MEETING AGENDA

Steering Committee Meeting #3

MEETING DATE: Tuesday, September 11, 2018

MEETING TIME: 3 – 5:30 p.m.

LOCATION: Council Chambers, Bend City Hall

Objectives

- Approve project goals
- Approve performance measures for use in scenario evaluation
- Approve transportation plan scenarios for evaluation
- Status report from Funding Work Group

Agenda

1. **Welcome and Introductory Agenda Items (20 min.)**
    a. Welcome and convene meeting (Mayor Roats)
    b. Agenda overview (Joe Dills, APG, facilitator)
    c. Approval of previous minutes (Joe)
    d. Process overview and look-ahead (Joe, Karen Swirsky)
    e. Purpose and Regulations of Transportation System Plan (Steve Hultberg, CTAC Co-Chair)
    f. Citywide Transportation Advisory Committee Work to date (Ruth Williamson, CTAC Co-Chair)
    g. Public Comment, specific to agenda items (Mayor Roats)

2. **Project Goals and Performance Measures (action item – 40 min.)**

CTAC recommends and requests approval of the Project Goals and Performance Measures. See packet materials beginning on page 20 of this packet for recommendations.

    a. Goals – Recommendation and comments by the CTAC Co-Chair (Mike Riley);
    b. Goals – Steering Committee discussion, refinements if needed, and action
    c. Performance Measures -- Staff briefing (Chris Maciejewski, DKS Associates)
    d. Performance Measures – Recommendation and comments by the CTAC Co-Chair (Mike Riley)
    e. Performance Measures – Steering Committee discussion, refinements if needed, and action

3. **Scenarios for the Citywide Transportation Framework Evaluation (action item – 60 min.)**

CTAC recommends and requests approval of the Scenarios that will be evaluated and used to craft a hybrid Citywide Transportation Framework. See packet materials beginning on page 30 of this packet for recommendations.

   a. Staff briefing (Chris Maciejewski, DKS Associates)
   b. Recommendation and comments by Co-Chair (Steve Hultberg)
   c. Steering Committee discussion, refinements if needed, and action

4. **Funding Work Group Report (Informational Item – 20 min.)**

   a. Staff briefing (Emily Eros)
   b. Remarks by CTAC Co-Chair (Karna Gustafson)
   c. Steering Committee discussion

5. **Close/next meeting**

Attachments

- Minutes from previous Steering Committee meetings
- Cover Memo: Project Goals, Performance Measures, and Scenarios for Evaluation
- Bend's Transportation Plan Goals: Preamble, Goals, and Comments Received
- Memorandum from Matt Kittelson: Recommended Performance Measures
- Scenario Maps and Tables for the Citywide Transportation Framework Evaluation
- Baseline Transportation Projects
- CTAC Comments on Draft Goals

Accessible Meeting Information

This meeting/event location is accessible. Sign language interpreter service, assistive listening devices, materials in alternate format such as Braille, large print, electronic formats and audio cassette tape, or any other accommodations are available upon advance request. Please contact Cassie Walling at cwalling@bendoregon.gov or 541.323.8514. Providing at least 3 days notice prior to the event will help ensure availability.

Minutes from previous Steering Committee meetings

Minutes

Steering Committee

Bend's Transportation Plan

March 13, 2018

City Hall, Council Chambers
710 NW Wall Street, Bend, Oregon

CITY OF BEND

Steering Committee Members

Casey Roats, **Chair** ..... City Councilor/Mayor
Sally Russell, **Vice-Chair** ..... City Councilor/Mayor Pro Tem and Bend Metropolitan Planning Organization (MPO) Policy Board Chair
Barb Campbell ..... City Councilor and MPO Policy Board
Justin Livingston ..... City Councilor
Bill Moseley ..... City Councilor and MPO Policy Board
Bruce Abernethy ..... City Councilor (*absent)*
Nathan Boddie ..... City Councilor (*absent)*
Tony DeBone ..... County Commissioner and MPO Policy Board
Gary Farnsworth ..... Oregon Department of Transportation (ODOT) and MPO Policy Board Vice-Chair
Lindsay Hopper ..... Bend Planning Commission

City Staff

Elizabeth Oshel, *Associate City Attorney*
Eric King, *City Manager*
Joshua Romero, *Community Relations Manager*
Jovi Anderson, *Metropolitan Planning Organization* (MPO) *Program Technician*
Karen Swirsky, *Senior Planner*
Nick Arnis, *Project Director – TSP/MTP Updates*
Susanna Julber, *Manager – Citywide Transportation Advisory Committee* (CTAC)
Tyler Deke, *MPO Manager* – oversight of the MPO component of the TSP/MTP updates

Consultants

Cameron Prow, *TYPE-Write II*
Joe Dills, *Angelo Planning Group*

Visitors

Gary Vodden
Gavin Leslie, *CTAC member* and *Vice President, Awbrey Butte Neighborhood Association*

1. Welcome and Roundtable: Best Outcomes for the Project

Data: Roles, Responsibilities and Guidelines: Bend's Transportation Plan Steering Committee

Chair Roats opened Steering Committee (SC) Meeting 1 at 4:37 p.m., Tuesday, March 13, 2018, with a quorum of members (8 of 10) present. He welcomed everyone and introduced the non-City Council members.

Mr. Arnis, Project Director, outlined his role in updating the Bend Transportation System Plan (TSP) and Bend Metropolitan Transportation Plan (MTP). Guidelines for how the City and MPO will work together are provided in the project charter.

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Mr. Dills, Facilitator, summarized his role.

SC members identified their best outcomes for this project:

- Ms. Russell: Clearly defined set of strategies that meets the needs of the entire city and all users of our transportation system both today and for tomorrow.

- Ms. Hopper: Clear and transparent strategies as part of a plan that meets Bend's needs over the time period this needs to sustain.

- Mr. DeBone: Manage and evolve the American dream of owning a house and buying a car.

- Mr. Farnsworth: Partnerships – continue collaboration in planning, operating, and managing one transportation system – keep it reliable, keep it safe.

- Mr. Moseley: Recapped the six primary CTAC goals from the meeting packet – increase travel time reliability, reduce congestion on major roads by expanding capacity and leveraging technology, provide appropriate street infrastructure to UGB (urban growth boundary) expansion and opportunity areas, decrease vehicle miles traveled, enable flexible and timely responses to transportation safety needs, and include a viable funding plan to put before the voters.

- Mr. Livingston: Comprehensive plan that relieves congestion, works well for all modes of transportation (transit, freight, vehicles, bike/ped), is attainable (fundable), and is flexible enough to accommodate changing technology over the next 20 years.

- Ms. Campbell: The entire community trusts the process and the outcome. Make sure all our citizens feel included and feel they have the opportunity to make comments/provide input, and that the plan really represents the whole community.

- Mr. Roats: Don't politicize transportation. A good plan that works on time, on budget.

Mr. Dills said CTAC members had the same conversation about desirable outcomes and referred SC members to the minutes of the first CTAC meeting.

Ms. Julber, Ms. Oshel, and Mr. Deke outlined their roles in the TSP/MTP update process.

Mr. Dills reviewed the Steering Committee's four key roles, project milestones, membership, meeting guidelines, and decision-making process.

SC members requested clarification about:

- Meeting Guidelines – 9th bullet: Mr. Moseley asked what the record of each SC meeting covered and how SC members should communicate that information to their agencies. Ms. Oshel and Mr. Dills said the County Commissioner and ODOT representative were expected to share the Steering Committee's progress with their respective agencies as a whole, not on an individual basis.

- Decision Making – Quorum: Ms. Campbell asked if all agencies had to be present. Mr. Dills replied staff will perform quorum checks prior to each SC meeting.

Mr. Farnsworth said the collaborative approach of this process made it important to assure input all around prior to decisions being made.

Following discussion, SC members agreed by consensus to adopt the following changes as added protocols under their Roles, Responsibilities, and Guidelines:

- Membership: Correct Paragraph 1, Line 2, "the Region 4 Manager" to "a Region 4 manager" to allow for an alternate ODOT representative. Correct the 4th bullet referencing "Area Manager" to "a Region 4 Manager." Add a 5th bullet to show the full MPO Policy Board is part of the Steering Committee and list all three members.

- Meeting Guidelines: Revise the 6th bullet, Sentence 1, to add flexibility to allow opportunities for brief public comment at times other than the start and end of each meeting. Revise the 9th bullet, Sentence 1, to read: "The County Commissioner and ODOT representative are encouraged to share the committee's progress with their groups as a whole, not on an individual basis."

- Decision Making: Revise the 2nd bullet, Sentence 2, to read: "Absent that, the opinions of the members, and vote tally, will be recorded and be represented as either [added language] not reaching consensus or a decision.

Ms. Oshel summarized the legal procedures binding the Steering Committee regarding e-mail protocol and public records.

Mr. Moseley asked how e-mail communications between Mr. DeBone and Mr. Farnsworth would be captured for inclusion in the City's public record. Ms. Oshel said two SC members e-mailing each other about SC business should "copy" City staff. She said Ms. Julber would provide an e-mail address to capture such e-mail communications in the City record. She emphasized that ALL deliberations should happen in the public setting of SC meetings.

3. Bend's Transportation Plan Overview

Data: Public Involvement Phases and Activities and Proposed Land Use Assumptions for Bend's Transportation Plan

a. Components of the Plan and Decision Milestones: Mr. Arnis discussed the project timeline (phasing, meeting topics), regulatory framework, financial planning requirements, and how the TSP/MTP update related to the UGB expansion plan.

Mr. Deke outlined the MTP update process and how it differed from that for the TSP. His discussion covered the regulatory framework, regionally significant facilities, update frequency, financial constraints, federal performance measures, and how the TSP and MTP updates related to concurrent planning studies.

SC members requested clarification about the impact of Transportation Planning Rule changes on the TSP update, definition of "reasonably likely" in financial planning, alignment of TSP and MTP updates (same five-year cycle?), aligning the planning horizons for both plans, and finding components that complement each other.

Mr. Arnis said staff will monitor regulatory changes and incorporate them as needed.

Mr. Dills discussed ways to reduce jargon to make this process more understandable and ways to avoid politicizing transportation options and decisions. He recommended focusing on best investments to make and keeping livability in mind.

c. Land Use Assumptions to Be Used for Transportation Modeling: Mr. Dills discussed how land use affected the TSP and MTP, transportation demand model inputs and outputs, and new population forecasts including those for housing and employment.

SC concerns included how the model would account for travel modes not used until safety concerns are addressed, model bases other than those oriented to auto transportation (impacts of weather, population age, housing density, and technology on human behavior), how the model would account for the impact of weather on nonauto modes, basis for and accuracy of land use assumptions, impact of tourism, level of congestion acceptable, how standards are calculated and updated, and travel time reliability.

Mr. Arnis and Mr. Deke responded to SC concerns. Mr. King noted traffic counts for Bend were now available online.

d. Action Requested: Mr. Dills said Central Oregon was growing faster than projected and discussed where 2040 growth was expected. New population data from Portland State University is expected the end of this month. The project management team will need extra time to evaluate the new data and determine how to fold the population updates into the project work plan. He recommended postponing SC approval of the proposed land use assumptions to the next SC meeting.

Following discussion about the consequences of adding or not adding new population data now and the impact of the new data on land use assumptions, SC members agreed by consensus to meet in April to consider the effect of the new population data on the TSP/MTP update process.

b. Public Involvement Process: Ms. Julber said public outreach was a big part of this project. She provided an overview of who was involved, their level of involvement, and the outreach timeline. The first communitywide outreach will take place on May 3; more information will be coming about that event.

4. Transportation Plan Vision

Data: City Council Guidelines for the CTAC (Vision & Values, Project Priorities & Partnerships) and City of Bend Comprehensive Plan Chapter 7: Transportation Systems

a. Review Foundation for Vision and Goals: Mr. Arnis discussed resources and tools available to help in developing the vision and goals needed for the next TSP. Staff will assess the relevancy of current TSP goals to this project, how to make the new TSP more accessible and easier for the public to understand, and ways to make amendments easier in the future.

SC concerns included the statistical accuracy of data-gathering tools.

b. Vision and Values: Mr. Dills invited comments about the City Council Guidelines from SC members representing the County, ODOT, and Planning Commission:

- **Mr. DeBone:** Hasn't read it yet but will do so. What does the CTAC goal of including a viable funding plan to put before the voters mean?

- **Mr. Farnsworth:** Similar to ODOT's planning environment, liked relating livability to safety, find common ground around public safety (correlate with reliability, tourism, economic vitality, other goals/objectives), connect communities to other places, and prevent bottlenecks (congestion) from becoming deterrents to community prosperity. ODOT is doing its first strategic business plan. He suggested looking for crossover opportunities between jurisdictions. When evaluating a particular facility, it's important to determine the priorities for investment based on the type of uses desired. Conscious choices will need to be made collectively on how to squeeze as much capacity as possible into the system while still allowing it to function.

- **Ms. Hopper:** Need to demonstrate the best and wisest use of resources at each stage and provide transparency in how that's done, so the voters will support a viable funding plan to accomplish the TSP goals. This is an opportunity to acknowledge and capitalize on multi-stakeholder investments in regional planning about healthcare, safety, housing, and other issues. We will see better impacts if we make choices together.

Are there any other comments/points of emphasis any member would like to make as staff combines the Vision and Values with input from the CTAC feedback to draft the vision and goals for the project?

- **Mr. Roats:** Look for ways the City can interface with ODOT. The City lacks a sustainable funding source for transportation except SDCs (system development charges) and state grants. We can only build what people are willing to pay for.

- **Mr. Moseley:** Assumptions about a facility can cause jurisdictional conflicts (e.g., Bend Parkway – local vs. regional values). Will ODOT support SC decisions? The TSP doesn't stand in isolation. The road system is a tool to get someplace. Periodically remind the CTAC that legitimate goals will help get houses built and provide connectivity and choices.

