together various funding sources, or identify a more secure and stable funding source. For a comprehensive list of local, state, federal and universal funding sources referer to Appendix I.

**Figure 1: Regional TO Programs and Services 2013 Budget<sup>16\*</sup>**



\*The 2013 budget does not include the \$700K mentioned for special project, and any attributed local match for federal funding.

\*\*The City of Eugene Road Fund estimated budget if for 2011 -2012.

<sup>16</sup> Point2point. Point2point 2013 Annual Report.

## **SECTION 4: PLAN DEVELOPMENT**

The goals and strategies proposed in the RTOP are derived from four key steps:

- Internal and External Conditions: a review of regional, state, and federal factors, existing conditions, and analysis of strengths, opportunities, weaknesses and threats
- Regional and State Planning: a review of related land use, environmental, and transportation plans' goals, policies, and strategies
- Public Engagement: leverage of concurrent planning processes' public input, targeted stakeholder focus groups, jurisdictional review
- Identification of key regional needs and opportunities

### **EXISTING TO CONDITIONS**

During the initial stages of RTOP development, it was essential to understand the existing conditions, trends and context to effectively plan for TO programs and services. Various internal and external factors, at local, state and national scales, greatly influence the current and future delivery of TO.

#### **Existing Conditions Report**

The CLMPO Existing Conditions Report (Appendix A) provides baseline general planning information:

- Existing TO efforts, funding structures and policies;
- Travel characteristics based on commute patterns, mode choice, and vehicle miles traveled (VMT) throughout the CLMPO; and,
- Federal and state political support for TO and TO related initiatives that influence planning at the local level.

#### **SWOT Analysis**

To further evaluate the overall strategic position of regional TO programs and services, Point2point developed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis (Appendix D). The SWOT analysis provided a broad scan of potential opportunities and limiting factors for further enhancing TO for the region; offering context for the development of the RTOP Strategic Plan.

### **REVIEW OF REGIONAL PLANNING EFFORTS**

A number of transportation, land use and economic development plans in the region were reviewed to evaluate the extent in which transportation options are already supported throughout the region. This helps to establish a baseline for any new TO efforts and also identifies potential opportunities for strengthening support for TO through these related plans.

There are several plans in the region that promote enhanced use of transportation options. Appendix H summarizes these plans and their connection to the RTOP; including, but not limited to:

- Coburg Transportation System Plan
- Eugene transportation System Plan
- Springfield transportation System Plan
- Lane Transit District Long-Range Transit Plan
- Regional Transportation System Plan
- Regional Transportation Plan

## **PUBLIC ENGAGEMENT**

The RTOP recognizes the importance and necessity of diverse stakeholder input throughout the planning process. The Plan incorporates comments from past and current public involvement processes including the planning for land use, local and regional transportation, bicycle and pedestrian, climate change, and safety.

### **Public Participation Approach**

The RTOP Public Participation Approach outlines the process to include public input. It describes how the RTOP coordinates, leverages, and builds upon the breadth of public involvement from relevant land use, transportation and other applicable planning efforts within the CLMPO. Reference Appendix B for an overview.

### **Consultation of Public and Private Entities**

#### **CENTRAL LANE MPO CITIZEN ADVISORY COMMITTEE**

The CAC, as the then primary citizen review conduit for the Central Lane MPO, served as a key stakeholder in the early RTOP process.

#### **FOCUS GROUPS**

The RTOP process hosted two series of five focus groups, in late 2011 through early 2012, regarding current and potential transportation options opportunities in relationship to recreation, employment, education, human services, health/insurance, employers, and economic development. Stakeholders reviewed identified needs and opportunities and the existing transportation options and tools. The discussion served as a foundation to discuss how best TO could meet current and future needs. The meetings explored ways to leverage programs, strategies, and outline implementation possibilities.<sup>17</sup>

In early 2014, two additional focus group sessions were held regarding the implementation and evaluation of draft strategies. These focus groups convened a similar group of representatives from health care and insurance, human services, recreational services, community groups, higher education, schools and economic development. The focus group sessions allowed opportunity for a diverse group of stakeholders to identify potential partnerships and influence how TO strategies may be implemented throughout the region.

#### **CITY INTERVIEWS**

A supplemental element of stakeholder outreach included interviews with city managers from the surrounding small cities. An analysis of the qualitative data collected from the focus group discussions

<sup>17</sup> RTOP Public Involvement Approach. 2013.

and small city interviews contributed to the RTOP identification of needs and opportunities for regional transportation options.<sup>18</sup>

### **TECHNICAL ADVISORY COMMITTEE**

The RTOP planning process was guided by extensive involvement from local agency staff. The Transportation Options Advisory Committee (TOAC), served as the RTOP Technical Advisory Committee. TOAC provided data, review, and comments on key RTOP elements. Planning efforts relied heavily on local jurisdictional and agency perspectives that reflected the communities they represent.

### **Coordination with other planning efforts**

Upon the RTOP launch, the region was experiencing an unprecedented degree of simultaneous planning taking place at the local, regional, state and federal levels. The public had multiple mechanisms to provide input through numerous transportation, land use, and climate change planning efforts. With such concurrent planning underway, a high level of jurisdictional collaboration served to share information collected through these processes.<sup>19</sup>

The RTOP provided a prime platform to synthesize transportation options ideas, opinions and perspectives obtained through the variety of current planning processes. A comprehensive list of local and regional planning efforts is documented in Appendix H.

### **REGIONAL TRANSPORTATION SYSTEM PLAN (RTSP) SURVEY**

In 2010 and 2011, an online public survey was developed for the Regional Transportation System Plan (RTSP) planning process. This effort was conducted in coordination with local Transportation System Plans' (TSP) planning efforts, and feedback from the survey directly informed the RTOP.

The survey was active for a four month period. This allowed the region to collect information on the following:

- Usual Mode of Transportation
- Overall Transportation System
- Modes of Transportation
- Future Transportation Values
- Future Transportation System Improvements
- Future Transportation System Funding

### **Needs and Opportunities**

The above steps culminated in the identification of needs and opportunities and the type of TO strategies, programs, and services to best meet current and future regional transportation demand.

<sup>18</sup> Needs and Opportunities Memo. 7.6.2012.

<sup>19</sup> RTOP Public Involvement Approach. 2013.

The RTOP focused on seven directives:<sup>20</sup>

- Provide adequate services for an aging population and support millennials' travel choices
- Consider issues of transportation accessibility and equity for disadvantaged and underrepresented communities
- Recognize the impact that transportation facilities and the built environment have on public health
- Respond to issues of safety for all modes
- Improve transportation network connections and access points
- Increase services to accommodate the commute shed and diverse travel patterns
- Manage congestion and vehicle miles traveled to reduce the need for additional roadway capacity

These directives helped to form the basis for the development of TO jurisdictional toolkits and the strategic plan, to assist regional and local governments in transportation options future expansion.

<sup>20</sup> Needs and Opportunities Memo. 7.6.2012.

## **RTP GOAL #1**

Integrate transportation and land use to support transportation choices, promote all modes of transportation, reduce our reliance on any single mode of travel, and enhance community livability

- Supported by RTP Goals 3 & 4

## **RTP GOAL #2**

Support regional sustainability by providing a transportation system that considers economic vitality, environmental health, and social equity.

- Supported by RTP Goals 1,2,3 & 4

# **SECTION 5: RTP STRATEGIC FRAMEWORK**

The RTP Strategic Framework outlines goals, objectives and strategies that support, and further enhance, the vision of the Central Lane Metropolitan Planning Organization (CLMPO) Regional Transportation Plan (RTP).

The federally-required RTP includes provisions for meeting the transportation demand of residents over at least a 20-year planning horizon while addressing transportation issues and making changes that can contribute to improvements in the region's quality of life and economic vitality. It includes consideration of all transportation modes: roadways, transit, bikeways and pedestrian circulation, as well as freight movement and regional aspects of air, rail and inter-city bus service.<sup>21</sup>

## **GUIDING PRINCIPLES**

Development of the RTP Strategic Framework followed a series of principles to guide the TO planning efforts.

### **EXPAND TO PROGRAMS**

Expand TO programs and services to better serve regional transportation needs and opportunities, provide for improved access, and enhance community livability.

### **PROVIDE COST EFFECTIVE TO**

Implement TO programs and services as a least-cost planning approach that supplements the existing transportation system, as a means to reduce future roadway capacity expansion.

### **ADDRESS THE REGION'S CHANGING DEMOGRAPHICS**

Adapt TO programs and services to address the mobility needs of a rapidly aging population; and facilitate the provision of services for those who do not or choose to not own a vehicle.

### **INTEGRATE INFORMATION TECHNOLOGIES INTO TO**

Explore opportunities to effectively integrate traveler information tools and technologies into multimodal travel, in order to improve ease of access and convenience of TO.

