

FINAL UPDATED GOALS AND POLICIES

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INTRODUCTION

An articulated mission statement for the future of transit service in the South Clackamas Transportation District (SCTD), as well as updated transit goals and policies, will help guide appropriate strategies to enhance service, facilities, and amenities. This memorandum reviews the goals, policies, and objectives of existing long-range plans that inform transit planning at SCTD, facilitating integration with the updated goals and policies for the Transit Development and Master Plan (TDMP). The *Policy Framework* section includes a review of the SCTD Comprehensive Transit Service Plan, as well as other local, regional, and state plans that help inform TDMP goals and policies. The *Updated Goals and Policies* section proposes draft policy language for the TDMP; the proposed vision, goals, and policies will be reviewed by the Project Management Team and project's Technical Advisory Committee before being refined and serving as the basis for implementation-related work later in this planning project.

POLICY FRAMEWORK

Goals and policies from the following existing plans were reviewed in preparing draft goals and policies for the TDMP:

- » *SCTD Comprehensive Transit Service Plan (2000)*
- » *TriMet Coordinated Transportation Plan for Seniors & Persons with Disabilities (2016)*
- » *Oregon Public Transportation Plan (2018)*
- » *City of Molalla Transportation System Plan (2018)*

A summary of the goals, objectives, and policies from these plans are presented below. Full text of the goals, objectives, and policies is included in Appendix A.

SCTD COMPREHENSIVE TRANSIT SERVICE PLAN (2000)

The SCTD Comprehensive Transit Service Plan guides transportation planning within the SCTD service area. A simple set of existing goals and action items provides direction for District policy and practice. The goals address transportation needs in general, as well as funding stability and serving the transportation-disadvantaged. Transportation needs identified in the action items include continued services for people with disabilities and service to key destinations such as Clackamas Community College, Molalla, low-income areas, and – more generally – between residential areas and local businesses.

TRIMET COORDINATED TRANSPORTATION PLAN FOR SENIORS & PERSONS WITH DISABILITIES (2016)

TriMet's Coordination Transportation Plan for Seniors & Persons with Disabilities, or the Coordinated Transportation Plan (CTP), provides guidance through a vision, principles, and priorities. While the plan's stated priorities primarily inform project selection and implementation, the vision and principles provide more overarching transit planning and implementation guidance. The vision statement, which emphasizes investments that facilitate options, independence, and community connections for seniors and people with disabilities, sets the stage for the principles. The principles describe the multi-faceted ways that coordination, collaboration, integration, and measurement can be used to improve existing transit services and provide access to a broader range of transportation services.

OREGON PUBLIC TRANSPORTATION PLAN (2018)

The recently updated Oregon Public Transportation Plan (OPTP) goals and policies provide current and comprehensive direction regarding transit planning and practices. As discussed later in this memorandum, the OPTP provided a basis for developing goals and policies for the updated SCTD TDMP. 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; increasing coordination with other transit and transportation services; healthy options including safe, active transportation means of 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.

MOLALLA TRANSPORTATION SYSTEM PLAN (2018)

An update of the Molalla Transportation System Plan (TSP) was adopted in 2018. The plan's goals and objectives address the transportation system overall. Goals and objectives that were found to be particularly pertinent to developing the SCTD TDMP include those addressing improving transit connections between key community destinations; attending to the needs of the transportation-disadvantaged; encouraging transit and active transportation as a means of enhancing public and environmental health; and fostering existing and new, innovative partnerships.

UPDATED GOALS AND POLICIES

Proposed TDMP policy language in this section draws from the goals and policies reviewed in the previous section. The OPTP in particular helped shape the proposed goals and policies, given its focus on the customer experience and increased coordination and collaboration. The project's stated objectives and outreach that has been conducted thus far in the planning process also influenced the proposed goals and policy language.

- » Project Purpose and Objectives. This planning project's purpose and objectives serve to tailor the goals and policies to address key project objectives, including serving transportation-disadvantaged and transit-dependent (low-income, senior, disabled, youth/student, and limited English proficiency) customers, improving integration with other transportation services, supporting transportation options, and contributing to environmental integrity.
- » Project Survey. Results from the onboard and online survey conducted in March and April of 2019 helped refine the proposed goals and policies, specifically survey results related to rider demographics, modes used to access transit, and the most requested service improvements.

The draft vision statement was also informed by project objectives, as well as by examples from plans being developed for transit districts that are similar to SCTD; these districts have largely rural service areas and small urban service areas.

The draft TDMP mission, goals, and policies are presented below.