- **Mr. DeBone:** "Including a viable funding plan" should be a separate goal from "Putting a viable funding plan before the voters."

- **Ms. Campbell:** Uncomfortable with the assumption a funding plan will be put before the voters without prior consideration of other funding options.

- **Ms. Russell:** The last bullet on Page 15 of 38 (including a viable funding plan to put before the voters) needs to be transparent to voters.

- **Mr. Farnsworth:** Revise last bullet on Page 15 of 38 to read – "Include a viable finding plan <u>that includes elements</u> [<u>added</u> language] to put before the voters."

5. Public Comment

Mr. Leslie questioned what the model was measuring, why, and the assumption autonomous vehicles would result in fewer vehicle miles traveled. He suggested the model

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use more than Oregon data, measure the number of rides, and consider how destinations (services) are distributed.

10. Close

Steering Committee Meeting 2: Date and time to be determined.

Mr. Dills closed the meeting at 6:57 p.m.

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Minutes

Steering Committee

Bend's Transportation Plan

May 3, 2018

Bend Park and Recreation District
Riverbend Community Room
709 SW Columbia Street, Bend, Oregon

CITY OF BEND

Steering Committee Members

Casey Roats, **Chair** ..... City Councilor/Mayor
Sally Russell, **Vice-Chair** ..... City Councilor/Mayor Pro Tem & Bend Metropolitan Planning Organization (MPO) Policy Board Chair
Barb Campbell ..... City Councilor & MPO Policy Board
Bill Moseley ..... City Councilor & MPO Policy Board
Bruce Abernethy ..... City Councilor
Nathan Boddie, absent ..... City Councilor
Tony DeBone, absent ..... Deschutes County Commissioner & MPO Policy Board
Justin Livingston ..... City Councilor
Gary Farnsworth ..... Oregon Dept. of Transportation (ODOT) & MPO Policy Board Vice-Chair
Lindsey Hopper ..... Bend Planning Commissioner

City Staff

Camilla "Cam" Sparks, *Budget/Financial Planning Manager*
Elizabeth Oshel, *Associate City Attorney*
Emily Eros, *Transportation Planner*
Eric King, *City Manager*
Karen Swirsky, *Senior Planner/TSP (Transportation System Plan) Update Project Manager*
Nick Arnis, *TSP/MTP Update* (Metropolitan Transportation Plan) *Project Director*
Sharon Wojda, *Finance Director*
Susanna Julber, *Citywide Transportation Advisory Committee* (CTAC) *Manager*

Metropolitan Planning Organization Staff

Tyler Deke, *Bend MPO Manager*

Consultants

Cameron Prow, *TYPE-Write II*
Joe Dills, *Angelo Planning Group*

Visitors

Alexis Biddle, *1000 Friends of Oregon;* David Abbas, *City of Bend Streets Department Director;* Gary Vodden; Glenn Van Cise, *CTAC Alternate 1;* Greg Bryant, *CTAC Ex Officio* (Deschutes River Woods); Karna Gustafson, *CTAC Co-Chair;* Katy Brooks, *CTAC;* Michelle Rhoads, *Central Oregon Intergovernmental Council;* Mike Riley, *CTAC Co-Chair;* Rick Williams, *ODOT;* Rondo Boozell; Rory Isbell, *Central Oregon LandWatch;* Sid Snyder, *CTAC;* Steve Hultberg, *CTAC Co-Chair;* Wayne Purcell. Media: Julia Shumway, *The Bulletin*

(Note: Agenda items appear in discussion order. The 3 digits after a motion title show the number of member jurisdictions voting in favor/opposed/abstaining.)

1. Agenda Overview and Process Overview – Look Ahead

Mr. Dills, Facilitator, opened Steering Committee (SC) Meeting 2 at 4 p.m., Tuesday, May 3, 2018, with a quorum of members (8 of 10) present.

6. Public Comment

Wayne Purcell summarized his background and expressed concerns about Juniper Ridge, affordable housing needs, potential areas for workforce housing, and development costs.

Gary Vodden presented written notes entitled "OSU Parking & the ~3,500 ghost commuters" and summarized his concern about faculty and staff parking needs.

1. Agenda Overview and Process Overview – Look Ahead (continued)

Mr. Dills outlined the agenda for this meeting.

Mr. Arnis passed around a draft calendar and asked SC members to indicate which days and times for SC meetings would fit best with their schedules. He outlined the approach to updating the City's Transportation System Plan (TSP) and the Bend MPO's Metropolitan Transportation Plan (MTP). His discussion covered work elements for Phase 1 (summer 2018: vision, goals, citywide project needs, Funding Work Group, scenario performance measures), Phase 2 (neighborhood needs), and Phase 3 (priorities, draft plan) plus committee roles and opportunities for public input. Short papers defining transportation planning terms are underway. Project completion is expected in winter 2020.

SC concerns about the CTAC process to date included linking goals with performance measures, why CTAC was not organizing around City Council goals, and why CTAC was not focusing on primary CTAC goals.

Mr. Arnis replied the first CTAC meeting was an ice-breaker to start the visioning process.

2. CTAC Report

Data: City Council Guidelines for the Citizen Transportation Advisory Committee (CTAC)

a. Introduction of CTAC Co-Chairs

Mr. Dills identified Ms. Gustafson, Mr. Hultberg, and Mr. Riley as three of the four CTAC Co-Chairs. Co-Chair Ruth Williamson was unable to attend tonight's meeting.

b. CTAC Report, Current Activities, and Co-Chair Comments

Co-Chair Riley shared his assessment of what CTAC has done to date. There are many different voices and perspectives at the table. CTAC members are excited to be part of the process and ready to get into the details. The co-chairs will bring Council's sideboards back to the next CTAC meeting.

Co-Chair Hultberg agreed with Mr. Riley that CTAC had not gone rogue. He felt there was considerable overlap between the Council sideboards and what CTAC came up with. He said it took a lot of time to get people with different perspectives and experience up to speed on the language, issues, and concepts.

Co-Chair Gustafson said CTAC was on the right track but needed time to review discussion to date, match CTAC themes with Council directions, and add details to make what Council gave them more substantive and understandable.

3. Steering Committee Guidance on Project Goals

Data: Steering Committee Guidance on Project Goals – May 3, 2018, Summary: 3-13-18 Steering Committee Input on Council Guidelines for CTAC, and Summary of Recommendations – Steering Committee Meeting 2

Mr. Dills said staff and CTAC were seeking SC direction on the approach and next steps to take to finalize the goals. He expected draft goals to be available by July 2018.

a. Presentation and Discussion

CTAC Co-Chair Hultberg discussed the theme-development process and his analysis to align primary CTAC goals with Council direction. He said his alignment draft was a work-in-progress and did not represent CTAC's final goals. Co-Chair Riley explained why CTAC felt the technical language needed softening. Additional Co-Chair comments included CTAC's need to understand the intent of the goals and how they will be used and the importance of not confusing the public.

SC comments included why CTAC used a theme concept when the strategic plan had no themes, need for feedback to CTAC to coalesce around the draft goals, purpose of the open house, degree of alignment between the SC and CTAC, making good use of the public's time, reconciling internally inconsistent goals, the public's need to understand the purpose of the goals, and prioritizing competing goals.

Straw Poll 1 (3/5/0): Should the draft goals go back to the Steering Committee before going out to an open house? Yes – 3, No – 5, Abstain – 0.

Straw Poll 2 (4/4/1): Should the open house be held first with the goals coming back to the Steering Committee for final review? Yes – 4, No – 4, Abstain – 1.

Mr. Arnis offered a third process option: a joint work session of CTAC Co-Chairs and SC members before the first open house. He explained how the goals, policies, and action items worked together.

Following additional discussion, Mr. Dills summarized the SC position as SC members meeting with Co-Chairs at a goal work session before the open house and reviewing results of the open house at the July 2018 SC meeting.

b. Action Requested: Steering Committee Direction on the Approach and Next Steps for Development of the Project's Goals and Objectives

Mr. Dills summarized the SC's position on how to move forward: Combine CTAC and Council work, simplify the goals to be outcome-based, clarify semantics, fill in gaps, and be clear about the purpose of the goals.

Motion 1 (8/0/0): Mayor Roats moved to accept Mr. Dill's summary. Mr. Livingston seconded the motion which passed unanimously.

SC members agreed by consensus with Mr. Dills' recommendation to share discussion from SC Meeting 1 (March 13) and ODOT's vision for the US Highway 97 corridor including the Bend Parkway with CTAC Co-Chairs and SC members at their joint work session on goals.

4. Land Use Assumptions to Be Used for Transportation Modeling

Data: Updated Land Use Assumptions for Bend's Transportation Plan – April 26, 2018

a. Assumptions for Bend

Mr. Dills presented the PSU (Portland State University) population projection converted to land use for purposes of transportation modeling. Oregon statute obligates the City to use PSU forecasts in its planning. The 2040 land use assumptions, including urban growth boundary (UGB) expansion analysis data, were updated to align with the most recent PSU population forecasts for housing (13,000 more people) and employment (8,000 new jobs). The model uses Transportation Analysis Zones to estimate trips along streets and through intersections. Analysis results are used to determine the number of trips, where people are going, and which transportation mode is used. Some infrastructure improvements needed for growth will also serve those within the existing UGB. The updated land use assumptions are not land use policy but will implement the PSU population forecast and are consistent with the comprehensive plan.

SC concerns included the financial impact of making infrastructure improvements all over Bend instead of one area at a time, if another UGB expansion was expected before 2040, and how often refinements of the 20-year TSP will be needed.

CTAC Co-Chair comments covered impact of the House Bill 4079 UGB expansion (if Bend is successful), impact of UAR (Urban Area Reserve) analysis, and if more housing needs could be met in the city center.

b. Update on Coordination with Redmond, Deschutes County, and ODOT

Mr. Arnis said TSP and MTP updates were being coordinated as much as possible.

c. Action Requested: Approval of the Land Use Assumptions for Bend

Motion 2 (7/1/0): Mr. Abernethy moved to use the updated land use assumptions presented in the April 26 memo for the first model run. Ms. Russell seconded the motion which passed with Mr. Abernethy, Ms. Campbell, Mr. Farnsworth, Ms. Hopper, Mr. Moseley, Mr. Roats, and Ms. Russell voting in favor, Mr. Livingston opposed, and none abstaining.

5. Funding Work Group and Transportation Funding Overview

b. Briefing on Transportation Funding

Data: PowerPoint

Ms. Sparks, City Budget Manager, provided an overview of how transportation funding works, why it's so challenging, funding sources, how revenue is allocated, and what funding challenges mean. Other than increased funding for specific programs, overall state funding is expected to keep pace with inflation. Creative solutions will be required to address transportation funding needs.

Mr. King outlined the City's efforts since 2009 to get stable transportation funding.

a. Funding Work Group Charter

Data: Funding Work Group Charter draft – April 25, 2018

Ms. Eros reviewed the purpose, membership criteria, staffing, meeting guidelines, and preliminary meeting commitment (7 meetings, June 2018 through May 2019) for the Funding Work Group (FWG). She also discussed funding status (federal, state, local), funding task process, and key questions the funding analysis will address. FWG Co-Chairs will be Karna Gustafson, Steve Hultberg, Mike Riley, and Ruth Williamson. Additional FWG members will be Katy Brooks, Suzanne Johannsen, Nicole Mardell, Richard Ross, and Dale Van Valkenburg. The first FWG meeting will be on June 7, 2018.

6. Public Comment (continued)

Rondo Boozell filled out a Speaker's Sign Up Sheet and checked the box saying he did not wish to speak but had written comments to submit about "projects that reflect community values and priorities: 1. sustainable energy source for public trans."

Correspondence Received

- E-mail from Matt Cowell sent April 11, 2018
- E-mail from Steve Bradford sent May 3, 2018

7. Close

Steering Committee Meeting 3: Date and time to be determined.

Mr. Dills closed the meeting at 5:56 p.m.

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Cover Memo: Project Goals, Performance Measures, and Scenarios for Evaluation

Project Goals, Performance Measures, and Scenarios for Evaluation

PREPARED FOR:	Bend Transportation Plan Steering Committee
COPY TO:	CTAC Co-Chairs
PREPARED BY:	Karen Swirsky, Project Manager and Joe Dills, APG
DATE:	August 30, 2018

Summary of Recommendation and Requested Action

At the August 22nd meeting of the Citywide Transportation Advisory Committee (CTAC), the Committee approved three items for recommendation to the Steering Committee:

- Project goals
- Performance measures for use in evaluation
- Citywide Transportation Framework "scenarios" for use in modelling

CTAC requests that the Steering Committee discuss, refine as needed, and approve these recommendations. This action by the Steering Committee is required in order to move on to the next steps of the project. This memorandum summarizes background information and key points regarding the recommendations. Draft motions are included at the end of the memo.

CTAC Process since the May Steering Committee Meeting

Following the Steering Committee's guidance on the goals in May, CTAC and the project team have been working hard, with quick turn-arounds, to thoroughly craft, refine, and finalize the recommended goals, performance measures, and scenarios. Additionally, the Funding Work Group has met twice to begin its work. The process, in a nutshell, is listed below.

- **May 30 – CTAC Meeting 3**: Refine draft goals; discuss existing transportation conditions.
- **June 7 – Funding Work Group Meeting 1:** Work group process and work plan; overview of funding plans and sources.
- **June 11 – Community Open House and Online Open House:** The City of Bend hosted an in-person open house on June 11, 2018 and an online open house between June 11 and July 6, 2018. More than 1,000 people participated in either the online or in-person open houses. This outreach milestone focused on sharing and obtaining feedback regarding draft goals for the plan and Citywide and regional transportation needs, issues, and opportunities. A complete summary of outreach efforts and input is available at https://www.bendoregon.gov/Home/ShowDocument?id=37185. Input

informed the refinement of goals and the development of scenarios and performance measures by CTAC.