<sup>21</sup> Central Lane Metropolitan Planning Organization. Regional Transportation Plan. December 2011.

## **INTEGRATE TO INTO PLANNING AND INVESTMENT**

Leverage transportation planning and infrastructure investments in an effort to establish better connections between all modes of travel.

## **CREATE MORE PUBLIC AND PRIVATE PARTNERSHIPS**

Support and encourage public-private partnerships to leverage transportation investments and strengthen collaborative decision-making.

## **RTOP VISION**

The vision of what TO could provide for the region developed over the course of RTOP planning.

*Promote and provide for safe, efficient and equitable transportation options throughout the region that support economically vibrant and livable communities, improve public health through active transportation, and enhance environmental sustainability.*

## **GOALS, OBJECTIVES AND STRATEGIES**

The RTOP goals, objectives and strategies listed below address regional transportation needs and opportunities and advance the region towards the stated vision.

### **Goal 1: Provide transportation options programs and services for greater equity in the community.**

**Definition and Intent:** Provide transportation options that meet the diverse transportation needs of all people, regardless of age, income, race or ability. Transportation options improve equity because they help people become more independent and enhance the accessibility and connectivity of the existing transportation system.

**OBJECTIVE 1:** Support independent and active travel for all.

**Strategy 1.1.A:** Develop TO training sessions for local, regional, and statewide public and private human service agencies and community organizations.

**Strategy 1.1.B:** Continue development of bi-lingual and accessible travel options materials, programs, and services.

**Strategy 1.1.C:** Establish Safe Routes to Schools (SRTS) programs and services for all of the region's K-8 schools, as outlined in the SRTS Report "Moving Youth Forward."

**Strategy 1.1.D:** Support the reintroduction of the Student Transit Pass Program.

**Strategy 1.1.E:** Promote and administer carpool, walking and biking matching services for families of K-12 students.

## IMPLEMENTATION CONSIDERATIONS

### STRATEGY 2.2.B:

A universal payment system would allow consumers to seamlessly pay for different modes with one payment system, allowing them to transition from transit, bike share, bike parking locations and other travel options.

#### Implementation:

- Develop a smart card payment management system for the transit network.
- Investigate public and private partnerships to advance smart card functionality for multi-modal options (transit, rail, bike share, car share, etc.)

## Goal 2: Provide information to the region's residents, employees and visitors about available options to driving alone.

**Definition and Intent:** Allow community members a choice in when, where and how they may travel and empower individuals to overcome transportation barriers. Expansion and availability of transportation options and traveler information will improve accessibility and mobility throughout the transportation system for all.

**OBJECTIVE 2:** Deliver transportation options information tools and technologies that enable travelers to better manage individual trips.

**Strategy 2.2.A:** Support the development of a multi-modal mobile to mobile and web-based trip planning tools.

**Strategy 2.2.B:** Develop a universal payment management system for all modes.

**Strategy 2.2.C:** Implement bicycle and pedestrian way finding signage at major destinations and intersections throughout the MPO.

**Strategy 2.2.D:** Continue to offer ride-matching services and support efforts to enhance the functionality of the region's rideshare tools.

**Strategy 2.2.E:** Encourage employers to offer flexible schedules.

**Strategy 2.2.F:** Support the adoption of real time passenger information for fixed-route transit and carpool services.

**Strategy 2.2.G:** Update KeepUsMoving.info website to optimize the accessibility of information.

**OBJECTIVE 3:** Enhance connectivity between transportation modes to support mobility and “last mile” trips.

**Strategy 2.3.A:** Pilot a mobility hub concept that allows travelers access to transportation options and information at specific locations.



**Strategy 2.3.B:** Develop a regional bike sharing program.

**Strategy 2.3.C:** Support public and private investment in bicycle parking improvements throughout the region.

**Strategy 2.3.D:** Evaluate the effectiveness of the region's park and ride network.

**Strategy 2.3.E:** Foster public and private investments in vanpooling and other rideshare programs throughout the Willamette Valley.

**Strategy 2.3.F:** Continue to promote the growth and investment of the private sector in car-sharing within the metropolitan area.

## IMPLEMENTATION CONSIDERATIONS

### STRATEGY 3.4.C:

Smart *Trips* is an individualized outreach strategy that uses education and incentives to encourage people to try new ways of making trips. This program is dedicated to helping people address barriers to choosing transportation options.

#### Implementation:

Expand Smart *Trips* model as a vehicle for other populations to benefit from individualized outreach, i.e.:

- Affordable housing developments
- Senior housing and 55+ communities
- Gender, ethnicity, and age specific efforts
- New residential program

**Goal 3: Encourage transportation options as a means to improve community health, enhance the environment, and strengthen local economies.**

**Definition and Intent:** Improve ease of access for TO so as to enhance livability and quality of life for the region. There are many health, environmental, and economic benefits of transportation options that support long-term community priorities and values, including, but not limited to, increasing physical activity, maintaining connections to critical services, improving air quality, preserving open-space, reducing traffic demand, and strengthening system efficiency—including the movement of freight and goods.

**OBJECTIVE 4:** Coordinate and administer regional TO outreach and educational campaigns.

**Strategy 3.4.A:** Promote the use of state and federal TO incentives and tax credits.

**Strategy 3.4.B:** Coordinate joint public and private sponsored TO encouragement and educational campaigns.

**Strategy 3.4.C:** Implement a regional Smart *Trips* program.

**Strategy 3.4.D:** Expand and improve ease of access to transit through Group Pass Programs.

**Strategy 3.4.E:** Coordinate and promote Emergency Ride Home (ERH) incentive program services to regional employees and employers.

**Strategy 3.4.F:** Expand Employer Programs to address all trips made by employees.

## **Goal 4: Integrate transportation options programs and services with local, regional and state transportation planning.**

**Definition and Intent:** Focus on excellence in the provision of transportation options through coordination with transportation planning among local agencies and jurisdictions (Lane Transit District, Cities of Eugene, Springfield and Coburg, and Point2point) and regional and state partners. The coordination of transportation investments and the integration of transportation options enables a cost-effective and efficient approach to intermodal planning.

**OBJECTIVE 5:** Integrate transportation options in planning to optimize investments.

**Strategy 4.5.A:** Enhance partnerships with higher education institutions to facilitate incorporation of TO into their transportation planning, programs and services.

**Strategy 4.5.B:** Incorporate TO programs and services into transportation and land use developments.

**Strategy 4.5.C:** Integrate recommendations from the Central Lane MPO Scenario Planning process.

**Strategy 4.5.D:** Incorporate applicable TO programs into the region's Safety and Security Plan.

**Strategy 4.5.E:** Provide congestion mitigation outreach services for regionally significant road construction projects and identified congested corridors.

**Strategy 4.5.F:** Consider integration of applicable State Transportation Options Plan policy guidance for regional transportation planning, programming and investment.

## **THE STRATEGIC PLAN HIGHLIGHTS:**

### **Continuation of Existing Programs and Services:**

the region can continue to provide with minimal expansion of coverage.

### **Expanded Programs and Services:**

that reflect expanded scope coverage to better meet the needs of the community.

### **New Programs and Services:**

beyond what the region provides today.

## **STRATEGIC PLAN**

The RTOP Strategic Plan provides additional context for the regional TO programs and services addressed in the strategies above. The Strategic Plan goals, objectives, and strategies are detailed below in Tables 1-3.

The Strategic Plan provides a comprehensive set of TO programs and services that, once implemented, will provide for greater choice of travel. The order in which programs and services in this plan are implemented will depend on many factors, including budget and grant availability, community support, policy direction, and partner priorities and capacity. Implementation will be reviewed by the local and regional TO providers and administrators on an ongoing basis. Existing, expanded and new TO programs and services and implementation strategies will be outlined in further detail in internal strategic plans.

### **Strategic Focus**

While it is important to note that all of the programs and services identified are unique in terms of what they provide, whom they target, and how they connect, and educate—all of these efforts can be summarized into two areas of broad strategic focus: **access to knowledge and information** and **coordination of partners, programs, services, and planning**.

#### **ACCESS TO KNOWLEDGE AND INFORMATION**

Access to information is recognized as one of the greatest barriers to TO. Enhancing the ease of access to information—whether it is in regards to the proximity of bicycle paths, sharing of rides with neighbors or traffic congestion—can have a dramatic effect on TO awareness. Information has the potential to increase the convenience of TO, by giving people more information about options they have for getting around. This Plan recognizes the need to offer tools that enable travelers to make informed travel choices based on cost, availability, location, and time.

