

2019-2020 SUSTAINABLE CITY YEAR PROGRAM

LTD | Lane Transit District



CarShare

Vanpool

RideSource

Biking

TheBus!

Walking

EmX

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March 12, 2019

Attn: Megan Banks, Manager
Sustainable City Year Program
University of Oregon
204 Pacific Hall
Eugene, OR 97403-6206

Dear Megan:

On behalf of Lane Transit District, I am very enthusiastic about our application for the 2019-20 Sustainable City Year Program (SCYP). The timing of our joint effort could not be better. As noted in the application, together with our regional partners we are nearing completion of several community conversations that will provide a rich background for the students to build on.

In addition, LTD has a long standing sustainability commitment to our community. LTD is building on this commitment through several initiatives that make up our sustainability program. For example, LTD has been strategically investing in the electrification of our fleet and we are seeking SCYP assistance in the development of a long-range fleet replacement plan. We have also included a project for the development of a climate action plan for LTD.

The SCYP partnership will provide LTD and our regional partners with the ability to bring the fresh perspectives needed to explore new options and develop new solutions to move this region and its aspirations forward. We fully expect that this partnership will serve as a new foundation for LTD's strategic planning effort.

I look forward to beginning our work together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tom Schwetz', written in a cursive style.

Tom Schwetz
Director of Planning and Development

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ABOUT LANE TRANSIT DISTRICT

BACKGROUND

Lane Transit District (LTD) began in 1970 with 18 buses and two vans, and it has grown and changed along with the community. It was created by the legislature under the laws of the State of Oregon that allowed the formation of transit districts as special taxing entities. The boundaries of Lane Transit District fall entirely within Lane County, encompassing approximately 482 square miles. LTD serves the Eugene-Springfield metropolitan area; the incorporated cities of Coburg, Creswell, Cottage Grove, Lowell, Veneta, and Junction City; and the unincorporated area along Highway 126 between Springfield and the McKenzie Bridge Ranger Station.



LTD serves a population base of approximately 311,000 with a fleet of 105 buses in revenue service that travel more than 3.9 million miles annually. Passenger boardings were approximately 10.2 million for FY18. In FY18, LTD provided more than 295,000 revenue hours of fixed-route service. LTD also operates RideSource, a paratransit service for people with disabilities, and Point2point, a transportation options programs to promote sustainable travel county wide.

LTD is governed by a Board of Directors composed of seven members, each appointed by the governor of Oregon and confirmed by the Oregon State Senate. Each Board member represents a subdistrict of LTD's service area. The Board is responsible for development of District policies and hires and directs the activities of the general manager. The general manager, in turn, directs the daily activities of the District and is responsible for the overall management of the District and its employees.

In 2017, the state legislature passed House Bill 2017 (HB 2017). Section 122 of HB 2017 known as "Keep Oregon Moving" empowers the District to impose an employee state payroll tax of one-tenth of one percent effective July 1, 2018. The funds collected provide a dedicated source of funding to expand public transportation services through the Statewide Transportation Improvement Fund (STIF).

VISION, MISSION & VALUES

LTD's mission statement calls on the organization to enhance the community's quality of life by:

- ❖ Delivering reliable, responsive and accessible public transportation services
- ❖ Offering innovative services that reduce dependency on the automobile
- ❖ Providing progressive leadership for the community's transportation needs

At Lane Transit District we are driven by the people we serve, providing independence to those in our community. A community is at its best when we have access to the places and services that are important to us all. Every year, millions of riders depend on us to get to work, go to school, and make it to medical appointments, or for a stress-free ride to the game.

We believe in providing people with the independence to achieve their goals, creating a more vibrant, sustainable, and equitable community.

How we do it:

- ❖ We serve the community with respect.
- ❖ We continuously question if there's a better way.
- ❖ We collaborate internally and externally.
- ❖ We care for our employees, customers, and business partners.
- ❖ We plan for a sustainable future.

What we do:

- ❖ We provide reliable transit services that address the needs of the community.
- ❖ We provide a viable alternative to the automobile through high-quality transportation options, programs, and services.
- ❖ We provide leadership in the development of the region's transportation system.
- ❖ We practice safety and maintain safe and accessible vehicles, services, and facilities.
- ❖ We practice sound fiscal and sustainability management.

SUSTAINABILITY

LTD has a long standing commitment to our community and is taking steps to do business in a sustainable manner. Public transit is an important part of a holistic community sustainability program because of its ability to take cars off of the road and move more people more efficiently on buses and with other active modes, thereby reducing local air pollution and the emissions that cause climate change while improving human health. LTD is building on this through several initiatives that make up its sustainability program:

Investing in Cleaner Technology

After providing the best possible service, LTD understands that its next biggest opportunity is related to investing in cleaner, less polluting vehicles. LTD has a long history of investing in cleaner technology and fuels. In the mid-2000s LTD began investing in cleaner diesel hybrid buses and now they make up more than 50% of our bus fleet. Additionally, in February 2019, LTD put its first all-electric bus into revenue service. LTD has secured the necessary funding to add at least 10 more all-electric zero tailpipe emissions buses to our fleet in the coming years. In Fall 2019, LTD will also begin a project to study and methodically evaluate all the market-ready bus technologies and fuels available to us for use in our existing operations to determine what is the most cost-effective and sustainable technology to continue to invest in as we replace our fleet over time.

Measuring and Managing our Impacts

LTD understands that what gets measured, gets managed. A big part of our ongoing sustainability efforts have focused on understanding the other impacts and opportunities associated with LTD's operations. In 2010, LTD voluntarily signed on to the American Public Transportation Association's Sustainability Commitment. This commitment helps transit agencies begin to bring sustainability to the forefront of everyday practices by managing employee awareness, resource consumption, and internal prioritization of sustainability initiatives. Since its enrollment, LTD has achieved a Silver Level medal of recognition for its efforts in tracking and reducing energy, water, waste and greenhouse gas emissions. In 2017, LTD conducted a comprehensive waste audit of all our facilities to determine where we could improve our recycling program and used the results to inform a company-wide education campaign. In 2018, LTD worked with Oregon State University Energy Efficiency / Industrial Assessment Center to conduct an energy audit of our facilities. LTD then implemented the project identified to save the most energy, cooling upgrades associated with our server room, in 2019.