- **July 19 – CTAC Meeting 4:** Introduction to performance measures and scenarios.
- **July 24 – Funding Work Group Meeting 2:** Further review of funding sources; evaluation and ranking of "most suitable" sources for Bend; initial discussion of the approach to funding packages.
- **July 27 - CTAC Scenarios Workshop:** Hands-on process to review and select the projects to be associated with each scenario.
- **August 6-15 - CTAC Performance Measures On-Line Survey:** CTAC had the opportunity to review, rank, and suggest additional performance measures through an online survey.
- **August 9 - Drop-In Discussion Session**: Staff and consultants offered a drop-in session to discuss performance measures.
- **August 22 – CTAC Meeting 5:** Draft scenarios and performance measures; finalization of recommendations to the Steering Committee (extra meeting).

The Co-Chairs have met with project staff between the above-listed meetings to preview meeting agendas and work on issues raised in the process.

Project Goals

The goals are defined as follows:

Bend's Transportation Plan Goals *define the community's desired outcomes for the transportation system. The Goals will shape the policies and actions in the Plan, and guide the projects and programs that carry out the Plan.*

The goals were developed through discussions at each of the five CTAC meetings to-date, Steering Committee guidance in April, and input from the community at the May open house and online open house.

It has been a lively process, yielding overall support for the goals and also diverse opinions regarding the substance of specific sub-goals. In CTAC's process, concerns raised by some members at the July meeting were addressed through the addition of a preamble to the goals, which states in part: *"…CTAC acknowledges that there may be additional issues and solutions that should be considered as the project moves forward and CTAC membership learns more about our transportation system, funding options, community interests, and solutions implemented by other jurisdictions."* Correspondence from several CTAC members is included in the Steering Committee packet.

On August 22nd, the preamble was adopted by consensus. The goals were adopted without amendment by consensus of the CTAC membership.

The practical outcome of the Steering Committee's approval of the goals at this time will be to acknowledge and support them for use in the project, recognizing that CTAC will continue to consider a wide range of issues and solutions, and that updates to the goals may be proposed in the future.

Performance Measures

Performance measures are a tool used to help guide transportation plan evaluation and decision making. They are objective ways to evaluate the effectiveness of how well transportation proposals achieve the community's transportation goals. Performance measures can be quantitative or qualitative. Performance measures recommended by CTAC, as described below, will be used to evaluate the transportation scenarios. Later in the project, performance measures may be used for different purposes, such as ongoing monitoring.

A few examples of the recommended performance measures include:

- Demand to capacity ratio (a measure of congestion)
- Reported crashes by mode (a measure of safety)
- Employment area accessibility (a measure of livability/access to jobs)
- Vehicle miles travelled per capita (a measure of environmental stewardship/impact)

The recommended performance measures were developed through discussions with CTAC in July and August. An informal workshop was also held in August on the subject of performance measures. CTAC first reviewed an initial list of performance measures, tied to each goal, that were a combination of best practice measures and those that are particularly suitable for use in Bend to measure the differences between the scenarios (discussed below). CTAC discussed and refined the measures and approved them on August 22nd by consensus. The recommended performance measures, attached in this meeting packet, describe the associated project goals, applications, and example outputs. A memorandum describing additional information about the performance measures is also attached.

Following approval by the Steering Committee, the performance measures will be used to evaluate the scenarios, which will lead to the creation of the Citywide Transportation Framework.

Scenarios

A scenario is a set of transportation projects and programs comprising a transportation system. It is a "what if" plan representing a possible future state of the transportation system at the end of the planning period (2040). Modeling and analysis of scenarios allows the project team and decision-making bodies to examine how different scenarios, and projects within the scenarios, perform relative to one another. For example, the travel model analysis can examine how adding corridors, widening corridors, or providing new transit services shifts projected travel patterns (including which mode people would choose to travel by) and how those shifts change system congestion, accessibility, etc.

Scenarios are a best practice in planning to examine the impacts, costs, pros, and cons of different alternatives. We are using scenarios because it is not feasible to evaluate individual projects or every combination of projects separately.

CTAC and the project team propose to model and evaluate the three recommended scenarios, identify the best-performing elements from each scenario relative to the project goals and performance measures, and **craft a hybrid "Citywide Transportation Framework"** that will be brought to the Steering Committee for approval in December. It is important to emphasize that

the scenarios recommended by CTAC are intentionally distinct from each other and serve as a starting point for evaluation—the Citywide Transportation Framework will be a hybrid of the best-performing projects and programs from the scenarios you see today. This learning process may also reveal the need for projects and programs not considered to-date that could be included in the hybrid Citywide Transportation Framework.

The maps and corresponding Tables 1 through 3, attached in the meeting packet, detail the projects and programs included in each of the three recommended scenarios. Each scenario presents a distinct bookend that will provide information about the strengths and weaknesses of different investment approaches.

The proposed scenarios approved by CTAC for recommendation to the Steering Committee are:

- **Scenario A: Build New Corridors.** Scenario A includes projects that focus on constructing new roads and extending existing roads, building new bridges and crossings of barriers, and adding key multi-use paths.
- **Scenario B: Widen and Enhance Existing Corridors.** Scenario B focuses on projects that widen existing corridors and upgrade them to include missing walking and bicycling facilities, without major new roadways, bridges, or paths.
- **Scenario C: Maximize the Existing Transportation System.** Scenario C maximizes the existing system with increased use of technology and transportation demand programs, without major new capital improvement projects.

The projects and programs for each scenario are presented in Scenario Maps A, B, and C, and, Tables 1 through 3. All scenarios include a common set of baseline transportation improvements, identified in the current Bend MPO Transportation Plan, City 5-year Capital Improvement Plan, and the 2016 Transportation System Plan projects for the UGB expansion areas. For more detailed information about the baseline projects, see the associated attachments in the meeting packet.

CTAC developed the recommended scenarios through three steps:

(1) a high-level discussion of scenario themes on July 20;

(2) a workshop to discuss the scenarios in detail and populate the scenario maps with projects and programs; and

(3) a refinement work session at the August 22nd CTAC meeting.

The resulting scenarios were approved by CTAC (by consensus) on August 22nd for recommendation to the Steering Committee.

Draft Motions

Staff suggests separate motions for each of the action items:

Motion 1 – “I move approval of the Preamble and Project Goals recommended by CTAC.”

Motion 2 – “I move approval of the recommended performance measures, for purposes of evaluation, listed in Table 2 in the memorandum from Matt Kittelson dated August 28, 2018.”

Motion 3 – “I move approval of the recommended scenarios, for purposes of evaluation. The scenarios include:

Bend's Transportation Plan Goals: Preamble, Goals, and Comments Received

Bend's Transportation Plan Goals

Recommended by CTAC (August 22, 2018) for Approval by the Steering Committee

Goal Definition

Bend's Transportation Plan Goals define the community's desired outcomes for the transportation system. The Goals will shape the policies and actions in the Plan, and guide the projects and programs that carry out the Plan.

Preamble

The Goals articulated in this document were developed by the Citywide Transportation Advisory Committee (CTAC) after consideration and review of the City Council's articulated goals for CTAC, and through an extensive CTAC-led process of identifying issues and potential solutions from stakeholders in our regional and city transportation systems. CTAC recognizes that the Goals as drafted are not necessarily comprehensive. CTAC acknowledges that there may be additional issues and solutions that should be considered as the project moves forward and CTAC membership learns more about our transportation system, funding options, community interests, and solutions implemented by other jurisdictions. It is the express intent of CTAC through the adoption of the draft Goals that no issue, policy, solution or project should be excluded from CTAC deliberations and recommendations, regardless of whether the issue, policy, solution or project is specifically identified in the current CTAC-adopted draft Goal.

Goals

Increase System Capacity, Quality, and Connectivity for All Users (e.g. drivers, walkers, bicyclists, transit riders, mobility device users, commercial vehicles, and other forms of transportation)

- Increase route choices and connections for all users
  - Roads: increase capacity and efficiency
  - Sidewalks: increase access and connectivity
  - Bicycle facilities: increase total miles of bike routes/facilities
  - Transit: increase transit ridership
- Use technology to enhance system performance, including accessible technology (i.e. audible signals)
- Increase the number of people who walk, ride a bike and/or take transit
- Provide reliable travel times for commuters, emergency vehicles, and commercial users
- Minimize congestion
- Reduce vehicle operating and maintenance costs due to poor pavement conditions

Ensure Safety for All Users

- Reduce serious injury and fatality rates.
- Maximize safe routes within and between neighborhoods and throughout the community for all users
- Design and build facilities and routes that maximize safety for pedestrians and bicyclists
- Reduce speeding

DRAFT

Facilitate Housing Supply, Job Creation, and Economic Development to Meet Demand/Growth

- Build new roads and upgrade existing roads to serve areas targeted for growth (prioritized opportunity and expansion areas) and job creation
- Provide access and connectivity to expanded housing supply
- Improve connectivity and route choices for commercial users

Protect Livability and Ensure Equity and Access

- Incorporate a complete streets approach for all new road projects and road reconstruction
- Increase Safe Routes to Schools
- Ensure that all income levels and abilities have access to the transportation option that best meets their needs

Steward the Environment

- Minimize the impacts of transportation system on natural features
- Minimize the impacts of system on air and water quality and noise
- Reduce carbon emissions from transportation

Have a Regional Outlook and Future Focus

- Coordinate and partner with other public and private capital improvement projects and local/regional planning initiatives
- Create a system that is designed to test innovative and emerging transportation technologies and adopt if successful

Implement a Comprehensive Funding and Implementation Plan

- Identify stable, equitable and adequate funding for transportation programs and projects
- Ensure that the financial plan and investment priorities are transparent, understandable, and broadly supported by the community
- Produce a funding plan that includes contributions from residents, visitors, and businesses and that delivers benefits to all users and geographies equitably and in a timely manner
- Include performance measures/benchmarks and a formal process to periodically assess progress to-date and adjust or update the plan as needed

Recommended Performance Measures

Recommended Performance Measures

PREPARED FOR: Steering Committee
COPY TO: City of Bend
PREPARED BY: Consulting team
DATE: August 28, 2018

Introduction

This memorandum provides an overview of transportation performance measures, their purpose, and recommendations for measures to utilize during the scenario evaluation process. CTAC has reviewed and modified an initial recommendation at the August 22 CTAC meeting. The performance measures included in this document reflect those modifications.

Performance Measures

Bend's Transportation Plan goals define the community's desired outcomes for the transportation system. The goals will shape the policies and actions and guide the projects and programs that carry out the Plan. Scenarios will focus on a theme that leads to different combinations of projects and programs. Performance measures will be used to measure how well the proposed projects and programs meet the goals in each scenario. Ideally, performance measures are measurable and objective indicators. The development of performance measures and scenarios is an iterative process, as illustrated in the graphic below.

How are Performance Measures Useful

Public agencies use performance measures to evaluate how well the transportation system serves a variety of needs. Since transportation systems are increasingly complex, no single measure can fully describe how a system operates. Instead, multiple measures may be necessary to help us understand how different users are served by the existing or proposed system.

Additionally, performance measures can be used for different outcomes. Some may be useful for planning a system while other may be more useful for monitoring how a system currently operates. At this time, the Steering Committee (SC) is being asked to identify performance measures to evaluate planning scenarios. Table 1 provides a brief overview of that and other common transportation performance measure applications.

TABLE 1: TRANSPORTATION PEFORMANCE MEASURE APPLICATION

Application	Description	Example Performance Measure
Planning Scenario Evaluation	Performance measures are used to assess how effective various scenarios are at achieving established goals and objectives. Projects that assess systemwide scenarios, such as this TSP update, require performance measures that can be measured broadly at the system or corridor level.	Vehicle miles traveled, Vehicle hours of delay
Prioritization	Transportation performance measures can be used to help prioritize projects. These are most useful when they show the magnitude of improvement that would result from a project so the public and decision-makers can determine where investments should be made.	Demand to capacity ratio, Sidewalk system completeness, Bicycle system level of traffic stress
Long-term Benchmark (Monitoring)	Agencies are often required or interested in monitoring how a system operates over time. A monitoring program may be useful to help track progress towards benchmarks to desired outcomes. Performance measures for monitoring programs are based on measuring the current system rather than predicting how the system would operate in the future.	Mode choice, Greenhouse gas emissions, Vision Zero goal, Accessibility to destinations by mode choice
Development Review	Performance measures are used to determine transportation improvements that may be required in conjunction with a development.	Intersection volume-to-capacity ratio, intersection crash rate, presence of pedestrian or bicycle facilities

SHADING INDICATES KEY OBJECTIVES OF THIS TSP UPDATE

Scenario Evaluation Process

We are currently focused on evaluating system-wide improvement scenarios. Because of the broad nature of the evaluation, we need to use performance measures that assess citywide or corridor performance to differentiate between these scenarios. As we move towards project prioritization and neighborhood level planning, we may add measures to evaluate intersection focused needs or local improvements.

Table 2 presents consultant team recommendations (modified by CTAC) for performance measures that we have the tools to evaluate and will be useful to evaluate and differentiate between the scenarios under consideration.

Many of these performance measures may also be helpful to prioritize improvements as we move closer to a preferred project list. Also included are alternative measures that could be considered. In some case, performance measures are necessary for MPO reporting requirements (noted with an asterisk).