#### **COORDINATION OF PUBLIC AND PRIVATE EFFORTS**

Many of the strategies documented in the Strategic Plan rely heavily on interagency and multijurisdictional collaboration. Not only is it essential that transportation planning be coordinated so that efforts and investments are consistent with one another, but also, for the purposes of leveraging financial resources

Partnerships and collaborative efforts are often able to attract funding at higher levels, leverage outreach, and spur interest or

support from private entities. Private investments include the expansion of infrastructure, programs and services (e.g. a multi-modal trip planning tool). Additional public support can come from sponsorship or underwriting of multimodal trip planning tools, carpool matching or other TO information websites.

# Strategic Plan: Existing, Expanded and New TO Programs and Services

**Table 1: Continuation of Existing Programs and Services**

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for implementation:
<p><b>Strategy 1.1.E: Promote and administer carpool, walking and biking matching services for families of K-12 students</b></p>	<p>MPO</p>	<p>School Solutions is a program that provides carpool, walking and bike matching services to all families of K-12 students.</p> <p>Safe Routes to School (SRTS) is one component of this effort. SRTS advocates for and promotes the practice of safe bicycling and walking to and from schools throughout the Eugene-Springfield area. SRTS promotes these services to target schools that are K-8th grade.</p> <p>This specific TO effort is focused on school aged populations; additional TO programs and services are provided for other community sub-groups i.e. employers, adults, etc.</p>	<ul style="list-style-type: none"> <li>•Ongoing support for SRTS program and maintenance may allow for the expansion of school based TO services to provide additional outreach to high schools</li> <li>•Enhanced development and promotion of transit and ridesharing networks at the high school level</li> <li>•Potential for more progressive implementation in the Springfield School District, since this is a new and independent program</li> </ul>
<p><b>Strategy 2.2.G: Update KeepUsMoving.info website to optimize the accessibility of information</b></p>	<p>MPO</p>	<p>KeepUsMoving.info (KUMI) provides user-friendly information for the public about road construction projects and available transportation options.</p> <p>KUMI efforts engage construction project managers throughout the region to improve pre-construction coordination.</p>	<p>No proposed expansion of coverage.</p>
<p><b>Strategy 2.3.E: Foster public and private investments in vanpooling and other rideshare programs throughout the Willamette Valley</b></p>	<p>MPO / ODOT</p>	<p>A vanpool is a group of commuters sharing their ride in a passenger van. Vanpools can lower the transportation cost of commuters. Commuters can enjoy the scenery and reduce the stress of driving.</p> <p>Point2point promotes and provides management support for Valley Vanpool which provides vanpooling services for the mid and southern Willamette Valley. The State of Oregon is currently researching best practices regarding vanpooling programs and it is uncertain how this will influence vanpooling throughout the Willamette Valley.</p>	<p>No proposed expansion of coverage.</p>

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for implementation:
<p><b>Strategy 2.3.F: Continue to promote the growth and investment of the private sector in car sharing within the metropolitan area</b></p>	<p>MPO / ODOT</p>	<p>Car sharing programs allow people to reserve a car by the hour. Custom programs can be developed for universities, businesses, governments and organizations resulting in transportation savings. Models include returning cars to designated parking locations (e.g., Enterprise Car share) or dispersed locations (e.g., Car2Go).</p> <p>Car sharing can also take place informally through a informal matching services such as a peer2peer approach (e.g., Get around), where neighbors, friends, etc. can rent out their personal car for an hourly rate with third party insurance coverage.</p> <p>Car sharing services are currently managed through a regional contract with point2point and Enterprise CarShare.</p>	<ul style="list-style-type: none"> <li>·Promote formalized car sharing to universities, businesses, governments, organizations and the broader community</li> <li>·Promote informal peer2peer car sharing services when available</li> <li>·Explore market requirements for Car2Go</li> </ul>

\*  
·MPO (Sustained MPO Funding Allocation)  
·MPO/ODOT (Combination of Sustained MPO and Supplemental ODOT Funding)  
·1-time (Competitive 1-Time Funding)  
·No Existing Funding

**Table 2: Expanded Programs and Services**

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for implementation:
<p><b>Strategy 1.1.B: Continue development of bi-lingual and accessible travel options materials, programs, and services</b></p>	<p>MPO</p>	<p>The region has diverse traveler information needs for translated materials, audio and visual aids and sight-impaired tools. These resources help people to better navigate and manage their individual trips.</p> <p>Accessible information and materials that do not rely on advanced technology or devices are critical resources in conveying information to all populations.</p>	<ul style="list-style-type: none"> <li>·Thoroughly explore the region's resource demands for managing special needs materials</li> <li>·Develop a process for managing bilingual and special needs requests for materials throughout the region (there is potential to partner with LTD Accessible Services)</li> <li>·Emphasize development of sight-impaired resources including Braille (LTD - online audio description of routes and services), and sign language translation and services Partner with local agencies such as Centro Latino Americano and Downtown Languages, Inc.</li> </ul>
<p><b>Strategy 1.1.C: Establish Safe Routes to Schools (SRTS) programs and services for all of the region's K-8 schools, as outlined in the SRTS Report "Moving Youth Forward"</b></p>	<p>1-time</p>	<p>Safe Routes to School (SRTS) advocates for and promotes the practice of safe bicycling and walking to and from schools throughout the Eugene Springfield area. "Moving Youth Forward" outlines a strategic approach to increase the number of children walking and biking to school. The strategy highlights opportunities to leverage, support, and enhance existing programs and services to better reach students within the MPO area.</p>	<ul style="list-style-type: none"> <li>·Secure long-term funding for SRTS program maintenance and expansion.</li> <li>· Maintain and expand bicycle and pedestrian education and safety training through the City of Eugene's River House Outdoor Program; with a goal of offering these services in every elementary (pedestrian) and middle (bicycle) school in the region.</li> </ul>
<p><b>Strategy 2.2.C: Implement bicycle and pedestrian way-finding signage at major destinations and intersections throughout the MPO</b></p>	<p>1-time</p>	<p>The presence of way finding signage provides travelers with information about nearby destinations and transportation options.</p> <p>There has been local momentum for incorporating wayfinding signage throughout the community. The City of Eugene has developed a comprehensive wayfinding signage plan and, as a result of Sustainable Cities Year (SCY), the City of Springfield has initial way finding recommendations available online.</p>	<p>Work with jurisdictions to inventory locations for additional signage not identified in existing MPO plans including, but not limited to, public libraries, the Eugene Airport, Amtrak, shopping centers and malls, park and rides, and high volume EmX and transit stations.</p>



Strategy	Funding Allocation*	What the region is doing today:	Opportunities for implementation:
<b>Strategy 2.2.D: Continue to offer ride-matching services and support efforts to enhance the functionality of the region's rideshare tools</b>	MPO / ODOT	Regional and statewide rideshare matching tools can be tailored to the needs of the community and diverse community groups.  Point2point conducts annual park and ride inventory.	Assess the features and capacity of existing rideshare tools and determine potential expansion: <ul style="list-style-type: none"> <li>•<i>Research potential rideshare regulations and legal implications</i></li> <li>•<i>Identify sub networks within the existing rideshare tool that target non-traditional audiences and pilot a ridesharing campaign to engage these groups, i.e. schools, elderly, geographic communities.</i></li> <li>•<i>Support the development of dynamic (unplanned trips) ridesharing, through the functions of the existing rideshare tools or private application.</i></li> <li>•<i>Market ridesharing and vanpooling opportunities in rural areas through established networks, i.e. community groups, churches, restaurants</i></li> </ul> In collaboration with LTD's Accessible Services, work to incorporate TO strategies and services into service planning and delivery. <ul style="list-style-type: none"> <li>•<i>Enhance the functionality of the rideshare tool to address non-emergency medical transportation needs and conduct a pilot campaign.</i></li> <li>•<i>Investigate a reimbursement program for non-emergency medical transportation through rideshare. (i.e. drivers would receive Medicaid reimbursement for a medical shared trip)</i></li> <li>•<i>Incorporate the medical rideshare concept into the TO Training Strategy</i></li> </ul>
<b>Strategy 2.3.D: Evaluate the effectiveness of the region's park and ride network</b>	MPO	Determine strategic park and ride site locations with consideration given to anticipated growth of the transit system, and land use, and development.	<ul style="list-style-type: none"> <li>•Conduct an ongoing strategic assessment of the region's existing and future park &amp; ride network to balance the addition of new locations.</li> <li>•Promote park and ride locations, i.e. online interactive park and ride map on Point2point's website</li> </ul>

