

TECHNICAL MEMORANDUM #2: VISION, GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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Draft TM#2 - Vision, Goals, Objectives, and Performance Measures

RE: Link Lane Transit Development Plan

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Introduction

This memorandum inventories goals, objectives, and performance measures policy framework in related plans, and proposes goals, objectives, and performance measures for Link Lane Transit. The draft goals and objectives recommended for the future of transit service in Link Lane Transit will help guide the selection of appropriate Transit Development Plan (TDP) strategies intended to enhance transit service, facilities, and amenities. The proposed performance measures will both serve to evaluate strategies as part of the TDP process and to provide ongoing performance monitoring of the transit system.

Related Document Summary

As shown in Table 1, several state, regional, and local plans were surveyed as context for applicable goals and objectives. A summary of this survey is provided in Appendix A. Several key themes, goal, and objective areas that emerged from this review with almost all plans are equity, connectivity, and environment. City Transportation System Plans generally focus less on customer service and mobility, instead they are looking at the public transit

system in terms of connectivity to other modes and a way to provide travel choices and access for all. The Oregon Public Transportation Plan, Regional Transportation Plan, and Lane County TSP have multi-modal goals and objectives, ranging from equity to environment to improved customer service.

Table 1. Key Themes and Goals of Existing Plans

Goal Area	Equity	Connectivity	Environment	Health and Safety	Economy	Customer Service	Mobility
Oregon Public Transportation Plan (OPTP) and related ODOT Plans	X	X	X	X	X	X	X
Central Lane MPO 2045 Regional Transportation Plan (RTP)	X	X	X	X	X	X	X
Lane County Transportation System Plan (TSP)	X	X	X	X			
Eugene 2035 TSP	X	X	X	X	X	X	
Springfield TSP	X	X	X				X
Florence TSP		X	X		X		
Cottage Grove TSP	X	X	X		X		
Coburg TSP		X				X	
Creswell TSP	X	X	X	X	X		
Junction City TSP		X					
Oakridge TSP	X	X	X	X			
Veneta TSP				X	X		X
Cottage Grove Area Transportation Development Plan (TDP)	X	X	X	X	X		
Lane Coordinated Public Transit-Human Services Transportation Plan	X					X	X
Confederated Tribes Coordinated Tribal Transit Plan	X						X
Eugene-Florence Feasibility Study		X					
LTD Long Range Transit Plan	X	X		X	X		X

Proposed Vision

A draft vision for the TDP is as follows:

Provide guidance for an equitable, safe, convenient, and connected transit network throughout Lane County that will support the health and well-being of individuals, communities, the economy, and the environment.

The foundation for the draft vision for the TDP is rooted in key themes and goals from local, regional, and state transportation plans.

Proposed Goals and Objectives

Proposed TDP goals and objectives language in this section draws from the documents reviewed in the previous section. In particular, the Central Lane MPO 2045 Regional Transportation Plan and the Oregon Public Transportation Plan help shape the proposed goals, objectives and performance measures, given their focus on mobility, equity, and customer experience. The TDP defines goals and objectives as:

- Goals are guiding statements that set priorities for TDP implementation by describing the desired result. Goals establish the overall policy direction and organizational philosophy. They are typically value statements.
- Objectives offer a means to meeting a goal. They are typically action-oriented strategy statements and should be understandable, specific, attainable, and measurable. Objectives can be met through a variety of actions. Icons indicate which goals the objectives primarily benefit.

The draft goals and objectives are shown graphically below, and in table format in Appendix B.

Draft Goals

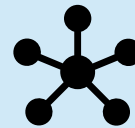
Goal 1: Prioritize Equity, Health, and Safety

Provide services that are safe, convenient, and accessible for all riders.



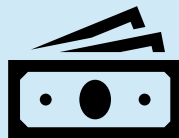
Goal 2: Increase Mobility and Connectivity

Improve access and connections within and between communities in the county as well as key destinations outside the county.



Goal 3: Promote Funding Stability

Seek secure funding and pursue innovative solutions to reduce costs of providing service and be able to expand services as-needed.



Goal 4: Foster Environmental Sustainability

Contribute to a healthy climate by encouraging more trips to be made via public transportation and moving more people with low-emission vehicles, reducing greenhouse gases and other pollutants.




Goal 5: Improve Coordination and Communication


Collaborate with public and private organizations and the community at-large to enhance the awareness and use of public transportation services.





Draft Objectives


- Objective A - Eliminate barriers that people of color, low-income people, youth, older adults, people with disabilities and other disadvantaged populations face meeting their travel needs.



- Objective B - Improve public health by providing safe, comfortable, and convenient transit options that support active living and physical activity for all ages and abilities to meet daily needs and access services.



- Objective C – Support equity criteria integration into funding decisions and incorporate relevant state, regional, and local Americans with Disabilities Act (ADA) implementation plans and policies in funding decisions to ensure ADA compliance.



- Objective D – Increase travel options along key corridors and connect to employment, education, and services.



- Objective E - Identify gaps in public and private transportation access to health and social services.



- Objective F - Address gaps in access to health and social services by forming collaborative partnerships between public transportation, health, and social service organizations such as health departments, non-profits, coordinated care organizations, and veterans agencies.



- Objective G - Support regional travel and tourism by providing intercommunity transit access, that provides visitors and tourists with travel options to access regional destinations. Collaborate with tourism agencies to identify places in and connected to Lane County where public transportation can better serve tourist destinations. Seek creative partnerships to provide such service.



