South Clackamas
Transportation District

TRANSIT DEVELOPMENT & MASTER PLAN

Executive Summary

April 2020

EXECUTIVE SUMMARY

The Transit Development and Master Plan (TDMP) provides the first update to South Clackamas Transportation District's (SCTD) long range planning since the 2000 Five-Year Comprehensive Transit Plan. Since that time, SCTD's system ridership and budget have significantly increased and there have been changes in local development plans, urban growth projections, commuter trends, and the needs of local riders. The recent Statewide Transportation Improvement Program (STIF) provides a new funding source for transit. With new funding and opportunities for growth expected over the next several years, a new, well-researched, and publicly informed plan is critical to the ongoing success of this rural system and its services.

The TDMP provides strategic guidance to SCTD for the provision of transit services, bus stop and facility siting, and coordination with adjacent transit providers. The planning process examined how to improve access to low-income populations and how SCTD can enhance its rural community service through improved integration with other services to meet the needs of target populations (low-income, senior, youth, populations with Low English Proficiency), as well as future regional growth.

Exhibit 1 shows the project process, including outreach (red), Technical Advisory Committee (TAC) meetings (blue), and document development (green). These findings and activities are described in further detail later in this TDMP.

Exhibit 1. Project Process
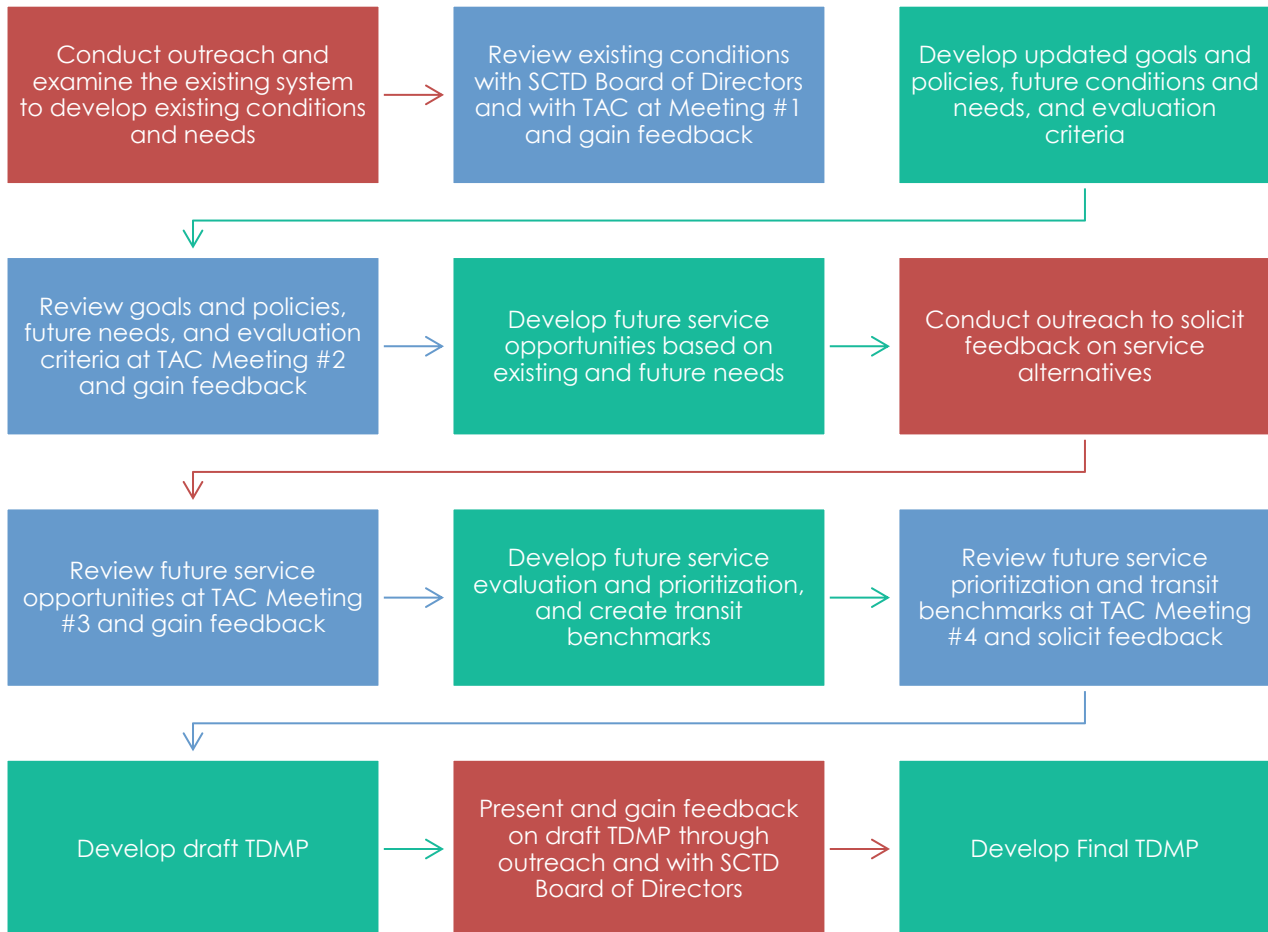
PUBLIC INVOLVEMENT PROCESS

The project process included several touchpoints where stakeholders and the public could provide input. Exhibit 2 summarizes the activities, details, and purpose of each activity.

Exhibit 2. Public Involvement Activities

Type of Activity	*Activity Details and Purpose*
Project Website Throughout Project	Provided updates on project activities and documents, including links to online surveys and a continuously available commenting map.
Onboard & Online Survey #1 Onboard – March 13th and 16th, 2019 Online – March 25th - April 14th, 2019	Understand the existing use and desired improvements of the transit system from existing riders' and non-riders' perspectives.
Outreach Events #1 March 28th, 2019 – Molalla Public Library March 28th, 2019 – Molalla Adult Center April 3rd, 2019 – Clackamas Community College	
Driver Survey April 15th – 19th, 2019 SCTD District Office	Understand the existing use and desired improvements of the transit system from SCTD drivers' perspectives.
SCTD Board of Directors Work Session #1 April 25th, 2019 Arrowhead Golf Course	Provide an overview of the project and existing conditions and obtain Board insights.
TAC Meeting #1 June 6th, 2019 – 2:00 PM to 4:00 PM Arrowhead Golf Club	Provide an overview of the project and existing conditions and discuss TAC member roles, interest in transit, and desired outcomes.
TAC Meeting #2 September 10th, 2019 – 10:00 a.m. to 12:00 p.m. SCTD Office	Provide an overview of the updated goals and policies, evaluation framework, and future conditions, and discuss future service considerations.
Onboard & Online Survey #2 Onboard – November 13th, 2019 Online – November 6th – December 20th, 2019	Obtain input on service alternatives and rank level of importance.
Outreach Events #2 December 3rd, 2019 – Molalla Public Library	
TAC Meeting #3 December 9th, 2019 – 2:00 p.m. to 4:00 p.m. Arrowhead Golf Club	Provide an overview of the future service opportunities and obtain feedback from the TAC.
TAC Meeting #4 January 8th, 2020 – 2:00 p.m. to 4:00 p.m. Arrowhead Golf Club	Provide an overview of the survey summary, future service prioritization, transit benchmarks, and obtain feedback from the TAC.
Open House & Virtual Open House	Provide an overview of the draft TDMP and obtain feedback.
Stakeholder Small Groups	Provide an overview of the draft TDMP and obtain feedback.
SCTD Board of Directors Work Session #2	Provide an overview of the draft TDMP and obtain feedback.

TDMP ORGANIZATION & CONTENT

The TDMP summarizes the process and information developed throughout the project, focuses on the implementation and monitoring of recommendations, and identifies next steps for policies and codes to support the plan. Exhibit 3 summarizes the report organization and content.

Exhibit 3. Report Organization and Content

Introduction	SCTD History & Structure, Project & Public Involvement Process *What did the **TDMP development process** involve?*
Mission & Goals	Policy framework, goals and policies. *What **goals** guided the process and will continue to guide SCTD?*
Baseline Conditions	Existing and future transit, fleet, facilities, demographics, and financials. *What **existing and future conditions** should we anticipate?*
Needs Assessment	Baseline findings, outreach findings, and transit demand. *What **community needs** did the baseline and outreach identify?*
Alternatives Evaluation Criteria & Development	Evaluation criteria, how alternatives were developed. *Which **alternatives** best address the needs and how did we evaluate them?*
Transit Development & Master Plan	Recommendations and plan for service enhancements, capital, implementation, funding, management and marketing. *What are the **recommendations** and how will they be **implemented**?*
TDMP Update Schedule & Next Steps	***What's next** with the TDMP and for SCTD?*
References	*More information on what informed the plan for **reference**.*

Mission

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

Goal Areas

These goals helped to shape the evaluation criteria and outcomes of the TDMP and will continue to guide SCTD decisions throughout implementation.

- » Customer Experience
- » Accessibility
- » Connectivity & Coordination
- » Sustainability

The TDMP process began by establishing a mission and goals (shown to the right) and assessing existing and future conditions. Based on the existing and future conditions, potential needs were identified and grouped by improvement options to address those needs and include new transit corridors, refinements to existing routes, and service enhancements and efficiencies. Potential new corridors would provide service to areas that currently lack service. Potential refinements include changes in service times, headways, and bus stop locations. Service enhancements include infrastructure and technological improvements. Service alternatives were identified based on future needs, and evaluation criteria were developed based on the updated mission, goals, and policies. This section summarizes the evaluation criteria and process for evaluation.

RECOMMENDATIONS

The recommendations were informed by extensive existing and future market analysis conducted for the SCTD service area and surrounding communities and the subsequent public and stakeholder outreach. The management, operations, and capital strategies summarized in the Alternatives Evaluation Criteria and Development have been prioritized as Tier 1, Tier 2, and Tier 3 actions.

» For **Tier 1 Actions**, the recommended service alternatives are those that were high priorities for stakeholders, low-cost to implement, have higher potential for ridership, and that improve access to health-supporting destinations and connectivity to other providers. These recommendations meet identified significant unmet needs, including future transit demand accommodation, commute demand, and stakeholder support. No new buses are needed for these recommendations, making them feasible for nearer-term implementation.

» For **Tier 2 Actions**, the recommended service alternatives are those that were moderate to high priorities for stakeholders, low to medium cost, and that improved travel time, connectivity, and access, especially for transportation-disadvantaged populations. These recommendations meet needs such as commute demand, service to transit-supportive areas not previously served, and general transit demand growth from population, employment, and land use changes. No new buses are needed for these recommendations, making them feasible for nearer-term implementation.

» For **Tier 3 Actions**, the recommended service alternatives are those that were moderate to high priorities for stakeholders, medium to high cost to implement, moderate to higher potential for ridership, increased connectivity, and increased service availability and frequency. While many of these were high priorities for stakeholders and had the opportunity for higher ridership, the increased frequency alternatives are better suited for longer-term implementation in order to allow current buses to increase their ridership volume (buses generally have not reached seating capacity) and allow time for capital bus purchases. The Woodburn alternative will have higher efficiency as both Woodburn and Molalla grow, and a longer-term recommendation allows time for agency coordination, routing refinement, and capital bus purchase. Four new buses are needed to increase frequency on all routes and add Woodburn service.

Exhibit 4 summarizes the prioritization for the recommendations. Prioritization considered several factors, including evaluation results, funding availability, and other factors influencing decision-making including other services and capital purchases. It is anticipated that existing funding sources could sustain Tier 1 actions for the next ten years before forecast costs may outpace revenues. Additional funding sources will be needed in the long-term to maintain the Tier 1 recommendations and implement the Tier 2 and Tier 3 recommendations.

Exhibit 4. Future Service Opportunity Prioritization

Route	Tier 1	Tier 2	Tier 3	Further Evaluation or Monitoring Needed	Not Recommended
City Loop	»**MC6**: Later Evening Service	»**MC4**: Serve More Streets as development and street connections occur »**MC5**: Earlier Morning Service	»**MC2**: Increase Frequency Throughout the Day or during peak hours to 30 minutes (MC1)	»**MC7**: Add Sunday Service	»**MC3**: Simplified Route
Canby	»**Canby1**: West Line, or **Canby2**: East Line	»**Canby5**: Earlier Morning Service »**Canby6**: Later Evening Service	»**Canby3**: Increase Frequency During Peak Hour »**Canby7**: Add Saturday Service	»**Canby8**: Add Sunday Service	»**Canby4**: Increase Frequency Throughout the Day
CCC	»**CCC6**: Later Evening Service »**CCC7**: Add Sunday Service	» **CCC4**: Increase Frequency throughout the Day to 30 minutes during non-peak hours	»**CCC3**: Further increase Frequency During Peak Hour to 20 minutes	»**CCC1**: Henrici Road »**CCC2**: Leland Road	»**CCC5**: Earlier Morning Service
New Services	»None	»None	»Woodburn	»**On-Demand** Curb to Curb »Silverton »Commuter Shuttle	»Estacada
Total Additional Annual Operating Cost	$112,000	$203,000 ($315,000 Total)	$520,000 ($835,000 Total)	-	-
Total New Buses	0	0	+4 (+4 Total)	-	-
Information, Technology, & Facilities	»Real-time vehicle arrival information and passenger counters »Rider tools and information via website and mobile app »Bus Stop Improvements »Low-floor vehicles	»Continued bus stop improvements »Continued low-floor vehicles. »Programs to increase awareness of Transit and Travel Demand Management »Improvements to Ross St. Transit Center	»Continued bus stop improvements »Continued low-floor vehicles.	»Fare payment options »Bus stop improvements »Fleet Fuel Types »Covered bus facility »Park-and-Ride lots	»None

OTHER PLAN ELEMENTS

The TDMP also includes the following additional elements and strategies to implement the plan and enhance SCTD's services.

Management Strategies

» Partner with Employers

» Continue to Enhance Coordination between SCTD, Local and Regional Partners, and other Transit Providers

» Gain Community Support

» Involvement with Outside Organizations

» Adjust the Fare Policy

» Create Measurable Outcomes for Services to Promote Effective Monitoring

» Increase Customer and Stakeholder Satisfaction

Customer Service and Information Strategy

» Consolidate Existing Maps and Brochures into a Single User-Friendly Brochure

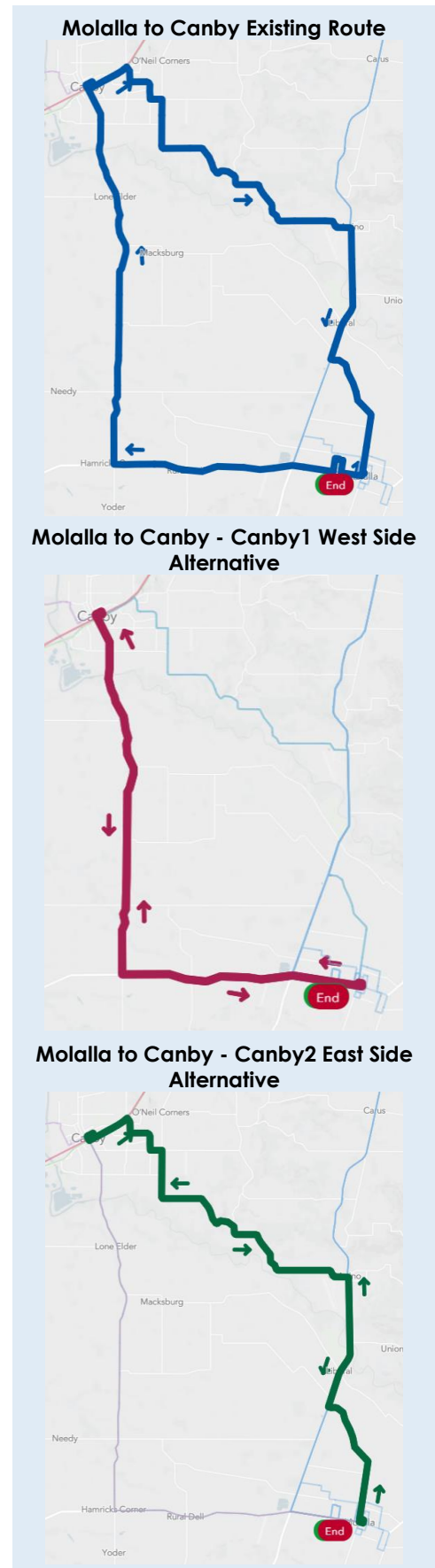» Support Mobile Application Technologies

» Invest in Training Programs
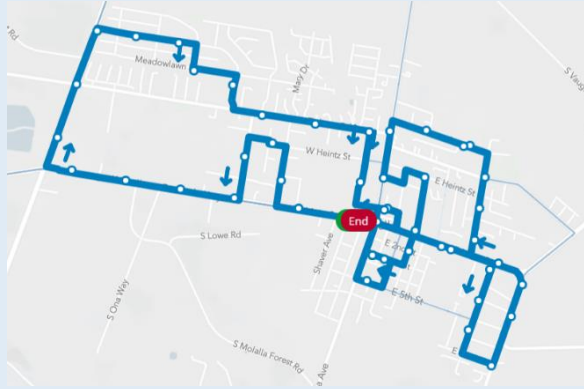
Regional Coordination

Marketing Plan

Fare Policies & Payment Options
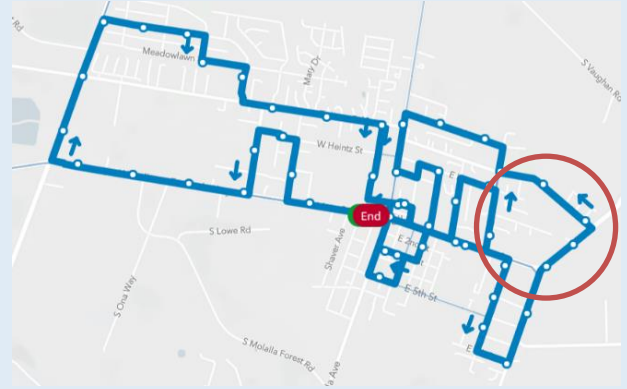
» Monthly passes

» Mobile ticketing

» Fare reciprocity

Performance Management and Monitoring Plan

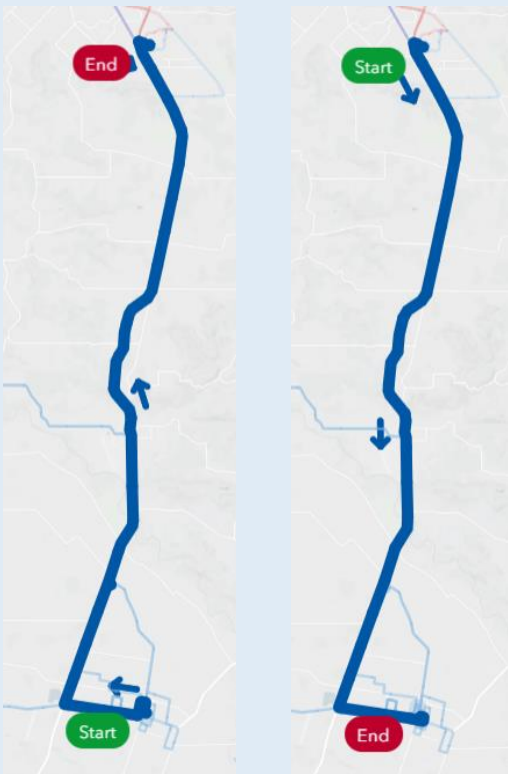**Molalla to Canby Existing Route**

Molalla to Canby - Canby1 West Side Alternative

Molalla to Canby - Canby2 East Side Alternative

Molalla City Existing Route

Molalla City Serve More Streets (MC4)

Molalla to CCC Existing Route

Molalla CCC Route Modification Alternative

Potential New Molalla to Woodburn Route