LTD is conducting its first comprehensive greenhouse gas inventory of its operations in 2019 and hopes to develop a climate action plan after sharing the results with our Board of Directors.

Engaging our Employees & Partnering with our Community

For many years, LTD has had an active Green Team, made up of employees dedicated to improving the organization's sustainability performance. In 2018, LTD took this commitment to sustainability further by creating its first paid position entirely focused on improving organization-wide sustainability practices. Kelly Hoell became LTD's first Sustainability Program Manager in August 2018. Her role is focused on developing a long-term fleet transition plan towards cleaner technology and fuels, managing LTD's internal Green Dream Team and engaging LTD staff, and partnering with external agencies on sustainability initiatives. In 2017 and 2018, LTD added a sustainability module to its annual all-employee training program. The Green Dream Team meets monthly and has focused on several projects including: improving employee participation in utilizing active transportation modes, especially as part of the annual Business Commute Challenge and the Oregon Drive Less Challenges, development of an employee volunteer program where employees can give back to the community by volunteering their time to non-profit sustainability focused organizations, and improving recycling rates among staff by providing employee education, improved signage, and container consistency.

PLANNING THAT MEETS THE COMMUNITY'S NEEDS

In planning for the future, it is often easier to see the *North Star* you want to be headed toward than it is to take the next steps on that journey. In the short run, we are faced with a tremendous momentum that comes from how we have been operating in the past, how we have come to understand our relationship to the environment around us. This orientation can yield success in the short run. However, a successful past is only an opportunity to build the future, not a guarantee of future success. Future success relies on structuring an ongoing strategic conversation with key partners, engaging the community in establishing those next steps.

LTD understands that the biggest opportunity it has to impact the sustainability of our service district is to provide the most useful and utilized services possible. From its wide-ranging programs including fixed-route, EmX bus rapid transit, Ridesource, Vanpool, Group Pass Program and many others, LTD provides a viable alternative to the automobile through high-quality transportation options, programs, and services. LTD is currently building on these programs with several future-focused projects. Two projects currently underway include:

- ❖ **Transit Tomorrow:** This project is taking a deep look at LTD's current bus system and is asking two important questions: How can LTD help people get to where they are going? And, what shape should LTD's services take in the future? This project will combine technical analysis and broad-based community input to answer these questions and to develop a public transit network for the future.
- ❖ **MovingAhead:** The City of Eugene and LTD are working together with regional partners and the community to add new infrastructure features to some of our most important streets. This project, called MovingAhead, is focused on better connecting people to jobs, schools, shopping, recreation, and other activities by considering a range of transportation investments along key corridors to improve safety and livability for everyone.



CONTACT INFORMATION & AGENCY PARTNERS

SCYP PROGRAM LEAD:

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PARTNERING AGENCIES:

City of Eugene, Planning & Development

City of Eugene, Public Works

City of Creswell, Planning & Land Use

Lane Council of Governments (LCOG)

Oregon Department of Transportation (ODOT)

PeaceHealth Rides

South Lane Wheels

CONTEXT FOR PROJECTS

THE CHALLENGES AHEAD – AN OVERVIEW

In 2011, LTD staff prepared a document entitled “Adapting to the Future of Mobility”. Serving as the contextual background for the development of LTD’s first Long-Range Transit Plan, this scenario-driven narrative identified a number of uncertainties that could impact the region’s goals for transit (goals related to environment, economy, and social equity), and thus affect LTD’s strategic planning effort. To illustrate how dramatically our context can change in a long-range timeframe (30-40 years), we described how the world had changed over the 40 years since LTD’s inception:

‘At the time of Lane Transit District’s creation in 1970, the United States was engaged in the Vietnam War as part of a broader struggle against communism. The Kent State shootings of war protesters sent violent shockwaves through society, causing President Nixon’s Special Counsel to remark, “This is a nation at war with itself.” And this was just one more eruption of violence on the heels of the Civil Rights Movement, a struggle which saw race riots, police brutality, and assassinations. Scarcely anyone alive in 1970 would have imagined that only 40 years later the United States would have its first African-American president, and communism would be seen as a failed experiment by all but a few isolated regimes.’

Based on surveys of community leaders, and LTD directors and managers; we identified numerous strategic questions and choices that would be facing the region and LTD over the coming years in preparing for the long run. For example:

- ❖ How might growing oil demand impact transportation and will transit agencies be able to keep up with fuel costs?
- ❖ Will people continue driving single occupancy vehicles?
- ❖ How would colder winters impact Lane Transit District when planning routes, buying buses, and training drivers?
- ❖ How would a changing climate impact transit demand?
- ❖ How might a population surge in the coming decades impact the local economy and provision of services such as transit?
- ❖ Will higher education continue to drive economic growth in the region in the future?
- ❖ What impact might the increasing federal debt have on the country’s ability to support other programs, such as transportation, environmental protection, or education?

These questions reflect the broader community’s thinking about the future at the time. While they only represent a few factors which may prove important in the coming decades to LTD, the purpose of these questions was to provoke divergent thinking on what might be important, or even crucial, to the continued operation and relevance of Lane Transit District in a variety of contexts.

While these questions remain important, in the eight years since these questions were first expressed, many of them have been brought into clearer focus. A great deal of analysis and exploration has been completed around questions related to climate change and transit (for example, the Lane Livability Consortium work on climate scenarios). However, one of the two key uncertainties facing LTD that were identified in our 2011 effort was the “adaptive capacity” of LTD and its partners to cope with change and to adapt effectively. This ability to adapt can mean proactively managing existing systems and structures to ensure their resilience

against external forces, as well as the ability to transform those systems and structures when a changed context means they are no longer suitable. Particularly in the context of addressing the local impacts of global warming, the adaptive capacity of LTD and its partners remains a key uncertainty.