- Objective H - Evaluate the economic benefits that public transportation investments can provide to Lane County in order to understand impacts and demonstrate value to elected officials and the public.

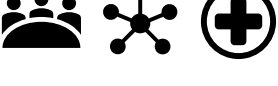

- Objective I – Develop a sustainable funding structure to provide reliable transportation services over the long term.



- Objective J – Increase the percentage of trips made using active and low carbon transportation modes while reducing vehicle miles traveled within our region.


- Objective K - Support state efforts to lower carbon emissions by using more fuel-efficient vehicles and alternative fuel vehicles.


- Objective L – Leverage technological advances, fare payment options and trip planning tools to increase efficiency of travel across all modes for all travelers, but particularly for vulnerable populations.


- Objective M - Increase access to outreach, education, incentives, and other tools that increase use of transit. Identify resources to support communication and marketing strategies to share transit system information with community members and attract and retain riders.


- Objective N - Identify infrastructure barriers that inhibit rider access to Link Lane services. Coordinate with municipalities to address barriers.



- Objective O – Provide Link Lane services in a way that improves connectivity and reduces fragmentation between all modes, including between Link Lane and other transit providers.



Proposed Performance Measures

The draft performance measures (in Table 2 below) provide the framework within which transit needs throughout the County will be evaluated and ongoing system performance will be monitored. The table identifies whether each measure would be used to evaluate service opportunities or for monitoring and benchmarking service to track performance over time. The measures are generally categorized according to the goals identified above.

The measures will be used to:

- assess potential costs and tradeoffs,
- categorize and prioritize service opportunities, and
- establish long-term performance management.

Some measures may affect project timelines. For example, service alternatives that require additional buses (thus incurring capital costs) may be cost-prohibitive to implement in the short term, while service alternatives that do not require additional buses could be implemented with no capital costs.

Table 2. Performance Measures

Performance Measure	Evaluation of Service Opportunities	Ongoing Monitoring	Notes
Equity, Health, and Safety			
Population Served	X	X	Measure: General population (number of people) within ¼ mile of transit stops and/or services. Purpose: Compares the general population within ¼ mile of transit stops and/or services across service alternatives and scenarios.
Employment Served	X	X	Measure: Percentage and/or number of jobs within ¼ mile of transit stops and/or services. Purpose: Compares the percentage and/or number of jobs within ¼ mile of transit stops and/or services across service alternatives and scenarios.
Service to Transit Reliant Populations	X	X	Measure: Percentage of transit reliant populations, such as low-income households and people with disabilities, within ¼ mile of transit stops and/or services. Purpose: Compares the percentage of transit reliant populations, such as low-income households and people with disabilities, within ¼ mile of transit stops and/or services across service alternatives and scenarios.
Mobility and Connectivity			
Service Span & Frequency	X	X	Measure: Service span provided, including early morning/late evening service hours and weekend service. Purpose: Compares the service span provided across service alternatives and scenarios.

Performance Measure	Evaluation of Service Opportunities	Ongoing Monitoring	Notes
Ridership	X	X	Measure: Annual rides by service type and route provided by Link Lane and rural transit providers. Purpose: Understand the use of various services.
Promote Funding Sustainability			
Administrative Needs	X		Measure: Qualitative evaluation of oversight and administration needs. Purpose: Helps Link Lane and other providers identify staffing needs.
Capital Needs	X		Measure: Capital needs for new or enhanced service. Purpose: Compares capital needs for new or enhanced service across service alternatives and scenarios.
Annual Operating Costs	X	X	Measure: Annual operating costs for new or enhanced service and costs for services provided by Link Lane. Purpose: Compares annual operating costs for new or enhanced service across service alternatives and scenarios. Tracks costs for services provided by Link Lane.
Potential Revenues and/or Funding Opportunities	X		Measure: Types of grants available to fund the service alternatives. Purpose: Identifies potential funding sources.
Foster Environmental Sustainability			
Low- or No-Emission Fleet		X	Measure: Percent of transit services that use vehicles that run on low- or no-emission energy sources. Purpose: Measures percent of transit agency fleet that uses vehicles that run on low- or no-emission energy sources.
Coordination and Communication			
System Ease of Use		X	Measure: Travel improvements between communities and transit, such as fare integration, technology improvements, and timed transfers. Purpose: Tracks improvements that make traveling between communities and transit providers easier.

Next Steps

This memorandum was reviewed with the Project Management Team (PMT) and Project Advisory Committee (PAC), and will be used to inform the TDP by serving as the basis for evaluating needed service enhancements and priority services. Ultimately, it will establish the basis for decision-making and recommended future service enhancements.

Appendix A. Detailed Plan Review

The first paragraph of each of the following plans describes the plan's adoption and purpose, while following paragraphs summarize aspects of the plans related to vision, goals, objectives, and performance measures. Not all plans establish these, key words are **bolded** for easier navigation.

State

This section presents an overview of state plans and identifies aspects of each plan relevant to transit planning in Lane County. The overview focuses on the policy-level guidance that the plans provide (e.g., goals, objectives, and policies) and the strategies or practices that they recommend.

Oregon Public Transportation Plan (2018)

The goals, policies, and strategies of the Oregon Public Transportation Plan (OPTP), a modal plan of the Oregon Transportation Plan, provide guidance to ODOT and public transportation agencies regarding the development of public transportation systems.