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for implementation:
<p><b>Strategy 3.4.B: Coordinate joint public and private sponsored TO encouragement and educational campaigns</b></p>	<p>MPO / ODOT</p>	<p>Encouragement and educational campaigns are often incentive-based programs that seek to encourage people to explore active and healthy transportation choices. Existing local campaigns that encourage behavioral change, include: Business Commute Challenge, Sunday Streets, Breakfast at the Bridges, Dump the Pump, State Drive Less Challenge, etc.</p>	<p>Develop scope of encouragement and educational campaign</p> <ul style="list-style-type: none"> <li>• <i>Evaluate effectiveness of existing encouragement and educational campaigns</i></li> <li>• <i>Develop a regional TO health, safety and prevention encouragement and educational campaign, i.e. establish and maintain regional partnerships with Community Care Organizations (CCOs) to encourage TO as a health prevention strategy</i></li> <li>• <i>Implement campaigns that connect with new residents, i.e. provide TO resources for new area residents as part of a "Welcome" community orientation packet. Work with Chambers of Commerce to highlight available transportation options in relocation packets and on websites</i></li> <li>• <i>Partner with BRING's ReThink Program to engage local businesses in TO</i></li> <li>• <i>Develop and pilot an intercity TO commute challenge, i.e. between Corvallis and Eugene</i></li> </ul> <p>Explore potential sponsorships and partnerships with local public and private entities, i.e. health care or insurance providers, Community Care Organizations, ODOT, car share vendors, LCHAY, Bicycle Transportation Alliance (BTA), local or regional businesses, etc.</p>
<p><b>Strategy 3.4.C: Implement a regional Smart Trips program</b></p>	<p>1-time</p>	<p>Smart <i>Trips</i> is an individualized outreach strategy that uses education and incentives to encourage people to try new ways of making trips. This program focuses on helping people address barriers to choosing healthy and sustainable transportation options.</p> <p>Smart <i>Trips</i> has been shown to be effective at reducing vehicle miles traveled (VMT) and single occupancy vehicle trips in target neighborhoods.</p> <p>The regional program is funded through 2017.</p>	<p>Secure long-term funding for Smart <i>Trips</i> as a standard core service of the region's TO efforts</p> <p>Expand Smart <i>Trips</i> model as a vehicle for other populations to benefit from individualized outreach, i.e.:</p> <ul style="list-style-type: none"> <li>• <i>Affordable housing developments</i></li> <li>• <i>Senior housing and 55+ communities</i></li> <li>• <i>Gender, ethnicity, and age specific efforts</i></li> <li>• <i>New resident program</i></li> </ul>

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for implementation:
<b>Strategy 3.4.D: Expand and improve ease of access to transit through Group Pass Programs</b>	MPO / LTD	<p>Group Pass Program is an annual contractual agreement between an employer or an organization and LTD to provide discounted transit passes for unlimited transit use.</p> <p>The Commuter Club Transit Voucher Program is a component of the Group Pass Program. This service includes subsidies by employers for less frequent transit use.</p>	<ul style="list-style-type: none"> <li>•Promote the Group Pass Program along congested corridors, as identified in the Congestion Management Process</li> <li>•Explore funding models for the Group Pass Program</li> <li>•Initiate a Commuter Club Transit Voucher outreach campaign to local employers</li> <li>•Promote the Group Pass Program to middle and high schools throughout the MPO (in the absence of the Student Transit Pass)</li> <li>•Explore expansion of Group Bus Pass Program to affordable housing developments, large residential developments, and neighborhood associations</li> </ul>
<b>Strategy 3.4.E: Coordinate Emergency Ride Home and Emergency Transportation Coordinators as complimentary employer incentive programs</b>	MPO / ODOT	<p>An Employee Transportation Coordinator (ETC) is someone who works hand-in-hand with Point2point to administer and promote transportation options (bus, carpool, vanpool, bike, walk, compressed work week, and telecommute) to employees at their worksites.</p> <p>Employers enroll in this program to provide employees, who use transportation options other than a single occupancy vehicle to get to work, with assurance that they have a ride home in the event of an emergency.</p>	<p>Emphasize the role of ETCs through the development of an ongoing engagement strategy</p> <ul style="list-style-type: none"> <li>•Develop an annual calendar of ETC events, i.e. -Transportation Fairs</li> <li>•Deliver a monthly ETC newsletter</li> </ul> <p>Expand ETC model to include organizations, agencies, and housing complexes as a key component in community travel training</p> <ul style="list-style-type: none"> <li>•Research the potential of program expansion to the broader community, not restricting ERH to place of employment</li> </ul>
<b>Strategy 3.4.F: Expand Employer Programs to address all trips made by employees</b>	MPO	<p>Employer Programs offer education and information for workplace transportation that cut travel costs, reduce air pollution and increase physical activity. Regional Employer Programs emphasize changing commute travel habits.</p>	<p>Expand Employer Programs to include all trips made by employees; including, trips to the grocery store, running errands, traveling to medical appointments, etc.</p> <ul style="list-style-type: none"> <li>•Emphasize TO for all trips made by employees through existing programs and services, i.e. BCC, Oregon Driveless Challenge and Smart Trips</li> <li>•Run a pilot outreach campaign at key large area employers</li> </ul>
<b>Strategy 4.5.A: Enhance partnerships with higher education institutions to facilitate incorporation of TO into their</b>	MPO	<p>Local Higher Education Institutions provide TO resources for students, faculty, staff and visitors accessing campus, including: walking, biking, transit, bike share, car share, carpooling and driving.</p>	<ul style="list-style-type: none"> <li>•Engage University of Oregon, Lane Community College and NW Christian University Transportation program planning offices and student leadership body</li> </ul>

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for implementation:
<b>Strategy 4.5.E: Provide congestion mitigation outreach services for regionally significant road construction projects and identified congested corridors</b>	MPO	<p>Congestion mitigation program activities include targeted outreach along key corridors that exceed level of service standards, experience high levels of congestion due to development, major road construction, events, or transit corridors that may experience reduction in service.</p> <p>Point2point, in coordination with Lane Council of Governments, provides comprehensive information to jurisdictions for congestion mitigation, including management of KeepUsMoving.Info.</p>	<ul style="list-style-type: none"> <li>•Identify and prioritize congested corridors</li> <li>•Pilot TO outreach campaigns to prioritized geographic areas and corridors.</li> <li>•Develop a TO corridor outreach campaign (similar to <i>Smart Trips</i>) and tailor options that are appropriate for the corridor</li> <li>•Expand outreach campaigns to include EmX corridors</li> </ul>

\*  
 ·MPO (Sustained MPO Funding Allocation)  
 ·MPO/ODOT (Combination of Sustained MPO and Supplemental ODOT Funding)  
 ·1-time (Competitive 1-Time Funding)  
 ·No Existing Funding

**Table 3: New Programs and Services**

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for the region:
<p><b>Strategy 1.1.A: Develop TO training sessions for local, regional, state public and private human service agencies and community organizations</b></p>	<p>No Existing Funding</p>	<p>No TO training currently exists for community based agencies, groups or organizations.</p>	<p>As part of TO Resource program, provide travel training to key organizations offers a low-cost approach to train the trainers for broader outreach. Frequent TO trainings allow agencies, community groups, and organizations to determine the best TO for populations served; and improve access to jobs, recreation, healthy food, etc.</p> <ul style="list-style-type: none"> <li>•Develop a collaborative TO training module and program with input from LTD Accessible Services and local jurisdictions</li> <li>•Target trainings to administrators, staff, and case workers of the United Way Agency Directors Organization, Human Services Network, Lane Work Force Partnership, Catholic Community Services, Oregon Department of Human Services, LCOG's Senior &amp; Disabled Services Division, Lane Community College's Successful Aging Institute, Centro Latino Americano, Downtown Languages, Inc., school districts, Kids Sports, DMV, Travel Lane County, etc.</li> <li>•Work with low income housing providers to offer trainings with affordable housing developments throughout the community.</li> </ul>
<p><b>Strategy 1.1.D: Support the reintroduction of the Student Transit Pass Program</b></p>	<p>No Existing Funding</p>	<p>The Student Transit Pass Program allowed middle and high school students throughout the LTD service area to ride the bus for free. The 2011 Oregon Legislature ceased the program funding mechanism with changes to the Business Energy Tax Credit program.</p> <p>In the absence of the Student Transit Pass Program, Lane Transit District administers reduced youth fare tickets and makes available the Group Pass Program (GPP) for individual schools.</p>	<ul style="list-style-type: none"> <li>•Explore ongoing and secure funding options to reintroduce a Student Transit Pass Program</li> <li>•Market the Group Pass Program for all middle and high schools in the interim</li> </ul>
<p><b>Strategy 2.2.A: Support the development of a multi-modal mobile to mobile and web-based trip planning tool</b></p>	<p>No Existing Funding</p>	<p>Lane Transit District is preparing open source data for fixed-route services at this time that will be incorporated into the LTD website.</p>	<p>Real time transit passenger information can be accessible through personal computers, public kiosks, reader boards, and personal mobile devices. Open sourcing real time transit data will improve the quality of multi-modal trip planning tools and capabilities</p> <ul style="list-style-type: none"> <li>•Create a clearing house of public data with accessible application programming interface (API) for private sector technology development</li> <li>•Monitor the development of real-time passenger information coinciding with LTD website development</li> <li>•As funding permits, incorporate real time displays as part of new construction at EmX stations and retrofit other high-benefit locations. (No other real time</li> </ul>

passenger information platform displays are planned for at this time.)