The second key uncertainty identified in our 2011 efforts was “Mobility Markets”, which refers to issues beyond just the variety of demands for transportation and the ways in which those demands might be met. The uncertainty around Mobility Markets also included the broader geographic and social context in which that interactions take place. Examples identified in 2011 included:

- ❖ Uncertainty around what might happen to travel choice if the “20-minute neighborhood” concept were widely embraced in the region over the next 25 years?
- ❖ Ways that providers can meet new mobility demands include both the various modes of travel (auto, bus, bike, etc.) as well as the different ways in which one might access those modes (the use of information tools providing traveler information on ‘next bus’ or ‘best route’).
- ❖ Examples of new markets are multiple. They can include car sharing, bike sharing, and “slug lines,” where commuters pair up with drivers who need an additional passenger to satisfy minimum high-occupancy lane requirements.
- ❖ Different technologies can change the nature of the market, such as online shopping reducing household trips while maintaining access to goods and services.
- ❖ Finally, integrating different modes at points of transfer and the land uses that surround those multi-modal connections represent another way of overcoming barriers to alternative transportation use, and can facilitate increased use of alternatives to the auto.

In this context, the roles of technology and data in facilitating mobility choices have grown exponentially over the last eight years. The strategic planning consultant McKinsey and Company recently noted that “Mobility is about to become cheaper, more convenient, a better experience, safer, and cleaner—not 50 or even 25 years from now, but perhaps within a dozen.” They describe the mobility transformation as “mobility’s Second Great Inflection Point” because “it has the potential to be as profound as the one that put horses to pasture and revolutionized industries and societies worldwide.”

THE SUSTAINABLE CITY YEAR PROGRAM CAN PLAY A VITAL ROLE

It is in the above context that LTD and its partners seek to engage the Sustainable City Year Program in a critical strategic conversation. The focal questions facing LTD’s strategic planning effort are threefold:

- ❖ What are the key uncertainties facing LTD and its regional partners over the next 20 to 30 years?
- ❖ What roles can and should LTD play in the emerging mobility landscape?
- ❖ What strategic choices will need to be made by LTD and its partners over the next 3 to 5 years to successfully adapt to the challenges ahead?

The projects described below are all intended to address one or more of these focal questions. In this way, the outcomes of these individual projects will serve collectively as a new foundation for LTD’s strategic planning effort. In addition, several of these projects are intended to help inform LTD’s decision-making and implementation of changes over the next 3 to 5 years.

POTENTIAL PROJECTS

SCENARIO PLANNING & THE CHANGING MOBILITY LANDSCAPE

Background

Scenario planning has been described as a way of rehearsing the future to avoid surprises by breaking through the “illusion of certainty.” According to an experienced participant: “The purpose of the exercise is not to come up with a forecast, because you know it will be wrong. Instead, it’s to draw a circle around multiple possibilities and think about whether you are prepared to face the range of futures that might unfold. It also helps you think about how you might be a catalyst for moving the world a little bit in the direction you want it to go.” (from Garvin, David A., and Lynne Levesque. “A Note on Scenario Planning.” Harvard Business School Background Note 306-003, November 2005. (Revised July 2006.))

Scenarios differ from predictions based on straight-line extrapolations from the past; instead they deal with two worlds, the world of facts and the world of perceptions. They explore facts but they aim at perceptions inside the heads of decision-makers. Their purpose is to gather and transform information of strategic significance into fresh perceptions.

In 2011, LTD staff used a scenario planning process to inform the development of LTD’s first Long-Range Transit Plan and identify a number of uncertainties that could impact the region’s goals for transit (goals related to environment, economy, and social equity), and thus affect LTD’s strategic planning effort. Since that time a great deal of analysis and exploration has advanced related to climate change, transit, and mobility, and technological advances are continuing the change the way we problem solve. LTD would like to engage in a new scenario planning process to help inform LTD and its partners’ adaptive capacity to cope with change, adapt effectively and make strategic choices to successfully navigate the challenges ahead.

Project Lead

Tom Schwetz, Director of Planning & Development – Lane Transit District

Projects & Possible Deliverables

Scenario planning is a multi-step process:

- ❖ Step 1: How should we get started? Using the 2011 process as a reference, develop a scope for a scenario planning process and identify who should be involved.
- ❖ Step 2: Where are we now? – Establish baseline analysis. Identify factors and trends that affect the state, region, community and LTD/its partners.
 - Conduct a literature review of the key forces and trends that influence transportation and explore how these multiple trends interact, and their potential implications to transportation agencies. Key forces can include: government and politics, economics and finance, technology, environment and energy and demographic and societal factors.
- ❖ Step 3: Who are we and where do we want to go? Establish future goals and aspirations based on values of the state, region, community and LTD/its partners.
 - Review planning documents to better understand the guiding principles and future goals.
- ❖ Step 4: What could the future look like? Create baseline and alternative scenarios.

- Using the 2011 scenario planning study as a baseline, develop interview questions and conduct a new community assessment through interviews with interviews with Community Leaders and LTD Directors.
- ❖ Step 5: What impact scenarios have? Assess scenario impacts, influences, and effects. The next step is to explore the key uncertainties by mapping out the impact of the possible futures. Answer the following questions about what you learned through the literature reviews and interview responses of possible futures...
 - How likely are they to occur?
 - How impactful would they be?
- ❖ Step 6: How will we reach of desired future? Identify strategic actions that could be taken -- consider how these actions would impact investment choices and policy implications. What performance measures should be used to assess progress?
 - Review the Long-Range Transit Plan -

DECISION-MAKING FOR THE MULTIMODAL FUTURE

Background

As known and unknown modes enter the marketplace, decisions need to be made about parameters and rules within which these modes should operate (safety, travel impacts), equitable distribution of resources and mobility, and whether investments should be made to accommodate these modes at all. At the present time, cities around the U.S. are currently considering if and how to respond to emerging dockless and electric scooters and bikes. Social media is brimming with different examples of these types of mini mobility vehicles – they are touted as being more flexible than modes that limit a user to the location of docks, they are electric to get you to where you want fast and extend the distance you can go, and they are branded as the next “cool” thing. On the other side of the spectrum, where these modes are being operated, emergency rooms are seeing an increasing incidents of serious head injury from these vehicles, pedestrians/scooter conflicts pose a safety risk on sidewalks, law enforcement is challenged with intoxicated/impaired users, and dockless vehicles are being left in places that create sidewalk /bus stop clutter and impact ADA accessibility.