TABLE 2: TRANSPORTATION PERFORMANCE MEASURES FOR EVALUATING SCENARIOS

PROJECT GOALS	RECOMMENDED PERFORMANCE MEASURES	APPLICATION	EXAMPLE OUTPUT
Increase System Capacity, Quality, and Connectivity for All Users	Demand to Capacity Ratio (congestion)*	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Travel demand modeling tool used to predict where roadway segments or study intersections are at, near, or over capacity. Future alternatives would be compared to future "no build" scenario to see how ratios change. • *Monitoring:* Uses data collection program to monitor demand to capacity changes over time
	Sidewalk System Completeness	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Identification of priority routes and type of facility proposed • *Monitoring:* Track progress towards sidewalk completeness
	Bicycle System Level of Traffic Stress	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Identification of where comfortable bicycle routes exist, priority routes for improvement, and type of facility proposed • *Monitoring:* Track progress towards sidewalk completeness
	Completeness of low-stress network	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Identification of key low-stress bicycle routes and facilities • *Monitoring:* Track the completion of the planned low-stress network

PROJECT GOALS	RECOMMENDED PERFORMANCE MEASURES	APPLICATION	EXAMPLE OUTPUT
Ensure Safety for All Users	Reported fatal and injury crashes*	• Monitoring program *Note: Upcoming Transportation Safety Action Plan (TSAP) will identify specific safety projects*	• *Monitoring:* Reported fatal and injury crashes per year at study intersections or roadway segments
	Reported Crashes by Mode	• Monitoring program *Note: Upcoming Transportation Safety Action Plan (TSAP) will identify specific safety projects*	• *Monitoring:* Reported crashes over time citywide, along specific corridors, facility types, at specific locations, and by mode
	Qualitative Assessment of Predicted Crash Rates	• Differentiate between planning scenarios	• *Planning scenarios:* Identification of historical crash performance of various scenario features. (e.g., consideration of crash rates on 3-lane vs. 5-lane roadway corridors, potential benefits of grade-separated crossings, etc.) Information will be available when considering scenario performance.
Facilitate Housing Supply, Job Creation, and Economic Development to Meet Demand/Growth	Vehicle Hours of Delay*	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Travel demand modeling tool used to predict vehicle hours of delay experienced by users. Future alternatives would be compared to future “no build” scenario to see how delay is changed • *Monitoring:* Uses data collection program to monitor delay along specific corridors
	Peak Hour Vehicle Miles Travelled on Rural Facilities (diversion)	• Differentiate between planning scenarios	• *Planning scenarios:* Travel demand modeling tool used to identify where travel demand increases on/diverts to rural facilities

PROJECT GOALS	RECOMMENDED PERFORMANCE MEASURES	APPLICATION	EXAMPLE OUTPUT
	Travel Time Reliability (Application requires scope of work modification)	• Differentiate between planning scenarios • Monitoring Program	• *Planning scenarios:* ODOT maintained tool to assess the reliability on travel times on major corridors. If travel times can be confidently predicted, drivers can plan their trips to arrive on time. Travel time reliability is especially important for freight and public transportation. Future scenarios would be compared to the future "committed" scenario to see if travel times are maintained or improved. • *Monitoring:* Use data collection program or secure data from private vendors to monitor reliability along specific corridors.
Protect Livability and Ensure Equity and Access	Measure performance through equity lens such as poverty, race, age, and disability	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Provide a "populations served" rating for projects based on existing demographics information and travel model flow information • *Monitoring:* Annual report card on transportation system to various populations
	Percentage of vulnerable populations with ¼ mile of sidewalks, bicycle facilities, or transit	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Measure proximity of vulnerable populations to multimodal facilities • *Monitoring:* Track changes to access over time.
	Employment accessibility (ex. Number of jobs that the majority of Bend residents can reach, within a reasonable timeframe. This is calculated for each mode.)	• Differentiate between planning scenarios • Monitoring program	• *Planning Scenarios*: Measure how well the transportation system enables residents to get from home to work, for whichever mode they choose to use. • *Monitoring*: Track how employment accessibility is improved over time, based on land use, demographic, and transportation changes
	Percentage of collector roads with an ADT above 4,000	• Differentiate between planning scenarios • Monitoring program	• *Planning Scenarios:* Identify collectors roads carrying more traffic than anticipated in future scenarios. • *Monitoring:* Track collector traffic volumes over time.

PROJECT GOALS	RECOMMENDED PERFORMANCE MEASURES	APPLICATION	EXAMPLE OUTPUT
Steward the Environment	Vehicle Miles Traveled Per Capita*	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Travel demand modeling tool used to estimate number and length of trips per capita. Future alternatives would be compared to future "no build" scenario to evaluate how number of trips and miles driven change. • *Monitoring:* Uses data collection program to monitor miles driven over time
Have a Regional Outlook and Future Focus	Arterial Roadway Miles with Demand to Capacity Ratio Deficiencies	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Travel demand modeling tool used to estimate arterial roadway performance. Future alternatives would be compared to future "no build" scenario to evaluate how performance along arterials changes. • *Monitoring:* Uses data collection program to monitor congestion along arterials over time.
	Mode Split*	• Differentiate between planning scenarios • Monitoring program	• *Planning scenarios:* Travel demand modeling tool will provide estimate of mode split for each scenario. • *Monitoring:* Annual reporting measure that identifies drive along, shared ride, walk, bike, and transit trips.
Implement a Comprehensive Funding and Implementation Plan	Cost	• Differentiate between planning scenarios	• *Planning scenarios:* Planning level cost estimates for individual projects and scenario packages. Include estimate on maintenance costs.

*Recommended measures that are part of MPO planning requirements

Bend's Transportation Plan

Scenarios for the Citywide Transportation Framework Evaluation

Scenario A: Build New Corridors

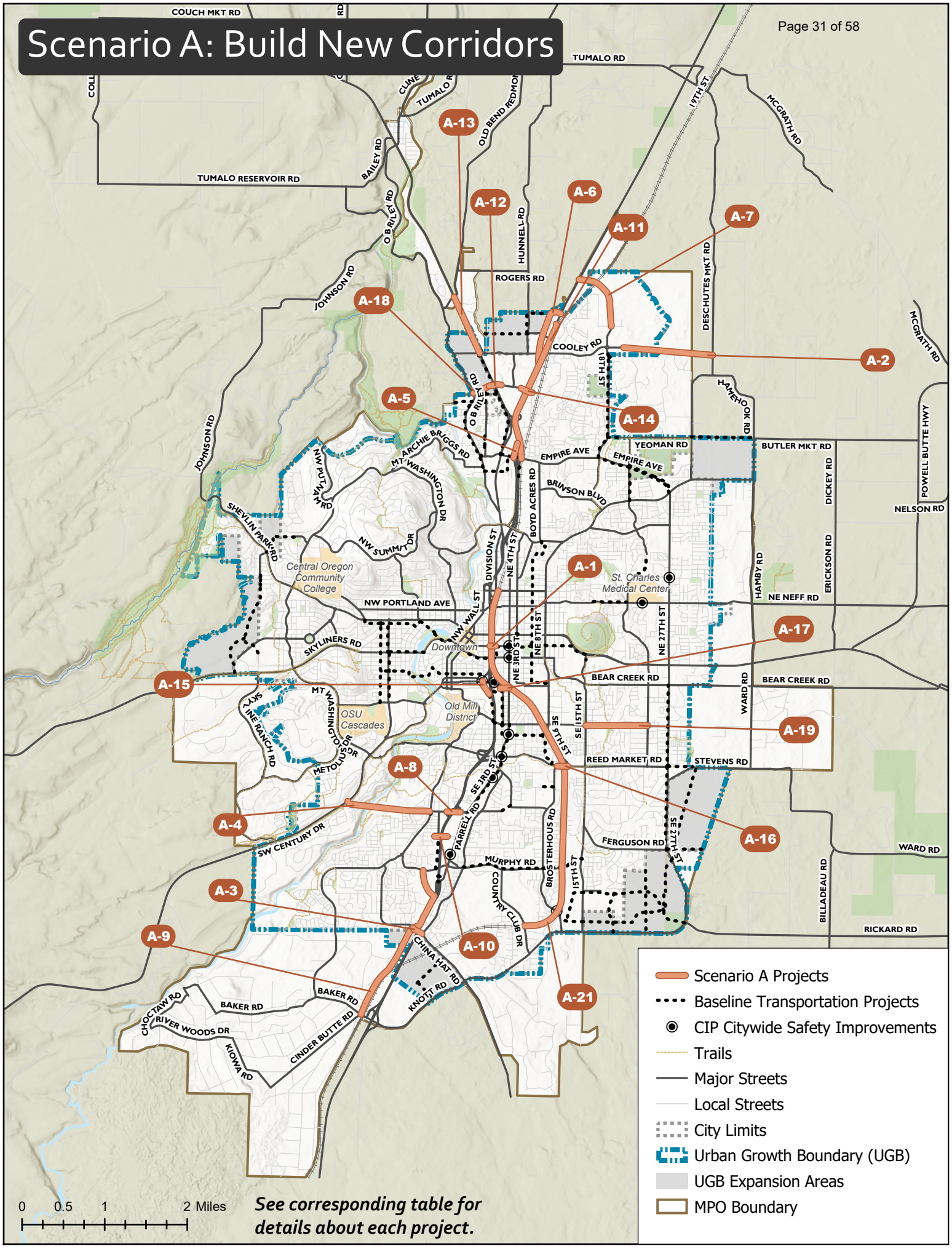


Table 1. Projects to Include in Scenario A

SCENARIO A: Build New Corridors • Construct new roads • Extend existing roads • Add new crossings of system barriers such as the Parkway, railroad, or river • Add key regional multiuse paths and connections	**Number**	**Project**	**Need**
	A-1	Hawthorne Avenue Grade-separated Crossing at US 97/Railroad	Barriers for bicyclists & pedestrians through central Bend
	A-2	Cooley Road Extension (between 18th Street and Deschutes Market Road)	East-West Corridor Congestion
	A-3	Ponderosa Street/China Hat Road Overcrossing of US 97	East-West Corridor Congestion
	A-4	South River Crossing (between Century Drive and US 97), note that the Scenic River Boundary is approximately 1-mile north of the southern UGB limits.	East-West Corridor Congestion
	A-5	US 97/Empire Avenue Southbound off-ramp	US 97 Corridor Capacity/Safety (Empire to Cooley)
	A-6	US 97 North Parkway Extension (from Grandview Drive to US 97)	US 97 Corridor Capacity/Safety (Empire to Cooley)
	A-7	US 97 North Interchange with connection to 18th Street	US 97 Corridor Capacity/Safety (Empire to Cooley)
	A-8	Powers Road/US 97 Interchange	US 97 Corridor Capacity/Safety (Murphy to Empire)
	A-9	US 97/Murphy Road Frontage Road	US 97 Corridor Capacity/Safety (Murphy to Empire)
	A-10	US 97 Pedestrian Overcrossing at Badger Road	US 97 Corridor Capacity/Safety (Murphy to Empire)
	A-11	3rd Street Multi-Use Path (between Empire Avenue and Grandview Drive)	US 97-Hwy 20 Triangle Pedestrian & Bicyclist Access

	A-12	Pedestrian/Bicycle Overcrossing of US 20 near Robal Road	US 97-Hwy 20 Triangle Pedestrian & Bicyclist Access
	A-13	US 20 Multi-Use Path (between Cooley Road and Old Bend-Redmond Highway)	US 97-Hwy 20 Triangle Pedestrian & Bicyclist Access
	A-14	Pedestrian/Bicycle Overcrossing of US 97 near Robal Road	US 97-Hwy 20 Triangle Pedestrian & Bicyclist Access
	A-15	Trail connection from Colorado Avenue towards Division Street	Colorado Interchange Area Capacity & Ped/Bike Access
	A-16	Reed Market Road Railroad Overcrossing	Reed Market Congestion & Safe Crossings (4th to 27th)
	A-17	Aune Road extension to 3rd Street	Colorado Interchange Area Capacity & Ped/Bike Access
	A-18	Extend Robal Road from US20 to OB Riley Road	North Bend Capacity and Connectivity
	A-19	Extend Wilson from 15th to Pettigrew	East Connectivity
	A-21	Grade separate rail crossings at Revere, Wilson, Reed Market, Country Club	East-West Corridor Congestion