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for the region:
<b>Strategy 2.2.B: Develop a universal payment management system for all modes</b>	No Existing Funding	A universal payment system would allow consumers to seamlessly pay for different modes with one payment system, allowing them to transition from transit, bike share, bike parking locations and other travel options.	<ul style="list-style-type: none"> <li>•Develop a smart card payment management system for the transit network.</li> <li>•Investigate public and private partnerships to advance smart card functionality for multi-modal options (transit, rail, bike share, CarShare, etc.)</li> <li>•Collaborate with statewide partners to coordinate fare management systems for seamless travel</li> </ul>
<b>Strategy 2.2.E: Encourage employers to offer flexible schedules</b>	No Existing Funding	Innovative workplace policies have potential to reduce work-related travel, increase flexibility and enhance productivity. Flexible scheduling can include, but are not limited to, compressed work weeks, flexible daily hours, or teleworking.	<ul style="list-style-type: none"> <li>•Establish and maintain a clearinghouse of options for video conferencing and other communication technologies</li> <li>•<i>Update and evaluate resources every year to keep current with technology trends</i></li> <li>•<i>Promote the availability of these resources (i.e. GoTo Meeting and conference call technologies) to local employers, agencies, and community organizations. Include in TO training sessions.</i></li> <li>•Promote the benefits of flexible scheduling to local employers</li> </ul>
<b>Strategy 2.2.F: Support the adoption of real time passenger information for fixed-route transit and carpool services</b>	No Existing Funding	Lane Transit District is preparing open source data for fixed-route services at this time that will be incorporated into the LTD website. Availability of real time passenger information will influence Strategy 2.2.A and the development of multi-modal trip planning tools.	<ul style="list-style-type: none"> <li>Real time transit passenger information is a critical component for dynamic trip planning tools. Availability of this data may enable the private sector to pioneer mobile and online applications for the region that will help inform travel decisions.</li> <li>•Monitor the development of real-time passenger information coinciding with LTD website development.</li> <li>•As funding permits, incorporate real time displays as part of new construction at EmX stations</li> </ul>
<b>Strategy 2.3.A: Pilot a mobility hub concept that allows travelers access to transportation options and information at specific locations</b>	No Existing Funding	One of the greatest barriers to use of available TO is lack of information. A mobility hub aligns available transportation options (transit, bike parking, Car sharing, bike share, etc.) with traveler information at key locations (e.g., transit stations, airports, rail depots, and major commercial centers) for ease of access to modal choices. Hubs are scalable to available options and can support basic (information static kiosks) to more complex functions (i.e. reader boards, interactive kiosks, physical co-locating of bike sharing and car sharing facilities).	<ul style="list-style-type: none"> <li>•Coordinate transportation planning with regional partners to co-locate transportation options infrastructure (bike parking, car sharing ) with facilities (park &amp; rides)</li> <li>•Target initial hubs to enhance information access and multi-modal connections at the airport, Amtrak station, and Springfield and Eugene transit stations. (Additional locations could include, but not exclusive to, Springfield and Eugene public libraries, City Hall, and Department of Human Services (DHS) locations.)</li> </ul>

The airport, train and bus stations are examples of existing mobility hubs that can improve multi-modal connections.

•Seek support from the Chambers of Commerce

•Integrate mobility hub platforms with Smartphone trip-planning applications.

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for the region:
<b>Strategy 2.3.B: Develop a regional bike sharing program</b>	No Existing Funding	<p>Bike share programs offer automated self-service bicycle rentals for short, one-way trips. Membership based, the service has a dense network of stations conveniently located near major destinations. Bike share offers access to a bike when you need one without the individual ownership costs and barriers including: maintenance, storage, and theft. The University of Oregon bike share will launch with B-cycle technology on campus in 2014, and will be open to the public. B-cycle will additionally assist the University in operating the projected 4-station, 40-bike system.</p> <p>The City of Eugene and Lane Transit District are conducting a Bike Share Feasibility Study for completion in 2014.</p>	<ul style="list-style-type: none"> <li>•Expand the UO bike share program for a broader program within the City of Eugene as feasible, based on density, demand, and development</li> <li>•Evaluate the results of the Bike Share Feasibility Study initiated by the City of Eugene and LTD for support strategies</li> </ul>
<b>Strategy 2.3.C: Support public and private sector investment in bicycle parking improvements throughout the region</b>	No Existing Funding	<p>Availability and type of bicycle parking are critical factors that influence people’s ability to use bicycles as a viable form of transportation. The region implements ongoing efforts to improve bicycle parking.</p> <p>A Regional Bike Parking Study was completed in 2013. The study provides the region planning information about short and long-term bicycle parking facilities, security and management considerations.</p>	<ul style="list-style-type: none"> <li>•Implement recommendations from the Regional Bike Parking Study</li> <li>•Advocate for code changes in the City of Eugene and Springfield to accommodate demand and design recommendations.</li> <li>•Support an electronic long term bike parking system that is compatible with the universal payment management system</li> </ul>
<b>Strategy 3.4.A: Promote the use of state and federal TO incentives and tax credits</b>	No Existing Funding	TO incentives include monetary benefits, i.e. the Bicycle Commuter Tax Benefit, parking cash-out, etc.	<ul style="list-style-type: none"> <li>•Incorporate into TO Training sessions</li> <li>•Research available tax incentives &amp; strategies to promote</li> <li>•Provide informational resources on the Point2point website</li> <li>•Conduct an annual review of existing incentive information</li> </ul>
<b>Strategy 4.5.B: Incorporate TO programs and services into transportation and land use developments</b>	No Existing Funding	<p>Transportation and land use developments are inherently geared towards anticipating future demand. Changing demographics, public health awareness, and economic conditions over the long-term may indicate an increased demand for multi-modal connections to satisfy public need.</p> <p>The City of Eugene implements TDM agreements with local developers that are interested in managing parking.</p>	<ul style="list-style-type: none"> <li>•Collaborate with jurisdictions to develop a systematic approach for incorporating transportation options into major new developments or redevelopments</li> <li>•Develop a TO Resource Program to serve as a source of how TO applies to land use development</li> <li>•Partner with affordable housing developments for improved access to transportation options to decrease overall household transportation costs</li> </ul>

Strategy	Funding Allocation*	What the region is doing today:	Opportunities for the region:
<b>Strategy 4.5.C: Integrate recommendations from the Central Lane MPO Scenario Planning Process</b>	No Existing Funding	<p>Scenario Planning identifies activities will facilitate the region's understanding of strategies to reduce greenhouse gas emissions from auto and light truck travel.</p> <p>Scenario planning for greenhouse gas emission reduction evaluates combinations of land use development alternatives and transportation system alternatives.</p>	<ul style="list-style-type: none"> <li>·Update TO work plans based on Scenario Planning outcomes</li> <li>·Coordinate with local jurisdictions and planning managers to integrate Scenario Planning outcomes</li> </ul>
<b>Strategy 4.5.D: Incorporate applicable TO programs into the region's Safety and Security Plan</b>	No Existing Funding	<p>The Safety and Security Plan will provide the region an opportunity to collect data, analyze and understand the transportation safety conditions in the region, to develop safety policies and recommended actions to reduce serious crashes, and to consider safety performance measures.</p> <p>The Metropolitan Planning Organization (MPO) is in the initial planning stage of the regional Safety and Security Plan in 2014.</p>	<ul style="list-style-type: none"> <li>·Evaluate the impacts of TO on transportation safety</li> <li>·Incorporate TO safety travel training programs, i.e. Safe Routes to School, Eye-to-Eye Safety campaign</li> <li>•<i>Emphasize TO safety education and outreach to areas with a high percentage of Latino residents</i></li> </ul>
<b>Strategy 4.5.F: Consider integration of applicable State Transportation Options Plan policy guidance for regional transportation planning, programming and investment</b>	No Existing Funding	The State TO Plan is scheduled for completion in late 2014 or early 2015. The Oregon Department of Transportation (ODOT) is developing Oregon's first Transportation Options Plan (TO Plan). The TO Plan is one of several statewide transportation mode and topic plans that further refine and implement the Oregon Transportation Plan's (OTP) goals, policies, strategies, and key initiatives.	<ul style="list-style-type: none"> <li>·Coordinate with statewide partners to develop the Statewide Transportation Options Plan strategic framework</li> <li>·Update local and regional transportation options planning based on the Statewide TO Plan recommendations</li> </ul>

- MPO (Sustained MPO Funding Allocation)
- MPO/ODOT (Combination of Sustained MPO and Supplemental ODOT Funding)
- 1-time (Competitive 1-Time Funding)
- No Existing Funding



# SECTION 6: PROGRAM AND SERVICE RECOMMENDATIONS

The RTOP serves as the region’s transportation options strategic direction to address the goals and policies as outlined in the Central Lane Regional Transportation Plan (RTP). Outlined on the following pages are the key recommended core programs and services to implement throughout the region. Each of these recommendations was selected based on ability to address the various identified transportation needs and opportunities; as well as, scalability to expand to diverse community groups; ability to leverage limited resources; and ability to adapt to changing trends and transportation demands. The recommendations are supported by local and regional TO administrators and will be effectively integrated into their long-term strategic planning. Successful implementation of the RTOP requires a foundation of core transportation options programs and services with development of supportive tools and actions.