Project Lead

Development Planning Staff – Lane Transit District
Transportation Planning Staff - City of Eugene

Projects & Possible Deliverables

- ❖ How do communities choose which new advancements help achieve strategic objectives and should be considered for incorporation and which advancements result in a deviation? What are the lessons learned from other communities that are experimenting with new mobility options?
- ❖ Who needs to be at the decision-making table? What are the roles of LTD, cities, and other transportation agencies in deciding if and how new modes are deployed?
- ❖ Mobility innovation is largely being driven by the private sector – these companies often have different goals than public sector agencies. How can communities better work with the private sector

to ensure that their interests and values are protected (safety, equity, efficient use of public funds, etc.)? What does an effective public-private partnership policy look like?

- ❖ New Mobility Pilots – Pilots could be an effective way to test ideas before agreeing to full deployment of a new mode. What are the best management practices for planning for, executing and evaluating a mobility pilot project? How do you design pilot that can be scaled and what are the scalability factors after the pilot? What are the best ways to measure effectiveness of a pilot? How does the community decide if a pilot is appropriate for wider deployment?

STAGES OF CHANGE – STRATEGIES FOR TRANSPORTATION BEHAVIOR CHANGE

Background

Point2point, formerly Commuter Solutions, was started by Lane Transit District in 1995 with regional partner agencies including Lane County, Central Lane Metropolitan Planning Organization (MPO), City of Eugene, City of Springfield, City of Coburg, and the Oregon Department of Transportation (ODOT) in order to help reduce reliance on single-occupancy vehicles (SOVs) and to help lower congestion in the Lane metropolitan area. This program serves as the Lane MPO Regional Transportation Options Program. This effort supports LTD’s mission of providing transportation mobility options and choices for the traveling public. Point2Point works towards these goal by managing a variety of programs including: employer programs, ridesharing/carpooling/vanpooling, outreach and community transportation education, school programs, campaign and challenges, the *SmartTrips* program, congestion mitigation, Lane County services, and conducts research.

Project Lead

Theresa Brand, Point2Point Manager – Lane Transit District
 Point2Point Staff – Lane Transit District
 Transportation Planning Staff - City of Eugene
 I-105 Construction Management Team - ODOT

Projects & Possible Deliverables

- ❖ Point2point, with support from ODOT and regional partners, works on congestion mitigation strategies during construction disruption events and communicates with the general public, employers and schools on alternate options for travel during closures or extended delays. Study congestion mitigation strategies used in other cities for long-term/short-term disruptions. What are the best strategies to alleviate congestion through alternate transportation options? What are the most effective ways to communicate upcoming construction and alternate options? How often? What media(s) work best?
 - Test case: ODOT is planning construction projects on the I-105 ramps and bridge over the Willamette River that will be phased over the next couple of years (construction is anticipated to be complete in 2021). These are critically needed improvements but will impact travel across the river. Plan and test a communication strategy to alert travelers about transportation impacts and transportation alternatives to access their destinations.
- ❖ LTD would like to know where downtown commuters are coming from, the modes they take, and the routes they use to gain a better understanding of the area’s travel shed. Interview 3 or 4 employers of different sizes in the region (e.g. City of Eugene, Lane County, LCOG, software, downtown business association members, federal building employees) to find out what neighborhoods employees are

coming from, the mode(s) they use and the routes they take under normal circumstance and during congestion.

- ❖ Driving downtown can present challenges when parking is not readily available, construction or events create traffic congestion. Some prefer not to drive for altruistic reasons – they want a greener lifestyle. Park & Rides provide options for travelers to use transit to access downtown. Evaluate the use of the existing Park & Rides in LTD’s network – what amenities exist and the Park & Ride, what are the surrounding land uses, how many people use them, what time of day, what days of the week?
 - Planning for new Park & Rides – Review Park & Ride Plans developed by other transit agencies. What steps were taken to develop these plans? What processes/criteria were used to identify where new Park & Rides would be most effective in the future? Based in this learning, where do new Park & Rides make sense within LTD’s network?
- ❖ Short Message Service (SMS) Messaging Pilot – LTD would like to know more about what prompts people to change their behavior related to transportation. This project focuses specifically on SMS campaigns and how they could be used to change behavior around transportation. How do you plan an SMS campaign? What software and tools are used? What messaging is most effective at driving people to an action?
 - Look at examples of effective SMS campaigns – what makes them work?
 - Develop idea of promotions, outreach, and incentives to get travelers to opt into the system.
 - Consider how to segment travelers according to their geographical travel patterns.
 - Plan a campaign that could be deployed and tested for a local event such as the business commute challenge or Oregon Drive Less, for emergency situations like snow and ice, or for high travel events such as Track & Field meets
- ❖ Explore strategies to engage underrepresented communities regarding the Safe Routes to School program, active transportation options and LTD’s new Student Transit Pass Program. What models work well in other communities in assisting with family travel planning? What are the best practice and tools/techniques to reach underrepresented communities? Explore other creative ways to target school travel.
- ❖ Research and propose a loyalty/rewards program - Loyalty and rewards programs can be effective at changing behavior by offering a “carrot” or making participation in a program fun, possibly competitive, community-building. Research other loyalty/rewards programs – private companies/other public agencies -- which programs are successful and why? What does it take to make these program happen? How can they be replicated here? What types of programs appeal most to students, parents, other demographic groups?
 - LTD plans to introduce an account-based electronic fare collection system and the State of Oregon is promoting a rideshare platform called *RideAmigos* – in what ways can these tool be leveraged to increase participation through loyalty/rewards/gamification?
 - Mini Neighborhood Campaign -- test an incentive program in a geographic area. An ideal location would be where disrupters – changes in neighborhoods – are occurring.

- ❖ Smart phones and tablets are often the primary tools to access online content. LTD's Point2Point employer page (<https://www.ltd.org/p2p-for-businesses/>) could be more effective if it were optimized to be more mobile-friendly and scalable to more devices. What would a mobile-friendly interface look like for LTD website content?
- ❖ University of Oregon transportation habits intervention for new students – What tools and strategies are effective to enhance new students' understanding of transportation choice? What are the best ways of communicating to new students? What would motivate students to choose alternatives to driving and what are the current barriers that need to be overcome?
 - Southern Oregon University has developed a program like this – review their program and conduct interviews with their program administrator to understand more about planning and administering a program.
 - Develop a program for incoming freshman students, focusing on student housing locations – on and off campus – to help them become more informed travelers.
- ❖ Transportation Options Program Outreach – LTD would like to explore creative and interactive ways to display materials and enhance engagement. Research the tools and outreach techniques that are most effective around the country to interact with patrons regarding transportation habits.