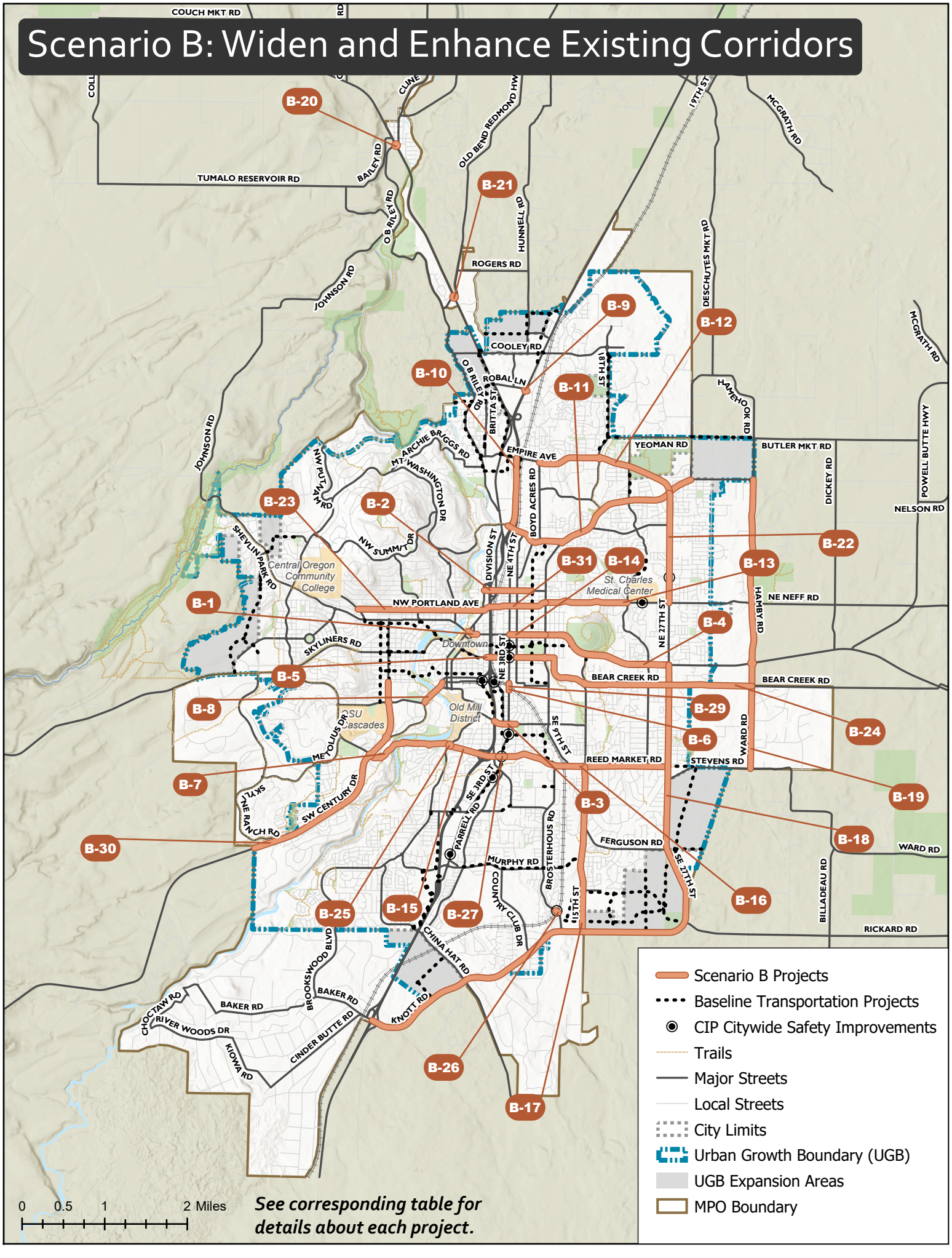

Scenario B: Widen and Enhance Existing Corridors
B-20
B-21
B-9
B-12
B-10
B-11
B-23
B-2
B-22
B-31
B-14
B-13
B-1
B-4
B-5
B-8
B-29
B-24
B-6
B-7
B-19
B-3
B-30
B-18
B-25
B-15
B-27
B-16
B-26
B-17
COUCH MKT RD
TUMALO RESERVOIR RD
BAILEY RD
O B RILEY RD
OLD BEND REDMOND HWY
HUNNELL RD
ROGERS RD
JOHNSON RD
COOLEY RD
ROBAL LN
BRITTA ST
18TH ST
DESCHUTES MKT RD
HAMEHOOK RD
YEOMAN RD
BUTLER MKT RD
EMPIRE AVE
ARCHIE BRIGGS RD
MT WASHINGTON DR
NW PUTNAM RD
BOYD ACRES RD
DICKEY RD
POWELL BUTTE HWY
NELSON RD
NW SUMMIT DR
DIVISION ST
NE 4TH ST
SHEVLIN PARK RD
Central Oregon Community College
St. Charles Medical Center
NE NEFF RD
HAMBY RD
NW PORTLAND AVE
NE 27TH ST
SKYLINERS RD
Downtown
NE 3RD ST
BEAR CREEK RD
OSU Cascades
Old Mill District
SE 4TH ST
METOLIUS DR
REED MARKET RD
STEVENS RD
WARD RD
SKYLINE RANCH RD
SW CENTURY DR
SE 3RD ST
PARRELL RD
FERGUSON RD
MURPHY RD
BROSTERHOUS RD
SE 15TH ST
SE 27TH ST
WARD RD
BILLADEAU RD
RICKARD RD
COUNTRY CLUB DR
CHINA HAT RD
BROOKSWOOD BLVD
BAKER RD
CHOCTAW RD
RIVER WOODS DR
KNOTT RD
CINDER BUTTE RD
KIOWA RD
0 0.5 1 2 Miles
See corresponding table for details about each project.
Scenario B Projects
Baseline Transportation Projects
CIP Citywide Safety Improvements
Trails
Major Streets
Local Streets
City Limits
Urban Growth Boundary (UGB)
UGB Expansion Areas
MPO Boundary

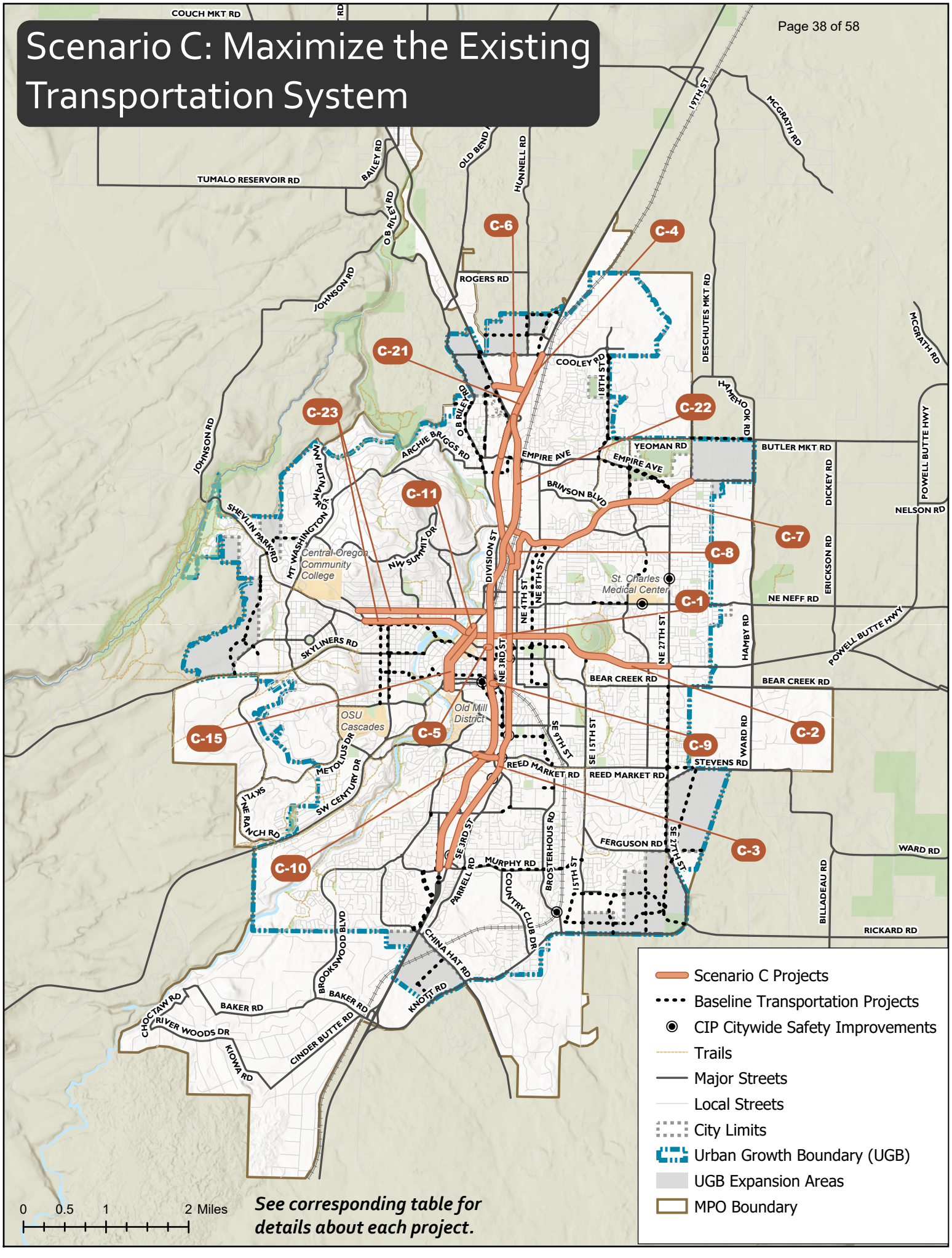
Table 2. Projects to Include in Scenario B

SCENARIO B: Widen and Enhance Existing Corridors • Widen existing roads, intersections, and bridges • Add or improve walking and bicycling facilities along and across existing regional corridors	**Number**	**Project**	**Need**
	B-1	Greenwood Avenue protected bicycle facilities (between Wall Street and Hill Street)	Barriers for bicyclists & pedestrians through central Bend
	B-2	Revere Avenue bicycle facilities (between Wall Street and 6th Street)	Barriers for bicyclists & pedestrians through central Bend
	B-3	Wilson Avenue protected bicycle facilities (between 4th Street and US 97)	Barriers for bicyclists & pedestrians through central Bend
	B-4	US 20 protected bicycle facilities (from 3rd Street to 27th Street)	Barriers for bicyclists & pedestrians through central Bend
	B-5	Protected bicycle undercrossing of US 97 at Franklin Avenue	Barriers for bicyclists & pedestrians through central Bend
	B-6	Protected bicycle undercrossing of railroad at 3rd Street	Barriers for bicyclists & pedestrians through central Bend
	B-7	Reed Market Road widening (from Century Drive to Bond Street)	East-west Corridor Congestion
	B-8	Colorado Avenue widening (from Simpson Avenue to Mount Washington Drive)	East-west Corridor Congestion
	B-9	US 97/Robal Road intersection capacity improvements	US 97 Corridor Capacity/Safety (Empire to Cooley)
	B-10	US 97 southbound auxiliary lane (from Empire Boulevard to Butler Market Road)	US 97 Corridor Capacity/Safety (Murphy to Empire)
	B-11	Butler Market Road widening (from US 97 to Deschutes Market Road) with roundabout at Wells Acre Rd	Butler Market Corridor Capacity and Safety Needs (US 97 to 27th)
	B-12	Empire Boulevard widening (from Boyd Acres Road to Butler Market Road)	Butler Market Corridor Capacity and Safety Needs (US 97 to 27th)
	B-13	Neff Road protected bicycle facilities and enhanced crossings (from 8th Street to Purcell Boulevard	Neff Corridor Safety (8th to Purcell)

	B-14	Greenwood Avenue enhanced crossings (from 3rd Street to 8th Street)	Greenwood Corridor Pedestrian/Bicyclist Safety)
	B-15	Reed Market Road widening and enhanced pedestrian and bicyclist facilities (from Bond Street to 3rd Street)	Reed Market Congestion (Bond to 4th)
	B-16	Reed Market Road widening and enhanced pedestrian and bicyclist facilities (from 3rd Street to 27th Street)	Reed Market Congestion and Safe Crossings (4th to 27th)
	B-17	Corridor Improvements to 15th Street between US 20 and Knott Road, including protected bike/ped facilities and roundabouts at key intersections	15th Street Capacity and Safety at major intersections (Knott to Wilson)
	B-18	27th Street-Knott Road widening to 5 lanes (from US 97 to US 20)	15th Street Capacity and Safety at major intersections (Knott to Wilson), East-West Corridor Congestion
	B-19	Hamby Road widening (from Neff Road to Stevens Road/Ward Road), including a roundabout at US 20	27th/US 20 and Hamby/US 20 Capacity and Safety
	B-20	US 20 roundabout at Cook/Tumalo	US 20 West Rural Crossing Capacity and Safety
	B-21	US 20 roundabout at Old Bend-Redmond Highway	US 20 West Rural Crossing Capacity and Safety
	B-22	27th Street widening (from Neff Road to Butler Market Road)	27th Street capacity
	B-23	Portland Avenue intersection improvements	Congestion and traffic operations
	B-24	Protected bicycle facility on Bear Creek Road	Safety and capacity
	B-25	Widen Bond/Reed Mkt roundabout (partial two lane)	Bond/Reed Mkt roundabout capacity
	B-26	Widen railroad undercrossing on Brosterhous	Bicycle and pedestrian access on Brosterhous
	B-27	Provide dedicated left turn lanes on Reed Market at 3rd Street – possibly through widening or a road diet	Capacity on Reed Market Road
	B-29	Widen 3rd St to 4 lanes under the railroad, including complete street design	3rd Street Capacity (Greenwood to Wilson)

	B-30	Protected bike/ped routes on Century Drive	Safety and Capacity
	B-31	Portland Ave-Olney Ave protected bicycle facilities (College Way to 8th St)	Barriers for bicyclists & pedestrians through central Bend

Scenario C: Maximize the Existing Transportation System



See corresponding table for details about each project.

