FINAL IMPLEMENTATION STRATEGY MEMORANDUM

Date: June 10, 2020   Project #: 22857

To: Cascades East Transit Master Plan, Project Management Team

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Subject: Final Implementation Strategy Memorandum

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INTRODUCTION

This memorandum describes the strategies, for COIC as well as the local agencies they serve, to implement the Transit Master Plan including the transit services and capital plans as well as the overall transit goals and objectives for the region. This memorandum provides implementation recommendations, including phased actions and prioritization, responsible entities, and funding options. It includes recommendations for amendments to local agencies' comprehensive plans, transportation system plans, and zoning and development ordinances.

TRANSIT SERVICE IMPLEMENTATION STRATEGY

This section summarizes the strategy for implementing CET services through the 2040 TMP. The service implementation is organized first by location and then by time period. The summary by location starts with Community Connector routes (as they are multi-jurisdictional) followed by Qualified Entities as defined by the Statewide Transportation Improvement Fund (STIF). These include Deschutes County, Jefferson County, Crook County, and the Confederated Tribes of Warm Springs. The implementation summary by time period is based on the following phasing:

- ▶ Near-Term: 1-2 Years
- ▶ Short-Term: 3-5 Years
- ▶ Mid-Term: 6-10 Years
- ▶ Long-Term: 11-20 Years

The costs associated with these service enhancements according to their implementation timeframe are provided in the Funding Strategy section.

COMMUNITY CONNECTOR

This section summarizes the service implementation strategy for Community Connector routes through the 2040 TMP. Table 1 details service enhancements for both existing and new routes.

Table 1: Community Connector Service Implementation

Plan Phase	Existing/Near-Term	Short-Term	Mid-Term	Long-Term
Funding Level	**Existing + STIF FY19-21**	**STIF FY22-23, FY23-24**	**STIF + Additional Sources**	**STIF + Additional Sources**
Route 20 (Warm Springs – Redmond)	• Maintain existing weekday service (6 daily trips) • Add Saturday service (3 trips) •	• Add 1 additional trips, likely evening (7 daily trips) • Rural shopper/medical shuttle (1-day per week)	• Add 1 additional trips (evening and/or morning) • 8 weekday and 3 Saturday trips • Rural shopper/medical shuttle (2 days per week)	• 8 weekday and 3 Saturday trips • Add Sunday service (3 trips) • Rural shopper/medical shuttle (2 days per week)
Route "19" (Warm Springs Employment Service)	• New Seasonal Service, Wed-Sun, 3 trips per day, 4 months per year	• Maintain seasonal service	• Maintain seasonal service	• 7 days per week, 3 daily trips
Route 22 (Madras - Redmond)	• Add 1 peak trip (6 total) • Add midday shopper/medical shuttle trip (5 days) • Add 3 Saturday trips • Add 1 evening trip	• • 7 weekday, 3 Saturday trips • Midday shopper/medical shuttle (5 days)	• 8 weekday, 3 Saturday trips) • Midday shopper/medical shuttle (5 days)	• 8 weekday, 3 Saturday trips • Midday shopper/medical shuttle (5 days) • Add Sunday service (3 trips)
Route 24 (Redmond-Bend)	• Add 1 midday trip (10 total) • Add 1 evening trip • Add 5 Saturday trips	• Add 1 midday, 1 evening trip (12 weekday, 5 Saturday trips)	• Add 1 midday trip (13 weekday, 5 Saturday trips	• 13 weekday, 5 Saturday trips • Add Sunday service (5 trips)
Route "25" (Crooked River Ranch – Terrebonne/ Redmond)	• New midday shopper/medical shuttle (1 day)	• Midday shopper/medical shuttle (1 day)	• Expand shopper/medical shuttle to 2 days per week	• Midday shopper/medical shuttle (2 days)
Route 26 (Prineville-Redmond)	• Add 1 peak weekday trips, interline service with Route 24, serving Redmond Airport and COCC (6 total) • Add midday shopper/medical shuttle trip (5 days) • Add 3 Saturday trips	• Add 1 peak weekday trip (7 weekday, 3 Saturday trips) • Midday shopper/medical shuttle (5 days)	• Add 1 evening trip (8 weekday, 3 Saturday trips) • Midday shopper/medical shuttle (5 days)	• 8 weekday, 3 Saturday trips • Midday shopper/medical shuttle (5 days) • Add Sunday service (3 trips)
Route 28 (Sisters – Redmond)	• Maintain existing service (3 trips)	• 3 weekday trips with local flex route	• 3 weekday trips with local flex route	• 3 weekday trips with local flex route

Plan Phase	Existing/Near-Term	Short-Term	Mid-Term	Long-Term
Funding Level	Existing + STIF FY19-21	STIF FY22-23, FY23-24	STIF + Additional Sources	STIF + Additional Sources
	• Add flex route in Sisters			
Route 29 (Sisters – Bend)	• Maintain existing weekday service (3 trips) • Add flex route in Sisters • Add Saturday service (3 trips) • Add midday shopper/ medical shuttle trip (2 days)	• 3 weekday and 3 Saturday trips with local flex route • Midday shopper/ medical shuttle (2 days)	• 3 weekday and 3 Saturday trips with local flex route • Expand midday shopper/ medical shuttle to 3 days per week	• 3 weekday and 3 Saturday trips with local flex route • Midday shopper/ medical shuttle (3 days) • Add Sunday service (3 trips)
Route 30 (La Pine – Bend)	• Maintain existing weekday service (4 trips) • Add flex route in La Pine • Add Saturday service (3 trips) • Add midday shopper/ medical shuttle trip (3 days)	• 4 weekday and 3 Saturday trips with local flex route • Serve Sunriver and/or High Desert Museum • Midday shopper/ medical shuttle (3 days)	• 4 weekday and 3 Saturday trips with local flex route • Midday shopper/ medical shuttle (3 days)	• 4 weekday and 3 Saturday trips with local flex route • Midday shopper/ medical shuttle (3 days) • Add Sunday service (3 trips)
Route "31" (La Pine – Sunriver)	• New service, seasonal	• Maintain service; potential enhancement to connect to recreational/employment sites	• Maintain/enhance service	• Enhance service to year-round
Route "32" (Deschutes River Woods)	• N/A	• Add shopper/ medical shuttle (microtransit), 3 days per week	• Shopper/ medical shuttle (microtransit), additional trips based on demand, 5 days per week	• Shopper/ medical shuttle (microtransit), additional trips based on demand, (5 days)

DESCHUTES COUNTY

This section summarizes the implementation strategy of services for communities within Deschutes County as well as detailed services for Bend through the 2040 TMP.

Table 2 details service enhancements by implementation timeframe for the communities within Deschutes County. Table 3 details service enhancements by implementation timeframe for the fixed-route system within Bend including existing and new routes.

Community Connector enhancements to Routes 22, 24, 25, 26, 28, 29, 30, 31, and 32 also benefit the communities within Deschutes County.