TRANSPORTATION HUBS OF THE FUTURE – URBAN DESIGN

Background

LTD currently operates a system of fixed-route transit for the region as well as services to provide mobility for people who are unable to use the bus/EmX due to a disability. Users interface with the service at stops, stations and park-and rides. These stops/stations/park-and rides must be designed to allow safe and efficient ingress/egress of transit vehicles and safe and comfortable access for transit users. The existing infrastructure best accommodates users that walk, bike or use a mobility device and to a lesser extent drive (park-and rides). However, other current transportation modes (e.g. bike-share, TNCs) and future modes (e.g. autonomous vehicles, micro-transit), could extend access to frequent (15 minute or better) fixed-route transit beyond the normal walkshed/bikeshed. As demands for mobility change, the need for and design of the future transportation infrastructure may look different.

Project Lead

Facilities Management Staff – Lane Transit District
Transportation Planning & Urban Design Staff - City of Eugene

Projects & Possible Deliverables

- ❖ What are the design considerations for a future that is multimodal? Design mobility hubs at different scales and develop design templates, best practices, prototypes for mobility hubs (i.e. downtown station, outlying station, EmX station, and park and ride lot).
 - What kinds of modes should be accommodated at mobility hubs of different scales/sizes? Examples of what a mobility hub could include: bus stops/stations, bike share, dockless mobility, car sharing, kiss and ride, TNC pickup and drop off.
 - Consider how these hubs interface with roadways, sidewalks, bike facilities, dedicated ROW for transit, other public ROWs (e.g. utilities)
 - What amenities should be considered for these mobility hubs?

- Explore options for public-private partnerships – are there opportunities to integrate commercial/community uses?
- In developing a design, consider materials, energy needs (renewable?), landscaping, and cost.

FINANCIAL SUSTAINABILITY

Background

LTD's ability to sustain itself over the long-term and perpetuate its ability to fulfill its mission of providing the people in our community the independence to achieve their goals, and creating a more vibrant, sustainable and equitable community heavily depends on our short- and long-term financial sustainability.

LTD's primary source of operational funding is a payroll tax. As the name implies, this funding source is sensitive to changes in the economy which can cause increases and reductions in the payroll tax receipts based on changes in employment and wage rates. As a result, changes in the economy can have dramatic effects on service levels. For example, LTD had to implement an 18% reduction in its service in the middle of the last recession.

LTD's existing financial system and modeling currently utilizes the antiquated Tyler Eden ERP system and spreadsheets for all analysis and reporting. Resource constraints have precluded the development of predictive models that take advantage of new and emerging technologies. A huge opportunity exists for efficient, effective and more transparent use of public funds through the creation of dynamic, predictive models, implementation of grant tracking best practices and use of data visualization for reporting and informing the public.

Project Lead

Christina Shew, Finance Manager/Chief Financial Officer – Lane Transit District
Cheryl Munkus, Internal Auditor, Executive Office – Lane Transit District

Projects & Possible Deliverables

Delivery of one or more of the below projects would have a significant impact on LTD's long-term planning, efficient use of public funds and financial sustainability.

- ❖ Develop an effective business model that accurately predicts the future in a dynamic environment with changing assumptions, including, but not limited to changing resources, costs of service delivery and overhead, economic changes, infrastructure investments and technology. The business modeling tool should utilize assumptions, leading indicators, trends, statistics, etc. to accurately provide a 10-year financial picture and aid in decision-making for operations, infrastructure investments, etc.
- ❖ Develop a dynamic model that anticipates payroll tax risks based on economic factors and leading indicators. This model should include statistical, trend and other inputs (e.g. building permits, withholding taxes, etc.) to accurately predict payroll tax receipts and to proactively identify tax remit errors.
- ❖ Develop a new financial information web-based tool that improves public financial information transparency using data visualization and emerging technologies to make financial information more public-friendly. The new tool should increase efficiencies to deliver financial results for reporting.

- ❖ Identify best management practices in grant management through interviews with transit agencies that have a successful grant management programs. Deliver a research paper inclusive of and recommendations for implementing best practices for grant management (Federal, State and local) that increase efficiencies, ensures grant requirements are met, maintains accurate grant status and simplifies grant reporting, inclusive of but not limited to expenditures, in-kind support, etc.

PUBLIC INVOLVEMENT ASSESSMENT

Background

The evolution of media has made it easier for information to be shared. Increasingly, community members are asking for an earlier and more meaningful role in public policy development and decision-making. The desire for a more impactful role has increased expectations for public involvement. Agency staff must balance needs for technical analyses and public involvement within project schedules and regulatory requirements to determine the best use of available resources. Decision-makers must consider the policy implications and the positions of their constituencies. All the while, community members try to assess which public involvement opportunities provide access for the most significant input. Competing needs and inconsistent approaches can frustrate the best efforts and undermine important ongoing relationships with the public. An effective public involvement strategy should foster cooperation among these parties and support each in their distinct roles.

LTD strives to provide opportunity for high-quality interaction that fosters in-depth dialogue with community representatives, stakeholders, and the general public. We seek to engage diverse populations, with special consideration given to communities who may be underrepresented in traditional planning processes. Public involvement strategies should support two-way communication that not only assists LTD planning, but also educates people in the community of services available to them.

The purpose of the public involvement assessment is to provide LTD insight on how to more effectively involve the public at the various stages of planning, policy-making and project development and implementation. It should: evaluate and consider ways to improve current practices; develop recommended guidelines for future public involvement programs and activities; and recommend strategies to ensure coordination and consistency across the agency.