**Table 4: Recommended Program and Services Summary**

PROGRAMS AND SERVICES	DESCRIPTION	RECOMMENDATION
<b>Traveler Information and Coordination Tools</b>	Continue TO outreach and education.	Fund general and targeted outreach including businesses, Sunday Streets, transportation fairs, community wide commute challenges etc.
	Create a clearinghouse of accessible travel data for private sector technology investment.	Fund development of a public data clearinghouse for private technology investment in travel information tools
	Enhance online rideshare platform.	Evaluate the Drive Less Connect application and explore alternatives which allow for dynamic ridesharing, creation of closed networks for specific groups, and individual rideshare matching
<b>Smart Trips</b>	Individualized Outreach	Annual funding for two neighborhoods, wards, or programs with targeted populations (e.g. seniors, Latino communities, etc.).
<b>School Based Transportation Options</b>	Build off existing Safe Routes to School programs to include coordinated program with ridesharing and transit promotion. Expand program to middle and high schools.	Provide annual base funding for SRTS coordinators to maintain and expand programs, including five additional bicycle and pedestrian safety education classes per district.
<b>Rideshare</b>	Expand existing rideshare programs (carpooling and vanpooling) to leverage trips that are already taking place or are regularly scheduled.	Address the transportation needs of less-traditional markets; including, youth and elderly populations, rural areas, neighborhoods, and non-emergency medical transport to gain improved mobility and accessibility through rideshare.
<b>New Program: Transportation Options Resource Program</b>	Program has two components: 3) TO Development Workshops 4) TO Training	Develop the Resource Program to include TO, land use, and code workshops; as well as, a comprehensive travel training program for the region’s business, human services, youth, community organizations, etc.
<b>New Program: Mobility Hubs</b>	Pilot initial mobility hubs at key locations where multiple modes align. Scale to target area attributes.	Fund development of four pilot locations at the Amtrak station, Eugene Airport, and Eugene and Springfield downtown transit stations.

For program and service estimated projected costs please refer to the project summaries on pages 47 through 52. Some of the expanded recommendations may include a portion of programmed funding from the current FY15-18 Statewide Transportation Improvement Plan (STIP) process; however, are included so as to provide a more complete representation of anticipated program and service costs for the future.

# TRAVELER INFORMATION AND COORDINATION TOOLS

## Program and Service Description

One of the greatest barriers to the use of TO is the lack of awareness of existing programs and services. Providing information about transportation options through a variety of communication conduits is essential. Outreach is key to increase awareness and address barriers to use of TO.

Recent advances in technology enable the region to enhance current methods of outreach and education to support informed travel decision-making. Communication tools including, smart phones, mobile devices and interactive displays, allow for more real-time and flexible (“dynamic”) integration of traveler information.

Recommended are three key traveler information and coordination tools:

- 1) TO Outreach and Education:** Continue general public outreach as the base for all TO information, establishing a higher level of regional awareness (i.e. rideshare campaigns, Sunday Streets events, transportation fairs and community events).
- 2) Enhanced TO Rideshare Platform:** Enhance the online rideshare platform for multiple networks and provide the necessary tools for both closed rideshare networks to serve targeted groups (e.g., KidSports), and dynamic ridesharing options (Uber, Lyft, Sidecar) to serve the general public.
- 3) Data Clearinghouse:** Integrate technology applications with general, targeted outreach, through the creation of a data clearinghouse. Emerging technologies require public transportation (i.e. transit real-time information) and infrastructure data (i.e. street data) be made available for use by public and private sectors.

Program Elements	Programmed Funding		Estimated Projected Costs	
	2015	2016	2017	
<b>TO Outreach &amp; Education</b>	\$240,000	\$250,200	\$255,500	
<b>Enhanced TO Rideshare Platform</b>	Closed network fees are covered under Expanded Rideshare.			
<b>Data Clearinghouse</b>	TBD	TBD	TBD	
<b>Total</b>	<b>\$240,000</b>	<b>\$250,200</b>	<b>\$255,500</b>	

## Implementation Considerations

- TO Outreach and Education:
  - TO outreach and education is programmed through 2015. Cost estimates include Point2point program management, key services management (e.g. SRTS and SmartTrips regional coordination, Drive Less Connect staffing), outreach FTE, and materials. The listed amount reflects STP-U funding. ODOT Region 2 provides funding to augment these services.
- Enhanced TO Rideshare Platform:
  - Status of the rideshare platform is subject to Drive Less Connect status.
  - Under the current rideshare tool, iCarpool called Drive Less Connect (DLC) in Oregon, any changes to the platform is subject to approval by multiple jurisdictions (State of Oregon, State of Washington, King County Metro) and could take a substantial amount of time.
- Data Clearinghouse:
  - No estimate is provided for the costs of managing a data clearinghouse at this time. It is suggested that Lane Council of Governments be the coordinator given its regional role.
  - Creation of a data clearinghouse and standardized application programming interface enables the private sector and third parties to invest in the creation of trip planning tools and other mobile applications.

## Timeline

- TO Outreach and Education: Immediate and ongoing
- Enhanced Rideshare Platform: Upon funding, immediate
- Data Clearinghouse: Upon funding, 3-6 months

# SMART TRIPS

## Current Program and Service Description

Smart *Trips* is a comprehensive TO outreach and education program that provides households with individualized travel tools aimed at increasing biking, walking, use of public transit, and carpooling. This program is dedicated to helping people address barriers to choosing transportation options.

The Smart *Trips* model is extremely flexible and can be tailored to target diverse communities and groups. There is significant opportunity to expand Smart *Trips* as a vehicle for other populations to benefit from individualized outreach, i.e.: affordable housing developments; senior housing and 55+ communities; gender, ethnicity, and age specific efforts; and new residential programs. The scalability of the Smart *Trips* program and the integrated metrics establish this program as an effective and measurable tool for enhancing TO for the region. The expanded Smart *Trips* program would provide annual funding for two neighborhoods, wards, or programs with targeted populations (e.g. seniors, Latino communities, etc.).

Program Elements	Programmed Funding				Estimated Projected Cost	
	2014	2015	2016	2017	2016	2017
Eugene	\$0	\$130,000	\$120,000	\$133,000	\$0	\$0
Springfield	\$130,200	\$155,100	\$0	\$0	\$158,400	\$161,700
<b>Total</b>	<b>\$130,200</b>	<b>\$271,100</b>	<b>\$120,00</b>	<b>\$133,000</b>	<b>\$158,400</b>	<b>\$161,700</b>

## Implementation Considerations

- The current SmartTrips program is funded through 2017, with funding for Point2point through 2015, and the City of Eugene through 2017. Program costs are subject to the number of households or individuals in the target area.
- The regional target is two programs per year.
- There is no dedicated funding identified for programs after 2017.
- Consider the potential expansion of the program to the City of Coburg.
- Potential to include more intensive program follow-up to evaluate long-term effectiveness.
- Opportunity to implement a less-intensive program to be able to provide outreach to more target communities.

## Timeline

The current SmartTrips program is programmed through 2017.

- Program development and implementation: Upon funding, 3- 6 months

# SCHOOL BASED TRANSPORTATION OPTIONS

## Program and Service Description

Regional efforts for school based TO primarily focus on Safe Routes to School. SRTS advocates for and promotes the practice of safe bicycling and walking to and from schools throughout the Eugene-Springfield area. Since 2004, the region has significantly invested in school based TO, through encouragement programs (Walk and Bike to School Day), school district SRTS coordinators, bicycle and pedestrian safety education, and the formerly funded Student Transit Pass Program.

Continuation and expansion of School based TO and SRTS regional efforts creates opportunities to leverage investment in existing programs to better reach students within the MPO area. Current School Based TO can be enhanced to include support for three district wide SRTS programs that provide targeted outreach to all elementary, middle and high schools, five additional bicycle and pedestrian safety education classes per district, with development and promotion of ridesharing networks and transit.