Mission

SCTD strives to provide safe, accessible, convenient, reliable, and efficient transit service that meets the needs of the community we serve.

Goal Area 1: Customer Experience

- » *Goal 1A – Provide consistent, reliable public transit services for customers of all ages, abilities, and incomes – especially those that are transit-dependent.*
- » *Goal 1B – Provide services and tools that make riding transit easy and convenient.*
- » *Goal 1C – Provide service information that is clear, accurate, and available to customers through various sources.*
- » *Goal 1D – Maintain a safe and inviting transit environment by providing bus stop facilities to enhance customer experience.*
- » *Goal 1E – Retain existing riders and attract new riders.*

Goal Area 2: Accessibility

- » *Goal 2A – Maintain existing and develop new services that support customers who are dependent on transit due to age, income, and/or disability.*
- » *Goal 2B – Continue to improve ADA accessibility and physical access to the system with improvements to bus stops, vehicles, and other facilities.*
- » *Goal 2C – Support access to education, employment, health, and other community services.*

- » *Goal 2D – Support infrastructure improvements of pedestrian and bicycle connections to transit routes and stops.*

Goal Area 3: Connectivity & Coordination

- » *Goal 3A – Emphasize service enhancements that strengthen connections to other transportation options, including other regional transit providers, and mobility services such as ride-sharing and bike-sharing.*
- » *Goal 3B – Enhance coordination with other transportation service providers and technologies, such as trip planning, vehicle arrival information, and fare payment.*
- » *Goal 3C – Foster new and innovative partnerships to share and leverage resources, improve services, and further create awareness of SCTD in the community.*
- » *Goal 3D – Inform land use planning and development to strengthen the planned transit system and increase customer access to transit.*

Goal Area 4: Sustainability

- » *Goal 4A – Foster financial sustainability through the establishment of stable funding sources, and investing strategically in maintenance, planning, transit service, and capital improvements.*
- » *Goal 4B – Consider ways to enhance the environmental sustainability of SCTD operations.*
- » *Goal 4C – Support strategies to reduce single-occupancy vehicle trips and greenhouse gas emissions.*
- » *Goal 4D – Support opportunities to improve the community health by providing access to active transportation options and transportation to health-supporting destinations.*

GOAL NEXT STEPS

The Project Management Team and Technical Advisory Committee reviewed the mission statement, goals, and policies proposed in this memorandum as part of upcoming meetings. Goals and policies will also be used to inform Memorandum #5 (Evaluation Framework) and Memorandum #8 (Transit Benchmarks), work that will be completed later in this project. Draft amendments of local jurisdictions' comprehensive plans and development codes will be prepared as an element of Memorandum #8. Draft comprehensive plan amendments will include updates of local jurisdictions' transit policies; the TDMP goals and policies will provide the basis for the proposed local comprehensive plan updates.

APPENDICES

- A. Appendix A – Full Text of Goals, Objectives, and Policies From Existing Plans

**APPENDIX A FULL TEXT OF GOALS,
OBJECTIVES, AND POLICIES
FROM EXISTING PLANS**

SCTD COMPREHENSIVE TRANSIT SERVICE PLAN (2000) – GOALS AND ACTION ITEMS

- » *Goal 1. Meet the transportation needs of Molalla and South Clackamas County.*

Goal 1 Action Items:

- a. Maintain fixed-route service to Clackamas Community College;*
- b. Establish regular transit service in Molalla; and*
- c. Continue existing ADA service.*

- » *Goal 2. Assure stability of South Clackamas Transportation District.*

Goal 2 Action Items:

- a. Develop an adequate and stable funding base; and*
- b. Continue to work with ODOT and other organizations to assure adequate funding.*

- » *Goal 3. Meet the needs of the transportation-disadvantaged population in Clackamas County.*

Goal 3 Action Items:

- a. Expand existing service to low-income areas; and*
- b. Develop regular service that links residential areas with local businesses.*

TRIMET COORDINATED TRANSPORTATION PLAN FOR SENIORS & PERSONS WITH DISABILITIES (2016) – PRINCIPLES AND PRIORITIES

VISION

Guide transportation investments toward a full range of options for seniors and people with disabilities, foster independent and productive lives, strengthen community connections, and strive for continual improvement of services through coordination, innovation and collaboration, and community involvement.