As articulated in the OPTP, the State's **vision** for public transportation is to provide a comprehensive, interconnected, safe, and reliable system with stable funding, which provides access and mobility between Oregon communities and encourages people to ride. It documents the State's interest in having a system that: provides appropriate service in each area of the state including urban, suburban, rural, and remote areas; allows people who do not drive to meet daily needs; and plays a vital role in improving livability and economic prosperity.

The OPTP **goals and policies** are extensive, organized around ideas of mobility; accessibility; community livability and vitality; equity; safety; health; sustainability; strategic investment; and coordination and collaboration.

Key themes in OPTP **policies** include: reliable and accessible transit service and transit information; enhanced coordination with other transit and transportation services; healthy options (active transportation modes) to accessing transit, access to health-supporting destinations, and reduction of pollution; and greater coordination and collaboration with other public agencies (e.g., for land use planning and permitting) and new partners who can help broaden and innovate transit's effectiveness.

Of particular relevance to transit planning is OPTP's call to address the "last mile" (how travelers get to and from a transit station or stop from their origin or destination) and sidewalks and curb ramps that are accessible and comply with the Americans with Disabilities Act (ADA).

Oregon Transportation Options Plan (2015)

The Oregon Transportation Options Plan (OTOP), an OTP topic plan, establishes policies, strategies, and programs that promote efficient use of existing transportation system investments, thereby reducing reliance on the single-occupancy vehicle and facilitating use of walking, biking, transit, and rideshare.

The OTOP establishes a statewide **vision** for transportation options (TO) in Oregon to provide travelers of all ages and abilities with options to access goods, services, and opportunities across the state. TO strategies and programs generally do not address capital infrastructure investments, but rather provide information and resources to allow people to access a full range of TO including walking, biking, and rolling, taking transit, driving, ridesharing, and telecommuting.

OTOP **policies** are organized by goals addressing safety, funding, accessibility, system efficiency, economy, health and environment, land use and transportation, equity, coordination, and information. Its policies are broadly supportive of transit.

The following **policies** are particularly relevant to Link Lane transit planning: prioritization of multimodal connections to transit, particularly pedestrian and bicycle infrastructure; exploring incentives to increase transit use; identifying potential “mobility hub”¹ opportunities; establishing park-and-rides; investing in transit infrastructure as cost-effective transportation infrastructure; directly engaging transportation-disadvantaged communities in order to assess their needs; and maximizing transit services for those most in need by partnering with human service providers.

Oregon Transportation Safety Action Plan

The Oregon Transportation Safety Action Plan (TSAP) is a multi-purpose plan implemented by multiple agencies that includes both a 20-year policy plan and a 5-year, federally compliant, Strategic Highway Safety Plan. It outlines the vision, goals, policies, and long-term strategies, as well as actions to achieve near-term opportunities for enhancing transportation safety in Oregon.

The TSAP **envisions** no deaths or life-changing injuries on Oregon’s transportation system by 2035. Its long-term goals, policies, and strategies are focused on changing safety culture and proactively planning, designing, operating, and maintaining a transportation system that eliminates fatalities and serious injuries.

TSAP **policies and strategies** address transit specifically in the following ways: work with transit service providers, ODOT, and researchers to evaluate infrastructure measures to improve safety for transit users; enhance the perception of transit use safety by identifying and implementing facility design, lighting, and related improvements; maximize the use of technology to improve safety; and prioritize transit corridors for safe transportation facilities and road crossings. The 2021 update also includes policies related to providing local entities with resources to offer programs and education based on local needs and issues, considering issues of equity.

Mobility as a Service White Paper (Trillium for ODOT, 2020)

The Mobility as a Service (MaaS) report offers insights into how MaaS will influence Oregon’s transportation system, and the authors – Trillium Solutions – provide preliminary MaaS recommendations for ODOT to consider. The primary purpose of the report is to inform future updates to the OTP and the OHP.

The report defines MaaS as “[a]n open marketplace that maximizes personal mobility in a way that reduces one’s need to rely on a privately-owned vehicle. Successful MaaS implementation integrates the suite of available transportation options into a single platform that enables on-demand trip planning, real-time information, and payment for seamless end-to-end journeys.”

The MaaS report identifies potential funding sources for MaaS strategies or programs – the Statewide Transportation Improvement Fund (STIF) and the Statewide Transit Network Program (STN). ODOT’s Public Transportation Division has access to discretionary funds from the STIF and STN programs to support technological innovations for Oregon’s statewide public transit network. These funds may be awarded to transit providers throughout the state, which would help advance local, regional, or statewide goals or projects related to MaaS.

The report explores several transit-related services that are supported by MaaS tools and strategies, such as First and Last Mile projects, trip planning software/apps, transit data analysis tools, and payment platforms.

The report recommends several roles and recommendations for ODOT to support transit providers and transportation organizations through the adoption and utilization of MaaS. The recommendations are categorized

¹ Mobility hubs are “places that provide connections between different types of transportation options, often including transit, micromobility, and on-demand services. Mobility hubs may be co-located with transit centers, secondary transit hubs, or places where routes intersect to facilitate easy transfers. Additional mobility options presented at these hubs expand access to transit, and hubs typically include physical and digital information that makes access to these services seamless and easy-to-navigate.” (Cascades East Transit, *2040 Transit Master Plan*)

under four major roles: ODOT as a partner and convener; ODOT as a policymaker; ODOT as an investor; and ODOT as a technical resource and data steward.