Table 2: Local Transit Service Implementation

Plan Phase	Existing/Near-Term	Short-Term	Mid-Term	Long-Term
Funding Level	**Existing+ STIF FY19-21**	**STIF FY22-23, FY23-24**	**STIF + Additional Sources**	**STIF + Additional Sources**
Bend	Fixed-Route, Dial-A-Ride/ADA • Weekday 6 am – 7:30 pm, 30/45 min headways • Saturday 7:30 am – 5:30 pm, at up to 30 min headways	Fixed-Route, Dial-A-Ride/ADA • Weekday 6 am – 7:30 pm, up to 15/20 min peak headways on core routes (1, 4, and 7, with 7 extended to downtown/Old Mill and/or OSU) • Deviated Fixed Route pilot projects serving NE, SE, and Evening • Saturday 7:30 am –5:30 pm	Fixed-Route, Dial-A-Ride/ADA • Weekday 6 am – 9 pm • Evening Service on Core Routes/DAR to 9 pm • Saturday extended to 7:00 am – 7:00 pm • Sunday DAR Only 8:30 am – 3:15 pm • Transition NE/SE Deviated Fixed Route to fixed-route • Evening Microtransit to approx. 11 pm	Fixed-Route, Dial-A-Ride/ADA • Weekday 6 am – 9 pm • Evening Service on Core Routes/DAR to 9 pm • Saturday 7:00 am – 7:00 pm • Sunday 8:00 am – 6:00 pm • Evening Microtransit to approx. 11 pm
Redmond[1]	Dial-A-Ride • 6:30 am – 6:00 pm Add deviated circulator route Add limited Saturday service (e.g., circulator route)	Add deviated Fixed-Route Service, 2 routes • Weekday 6:30 am – 6:00 pm • Saturday circulator route	Fixed-Route, ADA, Limited Dial-A-Ride (or hybrid of fixed-route and deviated-routes) • Weekday 6:30 am – 6:00 pm • Saturday 7:00 am – 6:00 pm • Evening Microtransit	Fixed-Route, ADA, Limited Dial-A-Ride (or hybrid of fixed-route and deviated-routes) • Weekday 6:30 am – 6:00 pm • Saturday 7:00 am – 6:00 pm • Sunday 8:00 am – 6:00 pm • Evening Microtransit
La Pine	Dial-A-Ride • 6 am – 6 pm	Dial-A-Ride/Flex-Route • 6 am – 6 pm Saturday limited circulation as part of Route 30 flex-route Expand service boundaries to meet rural need	Dial-A-Ride/Flex-Route • 6 am – 6 pm Saturday limited circulation as part of Route 30 flex-route	Dial-A-Ride/Flex-Route • 6 am – 6 pm Saturday limited circulation as part of Route 30 flex-route
Sisters	Dial-A-Ride • Tuesday only 9-10 am, 1-2 pm) • Add 2nd day of service	Dial-A-Ride • 2 days, limited hours Route 29/30 flex-route Saturday limited circulation as part of Route 29 flex-route Expand service boundaries to meet rural need	Dial-A-Ride • 2 days, limited hours Route 29/30 flex-route Saturday limited circulation as part of Route 29 flex-route	Dial-A-Ride • 2 days, limited hours Route 29/30 flex-route Saturday and Sunday limited circulation as part of Route 29 flex-route

[1]Preliminary assumptions for Redmond service; to be determined based on local transit study.

Table 3: Bend Fixed-Route Service Implementation

Plan Phase	Existing/Near-Term	Short-Term	Mid-Term	Long-Term
Funding Level	Existing+ STIF FY19-21	STIF FY22-23, FY23-24	STIF + Additional Sources	STIF + Additional Sources
Route 1 (South 3rd St)	30 min headway[1]	• Interlined with Route 4, 15-20 min peak headway	• Interlined with Route 4, 15-20 min all-day headway	• Add Sunday Service
Route 2 (Brookswood)	45 min headway[1]	• 45 min headway	• Approx. 20 min headway, alternating trips to Murphy/Brosterhous and Brookswood	• Add Sunday Service
Route 3 (Newport)	30 min headway[1]	• 30 min headway	• Approx. 20 min all-day headway, serves NW Crossing	• Add Sunday Service
Route 4 (North 3rd St)	30 min headway[1]	• Interlined with Route 1, 15-20 min peak headway	• Interlined with Route 1, 15-20 min all-day headway • Extended to serve Cooley Road / Juniper Ridge	• Add Sunday Service
Route 5 (Wells Acres)	45 min headway[1]	• Interlined with Route 11	• Interlined with Route 11, 20-30 min peak headway	• Add Sunday Service
Route 6 (Reed Market)	45 min headway[1]	• Split from Route 5, redesign to serve downtown and/or provide deviated service	• Extend to Cascade Village via NE 27th and/or to downtown/OSU via Reed Market	• Add Sunday Service
Route 7 (Greenwood)	30 min headway[1]	• Extend to downtown, 15-20 min peak headway, then to OSU (incorporating Route 10) in short or mid-term	• Combined with Route 10, connects eastside to downtown/OSU, 15-20 min all-day headway	• Add Sunday Service
Route 8 (NE – New)	N/A	• Initiate microtransit pilot if resources permit	• Approx 45 min headway route	• Add Sunday Service
Route 9 (SE – New)	N/A	• Initiate microtransit pilot (assumed) or service via Route 2	• Approx 45 min headway route	• Add Sunday Service
Route 10 (Colorado)	60 min headway[1]	• Folded into Route 7 when Routes 5 and 11 are interlined and Route 7 is extended to OSU (Short or Mid-Term)	• Folded into Route 7	• N/A
Route 11 (Galveston)	60 min headway[1]	• Interlined with Route 5	• Interlined with Route 5, 20-30 min peak headway	• Add Sunday Service

[1]Short-term changes that are part of FY 2019-2021 STIF plan can be phased in starting in the near-term.

JEFFERSON COUNTY

This section summarizes the implementation strategy of services for communities within Jefferson County through the 2040 TMP. Table 4 details service enhancements by implementation timeframe for these communities.

Community Connector enhancements to Routes 25 and 22 also benefit the communities within Jefferson County.

Table 4: Jefferson County Transit Service Implementation

Plan Phase	Existing/Near-Term	Short-Term	Mid-Term	Long-Term
Funding Level	Existing+ STIF FY19-21	STIF FY22-23, FY23-24	STIF + Additional Sources	STIF + Additional Sources
Madras	Dial-A-Ride • 7:30 am – 5:30 pm Flex-Route as part of Route 20	Dial-A-Ride/Flex-Route • 7:30 am – 5:30 pm Early evening and Saturday limited circulation as part of Route 20/22 flex-routes	Dial-A-Ride/Flex-Route • 7:30 am – 5:30 pm Early evening and Saturday limited circulation as part of Route 20/22 flex-routes	Dial-A-Ride/Flex-Route • 7:30 am – 5:30 pm Early evening, Saturday, and Sunday limited circulation as part of Route 20/22 flex-routes

CROOK COUNTY

This section summarizes the implementation strategy of services for communities within Crook County through the 2040 TMP. Table 5 details service enhancements by implementation timeframe for these communities.

Community Connector enhancements to Routes 26 also benefit the communities within Crook County.