PRINCIPLES

1. **Coordinate.** *To make best use of service hours and vehicles, assure that services are coordinated and well organized. Assure that customer information is useful and widely provided throughout the region. Work with others to achieve results.*
2. **Innovate and Collaborate.** *Increase options available to seniors and/or persons with disabilities by providing innovative, collaborative, flexible, attractive and cost-effective alternatives to standard fixed route buses, rail and paratransit. Expand outreach and education on how to use services.*

3. **Involve the Community.** *Include seniors and/or persons with disabilities, social services staff, private non-profit providers, and other community partners in the dialogue and decisions about services. Advisory committees working on issues for seniors and/or persons with disabilities should have over 50% representation of seniors and persons with disabilities.*
4. **Improve the Service Foundation.** *Fixed route service frequencies and coverage in some suburban areas, as well as ways to get to the fixed routes, need continuous improvement. Continually improve the total fixed route transit system including the waiting area, customer service of the operators, priority seating, security and accessibility. Include performance measure.*
5. **Integrate Land Use and Transportation Decisions.** *Communicate importance of land use and transportation for seniors and/or people with disabilities. Advocate at the local, state and federal level for facilities for seniors and/or persons with disabilities and work to encourage local zoning and regulations to incentivize placement of essential destinations for seniors and/or persons with disabilities to be in fully accessible locations with frequent fixed transit service. Seek opportunities to influence land use decisions and eliminate environmental barriers to using transit.*
6. **Improve Customer Convenience.** *Minimize physical and psychological impediments to using fixed-route transit services relative to other modes. Make transit system and trip planning tools easy to understand and use. Facilitate transfers between transit services with the use of wayfinding information and high-amenity transfer facilities.*
7. **Improve Safety.** *Assure that real and perceived safety concerns are addressed at passenger waiting areas and on board transit vehicles. Utilize transit provider staff, volunteers and other riders to increase sense of security along with investments in physical infrastructure where appropriate.*
8. **Measure Performance.** *Strive to implement performance measures to create baselines for tracking progress on improvements to service, customer convenience and safety, and to evaluate the effectiveness of funding decisions.*

PRIORITIES

1. *Provide transit service throughout the tri-county area for seniors and persons with disabilities consistent with the CTP Service Area Standards and Guidelines (see Table 3-1). This can be achieved in the following ways:*
 - a. *Maintain existing services and programs that meet the needs of seniors and/or persons with disabilities*
 - b. *Expand service to areas that don't currently have service (either in new areas or areas where service was previously cut)*
 - c. *Increase capacity and improve service quality of existing services (such as providing additional or larger buses, right-sizing buses, reducing headways, increasing span of service)*
 - d. *Improve stop accessibility*
2. *Provide for adequate capital replacements and maintenance of vehicles and other fundamental requirements to provide service.*

3. Consider how projects are cost-effective and meeting specified goals when making funding decisions (such as \$ per ride, % match) but balance that with the need to provide accessibility throughout the tri-county area.
4. Strive for strategic and equitable distribution of funding to address the needs of the region's seniors and persons with disabilities.
5. Advocate for increased funding and partnerships for transit and investment in transit supportive infrastructure.
6. Seek out new and innovative partnerships and funding opportunities.
7. Implement new and innovative initiatives related to technology and different service models.
8. Support new and collaborative partnerships that improve service to underserved communities and people.
9. Enhance rider experience and sense of dignity by being sensitive and attentive to the varied needs of individuals and by emphasizing a customer service model.

OREGON PUBLIC TRANSPORTATION PLAN (2018) – GOALS AND POLICIES

» Goal 1: Mobility – Public Transportation User Experience

People of all ages, abilities, and income levels move reliably and conveniently between destinations using an affordable, well-coordinated public transportation system. People in Oregon routinely use public transportation to meet their daily needs.

Policy 1.1: Provide consistent and reliable public transportation services that people can count on to meet their travel needs.

Policy 1.2: Provide customers access to clear, accurate information about public transportation services through multiple sources and media.

Policy 1.3: Enact fare policies that reflect the needs of the community served; ensure that public transportation fares are understandable and easy to pay.

Policy 1.4: Coordinate and enhance mobility management services and strategies to better coordinate services to enable riders and potential riders to use public transportation.

Policy 1.5: Advance efficient mobility and reduce traffic congestion by enabling and promoting reliable, efficient service on corridors identified as public transportation priority corridors.

Policy 1.6: Work proactively with state and local planning bodies to support local and regional public transportation plans and goals throughout the state.

» Goal 2: Accessibility and Connectivity – Getting from Here to There

Riders experience user-friendly and convenient public transportation connections to and between services and travel modes in urban, suburban, rural, regional, and interstate areas.