Local

Like the previous section, this section provides an overview of local plans and identifies aspects of each plan relevant to transit planning in Lane County, focusing on policy-level guidance that the plans provide and the strategies or practices that they recommend. While relevant guidance from these plans, as well as federal and state plans, have been used to develop the draft TDP goals and policies in the next section, elements of the Central Lane MPO Regional Transportation Plan and the Lane County Transportation System Plan are of particular importance in shaping the draft goals and policies.

Central Lane MPO 2045 Regional Transportation Plan (RTP)

The 2045 Regional Transportation Plan (RTP) for the Central Lane Metropolitan Planning Organization is the Eugene-Springfield urban area's long-range transportation planning document. It represents a coordinated planning process between local jurisdictions and the region's transportation agency and presents the region's goals for a safe, accessible, and efficient multimodal transportation system that will accommodate forecasted growth through a 2045 horizon year. The RTP supports policy direction and priorities identified in local planning documents to guide the project, programs, plans, and management strategies for the regional transportation system through 2045.

The RTP established a set of **goals, objectives, and performance measures** to track the region's progress as a framework to work towards achieving the RTP goals. The eight goals involved transportation choices; safety, security, and resiliency; healthy people and environment; equity; economic vitality; reliability and efficiency; system asset preservation.

RTP **objectives** address transit specifically in the following ways:

- Increase the percentage of trips made using active and low carbon transportation modes while reducing vehicle miles traveled within our region.
- Increase the number of households and areas of employment with access to current and planned frequent transit service, bicycle network, and walk network.
- Increase travel options that serve popular destinations.
- Improve public health by providing safe, comfortable, and convenient transportation options that support active living and physical activity for all ages and abilities to meet daily needs and access services.
- Develop a multimodal transportation system that allows all to access employment, education, and services.
- Support regional travel and tourism with a multimodal transportation system, including passenger rail and intercommunity transit access, that provides visitors and tourists with travel options to access regional destinations.
- Support state efforts to transition Oregon to cleaner, low carbon fuels and increase the adoption of more fuel-efficient vehicles and alternative fuel vehicles, including electric and hydrogen vehicles.
- Eliminate barriers that people of color, low-income people, youth, older adults, people with disabilities and other historically excluded communities face meeting their travel needs.
- Strive to reduce vehicle-related greenhouse gas emissions and congestion through more sustainable street, bike, pedestrian, transit, and rail network design, location, and management.
- Support transportation investments that address the transportation needs of historically excluded communities and provide increased mobility options and access.

- Leverage technological advances, including intelligent transportation systems solutions, to increase efficiency of travel across all modes for all travelers, but particularly for vulnerable populations.
- Increase access to outreach, education, incentives, and other tools that increase shared trips and use of travel options.
- Increase the transportation options to regional job centers.
- Build an integrated and connected system of regional arterial roadways, freight routes and intermodal facilities, transit, bicycling and walking facilities.
- Develop new revenue sources to address current transportation system preservation, maintenance, and operational needs and prepare for future investments to meet increased travel demand.

RTP **performance measures** address transit specifically via the measures of mode share, access to jobs, access to services, access to transit, and access to high-capacity transit.

Lane County Transportation System Plan (TSP)

The Transportation System Plan (TSP), adopted in 2017, is the transportation policy element of the Lane County Rural Comprehensive Plan that provides a coordinated guide for changes to Lane County's transportation infrastructure and operations over a 20-year period. Transportation Planning considers a diversity of transportation needs while integrating economic, social, and public health aspirations. In addition to providing guidance on how to build, operate, and maintain Lane County's major roadway network, the TSP addresses complementary elements of the larger transportation system such as transit, multi-use trails, state highways and freight railroads.

The Lane County TSP has five **goals** related to guiding principles (safety, economic vitality, natural environment, equity, and accessibility), three goals related to system design (mobility, active transportation, and public health), and four goals related to implementation (coordination, funding, maintenance, and preservation).

TSP 'Guiding Principles' **policies** address transit specifically in the following ways:

- Realize the economic benefits that walking, biking, public transportation, and other active transportation investments can provide to Lane County.
- Support strategies in the Oregon Sustainable Transportation Initiative (OSTI) to encourage the reduction of greenhouse gases (GHG) such as building infrastructure that facilitates and supports bicycling or walking, supporting increased public transportation services, deploying intelligent transportation systems, and planning for efficient freight traffic movement.
- Consider transportation improvement projects that accommodate all transportation users by including shoulders, sidewalks, bike lanes, and bus stop turnouts, consistent with adopted road design standards.
- Provide a multi-modal transportation system that is accessible to all users, improves access to basic needs (e.g., education, employment, food, housing, and medical care) and complies with the American with Disabilities Act (ADA).
- Encourage the provision of transportation services to the meet the needs of the transportation disadvantaged such as such as low-income persons, children, older persons, alter-abled persons, racial and ethnic minorities, and those with limited English proficiency.

TSP 'System Design' **policies** address transit specifically in the following ways:

- Encourage safe and convenient pedestrian and bicycle connections between residential uses and adjacent activity centers, including transit facilities and commercial, employment, civic/ institutional, and recreation uses.