Table 5: Crook County Transit Service Implementation

Plan Phase	Existing/Near-Term	Short-Term	Mid-Term	Long-Term
Funding Level	Existing+ STIF FY19-21	STIF FY22-23, FY23-24	STIF + Additional Sources	STIF + Additional Sources
Prineville	Dial-A-Ride • 7:30 am – 5:30 pm	Dial-A-Ride/Flex-Route • 7:30 am – 5:30 pm Evening and Saturday limited circulation as part of Route 26 flex-route	Dial-A-Ride/Flex-Route • 7:30 am – 5:30 pm Evening and Saturday limited circulation as part of Route 26 flex-route	Dial-A-Ride/Flex-Route • 7:30 am – 5:30 pm Evening, Saturday, and Sunday limited circulation as part of Route 26 flex-route

CONFEDERATED TRIBES OF WARM SPRINGS

This section summarizes the implementation strategy of services for the Confederated Tribes of Warm Springs through the 2040 TMP. Table 6 details service enhancements by implementation timeframe for the Warm Springs community.

Community Connector enhancements to Routes 19 and 20 also benefit the Warm Springs community.

Table 6: Warm Springs Transit Service Implementation

Plan Phase	Existing/Near-Term	Short-Term	Mid-Term	Long-Term
Funding Level	Existing+ STIF FY19-21	STIF FY22-23, FY23-24	STIF + Additional Sources	STIF + Additional Sources
Warm Springs	Flex-Route (part of Route 20) • 6 am – 7 pm (6 trips) Add flex-route as part of 3 Saturday Route 20 trips	Flex-Route (part of Route 20) • 6 am – 7 pm (7 trips) 3 Saturday Route 20 flex-route trips	Flex-Route (part of Route 20) • 6 am – 7 pm (8 trips) 3 Saturday Route 20 flex-route trip	Flex-Route (part of Route 20) • 6 am – 7 pm (8 trips) 3 Saturday and Sunday Route 20 flex-route trip

TRANSIT CAPITAL IMPLEMENTATION STRATEGY

This section summarizes the strategy for implementing capital to support CET services through the 2040 TMP. The capital implementation strategy is organized by transit fleet and transit facilities. The implementation summary by time period is based on the following phasing:

- ▶ Short-Term: by 2025
- ▶ Mid-Term: by 2030
- ▶ Long-Term: by 2040

The costs associated with these capital investments according to their implementation timeframe are provided in the Funding Strategy section.

TRANSIT VEHICLE PROCUREMENT

Table 7 summarizes the transit vehicle procurement schedule that would support existing and new CET services described in previous sections. This includes the purchase of new vehicles and replacing old ones. The number of vehicles projected to be needed by timeframe are detailed by service type and ODOT vehicle categories. The categries . Additional details on ODOT vehicle categories is included in the Capital Plan Memorandum and section of the Master Plan.

Table 7: Transit Vehicle Procurement Schedule

Service	ODOT Vehicle Category (or Similar)	Short-Term (2025)	Mid-Term (2030)	Long-Term (2040)
Bend Fixed-Route	A	7	10	12
Bend Fixed-Route	B	6	7	13
Redmond Fixed-Route	B	3	2	6
Community Connector	A	2	-	2
Community Connector	B	13	3	14
Community Connector	C/D	4	4	8
Recreation	B	6	2	6
Bend Dial-A-Ride/Microtransit	C/D	13	26	31
Bend Dial-A-Ride/Microtransit	E1	4	2	8
Rural Dial-A-Ride	C/D	19	20	45

TRANSIT FACILITY DEVELOPMENT

This section summarizes the transit facility development that is needed to implement the 2040 TMP for both existing and new CET services. Transit facilities include transit stops, transit centers/mobility hubs, and vehicle maintenance and storage facilities.

TRANSIT STOPS

The Capital Plan includes enhancement of CET's existing transit stops (approximately 280 stops) throughout the Bend and Community Connector routes, as well as construction of additional stops (approximately 240) for future routes. Table 8 summarizes the transit stop enhancement and construction timeframes to support CET's 2040 Service Plan. CET should coordinate with agencies, partners, and private developers to enhance and construct these transit stops.

Table 8: Transit Stop Enhancement and Construction Schedule

Service	Transit Stops	Short-Term (2025)	Mid-Term (2030)	Long-Term (2040)
Bend Fixed-Route	Existing	63	63	127
Bend Fixed-Route	New		98	
Community Connector	Existing	8	8	15
Community Connector	New	7	7	12
Redmond Fixed-Route	New	50	50	-
Madras Flex-Route	New	5	5	-
Prineville Flex-Route	New	5	5	-

TRANSIT CENTERS/MOBILITY HUBS

This section summarizes the transit centers and mobility hubs of varying size and function for CET to implement into its system to support a more multi-centric service model through the 2040 TMP. For more details on transit centers and mobility hubs, including their functions, see the Service Plan and Capital Plan Memorandums and TMP sections.

Table 9 provides a specific implementation plan for a westside transit center/mobility hub in Bend and Table 10 summarizes the implementation of other various mobility hubs within Bend.

Table 11 provides the implementation plan for mobility hubs in local communities outside of Bend.

CET should coordinate with agencies, partners, and private developers to identify specific locations and available lands to implement these mobility hubs.

Table 9: Bend Westside Secondary Transit Center/Mobility Hub Phasing

Phase	Implementation Steps
Short-Term (2025)	▶ Identify North Downtown and South Downtown (Korpine) Secondary Transit Hub/Mobility Hub locations ▶ Modify Community Connector Routes 24, 29, and 30 to connect to one or more future westside mobility hubs. Some eastside stops could be eliminated but a stop at Hawthorne Station, or adjacent stops on 3rd Street at Hawthorne, would still be required as not all Bend routes can connect in downtown.
Mid- to Long-Term (2030-2040)	▶ Mobility hubs are in place in both north and south downtown ▶ Aune Street (or other) connection between 3rd Street and south downtown is available (as identified in the Bend Transportation System Plan (TSP) update). ▶ All Community Connector routes redesigned to provide a stop on the westside.

Table 10: Implementation Plan for Additional Bend Mobility Hubs

Region	Mid-Term (2030)	Long-Term (2040)
North/Northeast	▶ Cascade Village Secondary Transit Hub ▶ St. Charles Secondary Transit Hub ▶ Local Neighborhood Mobility Hub: NE Wells Acres Road	▶ Juniper Ridge Major Activity Center ▶ Local Neighborhood Mobility Hubs: Boyd Acres Road Empire Avenue
Northwest/West	▶ Central Oregon Community College Major Activity Center ▶ Local Neighborhood Mobility Hub: NW Newport Avenue	▶ Local Neighborhood Mobility Hub: NW Mt. Washington Drive
East/Southeast	▶ Local Neighborhood Mobility Hub: Reed Market Road	▶ Forum Shopping Center Major Activity Center ▶ Local Neighborhood Mobility Hubs: American Lane SE 15th Street
Southwest/South	▶ OSU-Cascades Secondary Transit Hub ▶ Albertsons/Walmart Secondary Transit Hub ▶ Local Neighborhood Mobility Hub: Brookswood Boulevard	▶ Local Neighborhood Mobility Hub: Deschutes River Woods

Table 11: Implementation Plan for Mobility Hubs in Local Communities

Community	Short-Term (2025)	Mid-Term (2030)	Long-Term (2040)
Sisters		Small-scale transit center northwest of Downtown	
Redmond	Redmond Airport (Major Activity Center)		
Madras		Small-scale transit center adjacent future health and wellness campus	
Metolius			Small-scale transit center centrally located
Culver			Small-scale transit center centrally located
Warm Springs		Small-scale transit center centrally located	
Prineville		Small-scale transit center near Thriftway or Rays	

MAINTENANCE FACILITIES

As CET expands its transit services and vehicle fleet, storage for additional vehicles and increased maintenance facilities will be needed. As described in the Service Plan and Capital Plan, CET will need to be able to maintain and store its existing fleet as well as an additional 38 vehicles. Table 12 provides estimated fleet expansion timeframes based on new services and locations where maintenance facility capacity should be added or increased. This will inform CET on when to pursue added vehicle storage capacity in these locations.