Policy 2.1: Enhance existing and identify new public transportation connections and services.

Policy 2.2: Improve access to and ease of use for public transportation by connecting routes and services, including linking stops and stations to bicycle and pedestrian facilities.

Policy 2.3: Provide coordinated, seamless regional and intercity bus and rail public transportation services to enable trips for commuting and recreation, and assist rural residents to access services in larger communities.

Policy 2.4: Encourage employers, educational institutions, and others to provide opportunities for employees' and clients' use of public transportation, carpool, vanpool, shuttles, and other shared rides.

» Goal 3: Community Livability and Economic Vitality

Public transportation promotes community livability and economic vitality by efficiently and effectively moving people of all ages to and from homes, jobs, businesses, schools and colleges, and other destinations in urban, suburban, and rural areas.

Policy 3.1: Enhance access to education and employment via public transportation.

Policy 3.2: Promote and support use of public transportation for tourism and special events in Oregon.

Policy 3.3: Promote the use of public transportation to foster greater community livability.

» Goal 4: Equity

Public transportation provides affordable, safe, efficient, and equitable transportation to jobs, services, and key destinations, improving quality of life for all Oregonians.

Policy 4.1: Engage populations recognized as transportation disadvantaged in public transportation service decision making.

Policy 4.2: Understand and communicate how disparities, barriers, and needs affect the ability of people to access and use public transportation, especially those who are transportation disadvantaged.

Policy 4.3: Identify disparities, barriers, and needs that impact people's ability to access and use public transportation.

Policy 4.4: Address the disparities, barriers, and needs that impact people's ability to access and use public transportation.

Policy 4.5: Integrate equity criteria into funding decisions.

» Goal 5: Health

Public transportation fosters improved health of Oregonians by promoting clean air, enhancing connections between people, enabling access to services such as health care and goods such as groceries, and by giving people opportunities to integrate physical activity into everyday life through walking and bicycling to and from public transportation.

Policy 5.1: Provide access to healthy lifestyle options by supporting the ability of people to reach goods and services such as groceries, recreation, parks and natural areas, health care, and social opportunities via public transportation.

Policy 5.2: Integrate health considerations into public transportation planning and decision making at the local, regional, and state level.

Policy 5.3: Connect public transportation riders to health and social services.

» Goal 6: Safety and Security

Public transportation trips are safe; riders feel safe and secure during their travel. Public transportation contributes to the resilience of Oregon communities.

Policy 6.1: Plan for, design, and locate transit stops and stations to support safe and user-friendly facilities, including providing safe street crossings.

Policy 6.2: Provide for passenger and operator security on public transportation vehicles and at stops and stations through investments in facility design, amenities, appropriate security systems and personnel, and coordination with law enforcement staff.

Policy 6.3: Enhance the safety of public transportation through personnel training and education programs.

Policy 6.4: Promote public transportation as a safe travel option through public outreach campaigns and rider education programs.

Policy 6.5: Incorporate innovations, such as new technologies and strategies, to increase public transportation safety and security.

Policy 6.6: Integrate public transportation agencies and personnel into emergency response and recovery planning and training activities to support resilience during and after natural disasters and other emergencies.

» Goal 7: Environmental Sustainability

Public transportation contributes to a healthy environment and climate by moving more people with efficient, low-emission vehicles, reducing greenhouse gases and other pollutants.

Policy 7.1: Support public transportation investments as a key approach to reducing greenhouse gas (GHG) emissions, as emphasized in state policy.

Policy 7.2: Transition to low- or zero-emission vehicle technologies, including all electric, hybrid, biofuels, compressed natural gas, and other fuel and propulsion technologies.

Policy 7.3: Identify and implement sustainable transit system operations policies and practices

» Goal 8: Land Use

Public transportation is a tool that supports Oregon's state and local land use goals and policies. Agencies collaborate to ensure public transportation helps shape great Oregon communities providing efficient and effective travel options in urban, suburban, and rural areas.

Policy 8.1: Increase the use of public transportation by fully integrating public transportation with other community plans including transportation, land use, and economic development plans.

Policy 8.2: Elevate public transportation in developer, employer, community service provider, and public agency decision making, such as siting and development decisions. Recognize the impact land use has on people's ability to use public transportation and other transportation options.

Policy 8.3: Foster the development of housing near public transportation routes and services.

» Goal 9: Funding and Strategic Investment

Strategic investment in public transportation supports the overall transportation system, the economy, and Oregonians' quality of life. Sustainable and reliable funding enables public transportation services and infrastructure to meet public needs.