Table 3. Projects to Include in Scenario C

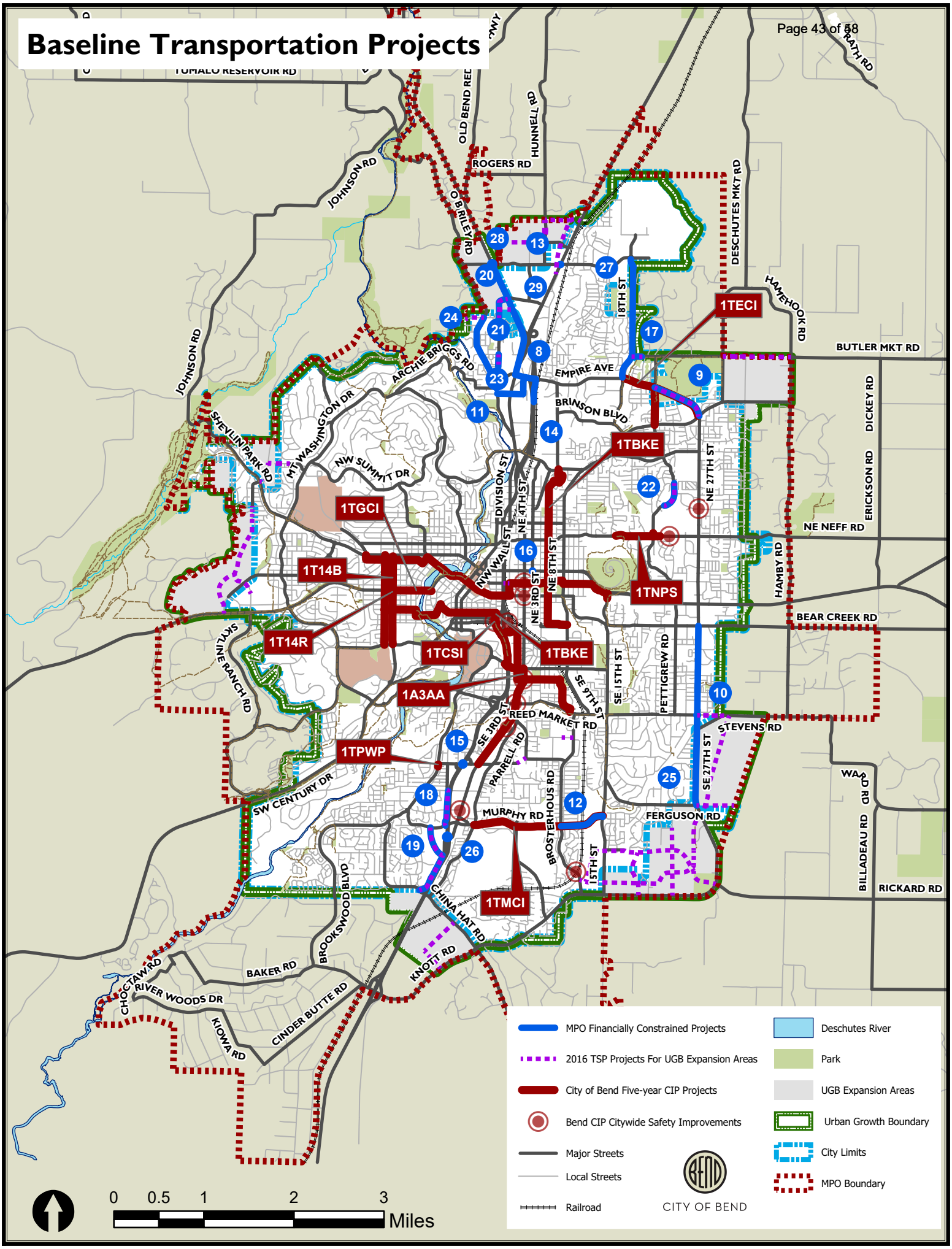
SCENARIO C: Maximize the Existing Transportation System • Increase bus service along key corridors within Bend, enhance connections to other cities in the region, and make connections to transit easier for more people (first/last mile solutions) • Improve traffic signals and manage US 97 Parkway access to make the system flow better during peak hours • Implement Transportation Demand Management (TDM) programs	**Number**	**Project**	**Need**
	C-1	Greenwood Avenue road diet (from Bond Street to 3rd Street)	Barriers for bicyclists & pedestrians through central Bend
	C-2	High-capacity transit on the Newport-Greenwood corridor, with mobility hubs at COCC, downtown, and St. Charles, including improved transit connections from neighborhoods to HCT stops	East-West Corridor Congestion
	C-3	3rd Street high-capacity transit with mobility hubs near Robal Road, downtown Bend, and Murphy Road	US 97 Corridor Capacity/Safety (Empire to Cooley)
	C-4	US 97 access management (from Cooley Road to US 20)	US 97 Corridor Capacity/Safety (Empire to Cooley)
	C-5	US 97 access at Hawthorne Avenue closure	US 97 Corridor Capacity/Safety (Murphy to Empire)
	C-6	Enhance bicycle and pedestrian facilities: Robal and Hunnel corridor	US 97-Hwy 20 Triangle Ped/Bike Access
	C-7	Butler Market Road intersection capacity improvements	Butler Market Corridor Capacity and Safety Needs (US 97 to 27th)
	C-8	Implement transit service options along Butler Market from downtown into the NE UGB expansion area	Butler Market Corridor Capacity and Safety Needs (US 97 to 27th)
	C-9	US 97 northbound/Colorado Avenue traffic signal	Colorado Interchange Area Capacity and Ped/Bike Access

	C-10	Reduce turn movements at the Reed Market Road/US 97 northbound ramps	Reed Market Congestion and Safety (Bond to 4th)
	C-11	Convert Wall Street to a southbound one-way between Bond and Newport with free right-turn at Wall/Bond and roundabout at Wall and Lafayette*	Congestion and traffic operations
	C-15	Road diet on Wall and Bond with parking protected bicycle facilities	Bike access to downtown
	C-21	Traffic signal priority for freight and transit at signalized intersections on 97	US 97 Corridor Capacity/Safety (Empire to Cooley)
	C-22	Close at-grade US 97 connections and install on-ramp metering	US 97 Corridor Capacity/Safety (Murphy to Empire)
	C-23	Evaluate one-way streets on Newport and Portland	General System Capacity
	Programs and projects that are not mapped		
	C-12	Sign the route from US20 to US97 to continue on 3rd St to Division ramp instead of Empire or provide traveler info.	Congestion and traffic operations
	C-13	Mobility Hubs (access to transit, bike share, car share, etc.) at key gateways and activity centers	Transit Service to Outlying Areas
	C-14	Enhanced transit service to Sunriver/La Pine,Tumalo/Sisters, and Redmond, connecting to Mobility Hubs	Transit Service to Outlying Areas
	C-16	TDM program for major employers and institutions	Manage Congestion

	C-17	Reduce speed limit to 20 mph on key routes leading to & within downtown to improve safety for all users	Barriers for bicyclists & pedestrians through central Bend
	C-18	Increase transit service frequency to 10-min headways on major corridors	East-West Corridor Congestion
	C-19	Improved traffic signal coordination on signalized corridors, including freight and transit signal priority on designated corridors	East-West Corridor Congestion
	C-20	Parking pricing in Downtown Bend	Demand management

Baseline Transportation Projects

Baseline Transportation Projects



Bend MPO Financially Constrained Projects			
Project ID	**Location**	**Improvement**	**Construction Status**
8	Empire Avenue	Widen to 5 lanes and install signal at SB ramps	Partial Funding
9	Empire Avenue	Construct 2 lane extension	Funded
10	Reed MarketRoad	Realign Stevens Road to connect directly to Reed Market Road	Expected Funding
11	O.B. Riley Road	Construct intersection control improvements	Expected Funding
12	Murphy Road	Construct 2 lane extension	Funded
13	US 97/Cooley Road area improvements	Various intersection and lane upgrade improvements	Partially Funded
14	Empire Ave (Bend)	Widen existing ramp to 2 lanes	Expected Funding
15	US 97	Preliminary engineering and ROW acquisition for overcrossing or interchange	Expected Funding
16	US 20 (Greenwood Avebue)	Install traffic signal	Expected Funding
17	Yeoman Road	Construct 2 lane extension	Expected Funding
18	North frontage road	New 2 lane road	Expected Funding
19	South frontage road	New 2 lane road	Expected Funding
20	Britta Street (north section)	New 2 lane road extension	Expected Funding
21	Britta Street	New 2 lane road extension	Expected Funding
22	Purcell Boulevard	New 2 lane road extension	Expected Funding
23	Mervin Samples Road - Sherman Road	Upgrade to 2 lane collector roadway and install traffic signal at US 20	Funded
24	O.B. Riley Road	Upgrade to 3 lane arterial	Expected Funding
25	27th Street	Upgrade to 3 lane arterial	Expected Funding
26	US 97	Construct northbound on and southbound off ramps	Expected Funding
27	18th Street	Complete 3 lane arterial corridor	Expected Funding
28	US 20	Construct intersection control improvements	Expected Funding
29	US 20	Add second southbound through lane	Expected Funding

City of Bend Five-year CIP Projects	
Project ID	**Title**
1TMCI	Murphy Corridor Improvements
1TECI	Empire Corridor Improvements
1TBKE	Bicycle Greenways
1A3AA	South 3rd Street Pedestrian Improvements
1TNPS	Neff and Purcell Intersection (Formerly Neff & Purcell Sidewalk)
1TPWP	Powers & Brookswood Roundabout Phase II
1TGCI	1TGCI Galveston Corridor Improvements
1T14B	14th Street Reconstruction Schedule B
1T14R	14th Street Reconstruction
1TCSI	Citywide Safety Improvements

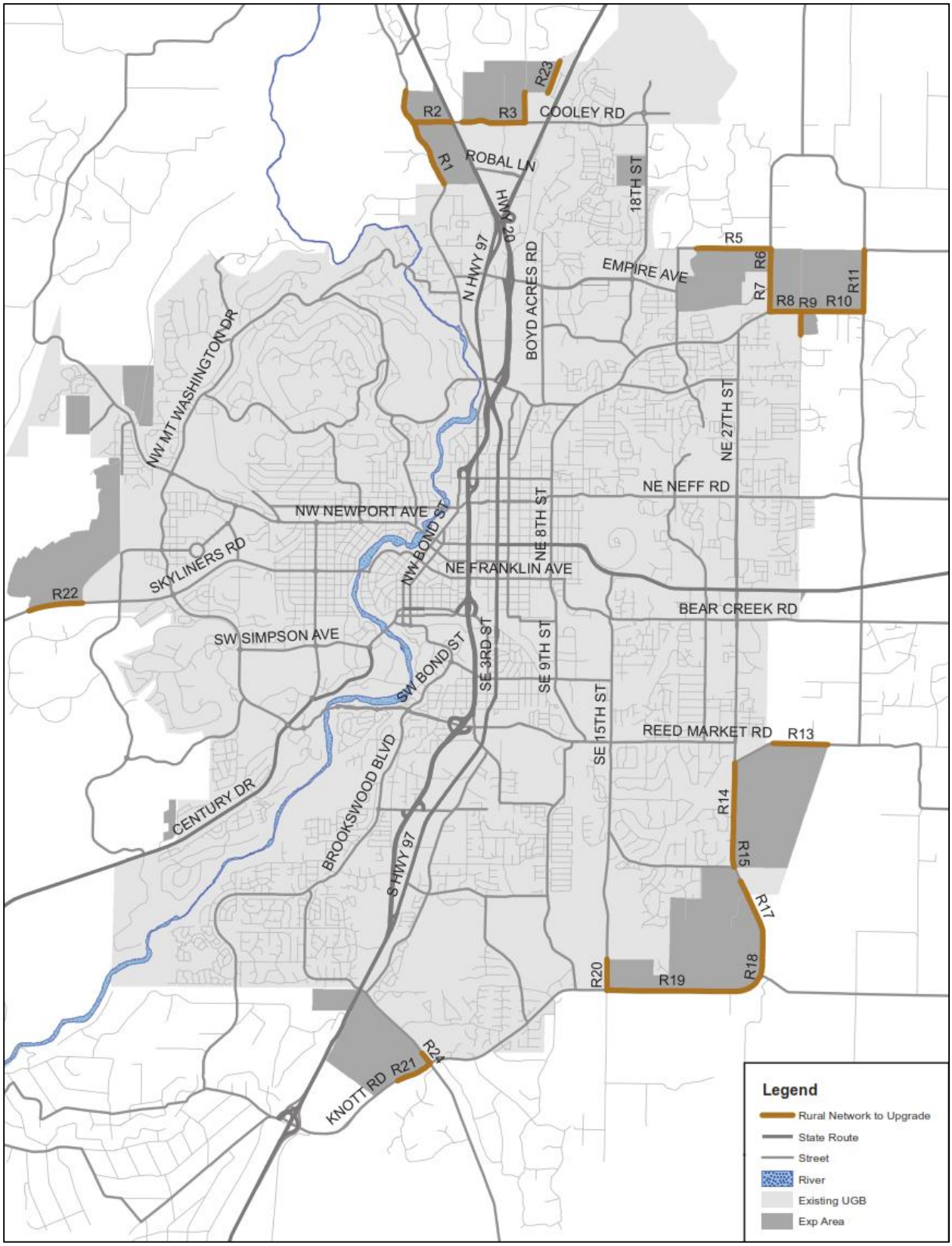


Figure 9.2 Rural Road Network Upgrades

Table 9.1: Rural Road Network Upgrade Summary & Approximate Costs

Number	Street Name	Length (ft)	Classification	Improvement Description	Cost*
R1	O.B. Riley Rd	4,450	Major Collector	Curb and sidewalk on east side, bike lanes both directions	$2.4
R2	Cooley Rd	1,650	Major Collector	Curbs, sidewalks and bike lanes both directions	$1.3
R3	Cooley Rd	2,700	Minor Arterial	Curb and sidewalk on north side, bike lanes both directions	$1.1
R4	Hunnell Rd	1,300	Major Collector	Sidewalk on west side	$0.2
R5	Yoeman Rd	3,200	Major Collector	Curbs, sidewalks and bike lanes both directions	$2.5
R6	Deschutes Market Rd	950	Major Collector	Curb and sidewalk on east side, bike lanes both directions	$0.5
R7	Deschutes Market Rd	1,650	Major Collector	Curb and sidewalk on east side	$0.4
R8	Butler Market Rd	1,350	Minor Arterial	Curb and sidewalk on north side	$0.3
R9	Butler Market Rd	550	Minor Arterial	Curbs, sidewalks and bike lanes both directions	$0.4
R10	Butler Market Rd	2,100	Minor Arterial	Curb and sidewalk on north side, bike lanes both directions	$1.1
R11	Butler Market Rd	2,650	Minor Arterial	Curbs and sidewalks on both sides	$1.1
R12	Eagle Rd	1,000	Major Collector	Curb, sidewalk, and bike lane on east side	$0.4
R13	Stevens Rd	2,300	Major Collector	Curbs, sidewalks and bike lanes both directions	$1.9
R14	SE 27th St	3,300	Minor Arterial	Curb, sidewalk, and bike lane on east side	$1.3
R15	SE 27th St	1,150	Minor Arterial	Curb and sidewalk on east side, bike lanes both directions	$0.6
R16	SE 27th St	650	Minor Arterial	Curb and sidewalk on east side	$0.1
R17	SE 27th St	2,950	Minor Arterial	Curbs and sidewalks on both sides	$1.3
R18	SE 27th St	650	Minor Arterial	Curbs, sidewalks and bike lanes both directions	$0.5
R19	Knott Rd	6,800	Minor Arterial	Curbs, sidewalks and bike lanes both directions	$5.5
R20	15th St	1,300	Minor Arterial	Curb and sidewalk on east side, bike lanes both directions	$0.7
R21	Knott Rd	1,550	Minor Arterial	Curb and sidewalk on north side	$0.3
R22	Skyliners Rd	2,300	Major Collector	Curb and sidewalk on north side	$0.5
R23	Clausen Dr	1,450	Major Collector	Sidewalk on west side	$0.2
R24	China Hat Rd	500	Major Collector	Sidewalks on both sides	$0.2
R25	China Hat Rd	N/A	Major Collector	Widen bridge to include sidewalks on both sides	$0.4
R26	Deschutes Market Rd	N/A	Major Collector	Widen bridge to include sidewalk on west side	$0.4
				Total Cost	**$25.6**