Project Lead

Jennifer Zankowski, Senior Development Planner – Lane Transit District

Public Affairs Staff – Lane Transit District

Transportation Planning, Planning & Development and Public Works Staff, City of Eugene

Projects & Possible Deliverables

- ❖ Review other public involvement need assessment conducted in other communities and design and conduct public involvement assessment surveys/interviews. The purpose is to identify recommendations (both what LTD does well and should continue doing, are where there are opportunities for improvement to enhance the quality, coordination, and consistency of public involvement practices across departments and with agency partners.
 - Engage key staff members who conduct public involvement activities at LTD as well as community stakeholders/agencies who are recognized by their peers as having a high-level of experience in public involvement activities with LTD.

- ❖ Help LTD learn more about their existing and potential riders and how to best reach them -- Characterize LTD's target market and sub-market demographics -- who they are? How do they consume media and access information? How do they prefer to engage in a decision-making process? What are their expectations for on-going communication and participation? The purpose of this analysis is to seek equitable public engagement processes, and to identify best practices for soliciting meaningful feedback from LTD's market demographics.
 - Markets of interest include traditionally underrepresented populations (low-income, minority, non-English speakers, persons with disability, elderly populations), high school students, college students, daily commuters.
- ❖ Selecting the best public involvement strategy for a particular engagement is largely focused on who we are engaging, the level of decision-making authority these stakeholders have in the process, and the outcome that the effort is seeking to achieve. However.... on the LTD side, these choices impact budget, staffing and schedule, and on the stakeholder side these choices impact perceptions of transparency and collaboration. Conduct a cost/benefit analysis of different outreach strategies to help LTD better align public involvement resources with the desired outcomes of an engagement.
- ❖ Using Technology and Multimedia in Our Public Outreach Toolbox – stakeholders increasingly expect to receive information and provide meaning feedback in engaging ways and in a media format that is easy to use, familiar and which can be used at a time that is convenient for their lifestyle. Organizations are exploring technology and multimedia tools and techniques to meet these demands. LTD would like to know what new tools are available to both share information (one-way communication) and gather feedback from and/or dialogue with stakeholders (two-way communication). What are requirements for their use? Are there examples of these tools being successfully used in other communities?
- ❖ Assist LTD in the development of a district-wide outreach framework that guides public engagement strategies, establishes outreach targets, and outlines an evaluation process (see City of Eugene's Public Participation Guidelines). The guidelines should include best practices and innovative approaches to sharing information about planning projects, public engagement opportunities, service changes, etc.

BUS STOPS – LTD's GATEWAY TO THE COMMUNITY

Background

The Introduction of the report *From Sorry to Superb: Everything You Need to Know about Great Bus Stops* (Transit Center, 2018) says it best....

“Bus stops are the front door to American public transit systems: they are where half of transit riders wait for service, they are a visual representation of transit service in every region in the country, and they can and do serve all transit riders. Great bus stops are comfortable places to wait, surrounded by safe and accessible walking conditions – and they are important drivers of bus ridership and customer satisfaction. Great bus stops result from collaboration; careful design and placement; and continuous funding, maintenance, and improvement.”

Jarrett Walker and Associates, on behalf of LTD conducted a pilot pedestrian network analysis (PNA) in 2018-2019 to identify areas where pedestrian infrastructure improvements would most effectively: address the needs of seniors, people with disabilities, the economically disadvantaged, and school children; make existing transit

customers' walking trips safer, more direct, and comfortable; improve pedestrian safety and comfort through design and operations; attract new transit and walking trips; and leverage other public and private investments. The analysis used a site selection methodology to select eight (8) high priority sites within the LTD's metropolitan network (this iteration of the effort excluded rural routes). LTD would like to further the efforts of the PNA by exploring the possible approaches and considerations for creating great bus stops within its network.

Project Lead

Hart Migdal, Development Planner - Lane Transit District
Urban Design and Neighbor Planning Staff - City of Eugene

Projects & Possible Deliverables

- ❖ Engaging the public in the PNA – the efforts of the PNA focused on eight priority areas and the data collection and analysis was conducted by transportation professionals. The report concluded with observations and recommendations for improvements. The next step would be to engage users of these eight high priority areas to help LTD and the City to share the findings, confirm that the findings are consistent with the needs of users, identify to additional needs, and help prioritize improvements. Develop an engagement strategy to achieve this goal.
- ❖ The PNA focused on the highest priorities areas within LTD's metropolitan network. Apply the methodology and lessons-learned from this process and public engagement to expand the pedestrian network analysis to other key areas within LTD's network. The following data was collected mapped and photographed as part of the PNA. Are there other criteria that should be explored?
 - Intersections (number of lanes being crossed, unprotected left-turns, crossing distance, signal crossing time, presence of lighting, presence of shade, presence of curb ramps/angle of ramps, tactile pads on ramps)
 - Sidewalks (posted speed limit, presence of sidewalk, sidewalk condition, sidewalk width, ADA ramps, landscape buffer, bike lane, street lights, presence of shade, on-street parking, number of commercial/residential driveways mid-block)
 - Bus Stops - Level of use (number of stops in area, routes served); Signage (is schedule posted, is map posted); Amenities (seating, covered waiting area, trash can, lighting, shade/trees, paved)
- ❖ *Bus stops are the front door to American public transit systems...* The National Association of City Transportation Officials (NACTO) principles for great bus stops tell us to treat bus stops as gateways to our system and remind us that universal design is equitable design. What do these guiding principles mean for the design of bus stops? LTD deploys a spectrum of bus stop types (from a pole with route number to stops with shelters and seating – these decisions currently get made based on needs (ridership/frequency of service), available public right-of-way, maintenance requirements, and available resources. Explore the design elements make a bus stop a gateway, and consider how these elements can be universally applied to different bus stop typologies.
- ❖ *Great bus stops are comfortable places to wait....* What factors make a bus stop comfortable?
 - A rider's perception of safety? Stop amenities, such as shelters, lighting, and seating? Signage/information such as when the bus will arrive, or how to use the route? Design and conduct an intercept survey to learn more about riders' perceptions of safety and comfort.