Program Elements	Programmed Funding*		Estimated Projected Costs	
	2014	2015	2016	2017
4J SRTS Program	\$76,000	\$76,000	\$105,700	\$107,900
Springfield SRTS Program	\$49,500	\$49,500	\$78,600	\$80,300
Bethel SRTS Program	\$40,500	\$40,500	\$69,400	\$70,900
Jane Higdon Foundation Grant	(\$22,000)	(\$22,500)		
<b>Total</b>	<b>\$144,000</b>	<b>\$144,000</b>	<b>\$253,700</b>	<b>\$259,100</b>

\*SRTS program costs include bicycle and pedestrian education classes.

\*\*Estimate includes an additional \$27,500 for the expansion to high schools and additional bicycle and pedestrian safety education classes.

## Implementation Considerations

- The current SRTS program is funded through 2015. Bicycle Safety Education costs approximately \$2,500 per class and Pedestrian Safety Education costs \$1,000 per class. Support for these programs is allocated through the general SRTS program budget. No dedicated funding is currently provided.
- An expanded SRTS program for all high schools may cost the regional up to \$10K per district per year to allow for additional FTE. The size of the school district will influence the overall budget for this expansion.
- The inclusion of five additional Bicycle Safety and five Pedestrian Safety education classes for 2016 and 2017 would cost approximately an additional \$17,500 per district per year.
- Bicycle education has received \$22,000 from the Jane Higdon Foundation Grant for 2014 and 2015 to supplement program costs. It is unknown whether this support is likely to continue.
- Potential for more progressive implementation of SRTS programs in the Springfield School District, since this is a new independent program.

## Timeline

The current SRTS program is funded through 2015. The next funding request will take place for fall 2016.

- Program development and implementation: Upon funding, immediate and ongoing.

# RIDESHARE

## Program and Service Description

Rideshare refers to carpooling and vanpooling, in which a vehicle uses the available capacity to carry additional passengers. Rideshare is one of the most cost effective transportation options, producing minimal incremental costs because these programs make use of existing vehicle capacity. Rideshare programs can be appropriate in most geographic settings and tend to be particularly effective in areas that are not well served by public transit, have relatively low-density, or longer distances between home and work.

Rideshare services connect one traveler with another. The existing program targets primarily commuters. Program expansion addresses the transportation needs of diverse community groups including, youth and elderly populations, rural areas, and neighborhoods. Expansion could include the implementation of up to 16 new geographic networks that address the needs of these community groups. Coordination potential exists with other regional ridematching services such as the Trillium Community Care Organization (CCO) and LTD/RideSource's Non-Emergency Medical Transportation Brokerage, where appropriate.

Program Elements	Estimated Projected Costs		
	2015	2016	2017
Program Maintenance*	\$151,100	\$151,100	\$154,300
Program Expansion**	\$15,300	\$4,600	\$4,700
Program Expansion Support	Covered under TO Travel Training Maintenance (described below)		
<b>Total</b>	<b>\$166,400</b>	<b>\$155,700</b>	<b>\$159,000</b>

\*Maintains existing level of funding for Drive Less Connect and vanpool programs.

\*\*Estimate for expanding to include 16 additional geographic networks, based on the existing tool.

## Implementation Considerations

- Maintenance for the current ridematching platform is supported by ODOT funding for operating costs (\$20K software fees), and promotion of site, campaigns, and outreach staff time (up to \$65K); and through the National Transit Database for vanpool support (\$63K FTE).
- There are anticipated changes regarding the eligibility of funding staff time for ridematching in the near future.
- Continuation of funding appears unlikely. Costs represent staff FTE, outreach & media promotion and materials, and licensing fees.
- Expansion of ridematching platform is dependent on Drive Less Connect, changes to this platform are unknown at this time.
- Program expansion to create 16 new geographic networks (such as a neighborhood association or ward, costs 1,500 set up under current DLC operating fees).
- Potential to expand for both public and private providers and services.

## Timeline

- Program Maintenance: Immediate and ongoing
- Program Expansion: Upon funding, 6 months – 1 year

# TRANSPORTATION OPTIONS RESOURCE PROGRAM

## Program and Service Description

The TO resource Program has two distinct components to broaden the reach, awareness, and application of TO:

- 1) **TO Development Workshops:** Provide periodic workshops to train local jurisdictions to work with developers, realtors, engineers, architects, etc. on how TO can apply to existing land use regulations and code requirements, development application review processes, TO agreements and monitoring, etc. The Resource Program will serve as an on-call regional TO information source.
- 2) **TO Training:** Create a TO training program that builds off of the existing Employee Transportation Coordinator program, to leverage TO information dissemination and coordination through trainings.

Travel trainings provide a cost effective way to broaden the reach and expand the awareness of TO throughout the region. Trainings provide staff from the region’s agencies, community groups, organizations, and employers the information and access to TO resources. The trainings can be tailored to determine the best TO for populations served, and identify the most applicable program or service for accessing jobs, recreation, healthy food or medical care.

The TO training is an extremely flexible concept that can be tailored for diverse organizations, agencies, and groups. Example trainings could reach United Way agencies, housing developments, human resources staff, human services caseworkers, youth sports coordinators, medical facilities, and senior centers, etc. TO training offers a least-cost approach for broader outreach through knowledgeable and community-based travel trainers.

Program Elements	Estimated Projected Costs		
	2015	2016	2017
TO Development Workshops*	\$10,200	\$10,400	\$10,600
TO Training Program Development**	\$25,500	\$5,200	\$5,300
TO Training Delivery (FTE required)***	\$30,600	\$31,200	\$31,900
<b>Total</b>	<b>\$66,300</b>	<b>\$46,800</b>	<b>\$47,800</b>

\*Assumes two workshops per year.

\*\*Initial start-up costs include curriculum development and material production.

\*\*\*Assumes .25 FTE covers up to two trainings per month with follow up support.

## Implementation Considerations

- Provide two TO development workshops per year. The Transportation Options Advisory Committee (TOAC) meetings could be used as an avenue for land use application review training.
- Development of a TO Development Workshop and Training program may necessitate additional FTE, approximately .5 FTE.
- To create initial schedule, trainings will be announced through a variety of methods including initial presentations to service coordination meetings at United Way, Dept. of Human Services, Travel Lane County, etc.
- Potential to reduce demand for accessible services vehicles through coordination with LTD RideSource

## Timeline

Program launch targeted for spring 2015.

- Program development: Upon funding, 3 months
- Program schedule and initial training: 1 month

# MOBILITY HUBS

## Program and Service Description

Mobility hubs (“modal interchanges”) are connectivity points in a transportation network with concentration of transportation services, information (static and/or electronic) and infrastructure. Hubs are scalable and adaptable to reflect current and future transportation options depending on target area characteristics and can include: transit information, way finding and interpretive signage (static and electronic), touch screen kiosks providing local transportation options, tourism and travel information, bike racks, car share, bike share, pocket maps/brochures of local retailers, tourist destinations, restaurants, lodging, etc.).

Program Elements	Estimated Projected Costs		
	2015	2016	2017
Hub Development*	\$61,300	Subject to expansion	Subject to expansion
Hub Maintenance**	\$5,100	\$5,200	\$5,300
<b>Total</b>	<b>\$66,400</b>	<b>TBD</b>	<b>TBD</b>

\*Cost does not include traveler information software.

\*\*Includes hub maintenance, updates, and outreach.

## Implementation Considerations

- The four initial hub locations will require coordination with agency or entity (Amtrak Station, LTD, Eugene Airport)
- Coordinate efforts with the University of Oregon bike share to provide transportation connections for campus staff, students and visitors.
- Promotion of ridesharing at Eugene Airport requires authorization.
- Local and state regulation of “for hire” dynamic ridesharing services such as Uber or Lyft may be required, see: City Rideshare Regulation, State Rideshare Regulation
- Hubs provide opportunities for private-public partnerships for traveler information including smart phone application developers, tourism, and local and regional businesses.
- Dependent on the establishment of a data clearing house.