*Rounded, in Millions

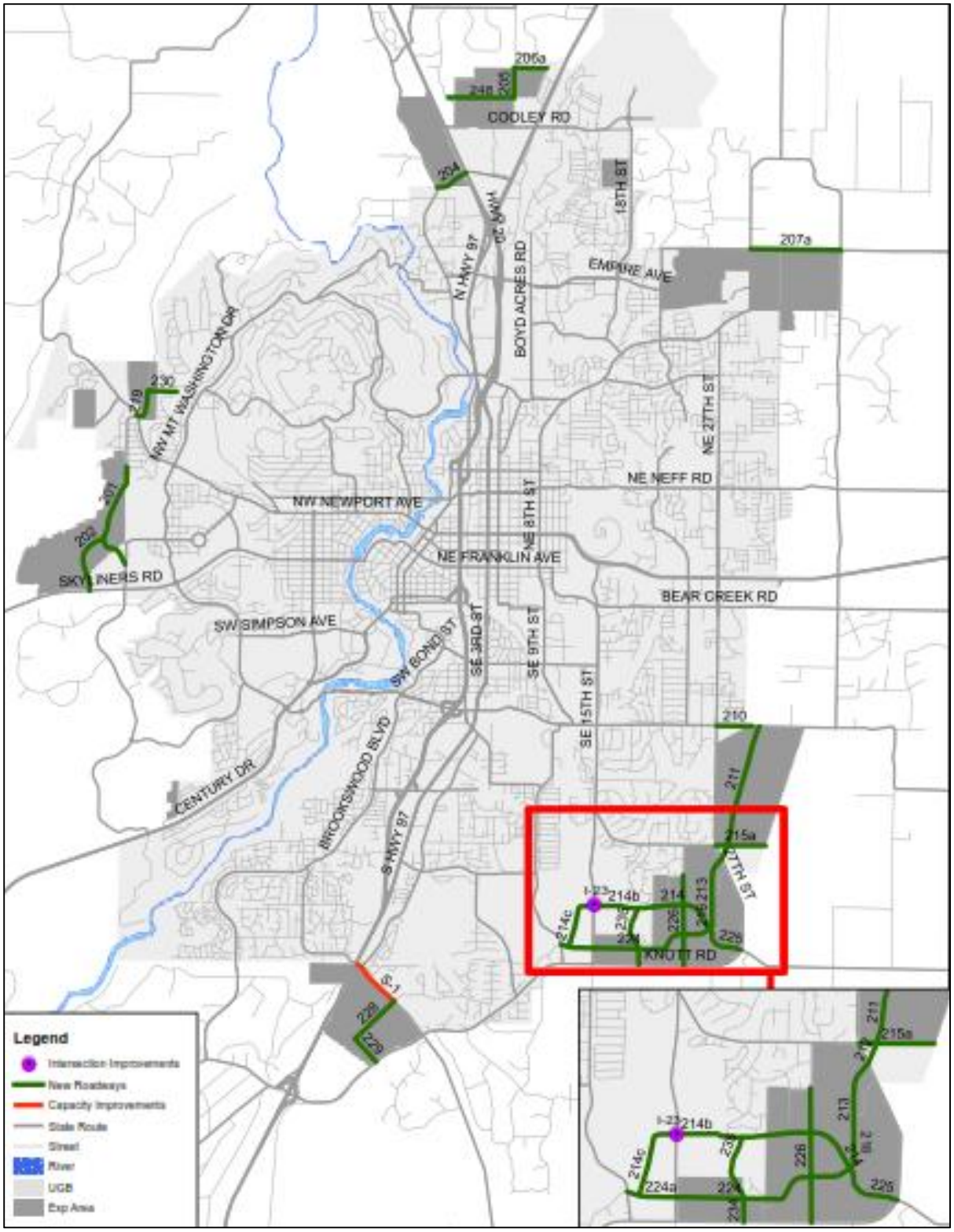


Figure 9.3: New Roadway, Corridor, Intersection Locations

Table 9.2: New Roadway, Corridor, and Intersection Cost Summary

ID	Roadway Name	Subarea	Miles	Lanes	Class	Base*	ROW	Crossing	Total
201	Skyline Rnch Rd Ext	West	0.95	2	Collector	$6.0	$3.0	$0	$9.0
202	Crossing Drive Ext	West	0.54	2	Collector	$3.4	$1.7	$0	$5.1
204	New Rd	OB Riley	0.28	2	Collector	$1.8	$0.8	$0	$2.7
205	Hunnell Rd Ext	Triangle	0.25	2	Collector	$1.5	$0.8	$0	$2.4
206a	New Rd	Triangle	0.27	2	Collector	$1.7	$0.8	$0	$2.5
207a	Yeoman Rd Ext	NE Edge	0.76	2	Collector	$4.8	$2.4	$3.7	$10.9
210	New Rd to Stevens	DSL	0.3	2	Collector	$1.9	$0.9	$3.7	$6.6
211	New Rd	DSL	1	2	Collector	$6.3	$3.1	$0	$9.5
212	New Rd	DSL	0.12	2	Collector	$0.7	$0.4	$0	$1.1
213	New Rd	Elbow	0.42	2	Collector	$2.6	$1.3	$0	$4.0
214	New Rd	Elbow	0.61	2	Collector	$3.8	$1.9	$0	$5.8
214b	New Rd	UGB	0.48	2	Collector	$3.0	$1.5	$0	$4.5
214c	New Rd	UGB	0.49	2	Collector	$3.1	$1.5	$0	$4.6
215a	New Rd	DSL	0.41	2	Collector	$2.6	$1.3	$0	$3.9
216	New Rd	Elbow	0.16	2	Collector	$1.0	$0.5	$0	$1.5
219	Skyline Ranch Rd	Shevlin	0.28	2	Collector	$1.8	$0.8	$0	$2.7
224	New Rd	Elbow	1.08	2	Collector	$6.8	$3.4	$0	$10.2
224a	New Rd	UGB	0.28	2	Collector	$1.7	$0.9	$0	$2.6
225	New Rd	Elbow	0.32	2	Collector	$2.0	$1.0	$0	$3.0
226	New Rd	Elbow	0.75	2	Collector	$4.7	$2.4	$0	$7.1
228	New Rd	Thumb	0.45	2	Collector	$2.8	$1.4	$0	$4.3
229	New Rd	Thumb	0.26	2	Collector	$1.6	$0.8	$0	$2.5
230	New Rd	Shevlin	0.24	2	Collector	$1.5	$0.7	$0	$2.3
234	Raintree Ct Ext	Elbow	0.25	2	Collector	$1.5	$0.8	$0	$2.4
235	Raintree Ct Ext N	UGB	0.26	2	Collector	$1.6	$0.8	$0	$2.4
248	Loco Rd Ext	Triangle	0.56	2	Collector	$3.5	$1.8	$0	$5.3
S-1	Corridor improvement, China Hat, widen from 2 to 3 lanes								$2.5
I-23	Roundabout @ Murphy Rd/SE 15th Street								$2.4
								TOTAL NEW PROJECTS	**$123.8**

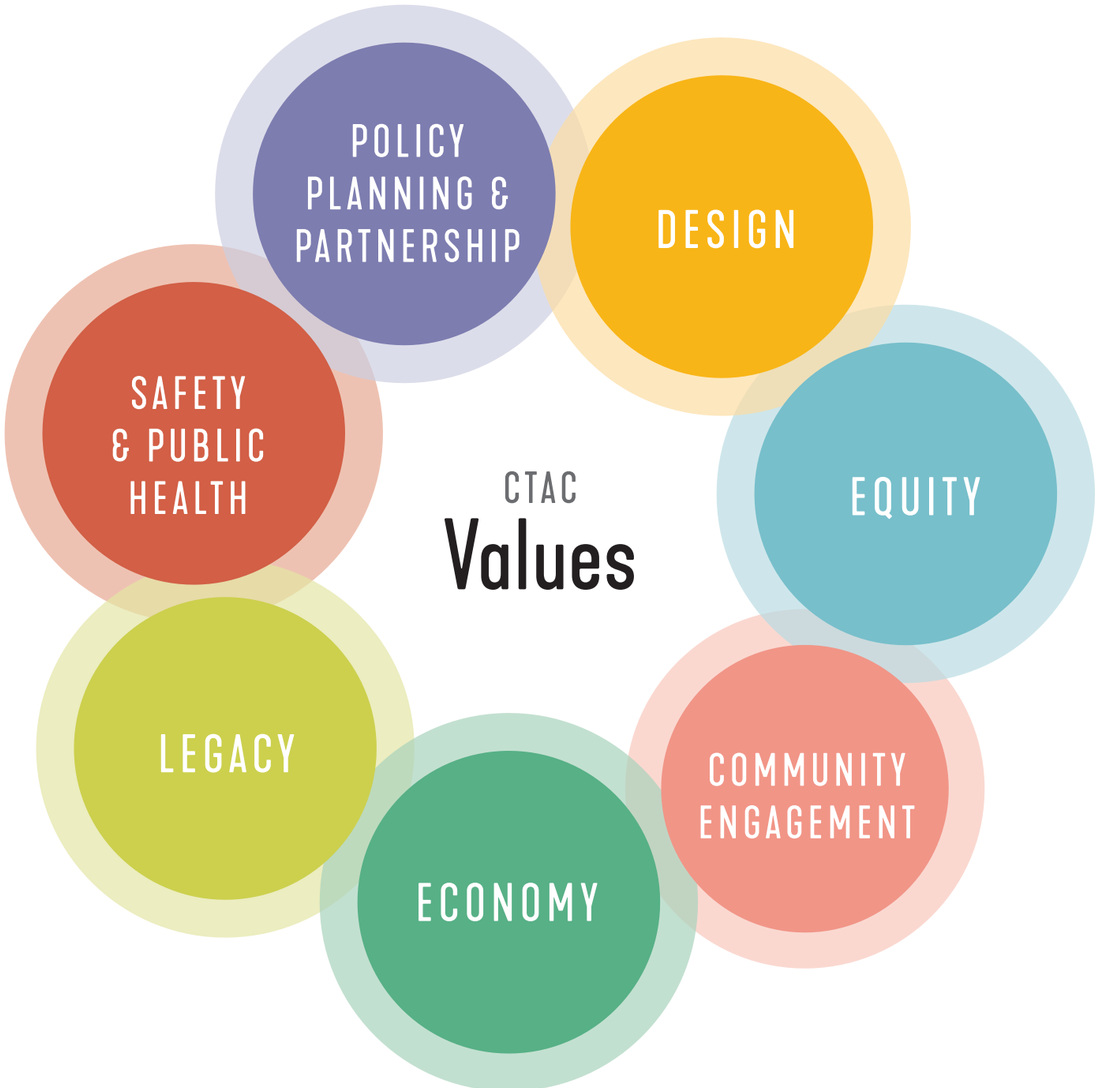
*Cost in millions, rounded

CTAC Comments on Draft Goals

Casey Davis

Citywide Transportation Advisory Committee (CTAC)

Vision & Values



VISION STATEMENT

To develop a transportation system plan (TSP) that is strategic, proactive, inclusive, safe, and reliable by design. One that equitably values the needs of all residents, all modes of transportation, the environment and future generations. The plan will engage our community and creates livable, vibrant places. It will supports economic vitality, and identify stable funding sources for a prosperous future.

VALUES STATEMENTS

Economy

A transportation plan that supports economic vitality and prosperity in our community.

Legacy

A transportation plan that is sensitive and flexible to the needs of future residents and the environment.

Safety & Public Health

A transportation plan that ensures safety for all users, is well maintained, and enables and encourages healthy lifestyle choices.

Policy, Planning & Partnership

A transportation plan that looks to the future, effectively utilizes opportunities for shared projects with community partners and enacts policy to support goals.

Design

A transportation plan that utilizes site-specific and holistic design strategies to achieve an a efficient and effective transportation system.

Equity

A transportation plan that is inclusive of all residents to move with relative freedom and ease, without insurmountable barriers, through our region.

Community Engagement

A transportation plan that includes a variety of outreach opportunities that engage diverse resident groups to inform, inspire, listen and gather feedback and garner support from the community.

Casey Davis

Citywide Transportation Advisory Committee (CTAC)

Goals

Economy

A transportation plan that supports economic vitality and prosperity in our region.

GOALS

1 Identify areas of potential job growth and implement site-appropriate transportation systems to support desired development

2 Identify and create reliable routes and travel times for freight moving groods to or through Bend and to other forms of transport *(air, rail, freight)*

Legacy

A transportation plan that is sensitive and flexible to the needs of future residents and the environment.

GOALS

1 Prioritize system improvements in areas that will provide the highest livability and economic impact. *(high density, business districts, mixed use, core areas)*

2 Minimize all forms of pollution *(air, water, noise, light)*

3 Minimizes impacts on the environment

4 Utilizes technology that can adapt to support future shifts and changes

Safety & Public Health

A transportation plan that ensures safety for all users, well maintained, and enables and encourages healthy lifestyle choices.