CET should coordinate with agencies, partners, and private developers to identify potential locations and lands to implement these vehicle storage and maintenance facility expansions.

Table 12: Implementation Plan for Maintenance Facility Expansion

Community	Short-Term (2025)	Mid-Term (2030)	Long-Term (2040)
Bend	Storage for 14 additional vehicles	Storage for 7 additional vehicles	-
Bend	*Increased maintenance facilities*		
Redmond	Storage for 9 additional vehicles	Storage for 5 additional vehicles	-
Redmond	*Increased maintenance facilities*		
Madras	-	-	Storage for 2 additional vehicles (assumes 1 spare)
Warm Springs	Storage for 3 additional vehicles (assumes 1 spare)	-	-
Prineville	-	-	Storage for 2 additional vehicles (assumes 1 spare)

FUNDING STRATEGY

This section summarizes the funding strategy for implementing the transit services and capital described in previous sections.

The costs for providing CET service were projected for the 20-year plan time frame based on the assumptions described in the Service Plan and Capital Plan including increasing CET operating costs per service hour (e.g., based on inflation) and assumed local funding for capital costs (e.g., buses and facilities), i.e., local match. Based on the TMP Capital Plan, an average of $750,000 to $1M annually is assumed for local match. Actual costs will depend on funding from grants and other sources, which vary over time. For conceptual purposes, an average of approximately $750,000 in local annual capital cost match is assumed in FY 2020 and increased by 2% annually over the plan time frame to approximately $1M by 2040.

Existing CET funding sources (including STIF) are assumed at projected levels for the near-term and short-term:

- **Existing/Near-Term**: This represents existing service, which will be enhanced in the near-term based on the STIF plans that were prepared in Spring 2019 by each qualified entity (QE) that CET serves, covering FY 2019 to FY 2021. The service plan focuses on the short-term through long-term time frames. STIF funding is not included in Existing funding levels, but is reflected starting in the Near-Term.
- **Short-Term**: This represents FY 2022 to FY 2025). It is assumed that new funding sources outside of STIF will not be available in the short-term, therefore various enhancements identified as needs/priorities were deferred until mid-term or long-term in order to more closely align costs with available funding. The recommended short-term enhancements would result in an operating surplus in FY 2022 (beginning of short-term), but would exceed projected CET revenues by FY 2025 (end of short-term), based on cost and funding projections described above; it would cost 35% more than today to run CET's existing services by FY 2025. CET would need to secure additional funding (such as local contributions) and/or costs would need to increase at a lower rate than is assumed in order to sustainably implement all of the short-term enhancement options. The full set was retained in order to provide the STIF committee with flexibility in determining what to prioritize, and to provide options for a 130% STIF list, should funding exceed projections.

Additional funding would be required to provide enhanced services in the mid-term and long-term time frames:

- **Mid-Term:** Conceptually, the "Existing + STIF + 0.02% Property Tax (incorporated areas)" funding level is assumed. This level of additional funding would provide an additional approximately $5.5 million to provide both the short-term and additional enhancements.
- **Long-Term:** This plan time frame is not cost-constrained and may ultimately include a variety of enhancements whose implementation would depend on land use and other readiness factors. Currently, with the exception of Sunday service, it includes the same enhancements as the mid-term time frame, projected through 2040 to ensure that the service would be sustainable.

Error! Not a valid bookmark self-reference. provides a summary of costs and funding with respect to the transit service implementation strategy described in previous sections.

Table 14 further breaks down these costs and funding to assist in transit service implementation by Qualified Entity. These costs and funding are identified through the mid-term phase (2030) only given that long-term (2040) Service Plan is not cost constrained.

Table 13: Summary of Transit Service Costs and Funding Implementation Strategy

Phase Name	Existing	Near-Term	Short-Term	Mid-Term	Long-Term	% Change from Existing to:		
						Near-Term	Short-Term	Mid-Term
Plan Years	2019-2020	2020-2021	2022-2025	2026-2030	2031-2040			
Representative Year	2019-2020	2020-2021	2024-2025	2029-2030	2039-2040			
Service Costs - Existing / Maintain	$6,431,000	$6,984,000	$8,673,000	$11,298,000	$18,856,000	9%	35%	76%
Service Costs - Enhancements	$0	$1,684,000	$3,334,000	$10,173,000	$24,582,000	-	-	-
Service Costs - Total	**$6,431,000**	**$8,668,000**	**$12,007,000**	**$21,471,000**	**$43,438,000**	35%	87%	234%
Capital/Match Req't (Average)		$752,000	$814,000	$899,000	$1.096,000			
Existing + STIF Funding Only	$6,456,000	$9,890,000	$11,000,000	$12,500,000	$16,000,000	53%	70%	94%
STIF Carryover								
Funding Surplus (Deficit)[1]	$25,000	$470,000	*($1,821,000)*	*($9,870,000)*	*($28,534,000)*			
Existing + STIF + 0.02% Property Tax (incorporated areas)	$6,456,000	$9,890,000	$11,000,000	$17,900,000	$24,800,000	53%	70%	177%
STIF Carryover								
Funding Surplus (Deficit)	$25,000	$470,000	*($1,821,000)*	*($4,470,000)*	*($19,734,000)*			

Note: Existing and Near-Term include funds available through STIF funding in the FY 2019 – 2021 timeframe that will be used for services that CET has not yet started operating.

Table 14: Transit Service Costs and Funding Implementation Strategy by Qualified Entity, Year-of-Expenditure Dollars