TSP ‘Implementation’ **policies** address transit specifically in the following ways:

- Strive to distribute funding so that it is proportionally balanced between the various needs of the community including modal and geographic considerations.
- Seek funding sources, such as the following: (i) Facilitate the formation of Local Improvement (special assessment) Districts to address transportation improvement needs on sub-standard transportation facilities. (ii) Consider additional sources and strategies, such as a local option gas tax or vehicle registration fee, to ensure necessary funding is available to meet County transportation needs. (iii) Work with local, regional, and state agencies and elected officials to leverage and increase state funding for transportation improvement projects in Lane County. (iv) Evaluate existing transportation related funding agreements with incorporated cities, and make necessary amendments to allocate an appropriate share of system development charges (SDCs) to the County.

Eugene 2035 Transportation System Plan (TSP)

The Eugene 2035 Transportation System Plan, adopted in 2017, establishes a system of transportation facilities and services that will serve the needs of Eugene residents over the next 20 years. The 2035 TSP is the transportation element of Eugene’s comprehensive land use plan. The 2035 TSP’s planned transportation infrastructure, goals, and policies support an economically vital, healthy, and equitable community.

TSP **goals** include:

- Create an integrated transportation system that is safe and efficient; supports City land use and economic development goals; reduces reliance on single-occupancy automobiles; and enhances community livability.
- Advance regional sustainability by providing a transportation system that improves economic vitality, environmental health, social equity, and overall well-being.
- Strengthen community resilience to changes in climate, increases in fossil fuel prices, and economic fluctuations by making the transportation networks diverse, adaptable, and not reliant on any single mode.
- Address the transportation needs and safety of all travelers, including people of all ages, abilities, races, ethnicities, and incomes. Through transportation investments, respond to the needs of system users, be context sensitive, and distribute the benefits and impacts of transportation decisions fairly throughout the City.
- By the year 2035 triple the percentage of trips made on foot, by bicycle, and by transit from 2014 levels.

TSP System-Wide **policies** address transit specifically in the following ways: Promote connections between modes of transportation to make each mode more efficient, such as by connecting bicycle routes and bus, train, and airport services to each other; and connections to transportation facilities extending outside the City’s planning area.

Springfield Transportation System Plan (TSP)

The Springfield 2035 TSP, revised in 2020, meets state requirements for a transportation system plan and is a resource for future transportation decision making. The 2035 TSP identifies the preferred future multi-modal transportation system and the City’s policies related to the transportation system. It also identifies the function, capacity, and location of future facilities, as well as planning-level costs for needed improvements to support expected development and growth and possible sources of funding.

The TSP has four **goals** related to community development, system management, system design, and system financing.

Policies and actions related to transit include:

- Manage Springfield’s street, bike, pedestrian, rail, and transit system to facilitate economic growth of existing and future businesses in Springfield.
- Strive to reduce vehicle-related greenhouse gas emissions and congestion through more sustainable street, bike, pedestrian, transit, and rail network design, location, and management.
- Provide a multi-modal transportation system that supports mixed-use areas, major employment centers, recreation, commercial, residential, and public developments, to reduce reliance on single-occupancy vehicles (SOVs).
- Expand existing Transportation Demand Management (TDM) programs related to carpooling, alternate work schedules, walking, bicycling, and transit use in order to reduce peak hour congestion and reliance on SOVs.
- Coordinate with LTD to increase the transit system’s accessibility and convenience for all users, including the transportation-disadvantaged population.
- The City of Springfield values a safe and efficient travel experience for bicycle, pedestrian, transit, freight, and auto travel. It is the intent of the City to balance the needs of these modes through creation of a multi-modal LOS methodology for all modes and to facilitate and encourage intermodal connections where most appropriate.
- Provide for a pedestrian environment that supports adjacent land uses and is designed to enhance the safety, comfort, and convenience of walking by providing direct routes and removing barriers when possible.
- Partner with LTD to provide frequent transit network connections along major corridors. Frequent transit network should connect to local neighborhood bus service and major activity centers to provide viable alternatives to vehicle trips.
- Coordinate existing and planned transportation system and land uses with LTD to expand the park-and-ride system where appropriate within Springfield.

Florence Transportation System Plan (TSP)

The Florence TSP, adopted in 2017, is intended to guide the management and implementation of the transportation facilities, policies, and programs, within the urban area over the next 25 years. This represents the vision of the City as it relates to the future of the transportation system while remaining consistent with state and other local plans and policies. The TSP is currently undergoing an update.

Goals addressing transit are related to themes around sustainability, economic health & diversity, and quality of life.

Policies address regional transit specifically in the following ways:

- Convenient access for transit shall be provided to major activity centers, including public buildings and schools, the hospital, shopping areas, parks, and places of employment.
- The City shall encourage demand management programs such as park-and-ride facilities and vanpools to reduce single occupancy vehicle trips, especially to and from Eugene.
- The City shall promote the use of transit facilities as energy efficient alternatives to vehicular transport.

Cottage Grove Transportation System Plan (TSP)

The role of the Cottage Grove TSP, adopted in 2015, is to guide how the long-range transportation needs of the community will be addressed. As the transportation element of the city's Comprehensive Plan, the TSP embodies the community's vision for an equitable, efficient, and financially stable transportation system. The TSP outlines strategies and projects that are important for protecting and enhancing the quality of life in Cottage Grove through the next 20 years. The TSP focuses on making travel safe and more convenient for Cottage Grove residents, businesses, and visitors.