GOALS

1 Eliminate injuries and fatalities for all user types

2 Maximize neighborhood safety

3 Build bike/ped routes that are desirable, safe and encourage car-free, active transportation. *(greenways, complete streets, sidewalk connectivity)*

4 Safe passage for bikers and pedestrians to parks and schools

5 Maintain all transportation routes for all modes at a high level that ensures safe usage.

Policy, Planning & Partnership

A transportation plan that looks to the future, effectively utilizes opportunities for shared projects with community partners and enacts policy to support goals.

GOALS

1 Employ long-term regional planning

2 Leverage partnerships and existing improvement projects and initiatives

3 Implement policies that support goals *(traffic enforcement, VISION ZERO, lower residential speeds)*

4 Update land use policy to encourage complete neighborhoods development and redevelopment to reduce traffic and congestion

5 Find a stable funding solution that is supported by the community

Design

A transportation plan that utilizes site-specific and holistic design strategies to achieve an a efficient and effective transportation system.

GOALS

1 Increase capacity, efficiency, access, safety, connectivity and usability for all types and abilities

2 Employ site-appropriate design strategies to relieve traffic challenges *(congestion, traffic calming)*

3 Designate preferred routes for specific user types *(greenways, truck routes, emergency vehicles)*

4 Street designs for key intersections and corridors *(corridor plans)*

Equity

A transportation plan that is inclusive of all residents to move with relative freedom and ease, without insurmountable barriers, through our region.

GOALS

1 Ensure that users of all income levels have safe, reliable, effective transportation options.

2 Ensure that users of all abilities have access to transportation options and facilities that accomodate their needs

3 Ensure that users of all modes have safe, connected routes across the system

Community Engagement

A transportation plan that includes a variety of outreach opportunities that engage diverse resident groups to inform, inspire, listen and gather feedback and garner support from the community.

GOALS

1 Create community outreach campaign that in inclusive, educational and inspiring *(info nights, break out and listening sessions, walking audits)*

2 Identify and reach out to groups that may not regularly attend traditional outreach efforts

3 Increase public acceptance, understanding and trust

From: Mel Siegel [mailto:mws@cmu.edu]
Sent: Sunday, July 22, 2018 2:20 PM
To: Hull, Kristin/PDX <kristin.hull@ch2m.com>
Cc: Susanna Julber <sjulber@bendoregon.gov>; Gavin Leslie <gavin37leslie@gmail.com>; Ariel Mendez <atmendez@gmail.com>
Subject: follow-up re my no vote regarding the goals statement

Hello Kristin (et al) --

Following up on my indication that I would be satisfied by prepending to the goals document a statement that says explicitly that neither the issues list nor the solution space should be frozen by CTAC's acceptance of the document as-is, I propose the following:

PREAMBLE: City Council synthesized the goals articulated in this document via an extensive process of soliciting issues and ideas for potential solutions from all identified stakeholders in our regional and city transportation systems. But we recognize that extensive is not necessarily comprehensive: we agree that there are probably additional issues and alternative solutions that we should not exclude from the deliberations and recommendations of the CTAC and Steering Committee only because they are not explicitly included in this goal statement. The purpose of this Preamble is thus to affirm that any detail of this goal statement notwithstanding, no issue and no solution path is off the table for either body to propose, hear, decide, and include in its recommendations.

I'm including Gavin and Ariel in the cc: list; I don't yet reliably attach a name to the face of the fourth no-voter, so would appreciate it if you would forward this to her -- or remind me her name so I can do it myself. I'm hoping that all four of us might be satisfied by an explicit affirmation that the existing goal statement as-is does not freeze out additions and alternatives.

Also please forward to any other staff who should receive it, or let me know who they are so I can do it myself.

And of course, since you said that I can submit this proposed preamble as an individual versus as a CTAC committee member, whatever you can tell me about the precise process for doing this would helpfully short circuit my having to research exactly how to do this.

Thanks and best wishes ...

-- Mel

From: Gavin Leslie [mailto:gavin37leslie@gmail.com]
Sent: Friday, July 20, 2018 1:19 PM
To: Susanna Julber <sjulber@bendoregon.gov>
Subject: For distribution to the Steering Group and Co-Chairs

CTAC Meeting 7/19/2018

A number of the CTAC members expressed concern over the Goal and Objectives that were formally adopted at this meeting

I spoke to a concern over the wording of the Goals which conflates goals with pescriptive solutions. I attach a reworked version for your consideration together with an annotated version (still a work in progress) that shows how the solutions embedded in the current wording might apply, but not as assumed solutions, rather as areas that the CTAC would assess and then present with recommendations.

My concerns with the current conflated wording are twofold.

First, we are unnecessarily restricting the scope of our research, deliberations and recommendations.
Although the solutions embedded in the current wording are very likely to form a part of the CTAC recommendations, they reflect intuitive assessments at this point. CTAC has yet to even do the work on scenarios. As the paper submitted by Steven Porter illustrates, counter-intuitive conclusions have been drawn from detailed data analysis (see the trip times effect of slower vehicle speeds, for example).
Despite assurances that we will be able to adapt our goals as we progress, my long experience in program and project management have taught me that this is difficult and unlikely. In most projects, the conditions for success are set at the outset.

Second, we are unnecessarily offering ammunition to CTAC skeptics 'If we already know the solutions, why are we spending $1m on a committee?'. The current wording of the Goals encourage the criticism that the TSP approach, priorities and projects have already been decided and CTAC is primarily a rubber stamp, tinkering at the edges. This will damage our credibility in any endorsement by CTAC if and when the community is presented with a funding proposal.
In particular, the argument was advanced that CTAC is obliged to take direction from the Council on prescriptive solutions and so they should appear in the Goals. With respect, to my knowledge our elected representatives have no formal qualifications nor training in transportation planning nor the time to delve deeply into all the details. Isn't this the reason for CTAC? We risk the perception that CTAC is no more than a puppet of the City leadership.

Lastly, and particularly as the debate on the structure of the document segued into a debate on the need or otherwise to increase system capacity, I stress the fact that this

was but an example of the fundamental issue of content and not a rejection of a (likely) conclusion from CTAC.

Gavin Leslie
201-370-4904

BEND'S TRANSPORTATION PLAN GOALS
Gavin Leslie – draft approach 07/20/2108

DRAFT GOALS AND OBJECTIVES

1. ENSURE SAFETY FOR ALL USERS.
    a. REDUCE INJURIES AND FATALITIES.
    b. IMPLEMENT SAFE ROUTES WITHIN AND BETWEEN NEIGHBORHOODS AND THROUGHOUT THE COMMUNITY FOR ALL USERS AND FOR ALL MODES OF TRANSPORTATION.

2. PROVIDE RELIABLE TRAVEL TIMES FOR COMMUTERS, EMERGENCY VEHICLES AND COMMERCIAL USERS.
    a. REDUCE CONGESTION
    b. REDUCE VEHICLE MILES TRAVELED.
    c. OPTIMIZE TRAFFIC FLOW.
    d. IMPROVE SYSTEMS PERFORMANCE.
    e. INCREASE ROUTE CHOICES AND CONNECTIONS FOR ALL USERS.

3. PROTECT LIVABILITY.
    a. REDUCE AIR, NOISE AND WATER POLLUTION CAUSED BY THE SYSTEM
    b. REDUCE CARBON EMISSIONS FROM THE SYSTEM
    c. INCORPORATE PRESERVATION OF NATURAL FEATURES IN SYSTEM DESIGN AND DEVELOPMENT.

4. ENSURE EQUITY OF ACCESS.
    a. ENSURE THAT ALL RESIDENTS HAVE ACCESS TO AFFORDABLE TRANSPORTATION OPTIONS.

5. FACILITATE A WIDER RANGE OF OPTIONS FOR TRAVEL ACROSS THE CITY.

6. ACHIEVE ????????? ROAD QUALITY ACROSS THE SYSTEM. (Streets and Maintenance can provide road status measure)

7. FACILITATE HOUSING SUPPLY, JOB CREATION AND ECONOMIC DEVELOPMENT.
    a. FACILITATE THE CONSTRUCTION OF NEW ROADS AND THE IMPROVEMENT OF EXISTING ROADS TO SERVE AREAS TARGETED FOR RESIDENTIAL, COMMERCIAL GROWTH AND/OR JOB CREATION.
    b. IMPROVE CONNECTIVITY AND ROUTE CHOICES FOR COMMERCIAL USERS.

8. INCORPORATE A REGIONAL OUTLOOK
    a. CO-ORDINATE AND PARTNER WITH OTHER PUBLIC AND PRIVATE CAPITAL IMPROVEMENT PROJECTS, TRANSPORTATION SERVICE PROVIDERS AND LOCAL/REGIONALPLANNING INITIATIVES

9. IMPLEMENT A COMPREHENSIVE FUNDING AND IMPLEMENTATION PLAN
    a. IDENTIFY STABLE, EQUITABLE AND ADEQUATE FUNDING FOR TRANSPORTATON PROGRAMS AND PROJECTS.
    b. ENSURE THAT THE FINANCIAL PLAN AND INVESTMENT PRIORITIES ARE TRANSPARENT, UNDERSTANDABLEAND SUPPORTED BY THE COMMUNITY.
    c. PRODUCE A FUNDING PLAN THAT INCLUDES CONTRIBUTIONS FROM RESIDENTS, VISITORS, BUSINESSES AND OTHER LOCAL QUASI-GOVERNMENTAL AGENCIES (EG. SCHOOL DISTRICT, BP&R) THAT DELIVERS BENEFITS TO ALL USERS AND NEIGHBORHOODS EQUITABLY AND IN A TIMELY MANNER.
    d. INCLUDE PERFORMANCE MEASURES.BENCHMARKS AND A FORMAL PROCESS TO PERIODIALLY ASSESS PROGRESS TO-DATE AND ADJUST THE PLAN AS NEEDED.

BEND'S TRANSPORTATION PLAN GOALS
Gavin Leslie – draft approach 07/20/2108

DRAFT GOALS AND OBJECTIVES

1. ENSURE SAFETY FOR ALL USERS.
    a. REDUCE INJURIES AND FATALITIES.
    b. IMPLEMENT SAFE ROUTES WITHIN AND BETWEEN NEIGHBORHOODS AND THROUGHOUT THE COMMUNITY FOR ALL USERS AND FOR ALL MODES OF TRANSPORTATION.
        i. Evaluate VISION ZERO for adoption.
        ii. Evaluate '20 is Plenty' for adoption, possibly pilot.
        iii. Assess safety technologies and pilot e.g. accessible technology (audible signals)
        iv. Evaluate ways to reduce Speeding.
            1. Identify, pilot and assess roadway infrastructural features that will encourage/enforce speed limits for incorporation into projects for New Roads and Reconstruction of existing roads.
            2. Evaluate technology that will multiply the Police presence (red light, speed cameras and CCTV) and undertake pilots.
            3. Assess and pilot where appropriate programs adopted by cities elsewhere and undertake pilots. E.g. Equip and even deputize residents /Neighborhood Association with speed monitoring equipment.
        v. Identify facilities and routes that significantly improve safety for alternative modes of transportation eg. Mass transit users, pedestrians, cyclists, scooters, etc.

2. PROVIDE RELIABLE TRAVEL TIMES FOR COMMUTERS, EMERGENCY VEHICLES AND COMMERCIAL USERS.
    a. REDUCE CONGESTION
    b. REDUCE VEHICLE MILES TRAVELED.
    c. OPTIMIZE TRAFFIC FLOW.
    d. IMPROVE SYSTEMS PERFORMANCE.
    e. INCREASE ROUTE CHOICES AND CONNECTIONS FOR ALL USERS.
        i. Investigate and recommend ordinances that optimize traffic flow
        ii. Research, pilot and recommend technology/services/systems to improve systems performance
            1. Signal synchronization
            2. Real time Sensor deployment
            3. CCTV
            4. Ride Amigos
            5. Driver Connect

6. Uber/Lyft real time congestion mapping

3. PROTECT LIVABILITY.
    a. REDUCE AIR, NOISE AND WATER POLLUTION CAUSED BY THE SYSTEM
    b. REDUCE CARBON EMISSIONS FROM THE SYSTEM
    c. INCORPORATE PRESERVATION OF NATURAL FEATURES IN SYSTEM DESIGN AND DEVELOPMENT.

4. ENSURE EQUITY OF ACCESS.
    a. ENSURE THAT ALL RESIDENTS HAVE ACCESS TO AFFORDABLE TRANSPORTATION OPTIONS.

5. FACILITATE A WIDER RANGE OF OPTIONS FOR TRAVEL ACROSS THE CITY.
        1. incorporate flexibility for the impact of future transportation modes – autonomous cars, rapid transit, micro-transit, multi-modal ride-sharing services.

6. ACHIEVE ????????? ROAD QUALITY ACROSS THE SYSTEM. (Streets and Maintenance can provide road status measure)

7. FACILITATE HOUSING SUPPLY, JOB CREATION AND ECONOMIC DEVELOPMENT.
    a. FACILITATE THE CONSTRUCTION OF NEW ROADS AND THE IMPROVEMENT OF EXISTING ROADS TO SERVE AREAS TARGETED FOR RESIDENTIAL, COMMERCIAL GROWTH AND/OR JOB CREATION.
    b. IMPROVE CONNECTIVITY AND ROUTE CHOICES FOR COMMERCIAL USERS.

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    a. CO-ORDINATE AND PARTNER WITH OTHER PUBLIC AND PRIVATE CAPITAL IMPROVEMENT PROJECTS, TRANSPORTATION SERVICE PROVIDERS AND LOCAL/REGIONALPLANNING INITIATIVES

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    d. INCLUDE PERFORMANCE MEASURES.BENCHMARKS AND A FORMAL PROCESS TO PERIODIALLY ASSESS PROGRESS TO-DATE AND ADJUST THE PLAN AS NEEDED.