Phase Name	Deschutes County			Crook County			Jefferson County			Warm Springs		
	Existing	Short-Term	Mid-Term	Existing	Short-Term	Mid-Term	Existing	Short-Term	Mid-Term	Existing	Short-Term	Mid-Term
Plan Years	2019-20	2022-25	2026-30	2019-20	2022-25	2026-30	2019-20	2022-25	2026-30	2019-20	2022-25	2026-30
Representative Year	2019-20	2024-25	2029-30	2019-20	2024-25	2029-30	2019-20	2024-25	2029-30	2019-20	2024-25	2029-30
Service Cost	$5,484,000	$9,387,000	$18,102,000	$336,000	$667,000	$950,000	$557,000	$1,097,000	$1,585,000	$153,000	$381,000	$806,000
STIF Funding Only	N/A	$4,411,000	$5,630,000	N/A	$320,000	$408,000	N/A	$321,000	$409,000	N/A	$100,000	$100,000
By Service Type												
Community Connector	$855,000	$1,927,000	$2,765,000	$98,000	$350,000	$538,000	$330,000	$780,000	$1,173,000	$153,000	$381,000	$806,000
Fixed-Route	$2,290,000	$4,466,000	$11,315,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Dial-A-Ride (All)	$2,339,000	$2,994,000	$4,022,000	$238,000	$317,000	$412,000	$227,000	$317,000	$412,000	$0	$0	$0
Community Connector												
Warm Springs - Madras	$0	$0	$0	$0	$0	$0	$76,000	$129,000	$190,000	$153,000	$262,000	$386,000
Madras - Redmond	$77,000	$181,000	$262,000	$0	$0	$0	$156,000	$400,000	$575,000	$0	$0	$0
Redmond - Bend	$342,000	$664,000	$928,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Prineville - Redmond	$66,000	$167,000	$272,000	$98,000	$350,000	$538,000	$98,000	$250,000	$408,000	$0	$0	$0
Sisters - Redmond	$91,000	$155,000	$201,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sisters - Bend	$106,000	$246,000	$344,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
La Pine - Bend	$174,000	$357,000	$463,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Warm Springs Rural Shopper/Medical Shuttle	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$20,000	$53,000
Warm Springs / Employment Areas	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$99,000	$367,000
La Pine - Sunriver	$0	$93,000	$121,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Crooked River Ranch - Redmond	$0	$20,000	$53,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Deschutes River Woods - Bend	$0	$44,000	$121,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bend Local Service												
Bend: Fixed-Route	$2,290,000	$3,795,000	$9,163,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bend: Dial-A-Ride	$1,141,000	$1,554,000	$2,373,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bend: DAR/Microtransit	$0	$725,000	$218,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Non-Bend Local Service												
Redmond: Fixed-Rt/DAR	$912,000	$1,711,000	$3,499,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
La Pine: DAR / Flex-Route	$272,000	$362,000	$471,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sisters: DAR / Flex-Route	$14,000	$37,000	$48,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Madras: DAR / Flex-Rt.	$0	$0	$0	$0	$0	$0	$227,000	$317,000	$412,000	$0	$0	$0
Prineville: DAR / Flex-Rt.	$0	$0	$0	$238,000	$317,000	$412,000	$0	$0	$0	$0	$0	$0

ADDITIONAL IMPLEMENTATION ACTIONS

The following describes additional implementation actions necessary for CET to implement the TMP to address the plan's goals and objectives and to have the organizational capacity to increase services.

ADMINISTRATIVE RESOURCES

CET should establish an administration individual to offload administrative responsibilities from the transit operations and marketing teams. Administration staff handle internal tasks and operations that support all staff in their duties. Tasks typically include employee tracking, scheduling meetings, and preparing for staff and Board meetings. The following action items have been identified for administrative staff to support this TMP implementation:

- ▶ **Within 2 Years**
  - ▶ Hire an administration individual lead to assist with every-day office operations, particularly STIF reporting requirements.
- ▶ **Within 5 Years**
  - ▶ Hire an HR professional to assist with employee tracking, discipline, and benefit functions.
  - ▶ Purchase a map plotter GIS and planning needs
- ▶ **Ongoing**
  - ▶ Monitor need for additional staff (e.g. IT, operations, marketing, travel training, health and human services).
  - ▶ Support each department to create an annual work plan to address the necessary actions for the year and on-going activities.
  - ▶ Purchase basic office equipment for current and new staff (e.g. computers, phones, printers, etc.), as well as added server capacity
  - ▶ Provide Accident Investigation Training, Drug & Alcohol Awareness Training, and Harassment Training for staff and operators.
  - ▶ Provide GIS, Remix, and TBEST training to planning staff for preparing service maps and to evaluate service areas.
  - ▶

FISCAL DEPARTMENT PLAN

The fiscal department manages all tasks related to money. Its responsibilities include producing an annual budget, performing accounting functions, and supporting procurement processes. The following action items have been identified for the fiscal department to support this TMP implementation:

- ▶ **Within 2 Years**
  - ▶ Conduct a fare analysis to understand the impacts and potential of fare-free services and subsidized fare for specific populations of riders.
- ▶ **Within 5 Years**
  - ▶ Investigate alternative funding sources to support long-term service expansion.

▶ **Ongoing**
  ▶ Monitor and project existing funding sources.

ROUTINE STIF PLAN UPDATES

To effectively and sufficiently implement the transit service and capital plans, COIC should develop a STIF update plan that enables COIC to routinely update its STIF plans to align with CET's potentially evolving near-term priorities.

▶ **Within 2 Years**
  ▶ Designate staff and develop STIF update plan.
▶ **Ongoing**
  ▶ Revisit STIF plans annually to reevaluate near-term priorities and modify where necessary.
  ▶ Meet with STIF committees annually when reevaluating near-term priorities.

VEHICLE FLEET REPLACEMENT

To continue running an efficient public transit service and meet the vehicle demand of the service plan, COIC should develop a vehicle fleet replacement plan that enables CET to effectively monitor its entire fleet, routinely dedicate budget for necessary replacements accordingly, and routinely replace vehicles that meet eligibility requirements. The following action items have been identified related to vehicle fleet planning to support this TMP implementation:

▶ **Within 2 Years**
  ▶ Designate staff and create a capital replacement schedule working with the fiscal department, including a bus purchasing plan to prepare for fleet expansion.
  ▶ Hire additional mechanic staff to maintain increase in fleet
  ▶ Procure fleet management software
▶ **Within 5 Years**
  ▶ Conduct a vehicle size/capacity needs and alternative fuels/battery electric bus study.
▶ **Ongoing**
  ▶ Monitor vehicle conditions and useful life and routinely update replacement schedule.
  ▶ Allocate budget annually for vehicle replacement funding match.

MAINTENANCE FACILITIES MONITORING

To continue running an efficient public transit service and meet the service demand of the service plan, COIC should develop a maintenance facilities monitoring program that enables COIC to monitor the capacity of existing facilities, search for potential locations when additional storage is needed as service expands, and dedicate budget for property acquisition. The following action items have been identified related to facility planning to support this TMP implementation:

▶ **Within 2 Years**

- ▶ Develop a monitoring program to meet fleet capacity needs of a growing system.
- ▶ Where possible, further develop existing facilities to increase vehicle storage capacity, amenities and needs for drivers and supervisors, and training space.
- ▶ **Within 5 Years**
  - ▶ Search for potential locations for additional vehicle storage and operations space as service expands.
- ▶ **Ongoing**
  - ▶ Dedicate budget annually for property acquisition.

COMMUNITY COORDINATION

To achieve the objectives under TMP Goal's 1, 4, and 5, COIC should develop a coordination plan that enables COIC to integrate its services with partner agencies; communities and private developers; other local and inter-city transit service providers; Transportation Management Associations; and health and human service providers.

PARTNER AGENCIES

Partner agencies include the road authorities of the roadways along which CET operates, possibly including the Oregon Department of Transportation (ODOT); Deschutes, Jefferson, and Crook counties; the cities of Bend, Redmond, Sisters, La Pine, Prineville, Metolius, Culver, Madras; and the Confederated Tribes of Warm Springs. This section of the plan can assist COIC in routinely coordinating with these partner agencies to integrate and enhance its services in the following ways:

- ▶ Establish transit supportive corridors and a higher density and level of pedestrian-oriented development standards within ¼ mile of existing and planned transit stops;
- ▶ Continually improve the safety, accessibility, and efficiency of transit service; and
- ▶ Assess and improve pedestrian and bicycle connections and access to transit corridors and stops, including encouraging the completion of pedestrian and bicycle system gaps, implementing protected road crossings, and providing bicycle parking.