The TSP outlines four transportation **goals** that are guiding statements that set local priorities for TSP implementation by describing the desired result. These goals are: (1) Enhance the Cottage Grove area's quality of life and competitive economic advantage through its transportation system; (2) Develop a cost-effective transportation system that meets the needs of all people and businesses; (3) Develop a cost-effective transportation system plan that is based on informed citizen input, professional review, and technical analysis; (4) Develop an integrated transportation and land use system that helps implement statewide transportation goals, statewide administrative rules, and the Cottage Grove Comprehensive Plan.

Objectives address transit specifically in the following ways:

- Provide an interconnected regional transportation system, which ensures ease of transfer between modes of travel and appropriate access for all potential users to all areas of the city, region, state, and nation.
- Provide an environmentally responsible transportation system.
- Provide support for sustainable development by designing and developing a transportation and land use system that integrates residential, retail, and employment land uses.

The TSP also outlines a number of specific **policies**, including four transit policies:

- Develop a cost-effective accessible transit program that meets the needs of all potential and identified users.
- Support provision of basic mobility services for the elderly and people with special needs.
- Provide and support improvements such as sidewalk and bicycle connections, shelters, and benches to complement transit service and encourage higher levels of transit use.
- All new development shall be referred to transit service providers for review and comment to determine if new transit stops are appropriate and can reasonably be provided as part of the new development.

Coburg Transportation System Plan (TSP)

The City of Coburg TSP, adopted in 1999, is a long-rang policy document and project list that will guide the development of Coburg’s transportation system for the next 20 years. It will be used as the basis for the development of transportation-related capital improvements. It addresses multiple transportation modes including bicycle, pedestrian, automobile, and public transportation as well as air, rail, and pipeline issues. An update of the plan was in progress as of 2015, but not adopted.

The TSP includes 13 **goals** serving as the guiding framework in forming the transportation strategies and improvements. While most goals are related to streets and motor vehicle facilities, Goal 4 involve continuing to pursue improvements to the public transportation system (LTD) from Eugene to Coburg, to the industrial area and throughout the City (e.g., park-and-ride facilities, covered shelters).

Policies address transit specifically in the following ways:

- Allow changes in the frequency of transit services that are consistent with the Transportation System Plan without land use review.
- Design streets identified as future transit routes safely and efficiently to accommodate transit vehicles, thus encouraging the use of public transit as a transportation mode.
- Pursue and develop transportation demand management (TDM) program policies and strategies.

Creswell Transportation System Plan (TSP)

The Creswell TSP, adopted in 2019, is the guiding document for identifying the type, location and priority of transportation improvements in the community. The TSP includes improving multimodal connectivity by modernizing and extending existing City streets, improving crossing opportunities, and providing multi-use paths. The TSP also identifies needs and suggested solutions on Lane County and ODOT transportation facilities that are critical to effectively serving the transportation needs of the community.

The TSP **goals** include Safety & Efficiency; Transportation Balance (Increase Use of Non-Automotive Modes); Economic Development & Regional Links; Neighborhoods & Livability; Intermodal Compatibility; and Financial Sustainability.

Policies related to transit include:

- Provide a safe and efficient transportation system for all users (e.g., age, mobility, income, geography, transportation disadvantaged).
- Provide more safe and convenient options for bicycling, walking, paratransit, carpooling, and public transportation.
- Develop, enhance, and support higher level of transit usage, including provision of amenities (e.g., sidewalk and bicycle connections, shelters, benches) beyond transit provider services.
- Explore opportunities to expand transit coverage (e.g., in north and east Creswell).
- Design streets on bus routes to support transit services.

Junction City Transportation System Plan (TSP)

The Junction City TSP, adopted in 2016, provides a long range plan to guide transportation infrastructure improvements necessary to accommodate the City’s needs as it grows and changes through the year 2036. Junction City’s Transportation System Plan (TSP) serves as the transportation element of the City’s Comprehensive Plan. This update of the TSP was completed to maintain consistency with the recently updated Comprehensive Plan and to align the future transportation system with planned growth.

The TSP has six **goals** intended to provide direction for decision-making in the future, including those related to providing a balanced transportation system that offers alternatives to single-occupant automobiles; providing a transportation system that is designed, constructed, and maintained in a manner that enhances Junction City's quality of life; and establishing stable and flexible transportation revenue streams.

Policies related to transit include:

- Pedestrian access to transit facilities from new commercial, residential, and high employment uses and community activity centers shall be provided. Existing commercial, residential, and high employment uses and community activity centers shall provide safe and accessible pedestrian access to transit facilities when a site changes use or is retrofitted.
- Changes in the frequency of transit and rail services that are not inconsistent with the Transportation System Plan shall be allowed without land use review.

Oakridge Transportation System Plan (TSP)

The City of Oakridge TSP, adopted in 2022, is a long-range plan that sets the vision for the City's transportation system, facilities, and services to meet state, regional, and local needs for the next 20 years. The purpose of the TSP update is to address growth in Oakridge as well as regulatory changes that have occurred since adoption of the City's previous TSP. The TSP was developed through community and stakeholder input and is based on the system's existing and projected future needs and anticipated available funding.

The TSP's **goals** include economic development; transportation system characteristics; mobility for all; transportation and land use planning; plan implementation; and safety.