## Timeline

- Initial coordination, purchase and development: Upon funding, 3-6 months
- Hub installation: 6 months – 1 year

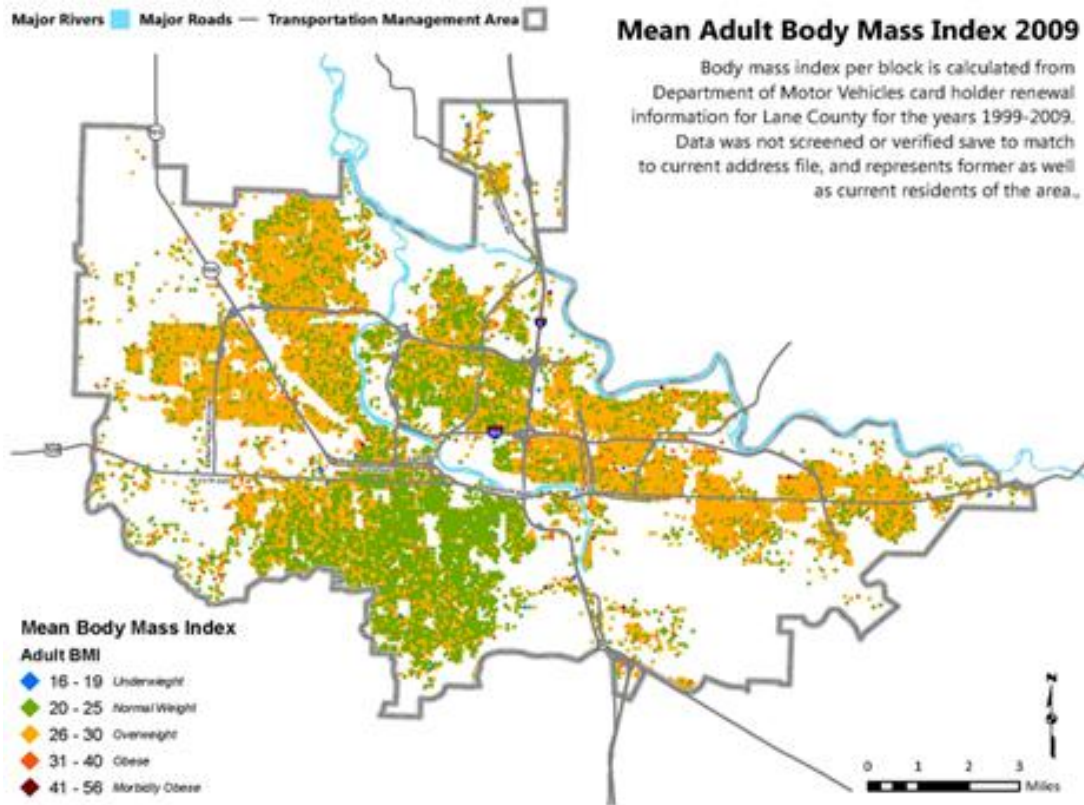
# SECTION 7: PLAN IMPLEMENTATION AND MONITORING

## TARGETED APPLICATION

Increasing active transportation is a promising approach to counteract issues at the forefront of both public health and transportation such as, obesity, congestion, air and noise pollution. As part of the RTOP planning process, Lane Council of Governments conducted a 20-Minute Neighborhood Walkability Analysis. Walkability is the extent to which the built environment is friendly to the presence of people living, shopping, visiting, enjoying or spending time in an area—and can have a significant impact on utilization of TO. The assessment looks at several key factors that influence walkability and layers them together to create a heat map that helps the region recognize the areas of town that are highly walkable.

The mapping tools generated through this analysis serve as a resource for community planning. They can be utilized to target specific areas for the application of TO programs and services, informing the implementation of priority strategies.

**Figure 2: 20-Minute Neighborhood Walkability Analysis<sup>22</sup>**



<sup>22</sup> Lane Council of Governments. 20-Minute Neighborhood Walkability Analysis for the Eugene-Sprignfield Metropolitan Area. September, 2012.



## POINT2POINT IMPACTS IN 2013:

In 2013, Point2point worked to reduce single occupancy vehicle use through the Oregon Drive Less Challenge, Drive Less Connect, Business Commute Challenge, Vanpools, Smart *Trips*, and public outreach throughout the community.

These efforts resulted in:

- An estimated 2,913,373 non-SOV miles saved
- 2,330,698 pounds of CO2 reduced
- Accumulative household savings of \$614,430

## PERFORMANCE MEASURES

Numerous transportation options performance measures have value to demonstrate the success of regional programs and services. Capturing the qualitative and quantitative impacts of program areas warrants careful consideration as to which measures realistically, effectively, and accurately reflect TO programs and services' value, effectiveness, and provide the financial accountability for the regional investment.

The performance measurement framework described below provides regional criteria for determination of transportation options measures.

**Table 5: TO Performance Measure Requirements<sup>23</sup>**

PERFORMANCE MEASUREMENT CRITERIA	DESCRIPTION
<b>Consistent</b>	Comparable data should be collected year after year. This means data needs to be collected and reported the same way each time on the same geography.
<b>Readily Available</b>	Data should be drawn from existing data sets wherever possible.
<b>Useful</b>	Data collected should meaningfully inform how the suggested TO/TDM strategies are performing and what adjustments are prudent to make.
<b>Timely</b>	Data should be collected on a regular basis.
<b>Reported</b>	Data and findings must be recorded and transmitted to partners, decision makers, and the public to inform additional actions.

Based on this framework, there are several general categories of performance measures most recognized as suitable for TO programs and services including inputs and outputs, and key outcomes.

Inputs reflect the number of TO activities or efforts a TO program provides with its resources. Outputs or activity-based measures like the number of outreach events or rideshare registrants serve as strong supporting indicators to assist with programmatic planning and strategic management. Outcomes, such as reduction of single occupant vehicles (SOV), vehicle miles traveled (VMT), mode split, and associated greenhouse gas (GHG) reduction reflect key TO

<sup>23</sup> Southeast Michigan Council of Governments. Smart Growth America, TDM Performance Measures. December 2013.

performance outcomes at a regional level and quantifies results of the inputs and outputs. To address this distinction, the following table outlines proposed performance measures, targeted programs, and associated tiers.<sup>24</sup>

- Tier 1: Primary Regional Performance Measures
- Tier 2: Secondary Regional & Programmatic Performance Measures
- Tier 3: Programmatic Planning Measures

**Table 6: TO Performance Measures**

PERFORMANCE MEASURE LEVEL	MEASURE	METHOD
<b>TIER THREE – Programmatic Measures</b>		
<b>Input Activity Measure</b>	<ul style="list-style-type: none"> <li>• # of outreach events held</li> <li>• # of presentations given</li> <li>• # of new organizations recruited</li> <li>• # of trainings provided</li> </ul>	Tracked directly by Point2point and City of Eugene
Shows quantitative data on the number of activities or efforts by TO programs. Refers to actions or activities on the part of the program.		
<b>TIER TWO – Regional and Programmatic Measures</b>		
<b>Output Activity Measures</b>	<ul style="list-style-type: none"> <li>• # of event registrants and/or people engaged</li> <li>• # of new rideshares formed (vanpools and carpools)</li> <li>• # of ride matching networks formed</li> <li>• # of new partnerships</li> </ul>	Tracked directly by Point2point, City of Eugene, and through Drive Less Connect (DLC) reports, Smart <i>Trips</i> evaluations, BCC report, and Safe Routes to School (SRTS) monitoring
Shows quantitative data on the number of activities or results by the customer, clients. Refers to the programs actions/activities and response of intended recipients.		
<b>TIER ONE – Regional Measures</b>		
<b>Outcome Measures</b>	<ul style="list-style-type: none"> <li>• VMT reduced</li> <li>• SOV trips reduced</li> <li>• <i>Fuel saved</i></li> <li>• <i>GHG reduced</i></li> <li>• <i>Air pollutants emissions reduced by mode</i></li> <li>• <i>Commuter costs saved ( e.g. auto maintenance saved)</i></li> <li>• Increased TO Mode Split</li> <li>• Populations engaged</li> </ul>	<p>Calculated based on outputs (e.g. carpool trips taken), along with survey data or other info (e.g. share of those trips that would have been taken by drive alone, average trip length) in order to estimate outcomes</p> <p>Environmental impacts can be calculated based on information on travel impacts combined with emission factors or fuel economy information</p> <p>Sources: Smart <i>Trips</i>, Drive Less Connect (DLC), Safe Routes to School (SRTS), Business Commute Challenge (BCC), Household Survey.</p>
Quantifies the results of the input and output activities. Extrapolation of input/output data.		

<sup>24</sup> TO is broad range of strategies, programs and services not a distinct project such as a roadway investment where travel delay or speed can be calculated to assess performance. Establishing effective TO measures presents a challenge given the difficulty of quantifying the aggregate impacts of education, marketing and outreach initiatives on changing travel behavior.

## **APPENDICES**

The following appendices are available to view or download at [www.regionalto.org](http://www.regionalto.org):

- A. Existing Conditions Report
- B. Public Involvement Approach
- C. Needs and Opportunities Analysis
- D. Strengths, Opportunities, Weaknesses and Threats (SWOT) Analysis
- E. City of Eugene Transportation System Plan (TSP) Toolkit
- F. City of Springfield Transportation System Plan (TSP) Toolkit
- G. City of Coburg Comprehensive Plan Toolkit
- H. Past and Present TO Policy Framework
- I. Funding Sources