The following action items have been identified related to agency coordination to support TMP implementation:

- ▶ **Within 2 Years**
  - ▶ Work with the local agencies to implement the comprehensive plan and development code recommendations in the following section.
- ▶ **Within 5 Years**
  - ▶ Work with local agencies on transit route/bus stop guidance or guidelines and improving safety of transit stops including street lighting.
  - ▶ Work with Central Oregon school districts to further their safe routes to school programs and identify gaps in pedestrian and bicycle connections to bus routes.
  - ▶ Work with local agencies to increase their capacity to provide TDM programming and support, either independent or in coordination with COIC.
- ▶ **Ongoing**

▶ Work with local agencies to improve pedestrian and bicycle access to mobility hubs and stops and provide long-term/secure bicycle parking at mobility hubs and park-and-ride facilities.

▶ Sit on local transportation committees to provide transportation options guidance and perspective.

▶ Work with local jurisdictions to ensure ADA compliance regarding transit infrastructure and bicycle and pedestrian access to transit.

PRIVATE DEVELOPMENT COMMUNITY

The private development community includes private businesses who develop on lands adjacent to CET services. This section of the plan can aid COIC in routinely coordinating with the private development community to integrate and enhance its services in the following ways:

▶ Developing model projects on primary corridors and at community transit hubs; and

▶ Continually improving the safety, accessibility, and efficiency of transit service.

The following action items have been identified related to private development community coordination to support this TMP implementation:

▶ **Within 2 Years**
  ▶ Develop a plan to monitor development throughout Central Oregon for transit service and facility opportunities.
▶ **Ongoing**
  ▶ Work with businesses and private developers to identify key locations along primary transit corridors to develop model projects (e.g. transit stops, mobility hubs, etc.)
  ▶ Work with businesses and private developers to increase safety at transit stops including street lighting.
  ▶ Work with private developers to improve pedestrian and bicycle access to mobility hubs and stops and provide long-term/secure bicycle parking at mobility hubs and park-and-ride facilities.
  ▶ Continue to explore new partners, such as bicycle and pedestrian advocacy groups and major employers.

TRANSIT SERVICE PROVIDERS

Transit service providers include those who operate within and connect to Central Oregon that are not CET. This section of the plan can aid COIC in routinely coordinating with local and other inter-city transit service providers and collaborating with Commute Options, organizations that provide transportation and travel training for people with disabilities, veteran's groups, Transportation Management Associations, and other employer transportation programs to co-submit grant applications and consider joint operations and funding of cross-jurisdictional services.

The following action items have been identified related to transit service provider coordination to support this TMP implementation:

- **Within 2 Years**
  - Develop a plan to monitor all inter-city transit services reaching CET's service area to consider for integration/coordination to improve connectivity to other areas of the state.
- **Ongoing**
  - Designate staff and develop a plan for coordinating with transit service providers operating within CET's service area.
  - Coordinate with transit service providers to improve access and transfers between their services and CET services including route scheduling and mutual stops, mobility hubs, and park-n-ride facilities.
  - Collaborate with transit service providers to co-submit on grant applications to support cross-jurisdictional services, including those that operate outside of but reach CET's service area.

HEALTH AND HUMAN SERVICE PROVIDERS

This section of the plan can aid COIC in routinely coordinating with health and human service providers to understand and meet the needs of transportation disadvantaged populations.

The following action items have been identified related to health and human service provider coordination to support this TMP implementation:

- **Within 2 Years**
  - Designate or hire staff who specialize in Americans with Disabilities Act (ADA) compliance.
  - Partner with HHS providers to share API portals and interfaces to ensure easy transportation payment coverage and benefits
- **Ongoing**
  - Work with health and human service providers to improve access to transit for disadvantaged populations such as including ADA compliant transit facilities and subsidized fare for low-income, disabled, and senior riders.

TRANSIT STOP DESIGN

To achieve the objectives under TMP Goal 3, COIC should develop transit stop design guidelines that enables COIC to provide functional and appealing amenities at transit stops appropriate to the amount the stop is used.

The following action items have been identified related to transit stop design to support this TMP implementation:

- **Within 2 Years**
  - Develop transit stop design guidelines with respect to types and locations to promote consistency across bus stops.
  - Organize bus stop easements, locations, and rights for current and future route planning.
  - Update bus stop amenities data.
- **Ongoing**

- Create and maintain a bus stop inventory, including ADA-compliant or deficient stops. Provide in a GIS format for easy distribution to local jurisdictions.
- Install and maintain schedules in each bus shelter.
- Provide pedestrian-scale lighting at transit stops where street lighting is not present.
- Monitor the condition of bus stop amenities and update when needed.

TRANSIT SERVICE MARKETING

To achieve the objectives under TMP Goal 3, COIC should develop a transit service marketing plan that enables COIC to make riding CET service easy, safe, and comfortable in the following ways:

- Supporting Transportation Demand Management (TDM) efforts that address ridesharing programs, park-and-ride facility development, and more effective (e.g., personalized) outreach regarding existing transportation options;
- Continuing to promote transportation options via website and social media platforms;
- Providing safety tools (e.g. blinky lights), incentives, and rewards to promote transit services to choice riders and to encourage existing passengers to keep riding the bus;
- Addressing cultural and language barriers to using transit including consulting with Limited English Proficiency (LEP) populations to improve CET outreach and materials;
- Developing materials for ongoing travel training program activities;
- Continuing to improve ease of access/use of CET services for all customers, including centralized and accessible service information; and
- Continuing to improve marketing and access for visitors/tourists.

The following action items have been identified related to transit service marketing to support this TMP implementation:

- **Within 2 Years**
  - Create a communications plan, with identified audiences, dates, messaging, and communications platforms.
  - Include existing transportation options in all marketing materials and on the website to educate about for-hire transportation services and apps, such as ride-hailing or carshare companies.
  - Update all materials and the website to provide enhanced information about mobility options to points outside Central Oregon and where and how CET connects to them.
  - Provide customer service training and improve communication tools for bus stops complaints, service complaints and tracking requests for service, etc.
- **Ongoing**
  - Develop reports on service performance monitoring and make public.
  - Continue outreach to existing partners, including employers. Administer working sessions with partners and stakeholders.
  - Outreach to new target audiences (such as minority populations, youth, and others), not just the commuting public.
  - Work with employers, colleges/universities, and other organizations to develop new group pass program and sponsorship agreements.

> ▶ When new tools are added to CET's services, update all materials and the website to reference the current services available and create a marketing or campaign strategy to share with the traveling public.
> ▶ Market park-and-ride facilities and monitor the ability to formalize more throughout CET's service area.
> ▶ Promote CET's ability to provide travel training and other programs in Spanish.
> ▶ Continue conventional marketing emphasizing TV, radio, digital media and newspaper. Continue outreach and engagement activities such as tabling, events, and liaison activities.
> ▶ Conduct specialized outreach for new routes and services, such as flyers and postcards.
> ▶ Work with local jurisdictions to market CET services and programs through utility bills or other announcements sent out to citizens (e.g. water bills, announcements through the office of the city manager, and seasonal Parks and Recreation pamphlets).

GROUP PASS PROGRAM

To achieve the objectives under Goal 4, COIC should refine its group pass program to support, market, and track program-enlisted employers, schools, institution, and communities in a regional effort to increase transit travel and reduce auto dependency.