Policies related to transit include:

- Support strategies and actions that strive to improve the region's air quality such as prioritizing improvements to the multi-modal transportation system.
- Provide transportation mode choices to all users of the transportation system.
- Support the provision of public transportation facilities, services, and programs within the community and the Eugene-Springfield area, and support efforts to provide inter-city bus and passenger rail service to the community.
- Promote alternative modes, transit and dial-a-ride service, and rideshare/carpool programs through community awareness and education.
- Support the development of regional public transit, including identifying park-and-ride opportunities.
- Promote an interconnected network of bicycle, pedestrian, and transit facilities throughout the City.
- Plan for a multi-modal system that limits users' exposure to pollution and that enhances air quality.
- Provide connections for all modes that meet applicable City and Americans with Disabilities Act (ADA) standards.
- Provide a transportation system that provides equitable multimodal access for underserved and vulnerable populations to schools, parks, employers, health and social services, and other essential destinations, including those that require trips to Eugene or other areas.
- Expand public transportation opportunities to support both commuting and tourism needs.

Veneta Transportation System Plan (TSP)

The Veneta TSP is the City of Veneta's long-range transportation plan and is adopted as an element of the Comprehensive Plan. The 2019 TSP update effort was undertaken to account for changing economic and social

circumstances and to ensure consistency with state and regional planning policies. It provides a plan for the City to support the transportation needs from land use growth within the urban growth boundary through the 2040 planning horizon.

The **vision** statement states: Veneta will support its residents' pursuit of healthy and prosperous lives through developing a transportation system that meets the needs of the present and anticipates the future.

The TSP has 9 **goals** related to: safety, mobility and accessibility, active transportation, economy, environment, healthy living, change, fiscal responsibility, and regional partners.

Objectives related to transit include:

- Support expansions of the transit network and service.
- Ensure safe access to schools, parks, and other activity centers for all members of the community, including children, people with disabilities, older adults, and people with limited means.

Cottage Grove Area Transit Development Plan (TDP)

The Cottage Grove Area TDP will serve as the framework to guide the role of public transportation within and beyond the Cottage Grove area. This plan will help the City of Cottage Grove and partner agencies make strategic decisions about how to invest in and improve public transportation, evaluate how community growth may affect service in the future so that transit services continue to meet the needs of area residents, and set the foundation for Cottage Grove to identify and apply for future funding opportunities

The TDP has a **vision** statement that speaks to a "regional transit system offering equitable, safe, resilient, and reliable local and regional connections."

The TDP articulates eight **goals** related to safety, convenience, reliability, accessibility, environmental sustainability, equity, financial stability, and system resilience. The plan further explores 12 objectives supporting the goals.

All **objectives** are related to transit, and include focuses on equity, sustainability, outreach, and safety. **Objectives** related more closely with regional transit include:

- Regional Coordination – Collaborate with regional partners to ensure regional coverage, leverage resources, and support emergency operations.
- Coordinated Improvements – Coordinate improvements to the coverage, reliability, and frequency of services that are responsive to community needs using data-driven and customer-focused methods
- Community & Economic Development – Develop a multimodal public transportation network that enhances opportunities for people in the Cottage Grove area, promotes tourism, and contributes to sustainable community and economic development.

Lane Coordinated Public Transit-Human Services Transportation Plan

The Lane Coordinated Public Transit-Human Services Transportation Plan was first prepared by Lane Transit District (LTD) and adopted by the Lane Transit District Board of Directors in January 2007. The 2019 update to the Plan includes a needs assessment and local planning information, as well as preferred coordination practices and projects matching to those needs.

Key **needs** identified in the Plan include unserved or underserved areas, lack of availability of service, unconventional services, affordability, lack of awareness, and training.

There are a number of **projects** identified to meet the six transportation needs. These include:

- Leasing vehicles to nonprofit and for-profit businesses and local government agencies that serve older adults or people with disabilities and operate in Lane County
- Providing multiple services for unconventional populations, including mental health transportation, paratransit (RideSource ADA), shopping transportation (RideSource Shopping), preschool transportation, veterans services transportation, and volunteer escorts.
- Improving Lane County coordination through the RideSource Call Center System Improvement project.

Confederated Tribes Coordinated Tribal Transit Plan

The Confederated Tribes Coordinated Tribal Transit Plan is the first plan developed by the Confederated Tribes. This plan will guide the development and operations of the Confederated Tribes Tribal transit program.

The main **objective** of the Plan is a coordinated and accessible transit system for the community with a specific focus on the elderly, disabled and low income. A secondary objective of the Plan is to promote successful collaboration between the Confederated Tribes, other local transit systems, the State of Oregon and other local government entities.

The Plan identifies specific transit **needs** that are not well-served by a general transit program and existing providers, including:

- Door-to-door service for the disabled and other transit-dependent tribal members who do not have access to a service provider's scheduled route/stop.
- Door-to-door service to rural-living tribal members who have few public transit options that provide service and often rely on taxi and other paid transit services.
- Weekend service which is not available in the majority of the service area except for that offered in the Eugene/Springfield area.

The plan describes **options** to meet the identified transportation needs. The preferred option is to develop a hybrid system, which includes:

- Developing a limited Tribal transit infrastructure.
- Where possible and cost effective, negotiating with existing service providers for expanded service and/or Tribal vouchers or passes
- Providing transit service to all Tribal members interested in attending events including prevention, education and/or cultural
- Improving existing Tribal transit functions to include a modest expansion of existing door-to-door transit services
- In Florence, providing a "hub" for intercity transit service north/south along Highway 101 and east/west along Highway 126
- Coordinating and partner when possible with Lane Transit District, City of Florence and Coos County Area Transit (CCAT) to address gaps identified in their Transit Plans as well as ODOT where appropriate

Eugene-Florence Feasibility Study

The Eugene-Florence Public Transportation Feasibility Study was initiated in response to public and elected official interest in increased access to transit along the Highway 126 corridor linking Florence and Eugene.

