DRAFT **MWACT Goals, Desired Outcomes, and Strategies**

## Introduction:

The draft MWACT Goals, Desired Outcomes, and Strategies were drafted by the MWACT Steering Committee during the summer of 2023, with the purpose of developing a 2-year work plan for the MWACT. The MWACT Steering Committee utilized the *draft MWACT Interests and Priorities* document drafted earlier in summer of 2023 as the basis for this work (included as Appendix A).

A graphical outline below shows the hierarchy of goals/outcomes/strategies as they relate to one another (see Figure 1). Main themes or “goals” represent the top of the hierarchy, under which one or more “desired outcomes” were outlined. Each desired outcome will have at least one “strategy” aimed to achieve the desired outcome; strategies are intended to be most actionable.

*Figure 1: Goals, Desired Outcomes, and Strategies Hierarchy.*

GOAL 1: **SAFETY**: Are we applying a “safety lens” to all projects? Everyone, every project, both rural and urban contexts.

**SAFETY** Outcome 1.1:

Includes a **well-maintained,** **interoperable** system.

Strategy 1.1.1: Data driven, best practices to inform project development.

Strategy 1.1.2: Partnership across all jurisdictions

*(Above) Sample from “Goal 1: SAFETY”, showing one desired outcome under this goal, and strategies nested under that outcome.*

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**Goal 1: SAFETY**

Are we applying a “safety lens” to all projects? Everyone, every project, both rural and urban contexts.

* SAFETY Outcome 1.1: Includes a well-maintained interoperable system.
  + Strategy 1.1.1: Data driven, best practices to inform project development.
  + Strategy 1.1.2: Partnership across all jurisdictions
* SAFETY Outcome 1.2: Fund the large projects outside the scope of local jurisdictions, such as

interchanges, bridges, and bypasses, benefiting all users of the system.

* + Strategy 1.2.1: Clear coordination with ODOT, federal partners, and affected jurisdictions; utilizing ACT as a forum to advance priority projects.
  + Strategy 1.2.2: Encourage phasing, where appropriate, to minimize wasted steps, and commit to finishing projects.
* SAFETY Outcome 1.3: Project development that maximizes multimodal capacity.
  + Strategy 1.3.1: Need to consider multi-modal needs and operability of all projects.
* SAFETY Outcome 1.4: Leverage opportunities in projects wherever possible.
  + Strategy 1.4.1: Utilize ACT input to understand where leverage opportunities exist.
  + Strategy 1.4.2: ODOT needs to better coordinate and communicate with transit providers during project development.
  + Strategy 1.4.3: ODOT needs to better coordinate and communicate with local jurisdictions to leverage, combining compatible project elements, to avoid unnecessary construction.

**Goal 2: RURAL & URBAN**

Outcomes are critically important for both rural and urban economies served by the transportation system.

* RURAL & URBAN Outcome 2.1: Economic vitality and freight movement
  + Strategy 2.1.1: Safe, multi-modal commuter routes.
  + Strategy 2.1.2: Freight efficiencies; utilize multi-systems strategies.
  + Strategy 2.1.3: Ports: air, rail, and marine need to be a part of discussion.
* RURAL & URBAN Outcome 2.2: Maintenance & Operations
  + Strategy 2.2.1: Operations: Keeping roads clear, clean, and operable. Opportunities: safety areas, signalization, intelligent transportation management systems (ITMS), and harnessing new technology.
  + Strategy 2.2.2: Manage/Fix assets (ex: repave) before it is in severe condition; recognize our transportation systems are generally “behind” in this area. Consider vehicle weight concerns.
  + Strategy 2.2.3: Trip diversion as a tool to reduce traffic/congestion and reduce wear and tear. Ex: diverting trips from single-occupancy-vehicles (SOV) to transit, could reduce vehicle-miles-travelled and deterioration of facilities.
* RURAL & URBAN Outcome 2.3: Address elimination of bottlenecks, both regional and interregional.
  + Strategy 2.3.1: Address impacts of bottlenecks, caused by either a change in demand impacting capacity, or design failing to meet current user-needs.

**Goal 3: EQUITY**

Apply an Equity lens in all transportation decisions and project development.

* EQUITY Outcome 3.1: Address gaps in the transportation system.
  + Strategy 3.1.1: Utilize current data to assess where gaps in the system are, and where underserved populations are located. Ex: ODOT scoring systems like the Active Transportation Needs Inventory (ATNI).
  + Strategy 3.1.2: Use local Transportation System Plans (TSPs) to identify projects to build; Refer to local TSPs for projects identified to fill gaps and complete systems.
  + Strategy 3.1.3: Hear from public about known gaps; coordinate with local public works to identify gaps (they hear lots of feedback).
* EQUITY Outcome 3.2: Develop projects from a user standpoint.
  + Strategy 3.2.1: Operations: Consider workforce and their needs.
  + Strategy 3.2.2: Inform users of avenues for feedback to foster a better-informed population and close the feedback-loop from users who can share their experience.

Use the Public Participation Plan (from the OTC, SKATS) and similar resources for improving public involvement, including learning from users’ experiences for project development.

* + Strategy 3.2.3: Consider information sharing with groups/committees to further MWACT equity goals, such as participation in Cherriots Citizen Advisory Committee, use of surveys, or other methods to get public feedback. Committee; surveys; methods to

**Appendix A: MWACT** DRAFT **INTEREST AREAS & PRIORITIES**

**PUBLIC TRANSIT**

* What are the needs in each Transit District?
  + Cherriots Local and Regional services, and Yamhill County Transit Area for example.
  + Regional transit coordination needs to occur across transit providers.
  + Small transit districts serving small towns/rural areas too; often struggling with funding.
  + Transit between Independence and Monmouth
  + Large transit agencies also struggle with funding.
  + Focus on disadvantaged communities (Equity ties)
  + Extending TriMet’s WES down service to Salem
  + Well supported by adjacent jurisdictions
  + Since HB2662 did not pass, could COG host future conversations?
  + Regionally significant conversation; seeking legislative support.
  + Willamette Valley Commuter Rail meetings hosted by COG for coordination.
    - Occurred 10/25/23.
* Union Pacific line (where Amtrak runs) Is this an ODOT rail project?
  + Need to have conversation about this.
* Short line rail; serving agricultural & manufacture land-uses.
  + Recent House bill passed supporting this…
    - [HB 2164](https://www.oregon.gov/odot/rptd/pages/short-line-railroad-rehabilitation-tax-credit.aspx#:~:text=In%202019%2C%20the%20Oregon%20State,railroads%20that%20rehabilitate%20their%20infrastructure.) (linked) establishing a tax credit for short line railroads that rehabilitate their infrastructure. Also see [HB 2978](https://olis.oregonlegislature.gov/liz/2019R1/Downloads/CommitteeMeetingDocument/173885) (linked)
* How do we ensure ODOT projects take transit into consideration?
  + examples where ODOT decisions re: new projects have been a hinderance to upgrading, improv. or even building transit stops
* RR Crossing safety issues
  + Costs prohibitive, often canceling projects
    - Mill Street Xing Improvements cancelled.
    - others, i.e., Duck flat
  + What are the costs of business dealing with RR authorities?
    - Maintenance fees, RRs would impose, too costly.

**EQUITY**

* Where do we site our projects to better serve communities?
  + - Also consider implications on delivery of service.

* Where do gaps exists; where have we failed in the past?
* Project-development from a user standpoint and impacts to neighborhood; how are we serving pop.?
* Consider workforce and their needs.
  + Important ties to key transportation planning needs such as:
    - Transportation options, access, accessibility, connectivity, reliability, and trip purpose
    - Other modal/topic connections: Transit, Multimodal, Safety
    - Connection to designing for safety outcomes.
  + Safety & Equity ties: Ensuring good access to/from bus stops will improve equity and safety outcomes by allowing more people, to include people with disabilities, to access public transportation systems.
    - This should be a “systems” approach, not just for specialty services.
  + Info sharing should occur between ACTs; members visit one another to share lessons learned.
  + Equity definitions from ACT members:

1. “Equity is transportation options that are accessible, complete, and appropriate.”
   1. Equity, over equality

2) “Equity is transportation options that do not place a burden on one population over another for costs, location or other considerations.”

**SAFETY**

* OR 99E and OR 219 Safety Improvements are still a high regional priority.
* See Equity section and ensure these topics are appropriately tied.
* Make sure Safety is incorporated into every transportation project.
* Emphasize Safety benefits of all projects we do, for enhanced value to public.
  + Educate and train youth, other vulnerable users.
* Active Transportation and SRTS – critical ties to safety (and education!); potential to reduce congestion and emissions (Climate and Emission ties)
* OR22/OR51 Interchange project
* Public transit is a "safe" mode as compared to driving, so emphasis should be on robust public transportation in urban and rural areas.

**URBAN and RURAL NEEDS**

* Who qualifies for transportation dollars?
* MWACT recognizes there are formal definitions for “urban” and “rural”, as well as “urban contexts” within the area that may not fit within those strict definitions.
  + [FHWA](https://www.google.com/search?q=FHWA+defines+urban&oq=FHWA+defines+urban&gs_lcrp=EgZjaHJvbWUyBggAEEUYOTIHCAEQABiiBDIHCAIQABiiBDIHCAMQABiiBDIHCAQQABiiBDIGCAUQRRhA0gEIMzYxM2owajGoAgCwAgA&sourceid=chrome&ie=UTF-8&safe=active&ssui=on) (linked): “The Census definition of urban area includes urbanized areas of 50,000 or more population and urban clusters of at least 2,500 and less than 50,000 population. The Census Bureau uses the term "urban area" to refer to both urbanized areas and urban clusters collectively.”
  + [ODOT Blueprint for Urban Design](https://www.oregon.gov/odot/Engineering/Documents_RoadwayEng/Blueprint-for-Urban-Design_v1.pdf) (linked): Provides more flexibility around design of projects within a variety of “urban contexts”, to provide more context-sensitive solutions, placing the highest level of protection for vulnerable users. The urban context is based on existing and future land use characteristics, development patterns, and roadway connectivity of an area. The urban context is not limited to places within the current Urban Growth Boundary (UGB). The BUD defines six urban contexts as shown below.

Table

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* Communities where highway serves as main streets.
* Natural Disasters Preparedness and Relief
  + Examples: wildfires; landslides; flooding rivers, streams, and wetlands; Avalanches
  + Santiam Canyon area needs, and other communities affected by recent fire disasters.
* Users navigating via diff modalities; Multi-modal needs and characteristics.
* Rural bottlenecks: look at Main-thoroughfares. Ex: Wallace Rd.
* Relieve Bottlenecks; different contexts of bottle necks; urban and rural; geographic/regional effects.
  + Important we recognize relationships between bottlenecks and greater region.
  + Ties to safety; facilities need to be properly maintained!
* **Multimodal solutions**: about making all modes as viable options.
  + Viable choices for all modes
  + Recognize modes serve community best when connected (connectivity)
  + MWACT area does not have a regional transit authority, like Metro, requiring closer coordination between transit providers. MWACT can be a forum for these discussions.
    - Clear need here; some official body is needed.
  + Also consider agricultural uses and transportation needs of this industry.
  + Commercial street example for multi-modal improvements
  + Avoid multimodal as an after-thought; or road-centric approach focused on SOV mobility.
* Environmental:
  + Run-off and stormwater issues:
    - [US EPA on Stormwater Runoff](https://www.epa.gov/sourcewaterprotection/urbanization-and-stormwater-runoff#:~:text=Stormwater%20runoff%20is%20generated%20from,not%20soak%20into%20the%20ground.) (linked): “Stormwater runoff is generated from rain and snowmelt that flows over land or impervious surfaces, such as paved streets, parking lots, and building rooftops, and does not soak into the ground. Runoff can pick up and deposit harmful pollutants like trash, chemicals, and dirt/sediment into streams, lakes, and groundwater. Construction sites, lawns, improperly stored hazardous wastes, and illegal dumping are all potential sources of stormwater pollutants.”
  + Stormwater mitigation (ex: Verda project has very high stormwater costs)
  + Heat issues; asphalt as a contributor; shade and tree cover as a mitigation.

**CLIMATE and EMISSIONS**

* Note: like Safety & Equity; may have implications across themes like: M&O, Transit, Rural and Urban
* If we need to view projects with this lens, to get them funded, that is an acceptable strategy.
* Fund projects on the system needs to be a priority! Ex: Verda ln.
* Consider what is measurable, demonstrable.
  + What are requirements of each grant program?
* Recognize education element is important to achieving goals.
* Carbon reduction grants and funding strategies
  + Transit climate analysis has made recent progress as a tool for grant applications.
  + Coordinate between MWACT partners to share tools, methods, and successful use.
  + MWACT recognizes that many state and federal grant opportunities require demonstration of carbon reduction strategies and is eager to apply that lens to priority projects in need of funding, where applicable, to leverage such grant funds.
  + ODOT, others, could be better leveraging ACTs to apply for grants.
  + Look at priority projects and what fits within Climate-strategy.
    - Consider e-bikes; changing technology and how we meet people’s transport needs.
      * More viable for low-income households
    - Scooters other rolled-means of conveyance; issues with these in Oregon.
    - Congestion Mitigation and Air Quality (CMAQ) and other tools emerging; we want to know how partners are leveraging these tools.
      * [CMAQ Improvement Funding Opportunity](https://www.oregon.gov/deq/aq/programs/pages/congestion-mitigation.aspx#:~:text=Established%20in%201991%2C%20the%20program,in%20nonattainment%20or%20maintenance%20areas.) (linked); program information from ODOT.
  + Public safety; Health Outcomes; correlation between connectivity of sidewalk system and health outcomes – public safety concerns related to Equity and addressing disparities in safety outcomes for disadvantaged communities.
    - What can we learn from successful grants?
    - DEQ funding; more to come; often projects with lots of local support.

**ECONOMIC VITALITY**

* Freight movement via rail, roads, waterways, aviation, etc., not just large trucks.
  + If freight is not moving on a train - presumably it is via truck; comes with costs.
  + ACT concerns about regional/national bottlenecks and impacts to commerce.
  + “Trans-load facilities” like intermodal connectors; facilitate transfer of freight across modes.
    - Reliability and Safety ties
    - Short lines
    - Getting trucks off the road (safety ties); with intention towards efficient movement of freight.
* Economic Vitality is not just the movement of goods. It includes the movement of people to/from employment, and to conduct businesses functions, and to purchase goods.
* Lifeline routes identified by state, federal, and local need to be coordinated.
  + Also consider Wheatland ferry; Buena Vista ferry; and airports (FEMA).
  + Emergency Mgmt. – Coordinate emergency planning at the local, regional, and state levels; lifeline and emergency route planning.
  + Neighborhood emergency plans: can these be tied to State or local emergency efforts?
    - Holistic look at preparedness at all levels of government
      * Consider who has *access* to emergency services, disabled and vulnerable users a concern.
      * Consider 1st a local/regional level outlook – then look upward to State/Fed
        + Limited resources availability
* Recreation-based economies in many rural areas of Oregon.
* Workforce changes w teleworking, post-COVID, incentivizing (employers); transportation options
  + Economics: to better serve low-income & new users; co-locating businesses (employment centers) to better serve underserved and disadvantaged users; creating viable & connected modes benefits economies
* Unprecedented 7-day transit service with Cherriots, critical to serve population’s needs (Transit ties)
  + Feedback from public – total travel time is a common complaint.
  + Expand service into the evenings. This is still a big opportunity.
    - No other options for swing shift employees (ex: Salem Downtown)
    - If it’s not complete; it’s not viable.
* Operations funding is always an issue!
  + State projects that do not fund maintenance & operations; who funds the gap?
    - Ex) South Salem Transit Center
  + Cannot underscore enough the importance of funding *comprehensive* transit operations.
    - Employer payroll tax helped but not enough.
    - Increased frequency and span of day requires an investment that also benefits climate reduction.
    - WES service example.
* Local Match program:
  + Or Dept of Aviation (COAR) assists with funding local match (up to 90% of proj costs)
  + New leadership at OR Dept. of Aviation
* Sustainable funding strategy for the region:
  + How do we LEVERAGE projects to maximum benefit for safety and multimodal?
  + How do ACT partners work together? MWACT focuses on partnering to fund and complete existing projects.
* Connect Oregon program; similar cooperative approach of “spreading the funding”; no longer happening or realistic.
  + “[Connect Oregon](https://www.oregon.gov/odot/programs/pages/connectoregon.aspx) (linked) is an initiative established by the 2005 state legislature to invest in non-highway modes of transportation. Future rounds of the program will fund aviation, rail, and marine projects, and previous rounds included bicycle/pedestrian and transit projects.”
  + MWACT feedback on previous rounds they participated in: Transit was not included in the Connect Oregon program.
  + Ties to Oregon Transportation Investment Act (OTIA)
* No longer opportunity for input on projects as was previously the case when discretionary funding allowed.
  + How can we better educate MWACT partners on these prioritization systems?