The following action items have been identified related to developing a transit pass program to support this TMP implementation:

> ▶ **Within 2 Years**
> > ▶ Research peer transit provider pass programs
> > ▶ Establish pass program models that are flexible and customized
> ▶ **Within 5 Years**
> > ▶ Refine brochures/outreach materials
> > ▶ Conduct enhanced business outreach
> > ▶ Continually update pass program webpage on CET website
> ▶ **Ongoing**
> > ▶ Enlist at least one new employer, college/university, or organization into the program each year.
> > ▶ Seek partnerships with employers who rely on transit for workforce to provide monetary support for the service.

EMERGING TECHNOLOGY TRACKING

To achieve the objectives under Goal 5, COIC should develop an emerging technology plan that enables COIC to track emerging technologies and transit service models and how relevant advancements might support the vision and goals of CET.

The following action items have been identified related to emerging technology tracking to support this TMP implementation:

> ▶ **Within 2 Years**
> > ▶ Purchase Mobile Data Terminals for all CET fleet.

- ▶ Secure a vendor with all on-board system capabilities in one platform, including automatic vehicle location capabilities, multiple service type interfaces, General Transit Feed Specification (GTFS) and real-time rider information.
- ▶ Purchase radio maintenance packages.
- ▶ Work with IT to plan for potential issues during a disaster or massive equipment failure. Provide a disaster recovery solution for network, internet, and critical systems.
- ▶ Evaluate and implement passenger WiFi for fixed-route vehicles and mobility hubs.

- ▶ **Within 5 Years**
  - ▶ Monitor microtransit service models and adopt service standards. Consider staffing responsibility for ongoing oversight of operations.
  - ▶ Provide a GIS web app resource for inventory of existing stops and routes, deficient stops, wanted stops on existing routes, and future routes. Include tax lots for development reviews by local jurisdictions.

- ▶ **Ongoing**
  - ▶ Explore new technology such as apps, social media, and other tools to support service expansion and improve rider experience.
  - ▶ Evaluate and implement updated digital signage for passenger announcements and schedule notification at transfer stations and major bus stops. For some locations, explore options to purchase and install Reader Boards that give estimated arrival times of buses with messages and voice recordings.
  - ▶ Evaluate and update security and disaster response features and processes to remain current with technology advances.
  - ▶ Dedicate budget towards access control and security systems which house fleet, maintenance equipment and transit facilities

LOCAL AGENCY IMPLEMENTATION

This section summarizes recommendations for jurisdictions in the CET service area to assist them in implementing the CET Master Plan, including incorporating transit-supportive policy and development provisions in local plans and codes.

To implement the Master Plan, service area jurisdictions should consider the following adoption actions:

1. <u>**Comprehensive Plan**</u> – The CET Master Plan will outline **service planning and capital planning recommendations** for each community, consistent with the Transit Service Plan and Transit Capital Plan. In addition, local jurisdictions should have policies in their adopted plans that support Master Plan recommendations. **Recommended transit-supportive policy statements** are proposed in the *Comprehensive Plan Implementation* section below. Jurisdictions should adopt these recommendations as part of the transportation element of their comprehensive plan. This can be accomplished as an amendment to the adopted comprehensive plan document, or through an update of the local transportation system plan, the transportation element of the local comprehensive plan.

2. **Development Code** – Transit-supportive development requirements can help further regional and local transit policy objectives and implement Master Plan recommendations. To assist local partners in implementing the Master Plan, **code amendment recommendations** for each jurisdiction are summarized in the *Development Code Implementation* section below. Based on these recommendations, specific development code language will be produced for each community and included as an attachment to the CET Master Plan. Recommended code amendments will be formatted as "adoption-ready," but may require some refinement by the jurisdiction. In some cases "model code" language will be suggested to further policy discussions within the community and with local decision makers in preparation for potential future code amendments.

Each jurisdiction will have a Community Pull-Out attached to the CET Master Plan that will detail the service planning, capital planning, policy, and code amendment recommendations. The following sections provide more detail – including jurisdiction-specific guidance – related to transit-supportive policy and development code recommendations.

COMPREHENSIVE PLAN IMPLEMENTATION

To ensure consistency between local planning and the recommendations of the CET Master Plan, each community should adopt service planning recommendations (including mapping) and capital planning recommendations from the CET Master Plan. As part of a community's comprehensive plan or transportation system plan, those recommendations can serve as an updated transit plan. Service planning and capital planning recommendations are detailed in Memorandums #6 and #7, summarized previously in this memorandum, and will be included in the Master Plan.

Likewise, recommended transit-supportive policy statements should also be reflected in local comprehensive plans or transportation system plans, serving as part of an updated transit plan. Recommended policy statements for local jurisdictions echo the vision, goals, and objectives that will be included in the Master Plan. The Master Plan vision and proposed local policy language is included below. Each jurisdiction in the CET service area should review existing plan policies to assess if the following vision and transit policies are reflected or if policy enhancements could be made, using the following language as a guide.

VISION: Provide transit for all users that is safe, accessible, and efficient and that supports a balanced transportation network in our community, which is needed for mobility, equity, and economic growth.

POLICIES

1. *The [City/County] will facilitate provision of transit service to its community members, with particular attention to members who may be "transit-dependent" due to factors such as age, income, or disabilities.*

2. *The Cascades East Transit (CET) Master Plan provides policy and implementation direction for transit planning in jurisdictions within the district's service area, including route development, financing, and physical improvements necessary to maintain and improve public transit service for jurisdiction residents, businesses, institutions, and visitors.*

3. *The [City/County] will continue to engage in long-range planning and implementation efforts led by CET.*

4. *The [City/County] will invite transit service providers to participate in the development of long-range plans and review of land use applications that may have implications for transit service.*

5. *The [City/County] will require development or will facilitate coordination between development and the transit service provider to provide transit-related improvements such as shelters and lighting to complement transit service and encourage higher levels of transit use. Transit stop improvements will be coordinated with the transit service provider and must be consistent with adopted transportation and transit plans.*

6. [For jurisdictions with existing or planned fixed route service] *The City will support higher-density and mixed land use around transit stops and in transit corridors to make transit service more feasible and effective.*

7. *The [City/County] will provide or will require development to provide adopted transportation system-related improvements such as pedestrian and bicycle connections to transit stops, including ADA-accessible improvements, given nexus and proportionality can be demonstrated for private development.*

8. *The [City/County] will support connections between transit and other transportation services and options.*

9. *The [City/County] will support improved transit access to benefit public health, including providing access to active transportation options and health-supporting destinations such as health care, groceries, and recreation.*

10. *The [City/County] will support strategies to reduce single-occupancy vehicle trips, greenhouse gas emissions, and other pollution.*

DEVELOPMENT CODE IMPLEMENTATION

The implementing development code recommendations in this subsection reflect recommendations made in the Transit-Supportive Development Strategies Memorandum, dated November 19, 2019. Transit-supportive development, or transit-oriented development ("TOD"), strategies focus on code language that institutionalizes coordination between transit agency and developer and supports transit- and pedestrian-oriented density and design.

Recommendations for implementing development code is presented below by jurisdiction. Opportunities for vetting and adopting recommended code are identified.

BEND

Implement transit-supportive development code through targeted modifications of existing development code sections. The amendments would apply to varying levels of geography:

- existing and planned transit routes
- proposed primary transit corridors
- existing and planned transit stops

Adoption-ready development code language or model language and other guidance related to implementing the updated development strategy recommendations below will be included in the Master Plan. The recommendations were updated after conferring with the City on March 10, 2020.