Key **findings** of the study include:

- Project support extends along the entire length of the corridor with interest from the Confederated Tribes of Coos, Lower Umpqua, Siuslaw Indians, Florence Area Chamber of Commerce, the City of Florence, Travel

Lane County, Lane Community College, Trillium Health, Peace Health, Lane County Public Health Department, Lane Transit District and others.

- A public survey with over 1,500 respondents and stakeholder interviews found significant support for a public transportation route between Eugene and Florence. If a public transportation service was available, respondents cited recreation/entertainment, personal needs and medical needs as the top three trip purposes; followed by commute and school/education.
- The average price for fare that respondents would be willing to pay was \$10.
- The greatest share of funding for intercity routes Statewide is federal and state grants. Contributions from local jurisdictions, Tribes and public service agencies are a common source of match funding.
- Operating costs of intercity routes Statewide per hour range from \$45/hour to \$120/hour with an average of \$73/hour.
- The challenge with operating a Florence to Eugene route is that it is outside of a transit district boundary. LTD’s boundary extends as far west as Veneta but not into Florence. The area west of Veneta to the coast is not within a transit district boundary.

Lane Long-Range Transit Plan (LRTP)

The LRTP is strategically laid out to provide a clear understanding of our existing conditions and our responsibilities to the community. The Plan identifies future uncertainties that will challenge how LTD operates and provides services. It then establishes a framework of goals, policies, and strategies to address those challenges and suggests performance measurements to track progress.

The LRTP has six **goals** as part of its strategic framework:

- Provide Attractive Travel Options to Improve Ease of Connectivity Throughout LTD’s Service Area
- Sustain and Enhance Economic Prosperity, Environmental Health, and Quality of Life in the Community Through Investment in Transit Service and Infrastructure
- Ensure Equitable and Accessible Transit Service Throughout LTD’s Service Area
- Maintain and Enhance Safety and Security of LTD’s Services
- Use LTD’s Resources Sustainably in Adapting To Future Conditions
- Engage the Regional Community in LTD’s Short- and Long-Term Planning Processes

The LRTP has a suite of corresponding **policies and strategies** for each of its goals. Specific strategies touch on intermodal connectivity, traveler information technologies, medical transportation services, and reducing barriers to riding transit for transit-dependent populations.

Appendix B. Draft Goals and Objectives Tables

Table 3. Draft Goals

Goal	Description
Goal 1: Prioritize Equity, Health, and Safety	Provide services that are safe, convenient, and accessible for all riders.
Goal 2: Increase Mobility and Connectivity	Improve access and connections within and between communities in the county as well as key destinations outside the county.

Goal 3: Promote Funding Stability	Seek secure funding and pursue innovative solutions to reduce costs of providing service and be able to expand services as-needed.
Goal 4: Foster Environmental Sustainability	Contribute to a healthy climate by encouraging more trips to be made via public transportation and moving more people with low-emission vehicles, reducing greenhouse gases and other pollutants.
Goal 5: Improve Coordination and Communication	Collaborate with public and private organizations and the community at-large to enhance the awareness and use of public transportation services.

Table 4. Draft Objectives

Objective	Primarily Relates to Goal				
	1	2	3	4	5
A Eliminate barriers that people of color, low-income people, youth, older adults, people with disabilities and other disadvantaged populations face meeting their travel needs.	X	X			
B Improve public health by providing safe, comfortable, and convenient transit options that support active living and physical activity for all ages and abilities to meet daily needs and access services.	X	X			
C Support equity criteria integration into funding decisions and incorporate relevant state, regional, and local Americans with Disabilities Act (ADA) implementation plans and policies in funding decisions to ensure ADA compliance.	X				
D Increase travel options along key corridors and connect to employment, education, and services.		X			
E Identify gaps in public and private transportation access to health and social services.	X	X			
F Address gaps in access to health and social services by forming collaborative partnerships between public transportation, health, and social service organizations such as health departments, non-profits, coordinated care organizations, and veterans agencies.	X	X			X
G Support regional travel and tourism by providing intercommunity transit access, that provides visitors and tourists with travel options to access regional destinations. Collaborate with tourism agencies to identify places in and connected to Lane County where public transportation can better serve tourist destinations. Seek creative partnerships to provide such service.		X			X
H Evaluate the economic benefits that public transportation investments can provide to Lane County in order to understand impacts and demonstrate value to elected officials and the public.			X		
I Develop a sustainable funding structure to provide reliable transportation services over the long term.			X		
J Increase the percentage of trips made using active and low carbon transportation modes while reducing vehicle miles traveled within our region.	X			X	
K Support state efforts lower carbon emissions by using more fuel-efficient vehicles and alternative fuel vehicles.				X	

L	Leverage technological advances, fare payment options and trip planning tools to increase efficiency of travel across all modes for all travelers, but particularly for vulnerable populations.	X				X
M	Increase access to outreach, education, incentives, and other tools that increase use of transit. Identify resources to support communication and marketing strategies to share transit system information with community members and attract and retain riders.	X	X			X
N	Identify infrastructure barriers that inhibit rider access to Link Lane services. Coordinate with municipalities to address barriers.	X	X			X
O	Provide Link Lane services in a way that improves connectivity and reduces fragmentation between all modes, including between Link Lane and other transit providers.	X	X			X