- How does high ridership (lots of people at a stop) and/or transit frequency (how often a bus comes) factor in? Are there high priority locations within the LTD system that could benefit from a greater emphasis on bus stop comfort?
- What does comfort mean for people with disabilities, older people, and children? What does comfort mean for a daily commuter versus an occasional user?
- ❖ *Great bus stops result from collaboration...* Explore the partnership opportunities to improving and maintaining bus stops/access points to bus stops. What roles could other agencies play? Community and/or business associations? The private sector? How can LTD collaborate with other transportation providers (e.g. bike share, TNCs, micro transit) to encourage and complement transit use? What types of collaborations are successful in other communities?
- ❖ *Great bus stops result from continuous funding, maintenance, and improvement...* Explore strategies and partnership opportunities to ensure resources are available to improve and maintain bus stops. What are the potential cost-sharing models? Labor-sharing models? What are the possible models for on-going funding? Is there a role for advertising? What are the pros/cons as experienced in other communities?
- ❖ *Great bus stops are important drivers of bus ridership and customer satisfaction...* Explore what LTD riders think about the existing bus stops? What are the factors that contribute to these opinions? Develop a questionnaire and conduct surveys to help LTD better understand the ridership perspective on these relationships. What are the key takeaways? What are the difference between those that use stops with signed poles only versus stops with shelters and seating?

BIKE SHARE – MAKING CONNECTIONS

Background

In 2014, LTD and the City of Eugene collaborated on a study to evaluate the feasibility of bike share in Eugene to complement the University of Oregon's plans to launch a four-station bike share system on campus. Since that time, the PeaceHealth Rides program has launched and is experiencing both benefits and challenges. Some of the major benefits that bike share offers the community include:

- ❖ Providing an additional transportation option that, in combination with other transportation options, presents an opportunity to reduce dependence of automobile transportation;
- ❖ Enhancing existing transit services by providing a first-mile/last-mile option and an opportunity to relieve already over capacity transit services;
- ❖ Introducing new riders to the benefits of bicycling and spurring further investment in bicycling facilities; and
- ❖ Building on the community's reputation as a forward-thinking, bicycle-friendly community and using bike share as an amenity for potential employers, residents and visitors.

Some of the major challenges include:

- ❖ Ensuring that sufficient funding is available to support capital, expansion, and on-going operations as most bike-share systems are not economically self-sustaining from membership and usage fees alone;
- ❖ Understanding local policies that may limit the placement of stations.

Project Lead

Andrew Martin, Development Planner – Lane Transit District

Lindsey Hayward, Manager - PeaceHealth Rides

Reed Dunbar, Bicycle Coordinator - City of Eugene

Projects & Possible Deliverables

- ❖ How is bike-sharing being used now?
 - ** If U of O has access to PeaceHealth Rides GPS data ** analyze how the bike-share program is currently being used, what routes do they use, where people are going from/to, and are they using bike-share to get to transit?
 - ** If U of O does not have access to PeaceHealth Rides GPS data ** Conduct user intercept surveys to learn more about how the bicycles are used are where riders go. What are the factors that would make bike-share an attractive option for first-mile/last-mile travel? Dockless modes? Station placement? Cost? What are the characteristics/lessons-learned from other cities where bike-share is actively used to provide first-mile/last-mile travel?
- ❖ Expansion of bike-share services – What locations in the metro area make the most sense for bike share expansion? What are the characteristics (land use, number of and ratio of jobs/households, time of day of high activity, presence of bike lanes/trails, etc.) for an ideal bike-share station? Which LTD stops/EmX stations would make sense for co-location with bike share?
- ❖ There are communities within LTD’s service area that have infrequent or limited fixed-route transit service (e.g. Bethel neighborhood, Springfield, communities on the edge of Eugene’s urban growth boundary, small cities such as Cottage Grove, etc.). Based on the experience of other communities, what factors would make bike-share a viable alternative to enhance mobility in these communities?

SMALL CITY MOBILITY

Background

LTD fixed-route services are most “useful” in areas with characteristics that facilitate high ridership (land use density, closer proximity of destinations, linear routes, etc.) but are less effective in providing mobility for the outlying small cities in LTD’s service area. LTD currently provides some level of service to connect outlying communities to jobs and services in the Eugene-Springfield metropolitan area. In comparison to urban routes, outlying routes travel longer distances, are less frequent and carry less ridership and are therefore more expensive to operate (LTD’s rural routes account for 8% of overall service costs, but only 3% of overall ridership). These characteristics mean that it is less practical to increase frequency of fixed-route service to outlying cities – this service can only effectively address a portion of the mobility demand. Yet, mobility needs are increasing in these communities as people are choosing outlying communities for reasons such as the

desire for more affordable housing options and desire for a less urban lifestyle. These characteristics mean other mobility alternatives are needed to fill in the gaps.

Project Lead

Jeremy Card, Transit Service Planner – Lane Transit District

Maddie Phillips, Planner – City of Creswell

Ruth Linoz, Executive Director - South Lane Wheels, Inc.

Planning Staff - Lane Council of Governments

Projects & Possible Deliverables

- ❖ Conduct a literature review and analyze Census database resources to define the overarching types of mobility needs that small town communities have. Connections to the metropolitan area? Connections within the community? Connections to nearby destinations?
- ❖ Use the literature review to design and conduct a survey of small city residents – Where are people going on a regular basis (commute/day-to-day business) and on occasion? How they get to these locations now? What role could transit, bike-share, other modes take in providing mobility for these trips?
- ❖ Look at different business models for different modes (fixed-route; deviated fixed-route; bike-share; connector to other small communities (e.g. Creswell to Cottage Grove)? Who organization is best suited to manage rural mobility? Balance what the market is looking for with the realities of transportation operations? What are other small communities doing to provide mobility?
- ❖ If we move towards mobility-on-demand type services, how do we provide services for non-technology/smart phone users?
- ❖ What types of service models could provide mobility, access to amenities, and be economically viable?
 - What are the infrastructure needs for different modes?
 - What are the operating and maintenance considerations?
 - What are the policy implications for allowing other modes to operate?
 - Conduct a cost-benefit analysis of possible mobility solutions.

BIG EVENT TRANSPORTATION PLANNING

Background

In August 2021, Eugene will be the host of the International Association of Athletics Federation (IAFF) World Championships *Oregon21* – this international track and field competition will be world’s largest sporting event in 2021. Eugene has a long history of hosting world-class track and field events and is fondly known as *TrackTown USA*, which makes the community the perfect place to host the World Championships for the first time in the United States.