- Coordination – Require coordination between Bend and CET for development application review and for the provision of transit stop improvements along existing and planned transit routes
- Use standards – Limit specific auto-dependent uses in primary transit corridors
- Development standards – Encourage additional building height in primary transit corridors for housing
- Parking-related standards – Prohibit parking and circulation in the front setback in primary transit corridors; enhance parking lot landscaping and walkway standards; refine preferential parking space requirements for ridesharing; allow transit-related uses (e.g., park-and-rides and transit stops) in parking lots; and update bike parking requirements, particularly in conjunction with transit stops

These amendments can be combined with, or modified in light of, other amendments that the City will be adopting to implement its updated Transportation System Plan later in 2020.

REDMOND

Implement development code through targeted modifications of existing development code sections as well as model policy and development code language to consider for future comprehensive plan and code updates.

Adoption-ready development code language, model transit-supportive development code language, and/or model policy language implementing the updated development strategy recommendations below will be included in the Master Plan. The recommendations were updated after conferring with the City on March 16, 2020.

- Coordination – Require coordination between Redmond and CET related to the provision of transit stop improvements at existing and planned transit stops
- Uses – Limit auto-oriented and -dependent uses (including drive-throughs) adjacent to existing and planned transit routes and stops
- Development standards – Enhance development standards to include pedestrian-oriented building features such as windows and weather protection along existing and planned transit routes; and possible pedestrian amenities in front setbacks adjacent to existing and planned transit stops
- Parking-related standards – Add parking-related requirements such as enhanced parking lot walkway standards; restricting parking and circulation between building and street and establishing preferential parking spaces for ridesharing (with exceptions for ADA-accessible spaces) along transit routes; bike parking space design and amount requirements (particularly in

conjunction with transit stations); parking space reductions related to transit access; and allowing transit-related uses (e.g., park-and-rides or small transit centers) in parking lots

Proposed adoption-ready code language can be integrated into regular meetings and code reviews being held with the City's Planning Commission. Model policy and code language can be considered and refined during future comprehensive plan and development code updates. One update opportunity may follow completion of the City's Fixed Route Planning and Feasibility Study Analysis in Fall 2020.

PRINEVILLE

Implement development code through adoption-ready code language, model development code language modified into adoption-ready code language, or policy language, to be considered during future comprehensive plan and code updates.

Adoption-ready and model transit-supportive development code language implementing the updated development strategy recommendations below will be included in the Master Plan. The recommendations were updated after receiving email input from the City (on March 23, 2020) and performing a high-level evaluation of the City's development code.

- ▶ Coordination – Require coordination between Prineville and CET for development application review on sites adjacent to existing or planned transit stops and for provision of transit stop improvements
- ▶ Development standards – Enhance development standards to include building entrances oriented toward transit stops, connections between buildings and transit stops, and minimum building articulation, windows, and weather protection along transit routes
- ▶ Parking-related standards – Add parking-related requirements such as pedestrian connections through large parking lots to sidewalks and streets with existing or planned transit service; preferential parking spaces for ridesharing; bike parking spaces (particularly in conjunction with transit centers); parking space reductions related to transit access; and allowing transit-related uses (e.g., park-and-rides or small transit centers) in parking lots

The model language can be modified and considered for adoption as part of amendments that the City will adopt to implement its next update of its Transportation System Plan.

MADRAS

Implement development code through targeted modifications of existing development code sections.

Adoption-ready development code language implementing the updated development strategy recommendations below will be included in the Master Plan. The recommendations were updated after conferring with the City on March 27, 2020.

- ▶ Coordination – Require coordination between Madras and CET for development application review adjacent to existing and planned transit routes and stops, as well as for provision transit stop improvements

- ▶ Development standards – Enhance development standards to reduce maximum setbacks in specific zones where adjacent to existing or planned transit stops and encourage pedestrian amenities in front setbacks adjacent to transit stops
- ▶ Parking-related standards – Add parking-related requirements such preferential parking spaces for ridesharing and allowing transit-related uses (e.g., park-and-rides or small transit centers) in parking lots

Code language can be discussed as educational and policy ideas at Planning Commission work sessions in the near term and then considered for adoption as part of future comprehensive plan and development code updates in the longer term.

WARM SPRINGS

Implement development code through adoption of targeted modifications of existing development code sections. Where model development code language is provided, refine that language into adoption-ready text for targeted modifications in existing code.

Adoption-ready and model development code language implementing the updated development strategy recommendations below will be included in the Master Plan. The recommendations were updated after a high-level evaluation of the Warm Springs development code.

- ▶ Coordination – Require coordination between Warm Springs and CET for development application review and for provision of transit stop improvements
- ▶ Development standards – Enhance development guidelines to include building entrances oriented toward transit stops and connections between buildings and transit stops and limited minimum building setback adjacent to transit stops
- ▶ Parking-related standards – Add parking-related provisions such as landscaping in and around parking lots adjacent to transit stops and walkways through parking lots; allowing transit-related uses (e.g., park-and-rides and transit centers) in parking lots; and bicycle parking (encouraged at park-and-rides and transit centers)

Code language can be discussed as educational and policy ideas at Tribal Council meetings in the near term and then considered for adoption as part of future code updates in the longer term.

SISTERS

Implement development code through targeted modifications of existing development code sections.

Adoption-ready development code language and model language implementing the updated development strategy recommendations below will be included in the Master Plan. The recommendations were updated after email input from the City (on April 7, 2020) and a high-level development code evaluation.

- ▶ Coordination – Require coordination between Sisters and CET for development application review and for the provision of transit stop improvements
- ▶ Parking-related standards – Add parking-related requirements such as walkways in parking lots; preferential parking spaces for ridesharing; bike parking spaces (in conjunction with transit stops and park-and-rides); and allowing transit-related uses (e.g., park-and-rides or small transit centers) in parking lots
- ▶ Other provisions – Make necessary amendments to define and allow for transit hub uses

Proposed code amendment language can be considered for adoption as part of future comprehensive plan and development code updates.

LA PINE

Implement development code through targeted modifications of existing development code sections.

Adoption-ready development code language implementing the updated development strategy recommendations below will be included in the Master Plan. The recommendations were updated after a high-level development code evaluation.

- ▶ Coordination – Require coordination between La Pine and CET for development application review on sites adjacent to existing or planned transit stops and for the provision of transit stop improvements
- ▶ Parking-related standards – Add parking-related requirements such as walkways through parking lots; preferential parking spaces for ridesharing; and allowing transit-related uses (e.g., transit stops or park-and-rides) in parking lots

Proposed code amendment language can be considered for adoption as part of future comprehensive plan and development code updates.

JEFFERSON, CROOK, AND DESCHUTES COUNTIES

Implement development code through targeted modifications of existing development code sections as part of future code updates.

Adoption-ready code language implementing the development strategy recommendations below will be included in the Master Plan. Language take into account email input from the Counties and findings from a high-level development code evaluation.

- ▶ Coordination – Require coordination between counties and CET for development application review for sites adjacent to existing or planned transit routes and for the provision transit stop improvements
- ▶ Parking-related standards – Explicitly allow transit-related uses (e.g., park-and-rides or transit centers) in parking lots

Code language can be discussed as educational and policy ideas at Planning Commission meetings in the nearer term and then refined as needed and considered for adoption as part of future code updates in the longer term.