Policy 9.1: Invest strategically in maintenance, planning, transit service, and capital improvements to preserve and enhance public transportation.

Policy 9.2: Foster creative investments and partnerships among public agencies and private organizations to improve the efficiency and effectiveness of public transportation services.

Policy 9.3: Pursue stable and consistent funding for public transportation operations and capital investments that maintain services and address identified needs.

» Goal 10: Communication, Collaboration, and Coordination

Public and private transportation providers and all levels of government within the state and across state boundaries work collaboratively and foster partnerships that make public transportation seamless regardless of jurisdiction.

Policy 10.1: Coordinate communication and marketing to promote knowledge and understanding of available public transportation services.

Policy 10.2: Collaborate and share costs for resources, supplies, and services that can be used by multiple agencies.

Policy 10.3: Identify and advance opportunities to share data resources and collection methods.

Policy 10.4: Collaborate with various agencies, jurisdictions, and transportation providers in support of effective public transportation that is reliable and easy to use and helps meet state, regional, and community goals.

Policy 10.5: Collaborate among agencies, jurisdictions, and providers to ensure the public transportation system is integrated as a component of the broader multimodal transportation system in Oregon. Provide leadership for public transportation activities and build upon efforts to coordinate public transportation services, especially statewide services.

MOLALLA TRANSPORTATION SYSTEM PLAN (2018) – GOALS AND OBJECTIVES

Note: Goals and objectives **in bold** below indicate those that were found to be particularly pertinent to developing goals and policies for the SCTD TDMP.

» GOAL 1 – MOBILITY

Provide a balanced, safe, and efficient transportation system for all members of the community.

Objectives

A. Reduce reliance on single occupancy vehicles by improving the quality of available transit service and developing bicycle and pedestrian facilities that encourage non-vehicular modes of transportation.

B. Reduce reliance on state facilities for making local trips by providing a network of arterials, collectors, and local streets that are interconnected, appropriately spaced, and reasonably direct.

C. Provide for adequate intersection and street capacity by identifying existing and potential future capacity constraints and developing strategies to address those constraints, including potential intersection improvements, future roadway needs, and future street connections.

» GOAL 2 – CONNECTIVITY AND ACCESSIBILITY

Develop an interconnected, multimodal transportation system that connects all members of the community to destinations within the City and beyond.

Objectives

A. Improve existing connections between households and schools, parks, transit stops and other community destinations.

B. Create new connections between households and schools, parks, transit stops and other community destinations.

C. Provide for the needs of the transportation disadvantaged to the greatest extent possible.

D. Ensure that the transportation systems include adequate facilities to address truck and rail freight mobility needs for the local and regional movement of goods and services.

» **GOAL 3 – SAFETY**

Provide a transportation system that enhances the safety and security of all transportation modes.

Objectives

A. Address existing and potential future safety issues by identifying high collision locations and locations with a history of fatal, severe injury, and/or pedestrian/bicycle-related crashes and developing strategies to address those issues.

B. Reduce the potential for future crashes by providing separation between travel modes (i.e. separated pedestrian/bicycle facilities, enhanced crossings, etc.).

» **GOAL 4 – HEALTH**

Provide a transportation system that enhances the health of local residents by promoting active modes of transportation.

Objectives

A. Develop a comprehensive system of pedestrian and bicycle routes that link major activity centers within the City.

B. Encourage the use of active modes of transportation (walking and biking) and identify improvements to further promote their use in the community.

C. Encourage the use of public transportation facilities and services and identify improvements to further promote their use in the community.

» **GOAL 5 – STRATEGIC INVESTMENT**

Provide a sustainable transportation system through responsible stewardship of assets and financial resources.

Objectives

A. Preserve and protect the function of locally and regionally significant corridors.

B. Preserve and maintain the existing transportation system assets to extend their useful life.

C. Ensure adequacy of existing funding sources to serve projected improvement needs.

D. Identify new and innovative funding sources for transportation improvements.

» **GOAL 6 – COORDINATION AND INTEGRATION**

Ensure that the local transportation system is integrated with county and state transportation systems and objectives, and with other related aspects of the community in Molalla, including land use planning, natural resource protection, housing and economic development.

Objectives

A. Design transportation facilities and connections to support adjacent land uses and developments.

B. Minimize and/or mitigate the effects of transportation projects and systems on natural resources and systems.

C. Consider County and State goals and policies in design and implementation of the TSP and associated projects.

D. Engage community members and organizations in the development and design of transportation facilities identified in the TSP.