Oregon21 will be held August 6, through 15, 2021 and will attract approximately 2,000 athletes and 3,000 members of the media from 214 countries. In total, the event is expected to attract approximately 55,000 spectators and visitors; many of which will be coming from outside of Oregon. While most of the sporting activities will be focused at Hayward Field at the University of Oregon, IAAF staff, athletes and team officials,

members of the media and spectators will be lodging, shopping, dining, and recreating throughout the community, and the larger region.

Project Lead

Jennifer Zankowski, Senior Development Planner – Lane Transit District

Transit Service Planning Team – Lane Transit District

Transportation Planning, Urban Design Team – City of Eugene

Projects & Possible Deliverables

- ❖ The large but temporary influx of people to the Eugene area will require creative approaches to plan for mobility needs and develop communication strategies to inform residents and visitors about how to get around during the event.
 - Explore how other communities develop mobility plans for large events? What mobility strategies work best? What modes do event goers find most useful? What are the safety and management considerations (e.g. helmets for scooter use, need for additional bike parking, etc.)? Which approaches make most sense for *Oregon21*?
 - Explore creative and effective ways to get the word out about mobility changes (e.g. temporary road closures, designated pedestrian-only zones, etc.) and mobility options during the event. These communication strategies should consider all parties that would be impacted – local residents, delivery services, pass-through travelers, as well as visitors. These strategies should also consider that not all visitors speak English so infographics, colors, symbols may be important.

- ❖ As the event is temporary, *Oregon21* also presents an opportunity to “test” transportation and planning strategies. Other cities have used special events to test strategies on public right-of-way that would normally be much more difficult to try – ideas such as pedestrian-only promenades, dedicated lanes for AV shuttles/transit/mobility on demand, dedicated bike tracks, pop-up parks, etc. are just some concepts that have been tested. What are the considerations for implementing a short-term pilot? What have other cities learned that could inform strategies for this community?

FLEET REPLACEMENT & CLIMATE ACTION PLANNING

Background

LTD seeks to reduce its greenhouse gas emissions in accordance with state and local goals. In 2007, the State of Oregon set ambitious greenhouse gas reduction goals seeking to achieve greenhouse gas levels that are 10 percent below 1990 levels by 2020, and to achieve greenhouse gas levels that are at least 75 percent below 1990 levels by 2050. Similarly, in 2014 the Eugene City Council took national leadership on climate action by adopting the Climate Recovery Ordinance, updated in 2016, to include some of the strongest greenhouse gas emission reduction goals in the nation. Under the Climate Recovery Ordinance, the City of Eugene has four goals – two focused on the community as a whole and two focused on city government operations.

Community Goals seek to reduce community fossil fuel use by 50 percent of 2010 levels by 2030 and to reduce total community greenhouse gas emissions to an amount that is no more than the city of Eugene's average share of a global atmospheric greenhouse gas level of 350 parts per million (ppm), which was estimated in 2016 to require an annual average emission reduction level of 7.6 percent.

City Operation Goals seek to make all City of Eugene owned facilities and operations carbon neutral by 2020, meaning no net release of greenhouse gas emissions and to reduce the City of Eugene's use of fossil fuels by 50 percent compared to 2010 usage.

LTD has conducted a greenhouse gas inventory of its operations in 2019 and understands that its owned vehicles make up its largest source of emissions. LTD also understands that its service is a greenhouse gas reduction strategy for the entire community. And, LTD seeks to understand best practices in development of a transit-focused climate action plan.

Project Lead

Kelly Hoell, Senior Development Planner – Lane Transit District

Kelly Clarke, Senior Transportation Planner – LCOG/MPO

Office of Sustainability - City of Eugene

Projects & Possible Deliverables

- ❖ Development of a Long-term Fleet Replacement Plan - LTD seeks to understand what vehicles it should look to invest in to be able to continue to offer the same or better levels of service while also seeking to reduce lifecycle vehicle costs including fuel and maintenance costs, and reduce environmental impacts such as local air pollution and greenhouse gas emissions.
 - What studies or plans have other transit agencies developed to identify near- and long-term fleet investments?
 - What is the state of the market for various bus technologies and low-carbon fuels? (i.e. battery-electric buses, hydrogen fuel cell buses, compressed natural gas buses, liquefied natural gas buses, biodiesel, renewable diesel, etc.)
 - What kinds of state legislation could help LTD to make lower-emission vehicles less expensive or easier to deploy?

- ❖ Development of a Climate Action Plan for LTD - LTD seeks to understand what approaches other transit agencies have developed in planning to reduce greenhouse gas emissions over time from all areas of transit operations.
 - What levels of GHG reductions have other transit agencies been able to achieve with their plans?
 - What guidance documents for climate action planning exist from resource agencies (example: APTA, The Climate Registry, FTA, etc.)
 - What approaches to climate action planning have other transit agencies or local government agencies taken?

SCYP LETTERS OF SUPPORT

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3/11/2019

Megan Banks
Sustainable City Year Program
Sustainable Cities Initiative
204 Pacific Hall
University of Oregon
Eugene, OR 97403-6206

Dear Ms. Banks:

The City of Eugene supports the 2019-20 Sustainable City Year Program proposal being submitted by Lane Transit District (LTD). In its proposed Sustainable City Year Program, LTD describes several projects that are of considerable interest to the City of Eugene including the Public Involvement Assessment, Pedestrian Network Analysis Next Steps, Bike Share, Transportation Hubs of the Future, Big Event Transportation Planning, Decision Making for the Multimodal Future and Strategies for Transportation Behavior Change. These projects and others will help the city to implement our long range plans including Envision Eugene and the Eugene 2035 Transportation System Plan and reach goals related to active transportation and reducing greenhouse gas emissions from transportation.

Beyond these projects, any other projects that will help LTD to more effectively serve our regional community are a benefit to the City of Eugene and our local residents.

On behalf of the City of Eugene we give our support to this application and look forward to working with LTD and the University of Oregon to make it a successful Sustainable City Year Program.

Sincerely,

A handwritten signature in black ink that reads "Terri Harding".

Terri Harding
Principal Planner/Metro & Community Planning
Planning and Development Department

A handwritten signature in black ink that reads "Rob Inerfeld".

Rob Inerfeld
Transportation Planning Manager
Public Works Engineering

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