**MAINTENANCE and OPERATIONS**

* Vehicle weight discussion, involving all vehicles - recently EVs, and impacts to roadways.
  + NHTSA's [Corporate Average Fuel Economy (CAFE)](https://www.nhtsa.gov/laws-regulations/corporate-average-fuel-economy) (linked) standards regulate how far our vehicles must travel on a gallon of fuel. NHTSA sets CAFE standards for passenger cars and for light trucks (collectively, light-duty vehicles), and separately sets fuel consumption standards for medium- and heavy-duty trucks and engines. NHTSA also regulates the fuel-economy window stickers on new vehicles. This site contains information about many aspects of these programs, and we encourage you to check back as new information is posted.
  + Trucks after the CAFE Standards, Obama era policy; loophole allowed different standards for heavier vehicles.
  + Delivery trucks; impacts to roads.
* Ties to Safety of transportation facilities
* In-line with ODOT financial strategy (and OTP); focus on maintaining existing facilities so they operate safely and efficiently.
* “Fix-it” program and prioritization; recognize importance, but what is ACTs role?
  + See above re: prioritization systems; meeting topic.
* Can we standardize operations and maintenance in a preventative manner; before it’s too late.
  + Some assets beyond state of repair
  + HB2017 – required pavement condition reports.
  + Counties get ratings every year.
    - Often in worse condition by the time repairs are done.
    - Where do we need to focus resources to get assets in good state of repair?
* [State, county, and local bridge and pavement condition reports](https://www.oregon.gov/odot/TAP/pAGES/localagencycondition.aspx) (linked): Data is due to ODOT by Feb 1 of each odd numbered year (every two years).

(End of Interests and Priorities list)

# ***DRAFT* MWACT Priority Projects List:**

Listed below in no particular order is a list of projects MWACT views as priorities for the Mid-Willamette area:

* I-5/Aurora-Donald Interchange Reconstruction *(FUNDED - scheduled for completion 2028)*
* OR 22W/OR 51 Interchange - can start to seek funding in 2024.
* OR22 Safety Corridor; from Rickreall to the West
* Newberg-Dundee Bypass
  + ODOT expects to start [Phase 2A​](https://www.oregon.gov/odot/projects/pages/project-details.aspx?project=22523) construction in 2024, and anticipate completing construction by 2026. Phase 2B is not yet funded for construction.
* OR 18/Valley Junction to Fort Hill
* New Salem Bridge
* Brooklake Interchange and Safety Concerns
  + Both interim and long-term improvements
* Center Street Seismic Retrofit (sched. 2025)
  + Also consider Center Street Bridge crossing carries water/utility pipes
* Greenwood Rd - still a problem area; need a fresh look?
* OR22 - Detroit Area (Gates, