



LANE TRANSIT DISTRICT BOARD OF DIRECTORS STRATEGIC PLANNING COMMITTEE

Tuesday, March 03, 2020
5:30 – 7:30 p.m.

LTD Board Room
3500 E. 17th Avenue, Eugene
(Off Glenwood Blvd. in Glenwood)

AGENDA

Time	ITEM	Page
5:30 p.m.	I. CALL TO ORDER	
5:31 p.m.	II. ROLL CALL <input type="checkbox"/> Amy Cubbage (Chair) <input type="checkbox"/> Leah Rausch (Vice Chair) <input type="checkbox"/> Frannie Brindle <input type="checkbox"/> Rob Zako <input type="checkbox"/> Mike Eyster <input type="checkbox"/> Emily Secord <input type="checkbox"/> Sam Miller <input type="checkbox"/> Greg Evans (Councilor) <input type="checkbox"/> Gerry Gaydos <input type="checkbox"/> Joe Berney (Commissioner) <input type="checkbox"/> Lindsey Hayward <input type="checkbox"/> Sheri Moore (Councilor) <input type="checkbox"/> Carl Yeh <input type="checkbox"/> Vacant <input type="checkbox"/> Vacant	
5:32 p.m.	III. PRELIMINARY REMARKS FROM THE CHAIR	
5:35 p.m.	IV. ANNOUNCEMENTS AND ADDITIONS TO AGENDA <i>This agenda item provides a formal opportunity for the Chair to announce additions to the agenda, and for Committee members to make announcements.</i>	
5:40 p.m.	V. AUDIENCE PARTICIPATION <ul style="list-style-type: none"> ◆ <i><u>Public Comment Note</u> This part of the agenda is reserved for members of the public to address the committee on any issue. The person speaking is requested to sign-in on the audience participation form. When your name is called, please step up to the podium and state your name, city of residence, and who you are representing for the audio record. If you are unable to utilize the podium, you may address the committee from your seat.</i> ◆ <i>Community member testimony is limited to three (3) minutes.</i> 	
	VI. ITEMS FOR ACTION AT THIS MEETING	
5:50 p.m.	A. APPROVAL OF MINUTES Action Needed: Approval <i>Approve minutes from the February 4, 2020, meeting</i>	3
6:00 p.m.	B. PRESENTATION OF SPC WORK PLAN DRAFT: <i>Materials Included</i> [Chair, Vice Chair] Action Needed: Discussion	8
6:30 p.m.	C. GROUP DISCUSSION ON GOALS AND STRATEGIES IN WORK PLAN: <i>Materials Included</i> [Chair, Vice Chair] Action Needed: Discussion and Approval	8
	VII. ITEMS FOR BOARD RECOMMENDATION	
	VIII. ITEMS FOR INFORMATION AT THIS MEETING	

<u>Time</u>	<u>ITEM</u>	<u>Page</u>
6:40 p.m.	A. TRANSIT TOMORROW UPDATE: <i>Materials Included</i> [Tom Schwetz] Action Needed: Discussion	11
7:10 p.m.	B. SMALL GROUP DIALOGUE: <i>No Materials Provided</i> [Chair, Vice Chair] Action Needed: Discussion <ul style="list-style-type: none"> • <i>What questions or comments do you have about the public involvement strategy?</i> • <i>How can SPC members better inform and engage their respective stakeholder groups as a part of Transit Tomorrow?</i> 	
7:10 p.m.	C. REPORT OUT AND FINAL QUESTIONS: <i>No Materials Provided</i> [Chair, Vice Chair] Action Needed: Discussion <ul style="list-style-type: none"> • <i>Next Steps on Transit Tomorrow: What, if any, recommendations should this committee make?</i> 	
	IX. WRITTEN REPORTS AND UPDATES	
	X. NEXT/FUTURE MEETING AGENDAS <i>The Chair will ask for updates to be added to the working agenda and which month they should be placed.</i>	
7:30 p.m.	XI. ADJOURNMENT	

The facility used for this meeting is wheelchair accessible. To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD’s Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).

LTD Administrative Office: The office is located at 3500 East 17th Avenue (off Glenwood Blvd. in Glenwood). Click [here](#) for a map.

Bus:

From Eugene Station: Take the EmX bus from the LTD Downtown Station and get off at the outbound Glenwood EmX stop (in front of Planned Parenthood). From there walk west to the corner of Franklin Blvd. and Glenwood Blvd. and turn left. Continue walking south on Glenwood Blvd to 17th Avenue and turn left. The building entrance faces 17th Avenue.

From Springfield Station: Take the EmX bus from the Springfield Station and get off at the outbound Glenwood EmX stop (across Franklin Blvd. from Lane Forest Products). From there walk east to the crosswalk to cross Franklin Blvd., proceed south on Glenwood Blvd. Continue walking south on Glenwood Blvd to 17th Avenue and turn left. The building entrance faces 17th Avenue.

Bicycles: There are covered bicycle racks located by the front entrance.

Parking: Parking is available for free in the parking lot at the front of the building on 17th Avenue.

STRATEGIC PLANNING COMMITTEE MEETING

LANE TRANSIT DISTRICT

Tuesday, February 4, 2020

Pursuant to notice given to *The Register-Guard* for publication on January 28, 2020, and distributed to persons on the mailing list of the District, the Strategic Planning Committee of the Lane Transit District held a meeting on Tuesday, February 4, 2020, beginning at 5:30 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Amy Cabbage, Chair
Leah Rausch, Vice Chair
Joe Berney
Greg Evans
Mike Eyster
Gerry Gaydos
Lindsay Hayward
Emily Secord
Rob Zako
Aurora Jackson, LTD General Manager
Camille Gandolfi, Clerk of the Board

Absent: Frannie Brindle
Sam Miller
Sheri Moore
Carl Yeh

CALL TO ORDER/ROLL CALL — Ms. Cabbage convened the meeting of the Strategic Planning Committee (SPC) and called the roll.

PRELIMINARY REMARKS FROM THE CHAIR — Ms. Cabbage welcomed those present. She noted that the LTD Board had received the SPC's recommendations on Transit Tomorrow in a report on the project and Ms. Secord had shared information about the committee's discussion with the Board. She said the recommendations would be on the Board's agenda at its next meeting for consideration and action.

ANNOUNCEMENTS AND ADDITIONS TO THE AGENDA — Ms. Cabbage said the meeting would focus on mobility management in Lane County and developing recommendations for the LTD Board.

AUDIENCE PARTICIPATION — Ms. Cabbage invited comments from the audience.

Teri Parker, Eugene, stated she was a retired LTD employee and affiliated with the League of Women Votes and Better Eugene-Springfield Transportation (BEST). She was also involved in climate change activism. She had spoken to many people in the Friendly and South Eugene neighborhoods who would be losing transit service and they advocated for the high ridership model as a bold step for climate change action. She suggested that the Transit Tomorrow process not be discussed in isolation from bike and pedestrian projects happening in the City of Eugene; it must be viewed as part of the larger multi-modal system. She noted that no testimony had been received from people who were not yet using transit as they might not be aware of the

potential benefits, but expanded evening and weekend service had been requested by the community for many years. Transit Tomorrow was also a response to those needs.

ITEMS FOR ACTION AT THIS MEETING

MOTION **Approval of Meeting Minutes** — Mr. Eyster moved to approve the January 7, 2020, minutes as submitted. Mr. Zako provided the second.

VOTE The motion was approved as follows:
YES: Cabbage, Berney, Evans, Eyster, Gaydos, Hayward, Secord, Zako (9)
NAYS: None
ABSTENTIONS: None
EXCUSED: Brindle, Miller, Moore, Yeh (4)

Mr. Zako clarified that when he said LTD should take as long as necessary to gain community support for Transit Tomorrow he was not referring to years.

ITEMS FOR BOARD RECOMMENDATION

Mobility Management in Lane County — Director of Planning and Development Tom Schwetz provided an overview of mobility management, defining it as short-range planning and management activities and projects for improving coordination among public transportation and other transportation service providers. He said it was an innovative, customer-driven approach for managing and delivering coordinated transportation services. Transit agencies should think about the following questions in developing their strategies:

1. Are you an operator of transit assets or a mobility platform?
2. How does your strategy reflect how people decide which mode to take?
3. Are you okay with being disintermediated from the transit rider?
4. How are you surprising and delighting your riders?

Mr. Schwetz said following the staff presentation the committee would conduct small group discussions in order to develop input for the LTD Board to consider in preparing for the next ten years.

Kelly Clarke, transportation planner with Lane Council of Governments (LCOG), provided an overview of LCOG's public transportation service LinkLane. She said the service connected West Lane County with routes from Florence to Eugene and Florence to Yachats. She said at the regional level LCOG and LTD were working towards establishing a Regional Coordination Committee of transportation providers, and LCOG was assisting with creation of a Cottage Grove Transportation Development Plan and conducting a 99 West Transit Feasibility Study.

Accessible Services Specialist John Ahlen described the mobility on demand pilot projects in Cottage Grove and downtown Eugene. He said the Cottage Grove pilot was launched in January 2019 and recently extended through August 2020. It was an origin to destination service within Cottage Grove city limits accessible via mobile app, website and phone and would eventually incorporate TouchPass technology. He shared statistics on ridership, costs, wait times, and customer survey results.

Mr. Ahlen said EmGo was the downtown Eugene mobility on demand pilot being conducted in partnership among LTD, the City of Eugene, Lane County, LCOG and private entities. The app-based service was point-to-point in downtown Eugene and to the Lane County Fairgrounds and

was launched in August 2019. He shared ridership and other operational statistics and said measures of success for the service were reduction of private vehicle use and pressure on parking, and development of private partnerships and increased bus ridership. He said the LTD Board would be asked soon whether to make the pilot projects more permanent.

Ms. Cabbage asked about funding and partnerships associated with each project. Mr. Ahlen said LTD, the City of Cottage Grove and South Lane Wheels were partners in the Cottage Grove pilot and LTD, the City of Eugene, Lane County, LCOG and Ride Zero were partners in the Eugene pilot. Both pilots were funded through State Transportation Improvement Fund (STIF) dollars. He said he could provide the committee with details of project budgets and operating costs.

Mr. Berney asked if LTD owned pilot project vehicles and why the District did not leverage the existing infrastructure of Lyft and Uber and subsidize rides. Mr. Ahlen replied that LTD had purchased the vehicles and was leasing them out, but using existing infrastructure could be part of future conversations about mobility on demand.

In response to questions from Mr. Berney, Mr. Ahlen said LTD had selected electric vehicles to provide a greener footprint for the service and data was being collected to conduct a qualitative analysis of the projects to determine their effectiveness. He said many Cottage Grove Connector riders had indicated the service improved their access to services and community activities.

Mr. Schwetz asked committee members to form small groups, discuss the following questions and report back on their conversations:

1. What roles might LTD play in the emerging Mobility Ecosystem in Lane Council?
2. What steps/strategies should LTD be taking now to prepare for the next 10 years?

Ms. Rausch reported the following feedback results from group discussions:

- It was inevitable that LTD would be part of a larger mobility platform in the mobility ecosystem and that provided opportunities for leveraging outside resources.
- From a user perspective the ecosystem was still unclear and services, fares, applications, branding of difference services and integration with other transportation options was confusing and disjointed.
- Contracts with existing services such as Uber and Lyft should assure equity and access
- Pilot services presented opportunities and challenges as there was a significant learning curve for the community when they were introduced in terms of being aware of and understanding how they could be used to move around, but the services helped LTD stay current or ahead of national trends in transportation.
- LTD could be a part of the commitment to reduce carbon emissions by contributing to the grid and continuing to invest in electric vehicles and other strategies.
- Why was downtown Eugene the target district for EmGo? Was it based on ridership density and an identified audience of the service, knowing there were already existing mobility options for those who could walk and bike? Could a service like EmGo be deployed in a different part of the city like South Eugene to replace lost fixed route service? What would be the budget impacts?

Ms. Jackson said the user perspective was a good point to consider and with the partners involved in both pilots there was an opportunity to look at how those services could be branded to send a consistent message to the user. Regarding providing an EmGo-like service in neighborhoods, she said LTD's key goal was ridership and the question was whether

implementing those types of options would increase ridership and promote long-term financial and environmental sustainability. It was too early to decide what the right tool was, but it was time to determine the right target.

Assistant General Manager Service Delivery Mark Johnson said initially the County approached LTD about how to get people around the downtown area while a number of construction projects were under way. The City of Eugene and LCOG joined the discussion about a solution that did not add greenhouse gas emissions, was easy to use and would move people about efficiently. It was decided to conduct a pilot project to see how people reacted to a free all-electric ride in downtown and whether it encouraged them to ride the bus and reduced parking demand. He said the project was collecting data on the impact when different transportation options were offered. He noted that the downtown bus station was the largest pickup and drop off location. EmGo might not be a long-term solution in downtown, but could work elsewhere in the system.

Ms. Cabbage reported the following additional feedback from group discussions:

- It was important for LTD to focus on the customer/user experience and how satisfied they were with service, particularly those that were transit dependent.
- How could service appeal to those who could use transit but chose not to.
- Carefully consider cost efficiencies, cost per ride, and cost of owning vehicles v. contracting out.
- Options to improve customer satisfactions were customer service and creative options such as WiFi on buses, not just faster service.
- Mobility as a platform seemed to be the direction the District should pursue.
- Don't just respond to consumers; also think ahead about what the community needed, where it was and should be growing, and how the network could be developed to reduce congestion.
- LTD already was, and had a future role in being, both a mobility platform and transit asset operator. The pilots would help understand latent demands and economic factors related to people not currently using transit. Pilots could also be viable options for first/last mile travel.
- Smaller vehicles could be used to connect people to the fixed route system.
- Discussion of the pilot programs brought forth good ideas and raised important issues, but should occur within the context of a larger strategic planning discussion about LTD's strengths, weaknesses, opportunities and threats and what might be done better by other entities.

Mr. Zako said he was not certain the SPC could offer further advice on the topic of mobility management outside of the larger discussion that would occur during a strategic planning process.

Mr. Schwetz said LTD had STIF funding to develop a mobility management plan, which would directly benefit from the SPC's discussion of the subject and also provide the context for exploring those issues with partners. He said information on the scope of that plan would be provided to the committee at future meetings.

Ms. Jackson stated that as the strategic planning process moved forward on development of a 10-year plan LTD would continue to test different options. She said STIF dollars would be used to gather data from its pilot projects and partnerships. She said the SPC's voice was important and the staff and LTD Board valued their input. She asked if mobility management was the type of issue the SPC wanted to be engaged with and offer feedback and recommendations to the

Board. Mr. Johnson added that it would help LTD to hear from the SPC on the direction it should go as the long-range plan was developed.

Mr. Eyster said the discussion of mobility management was useful and helped the committee think about changing the paradigm.

Ms. Secord said the Board had begun to discuss strategic planning at its December 2019 retreat and to consider what the District's purpose and role was. She asked if a mobility management plan was in conjunction with or in lieu of strategic planning. Mr. Schwetz said it was in conjunction with development of a strategic business plan. Mobility management was moving forward and LTD needed to have a plan, although that plan could be adapted as mobility management services evolved.

Ms. Jackson said the comprehensive operations analysis, or Transit Tomorrow, began in January 2018 with implementation in the fall of 2020. Although implementation was now delayed, LTD should continue to move forward with other efforts and development of its strategic plan. Pilot projects would help inform the future of LTD. LTD would utilize available STIF dollars to provide better transit to the community and Lane County. Mr. Johnson said a draft strategic plan was expected to be available in November 2020.

Mr. Berney expressed an interest in receiving information about what other communities were piloting, the results of those projects and LTD's assessment of their applicability to the local market. He said he felt with that context input from the SPC would be more substantive.

Ms. Jackson commented that there were many pilot projects around the nation and some of them were being funded by the federal government, with varying degrees of success. A good model has not yet been determined and the best model depended on what an agency was trying to accomplish based on how people moved in the community it served. She said staff could provide information on pilot projects in other areas.

Mr. Zako said it would be helpful to the committee to have more information about a mobility management plan.

ITEMS FOR INFORMATION AT THIS MEETING — None.

WRITTEN REPORTS AND UPDATES — There were no questions or comments.

NEXT/FUTURE MEETING AGENDAS — Ms. Rausch said a work plan for the SPC would be developed to assure its input was useful to the LTD Board and it had the information necessary to inform its discussions and recommendations. A draft plan would be provided for consideration at the SPC's March 2020 meeting.

Mr. Zako asked if it was appropriate for the SPC to provide advice to the Board on the revised Transit Tomorrow plan that would be presented to the LTD Board at its March 2020 meeting.

Ms. Rausch said that could be discussed at the next agenda setting meeting.

ADJOURNMENT — Ms. Cabbage adjourned the meeting at 7:30 p.m.

(Recorded by Lynn Taylor)

2020 Work Plan

LTD Strategic Planning Committee

Draft Date: February 16, 2020

Goal 1: Inform the development of a strategic business plan for LTD.

Strategies:

- Staff presentations on specific elements within the strategic business plan, including mobility management (MOD), transit network changes (TT), infrastructure investments (MA), and sustainable service model.
- Offer feedback and recommendations related to proposed plan elements.

Key Milestones

- **April:** Written report on the timeline and process for strategic planning
- **May:** Group discussion on the mission and guiding principles from the board retreat and core elements of the strategic business plan
- **November:** Board Strategic Planning Session – staff will present a draft plan

Goal 2: Provide strategic guidance for the LTD Board and staff on major projects, including changes to the transit network (Transit Tomorrow) and infrastructure investments (Moving Ahead).

Strategies:

- Provide a mix of written reports and staff presentations on project progress, public involvement efforts and response, and national best practices.
- Engage in strategic dialogue about opportunities, weaknesses, and points of concern or clarification.
- Offer recommendations to the Board on the selection/adoption of proposals.

Key Milestones

- **Transit Tomorrow**
 - **March:** Staff Presentation on the TT Public Engagement Strategy; discussion on role of SPC and stakeholder group involvement
 - **March:** Alternative Network Presentation to Board of Directors
 - **April:** Staff presentation of Alternative Network; group discussion on remaining questions and points of concern
 - **June:** SPC recommendation on network adoption; tentative Board adoption
 - **November:** Winter 2021 service plan changes (pending adoption)
- **Moving Ahead**
 - **Late summer:** Staff Presentation on public comment; discussion on investment packages
 - **October:** tentative selection of investment package by Board of Directors

Goal 3: Connect the work and mission of LTD to wider community priorities and projects (ex: Eugene/Springfield Land Use & Development Code Projects, Franklin Blvd., Climate Change Initiatives, ODOT Projects, LCOG & Lane County Projects, etc.)

Strategies

- Solicit ideas of key projects from SPC members and staff, as well as key milestones and engagement opportunities.
- Work with staff to schedule guest speakers from various partner organizations about specific projects and initiatives.
- Make specific recommendations to staff and the Board about how LTD might better leverage partnerships and projects to further transit goals.

Goal 4: Ensure SPC is a productive advisory body that effectively engages a diverse group of community stakeholders.

Strategies:

- Create agendas that include a healthy mix of staff presentations and strategic dialogue.
- Provide specific and timely recommendations to the Board of Directors.
- Engage in long-term work planning and regularly assess progress and opportunities.
- Recruit diverse and engaged committee members who represent important transit stakeholders across the service district.
- Provide members with the tools needed to engage their respective stakeholder groups.

Strategic Planning Committee Work Plan	March	April	May	June	July	August	September	October	November	December
Transit Tomorrow	Staff Presentation: Public Engagement Strategy Discussion: Are there logical places for SPC feedback? How do we involve our stakeholder groups?	Staff Presentation: Alternative Network Discussion: What questions do you still have? Staff should share what feedback they got from the Board.	Staff Update on Public Involvement	Discussion: Make a recommendation to Board on Network Adoption	Written Report: Process for implementation				Staff Presentation: Winter 2021 Service Change Plan	
Strategic Business Plan		Written Report: Timeline, Milestones, and Process	Discussion: Elements of Strategic Biz Plan; Mission & Guiding Principles	<i>Throughout the summer - Presentation & Discussion on specific elements - mobility management (MOD), transit network (TT), infrastructure investments (MA), sustainable service model (financial - grow with community)</i>	Refresher on the difference between TT and MA/Main St			Upcoming STIF Cycle?		
Strategic Business Plan					Summary Report of fall public comment - Recommendation on Investment Package?					
Mobility Management Plan						Staff Presentation: What is a Mobility Plan? Best Practices on Pilots - how does this inform the strategic business plan	MOD Pilot Results			
Pass Programs (Youth, Low-Income, Touch)										
Carbon Emissions - Electric Buses							Presentation on Strategic Fleet Procurement Plan?			
Marketing, Communications, Public Involvement					Public Outreach Efforts on Moving Ahead and Transit Tomorrow					
Other: Main-McVay, Santa Clara, McVay EmX, Community Partnerships	SPC Work Plan	SCYP - Fall Term Reports SPC Member Recruitment		SPC Check-In: What's Working? What's Not?	SCYP - Winter Term Reports			SCYP - Spring Term Reports	Santa Clara Construction Update	SPC Check-In: What's Working? What's Not? Work Plan for 2021
Action Items from Meeting	TT: Recommendation to the Board; Feedback to Staff; SPC : Adopt proposed workplan	MA: Recommendation to the Board	TT: Recommendation to the Board; Feedback to Staff before public hearing	TT: Recommendation to Board on Network Adoption	Direct feedback for staff on public involvement efforts for major projects		MOD: Recommendation to Board re: Mobility Management Plan / Strategic Plan			
Board of Directors Important Milestones	TT: Alternative Network Presentation			TT Adoption of Network				Tentative - MA: Selection of Investment Package	Review of proposed Strategic Business Plan	



AGENDA ITEM SUMMARY

DATE OF MEETING: March 3, 2020
ITEM TITLE: TRANSIT TOMORROW UPDATE
PREPARED BY: Tom Schwetz, Director of Planning and Development
DIRECTOR: Aurora Jackson, General Manager
ACTION REQUESTED: Information and Discussion

PURPOSE: To provide the Committee an update regarding Transit Tomorrow’s public engagement.

ROLE OF THE BOARD: The Board’s role in this instance is to obtain information for a future decision.

HISTORY: Monthly, the Board of Director’s has received updated regarding Transit Tomorrow’s public engagement. This project continues to receive public comment and community attention. Staff will provide an update on meetings and presentations held in January and February. Staff will also provide information about future nonpublic meetings scheduled for organizations. Listed below are public meeting scheduled:

<p>February 11 Listening session 5:30-7:30pm Springfield City Hall Lobby 225 Fifth Street, Springfield</p>	<p>March 18 Alternatives Presentation 5:30-7:30pm Board of Directors Meeting 3500 W. 17th Ave, Eugene</p>	<p>May 20 Public Hearing 5:30-7:30pm Board of Directors Meeting 3500 W. 17th Ave, Eugene</p>
<p>February 20 Listening session 5:30-7:30pm Home2Suites 102 W. 11th Avenue, Eugene</p>	<p>March – May Open Comment Period 5:30-7:30pm Board of Directors Meeting 3500 W. 17th Ave, Eugene</p>	<p>June 17 Board Final Action 5:30-7:30pm Board of Directors Meeting 3500 W. 17th Ave, Eugene</p>

At its January 7, 2020, meeting SPC discussed the Transit Tomorrow decision-making framework. The committee formed smaller groups to discuss the following questions:

1. Why should the community support a high ridership model?
2. How should LTD incorporate these reasons and values into a public involvement strategy?

Following small group discussion Ms. Rausch moved that the SPC recommend to the LTD Board the following:

- provide staff with a strong and clear directive to continue pursuing a higher ridership model,
- engage in an intentional and iterative public involvement process that:
 - presented the benefits of a higher ridership model,
 - proactively targets people who stand to gain or lose service from the proposal, as well as key stakeholders, and engages them in the process,
 - provides opportunities to give specific feedback on the proposed network change, and
 - incorporates this feedback into an updated version of the network,
 - includes holding another stakeholder forum.

The motion passed 8:0. A summary of the committee’s discussion on this topic is provided in Attachment 1. The minutes of the January 7, 2020, meeting are provided in Attachment 2.

CONSIDERATIONS: Based on the SPC discussion in January, the Board may use SPC's recommendation when making their final decision and in directing the General Manager regarding Transit Tomorrow.

ALTERNATIVES: The Board may consider to SPC recommendation in part or not at all.

NEXT STEPS: Based on Board's direction provided at its November 2019 meeting, staff has begun the development of a second network focused on increased coverage service. Together with the original Ridership Network, this Increased Coverage Network would be taken out for public engagement pending a Board decision at its March 18, 2020, meeting. Following outreach and engagement, the Board would be asked to hold a public hearing on the two networks at its May 20, 2020, meeting. The Board's decision on these networks (or modifications to these networks) would be scheduled for its June 17, 2020, meeting.

SUPPORTING DOCUMENTATION:

- 1) Summary of SPC January 7, 2020, discussion on Transit Tomorrow Decision-Making Framework
- 2) Minutes of January 7, 2020, Strategic Planning Committee Meeting

**Attachment 1 - Summary of January 7, 2020, SPC discussion on
Transit Tomorrow Decision Making Framework**

The committee formed smaller groups to discuss the following questions:

1. Why should the community support a high ridership model?
2. How should LTD incorporate these reasons and values into a public involvement strategy?

Responses to Question 1:

- The question might be: why *could* the community support a high ridership model? The community could support it because a majority would have more frequent, effective and efficient service that would support community goals such as reduced greenhouse gas emissions and VMT and more transportation options in the future.
- There were gaps in service in the current network.
- The Board should provide strong clear direction to staff to present the benefits of a new model in the public education process as well as acknowledge the challenges and potential negative impacts on some.
- Make it clear the proposed change would not result in a profit or loss to LTD. Services were not being reduced or consolidated to save money.
- Obtain input from schools and consider how the change would affect access for school-age children.
- Clarify what flexibility there was for changing the network design and when that could occur.
- Avoid gentrification, but promote sustainable growth in the community.

Responses to Question 2:

- Next steps in the public involvement process:
 - communicate the benefits of and reasons for moving to a higher ridership model
 - iterate and test the proposed network to determine where there were flaws and where changes could be made to make it work better for different parts of the community
- Create more stakeholder forums and make sure there was broad representation from all parts of the community.
- Take the time to work out problems in the high mode.
- Personalize the impact of the new model, don't just discuss data.
- The Board must decide if there is an opportunity to serve the community better and provide leadership by stating the reasons it wished to explore a high ridership model.
- Engage the community in a discussion of how service could be even better given the resources available.
- Clarity about what was being proposed, an iterative rollout process to obtain desired outcomes and the timelines was essential.
- Fine tune the conclusions reached at this stage with feedback to date and in the future.

Based on this discussion, the committee passed the following motion:

Ms. Rausch moved that the SPC recommend to the LTD Board the following:

- provide staff with a strong and clear directive to continue pursuing a higher ridership model,
- engage in an intentional and iterative public involvement process that:
 - presented the benefits of a higher ridership model,
 - proactively targets people who stand to gain or lose service from the proposal, as well as key stakeholders, and engages them in the process,
 - provides opportunities to give specific feedback on the proposed network change, and
 - incorporates this feedback into an updated version of the network.
 - hold another stakeholder forum

The motion passed 8:0.

STRATEGIC PLANNING COMMITTEE MEETING

LANE TRANSIT DISTRICT

Tuesday, January 7, 2020

Pursuant to notice given to *The Register-Guard* for publication on January 2, 2020, and distributed to persons on the mailing list of the District, the Strategic Planning Committee of the Lane Transit District held a meeting on Tuesday, January 7, 2020, beginning at 5:30 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Amy Cabbage, Chair
Leah Rausch, Vice Chair
Lucy Vinis for Greg Evans
Mike Eyster
Matt Keeler for Lindsay Hayward
Sheri Moore
Emily Secord
Rob Zako
Aurora Jackson, LTD General Manager
Camille Gandolfi, Clerk of the Board

Absent: Joe Berney
Frannie Brindle
Gerry Gaydos
Sam Miller
Carl Yeh

CALL TO ORDER/ROLL CALL — Ms. Cabbage convened the meeting of the Strategic Planning Committee (SPC) and called the roll.

PRELIMINARY REMARKS FROM THE CHAIR — Ms. Cabbage welcomed those present. She noted that a memorandum was distributed to committee members regarding their preferences for meeting time. Meetings would continue to be held on the first Tuesday of each month.

ANNOUNCEMENTS AND ADDITIONS TO THE AGENDA — None.

AUDIENCE PARTICIPATION — Ms. Cabbage invited comments from the audience.

Linda Duggan, Eugene, said that elimination of the #28 bus would greatly affected her family and neighbors. Some individuals would be unable to ride the bus. She said without a direct route to the University of Oregon and Lane Community College many students would also be affected. Cutting the other two routes in the neighborhood would leave a large section of the southeast neighborhood without service. That included two assisted living facilities, low-income housing, many apartment buildings and several schools. The proposed bus #20 would barely provide service. She said the current coverage model provided service to the general population, including elderly and disabled residents. She said access, equity and climate change consideration should be the focus, not just ridership. If neighborhood routes were discontinued more people would drive and drive a longer distance to corridors. Vehicle miles traveled should be part of LTD's plan. She said it was unrealistic to believe people with disabilities would be able

to rely on RideSource for their daily job commutes. She said she felt the proposed plan was discriminatory and asked that it be rethought.

John Lepinski, Eugene, questioned why the #28 bus was being eliminated when it was a critical line for many people. Elimination of the route would make it very difficult for seniors and those with disabilities to travel downtown.

Ms. Moore arrived at 5:40 p.m.

Eleanor Lepinski, Eugene, said her home was chosen because of its proximity to a bus line and others had made an investment in a home for that reason. The #28 bus provided access to downtown and elsewhere in the community. She said she was concerned about students and those with disabilities who depended on the bus for transportation. It was difficult to find another place to live in the current housing market. She said she was opposed to the proposed plan.

Jess Roshack, Eugene, spoke as a teacher and parent. She commended LTD for providing passes to students, but said she found it ironic that the director of transportation for the Eugene 4J School District had not been consulted during the public engagement phase of Transit Tomorrow or considered as a stakeholder in the process. She said she was concerned about the Transit Tomorrow proposed network for the same reasons cited by previous speakers. She said 4J was a school choice district and families had selected schools based on a student's ability to get there. She said changes to public transportation could result in social inequity when families had to rely on the bus and that option changed. She encouraged that changes to the system be made with a scalpel, not a bulldozer.

Kathleen O'Gieblyn, Eugene, said she worked for the Oregon Commission for the Blind and her job was to help clients obtain work. A key part of accessing and maintaining employment was bus transportation. She said RideSource was not a good option for a daily commute for work. She shared the personal anecdote of a client in south Eugene who depended on the bus to pursue his business activities.

ITEMS FOR ACTION AT THIS MEETING

MOTION **Approval of Meeting Minutes** — Ms. Secord moved to approve the November 5, 2019, minutes as submitted. Mr. Eyster provided the second.

VOTE The motion was approved as follows:
YES: Cabbage, Eyster, Keeler, Moore, Rausch, Secord, Vinis, Zako (8)
NAYS: None
ABSTENTIONS: None
EXCUSED: Berney, Brindle, Gaydos, Miller, Yeh (5)

ITEMS FOR BOARD RECOMMENDATION

There were no items.

ITEMS FOR INFORMATION AT THIS MEETING

December Board Retreat Outcomes — Ms. Jackson provided an overview of the December 18, 2019, LTD Board retreat. She said the first half of the day involved training for Board members by a representative of the Special Districts Association of Oregon (SDAO) and LTD's general counsel. The second half was focused on whether LTD's mission (why) statement still

resonated with the Board and the current how and why statements; those statements would provide a foundation for development of LTD's strategic business plan.

Ms. Jackson said the Board felt there were key words missing from those statements and there had been many changes since they were adopted in 2014, particularly with respect to technology and mobility. She said staff would begin to develop language more reflective of what transportation was today and would be in the future for the Board to consider. Those statements, once adopted, would drive the District's strategies. She said the updated statements would be presented to the SPC to determine if they adequately reflected what the community expected of LTD.

Ms. Jackson said a number of topics were placed in the "parking lot" for future discussion. Those topics were:

- technology and mobility
- community perception of LTD as a social service for the state transportation system
- technology and data
- public/private partnerships
- finance training and planning (Budget Committee)
- SPC feedback on LTD's communication
- resilience and emergency preparedness
- expansion of how statements related to foreshadowing mobility options, telegraphing the safety of a multi-modal system, communicate all of LTD's activities

Ms. Secord said some topics had been designated for future Board work sessions and others would be referred to the SPC for discussion and recommendations.

In response to a question from Mr. Zako, Ms. Jackson said the Board was interested in modifying the why statement to address mobility/transportation. She said staff would be asking for additional direction from the Board.

Transit Tomorrow Decision-Making Framework — Ms. Rausch reviewed the previous SPC recommendations, a summary of which was included in the agenda packet. She said the Board agreed with the committee's recommendation to take more time to consider the service changes in the proposed network and undertake a robust public education and engagement strategy. She said a public education and engagement strategy to build community support for a high ridership model would be the focus of the SPC's discussions, including reasons to support a high ridership network and how that linked to other community initiatives and values. She said she hoped the outcomes would be recommendations that connected values to tangible next steps in public involvement.

Ms. Rausch said the committee would form smaller groups to discuss the following questions:

1. Why should the community support a high ridership model?
2. How should LTD incorporate these reasons and values into a public involvement strategy?

Responses to Question 1:

- The question might be: *why could* the community support a high ridership model? The community could support it because a majority would have more frequent, effective and

efficient service that would support community goals such as reduced greenhouse gas emissions and VMT and more transportation options in the future.

- There were gaps in service in the current network.
- The Board should provide strong clear direction to staff to present the benefits of a new model in the public education process as well as acknowledge the challenges and potential negative impacts on some.
- Make it clear the proposed change would not result in a profit or loss to LTD. Services were not being reduced or consolidated to save money.
- Obtain input from schools and consider how the change would affect access for school-age children.
- Clarify what flexibility there was for changing the network design and when that could occur.
- Avoid gentrification, but promote sustainable growth in the community.

Responses to Question 2:

- Next steps in the public involvement process:
 - communicate the benefits of and reasons for moving to a higher ridership model
 - iterate and test the proposed network to determine where there were flaws and where changes could be made to make it work better for different parts of the community
- Create more stakeholder forums and make sure there was broad representation from all parts of the community.
- Take the time to work out problems in the high mode.
- Personalize the impact of the new model, don't just discuss data.
- The Board must decide if there is an opportunity to serve the community better and provide leadership by stating the reasons it wished to explore a high ridership model.
- Engage the community in a discussion of how service could be even better given the resources available.
- Clarity about what was being proposed, an iterative rollout process to obtain desired outcomes and the timelines was essential.
- Fine tune the conclusions reached at this stage with feedback to date and in the future.

Ms. Cabbage said it appeared the committee still supported a high ridership model and urged the Board to provide strong direction to staff to communicate the potential benefits of that model during the public engagement process. People should be engaged on how public transportation could be improved for them, reach key stakeholders and use feedback to refine the network design. Timelines should be clearly communicated.

Ms. Moore said the benefits were identified as adding evening and weekend service, but the cost of adding those benefits should be considered. She said the community should know about the issues that LTD was grappling with in order to reach a long term goal.

Mayor Vinis said she felt that the data showing increased ridership was a powerful message to the community.

Ms. Jackson explained that staff could not advocate for something to the community, such as a high ridership model, unless directed to do so by the Board; otherwise staff could present only facts. If it was the committee's recommendation that the Board provide strong direction to staff with respect to advocacy, they should state that.

Mayor Vinis commented that a discussion of tradeoffs was not good messaging and talking about increased ridership among people who were high transit users was not advocacy, it was a fact. She said she felt the discussion should not be about tradeoffs and winners and losers; it should be about increasing use of transit and making the system as responsive as possible to the community. She said there would be neighborhoods that experienced a shift in service, but that happened often when LTD had to make changes in service. LTD was trying to create benefits across the community and had done the work to identify how that could best be done in a changing transportation landscape.

Mr. Zako said feedback during the two-year Transit Tomorrow process had supported ridership and the SPC should recommend to the Board that it embrace that and direct staff to advocate for it. He said it should be acknowledged that the proposed network had some painful features and LTD would continue to work on those. He agreed the Board needed to set direction for staff. He said 95 percent of the community was not engaged in the conversation about a transit model and the next step was for the Board to direct that a public outreach and education campaign should reach the entire community.

Mr. Eyster said the committee should be clear that its recommendation to the Board was to adopt the high ridership model based on community feedback that higher ridership and more productivity was the right direction.

Ms. Rausch summarized that the SPC recommended the following to the LTD Board:

1. Provide staff with a strong and clear directive to continue pursuing a higher ridership model,
2. engage in an intentional and iterative public involvement process that:
 - Present the benefits of a higher ridership model, and
 - Proactively target people who stand to gain or lose from the proposal and go directly to them and engage them in the process.
 - Provided the opportunity for the community to provide feedback on the proposed network change.
 - Incorporate community feedback into a more refined model.

Ms. Secord expressed concern with extending the Transit Tomorrow timeline too far into the future.

Director of Specialized Services Cosette Rees said based on the November discussions by the SPC and Board, staff had developed the following schedule:

March 2020 - provide an alternative to the Board, including some options to potentially mitigate some of the lost coverage under the proposed network, and open a public comment period

May 2020 - hold a public hearing on proposed alternatives

June 2020 - LTD Board would adopt a final transit network for implementation

February 2021 - new service would be implemented

Ms. Rees explained that before and between those milestones there would be an engaged conversation with the community to educate about the reasons for considering a higher ridership model and prepare people to provide input to the Board.

Mr. Zako said LTD should take as long as necessary to gain community support. He wanted to see more details on the public engagement process at the SPC's February or March 2020 meeting.

Assistant General Manager Service Delivery Mark Johnson said extending the public engagement process many more months could add \$300,000 in costs. He said the next three months would be dedicated to a robust outreach and engagement strategy.

Director of Planning and Development Tom Schwetz said it would be helpful to the Board if the SPC could define how to determine broad community support.

Mr. Eyster said he was not certain the criteria should be community support. He said the past two years had determined that productivity and ridership was a higher priority than it had been in the past. There would be some in the community who would be unhappy regardless of what was implemented. The goal was to be sure as much public input as possible had been obtained and it was incorporated into the final product.

Mr. Zako suggested identifying the 50 organizations, interests, and segments of the community most affected by the proposed changes and invite them to a stakeholder forum in May to review the latest iteration of a network design. If most of the stakeholders supported the design that could be taken as an indication of community support.

Ms. Rausch moved that the SPC recommend to the LTD Board the following:

- provide staff with a strong and clear directive to continue pursuing a higher ridership model,
- engage in an intentional and iterative public involvement process that:
 - presented the benefits of a higher ridership model,
 - proactively targets people who stand to gain or lose service from the proposal, as well as key stakeholders, and engages them in the process,
 - provides opportunities to give specific feedback on the proposed network change, and
 - incorporates this feedback into an updated version of the network.

Mr. Eyster provided the second.

Mr. Zako offered an amendment to add the recommendation to hold another stakeholder forum.

Mr. Eyster accepted the amendment. The motion passed 8:0.

WRITTEN REPORTS AND UPDATES — There were no questions or comments.

NEXT/FUTURE MEETING AGENDAS — The next agenda setting meeting was scheduled for January 8, 2020, at 1:00 p.m.

ADJOURNMENT — Ms. Cabbage adjourned the meeting at 7:30 p.m.

(Recorded by Lynn Taylor)



Strategic Planning Committee Annual Working Agenda

Topic	Notes	Presenter	Agenda Time
March 3 2020 Materials Deadline: February 21			Time (minutes)
Introductory Items			15
Items for Action:			
Approval of Minutes			5
Items for Board Recommendation			
Items for Information/Discussion:			
Written Reports:			
		TOTAL TIME	20
April 7, 2020 Materials Deadline: March 20			Time (minutes)
Introductory Items			15
Items for Action:			
Approval of Minutes			5
Items for Board Recommendation			
Mobility on Demand Update	Cottage Grove and Downtown Eugene	Cosette Rees	60
Items for Information/Discussion:			
Sustainable City Year Report	Fall Term Reports	Jennifer Zankowski	30
Moving Ahead Update		Tom Schwetz	45
Written Reports:			
		TOTAL TIME	155
May 5, 2020 Materials Deadline: April 17			Time (minutes)
Introductory Items			15
Items for Action:			
Approval of Minutes			5
Items for Board Recommendation			
Items for Information/Discussion:			



Strategic Planning Committee Annual Working Agenda

Topic	Notes	Presenter	Agenda Time
Written Reports:			
			TOTAL TIME
			20
June 2, 2020 Materials Deadline: May 15			Time (minutes)
Introductory Items			15
Items for Action:			
Items for Board Recommendation			
Items for Information/Discussion:			
Written Reports:			
			TOTAL TIME
			15
July 7, 2020 Materials Deadline: June 19			Time (minutes)
Introductory Items			15
Items for Action:			
Approval of Minutes			5
Items for Board Recommendation			
Items for Information/Discussion:			
Sustainable City Year	Winter Term Reports	Jennifer Zankowski	30
Written Reports:			
			TOTAL TIME
			50
August 4, 2020 Materials Deadline: July 17			Time (minutes)
Introductory Items			15
Items for Action:			
Approval of Minutes			5
Items for Board Recommendation			
Items for Information/Discussion:			
Written Reports:			
			TOTAL TIME
			20
September 1, 2020 Materials Deadline: August 21			Time (minutes)



Strategic Planning Committee Annual Working Agenda

Topic	Notes	Presenter	Agenda Time
Introductory Items			15
<u>Items for Action:</u>			
Approval of Minutes			5
<u>Items for Board Recommendation</u>			
MOD Pilot Results		Cosette Rees	60
<u>Items for Information/Discussion:</u>			
<u>Written Reports:</u>			
		TOTAL TIME	80
October 6, 2020 Materials Deadline: September 18			Time (minutes)
Introductory Items			15
<u>Items for Action:</u>			
Approval of Minutes			5
<u>Items for Board Recommendation</u>			
<u>Items for Information/Discussion:</u>			
Sustainable City Year	Spring Term Reports	Jennifer Zankowski	30
<u>Written Reports:</u>			
		TOTAL TIME	50
November 3, 2020 Materials Deadline: October 16			Time (minutes)
Introductory Items			15
<u>Items for Action:</u>			
Approval of Minutes			5
<u>Items for Board Recommendation</u>			
<u>Items for Information/Discussion:</u>			
Winter 2021 Service Changes		Tom Schwetz	45
Santa Clara Construction Update		Joe McCormack	20
<u>Written Reports:</u>			
		TOTAL TIME	85
December 1, 2020			Time



Strategic Planning Committee Annual Working Agenda

Topic	Notes	Presenter	Agenda Time
Materials Deadline: November 20			(minutes)
Introductory Items			15
<u>Items for Action:</u>			
Approval of Minutes			5
<u>Items for Board Recommendation</u>			
<u>Items for Information/Discussion:</u>			
<u>Written Reports:</u>			
		TOTAL TIME	20

SPC Meeting Agenda
March 3, 2020

5:30 – 5:50 PM: Administrative Items, Public Comment

5:50 – 6:00 PM: Presentation of SPC Work Plan Draft

6:00 – 6:30 PM: Group Discussion on Goals and Strategies in Work Plan

- Action: Adoption of Work Plan for 2020

6:30 – 6:40 PM: Staff Presentation on Transit Tomorrow Public Engagement Strategy

6:40 – 7:10 PM: Small Group Dialogue

- What questions or comments do you have about the public involvement strategy?
- How can SPC members better inform and engage their respective stakeholder groups as a part of Transit Tomorrow?

7:10 – 7:30 PM: Report Out and Final Questions

- Next Steps on Transit Tomorrow: What if any recommendations should this committee make?

Transit Tomorrow Conversation

February 2020



Lane Transit District

LTD.org

AGENDA

- ❖ What is Transit Tomorrow?
- ❖ Why do Transit Tomorrow?
- ❖ Proposed System
- ❖ Results of Proposed System



What is Transit Tomorrow?

Comprehensive look at how LTD is doing:

- ❖ How are the routes performing?
- ❖ Where do people want to travel?
- ❖ Public involvement
- ❖ Potential system changes

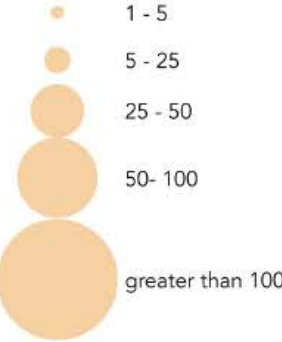
Does the system we have today meet our community's needs and goals?
How could LTD *better* meet the community's needs and goals?

Why do Transit Tomorrow?

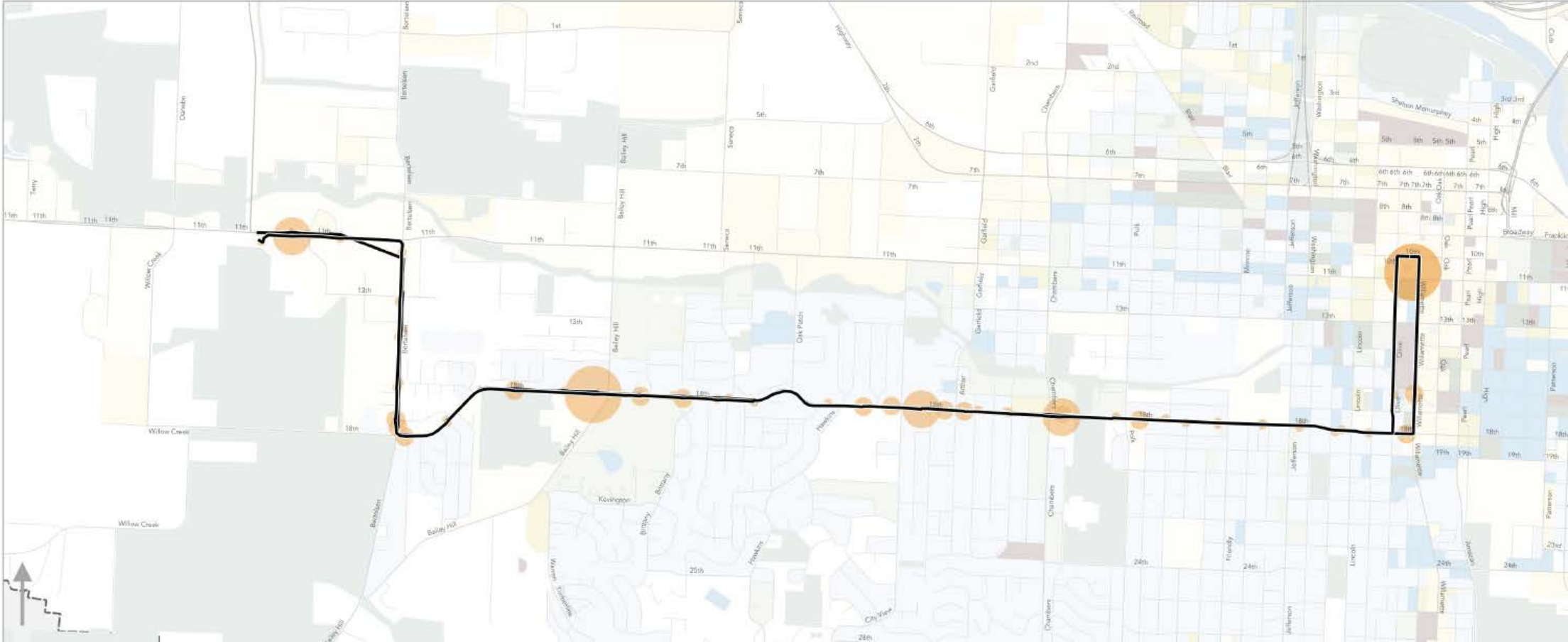
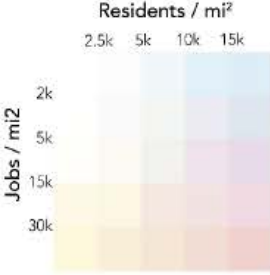
- ❖ System was designed 20 years ago - relies on hub and spoke
- ❖ Ridership has declined on most routes since 2011, except on EmX
- ❖ Values and needs of community have changed:
 - ❖ Climate change and sustainability
 - ❖ Fiscal responsibility
 - ❖ Social equity
 - ❖ Safe transportation options

Route Performance

Daily Average Weekday Boardings

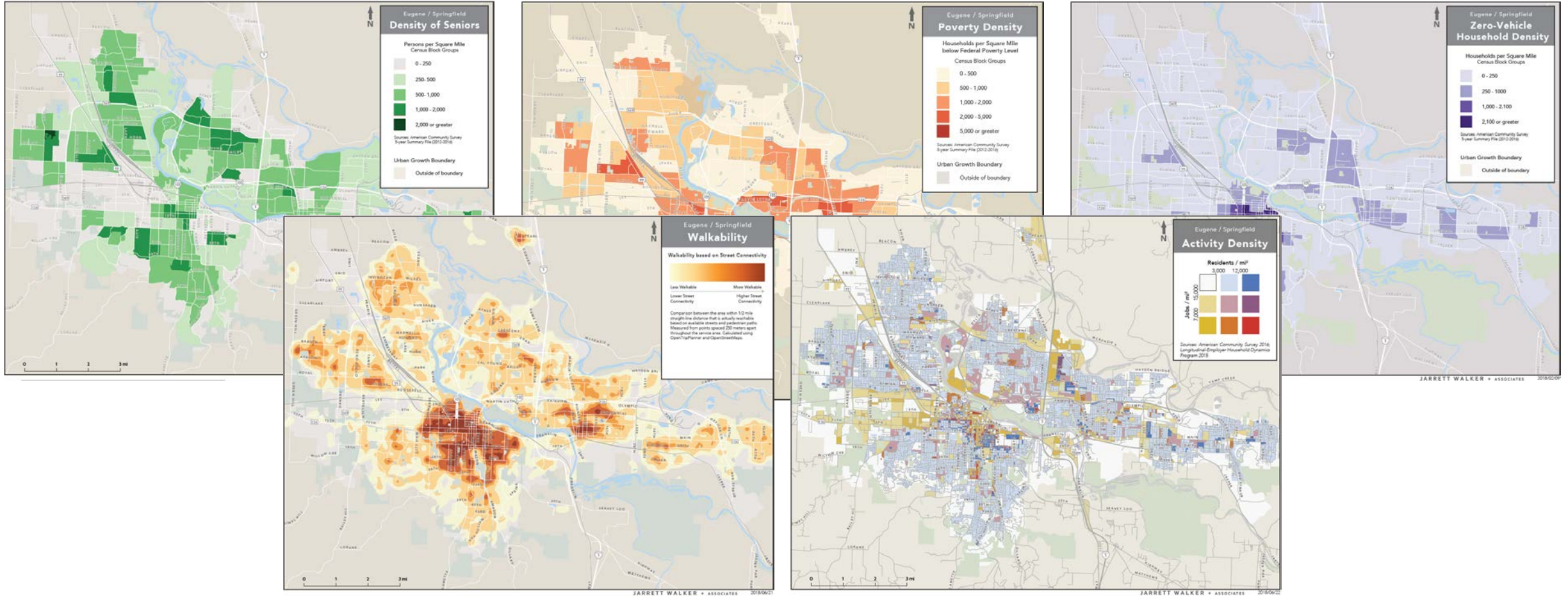


Activity Density

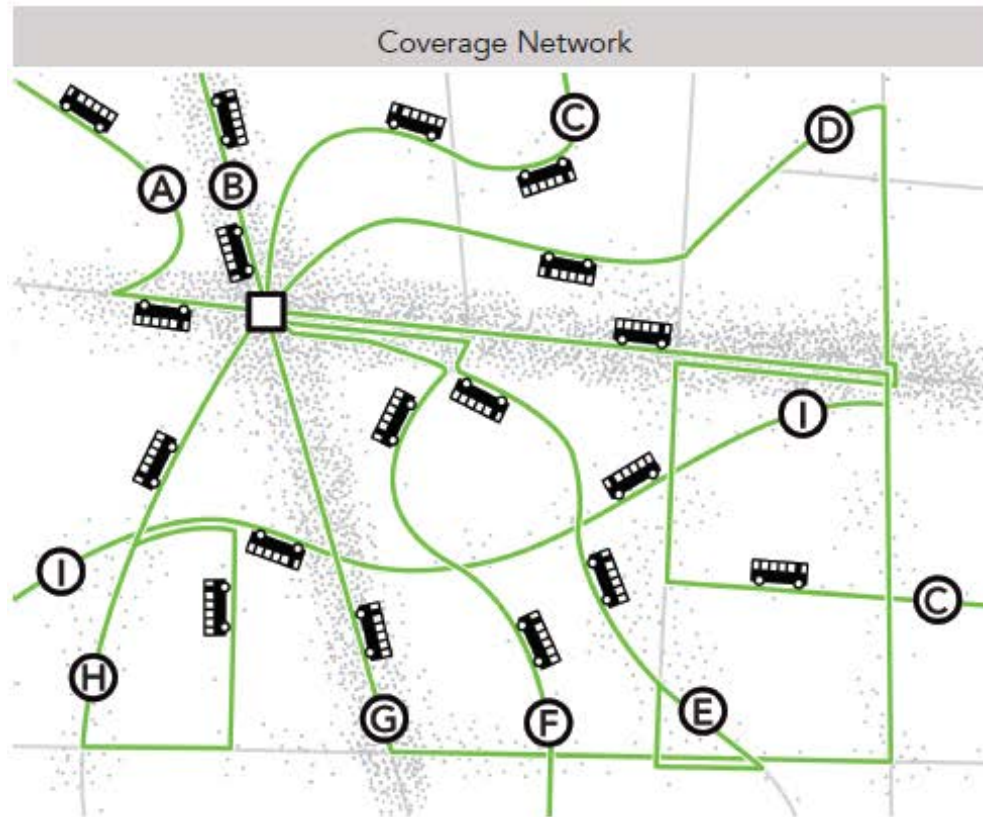


Source: LTD Choices Report

Transit Market Assessment

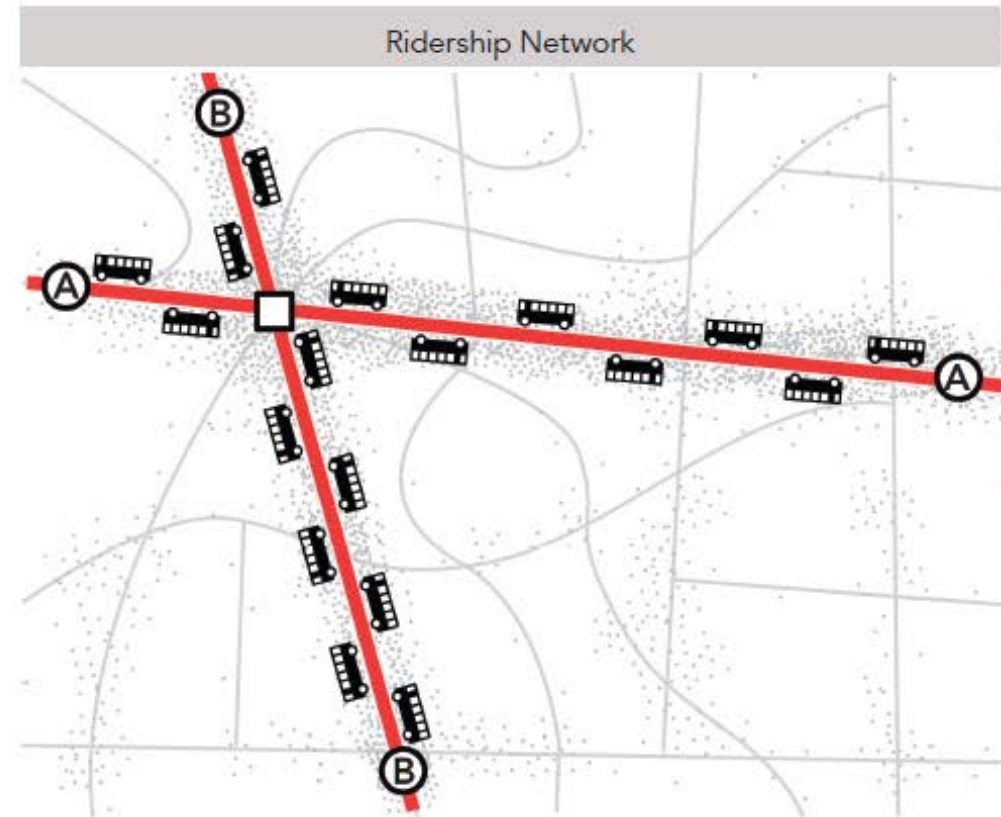


System Design Choices



Some kind of service, in as many places as possible.

- Useful because: Basic service for everyone.
- But: Nobody gets very good service.



As much service as possible where most people and jobs are.

- Useful because: High quality service for most.
- But: Some people and places don't get served.

Public Involvement

- ❖ 2 Phases of public involvement
- ❖ More than 800 responses to surveys
- ❖ Conversations with stakeholders: non-profits, Springfield, Eugene, Lane County, University of Oregon, employers, etc.
- ❖ Preference for more ridership-oriented system
- ❖ Preference to add service rather than lower fares
 - ❖ More Evening & Weekend Service

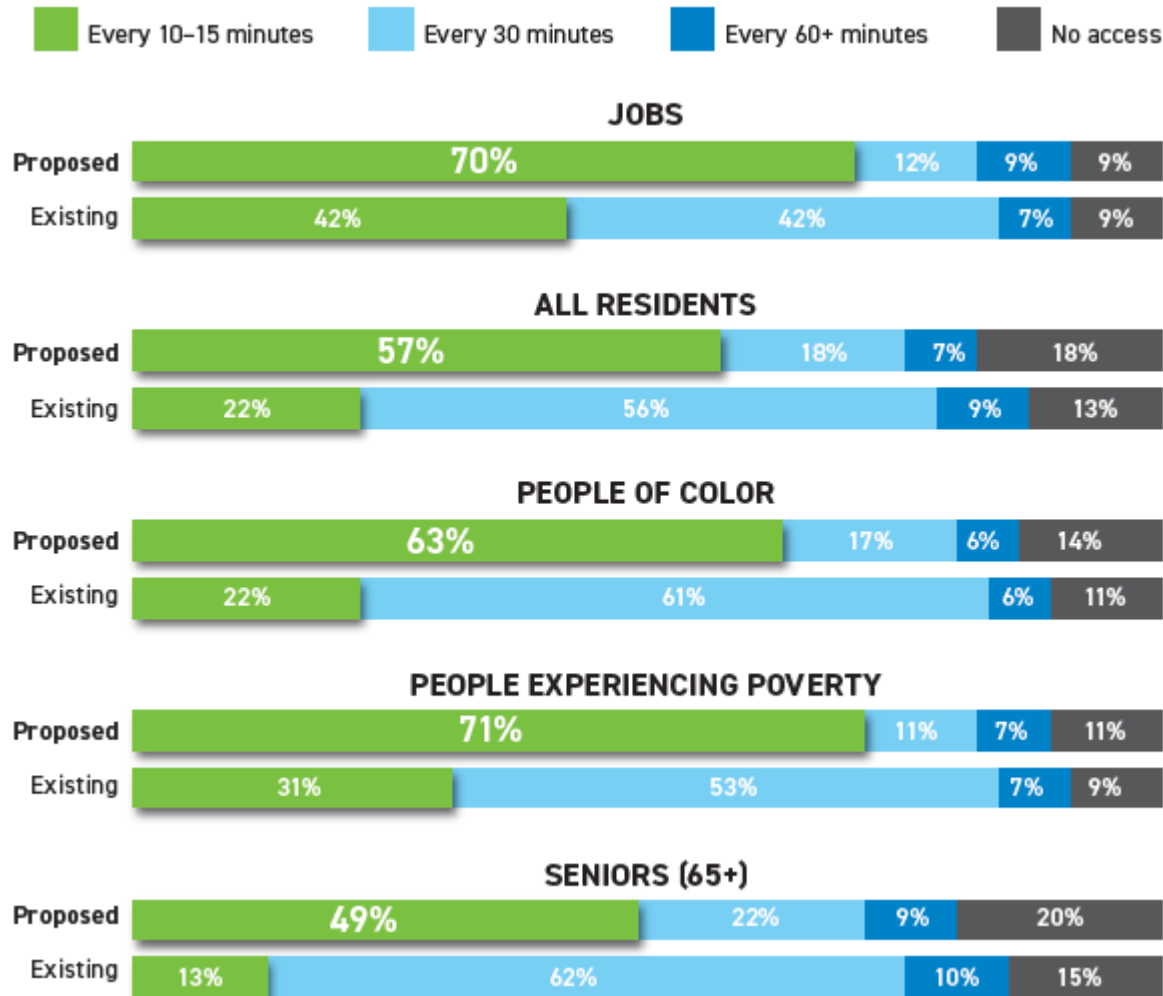
Proposed System

Route Frequency

- 15-minute
- 30-minute

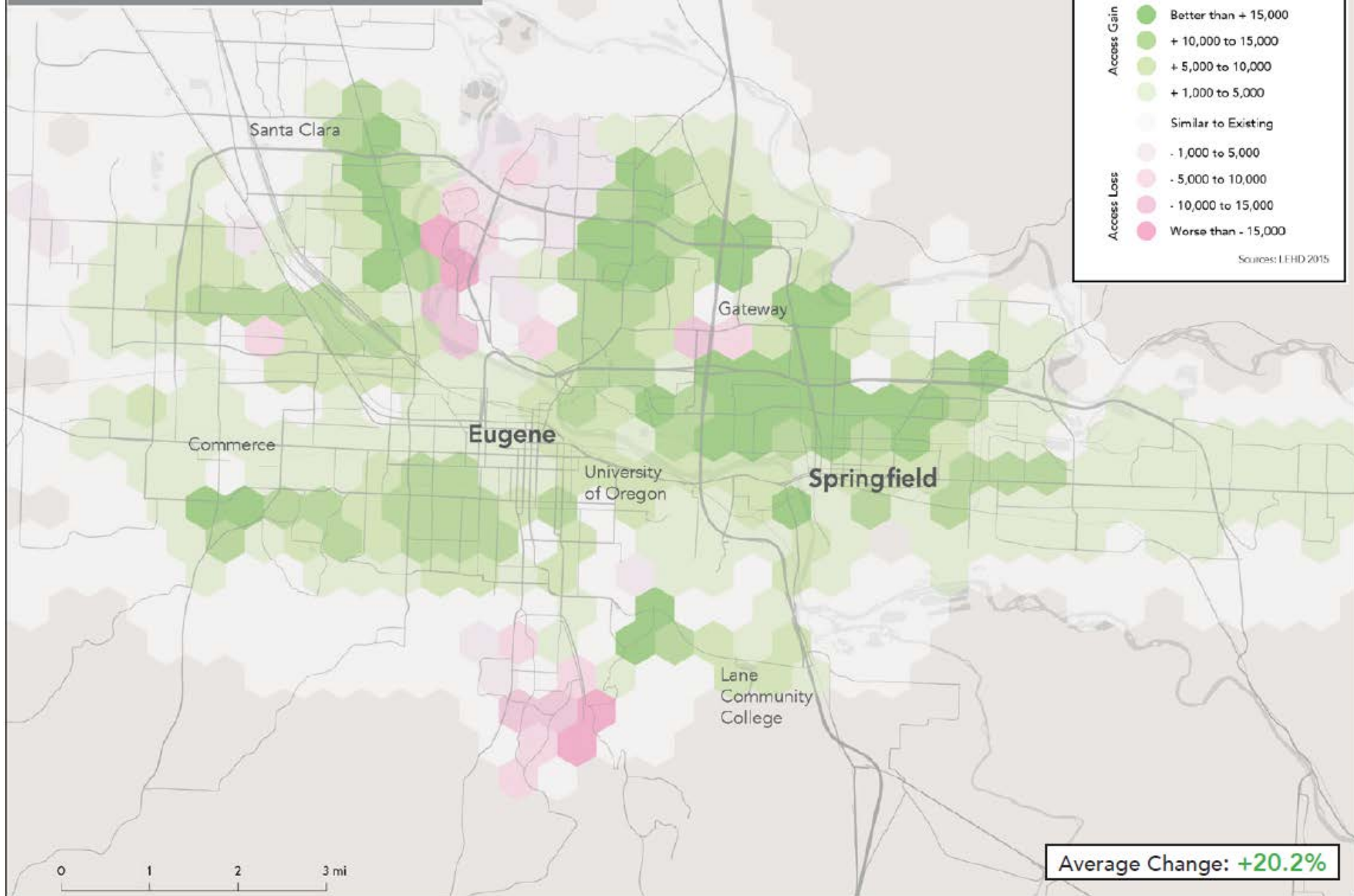


Benefits of Proposed System



Better Service for More People
Approximately 84,000 people & 33,000 jobs would gain access to frequent transit service.

Draft Network Weekday Job Access Change



Job Access Change

How many jobs can be accessed in 45 minutes with this network compared with the existing network?

Access Gain

- Better than + 15,000
- + 10,000 to 15,000
- + 5,000 to 10,000
- + 1,000 to 5,000

Similar to Existing

Access Loss

- 1,000 to 5,000
- 5,000 to 10,000
- 10,000 to 15,000
- Worse than - 15,000

Sources: LEHD 2015

Average Change: **+20.2%**

Benefits of Proposed System

- ❖ Creates a more efficient system
- ❖ Builds ridership
- ❖ Better meets community goals of fiscal responsibility, social equity, and sustainability
- ❖ Aligns with community plans to provide attractive transportation options where our community is growing.

Next Steps

March 18, 2020

Staff to provide option for mitigation to LTD Board for some coverage routes.

Public comment period begins



May 20, 2020

LTD to hold public hearing.



June 17, 2020

LTD Board adopts final system for implementation.



February 2021

First changes implemented.

Questions?

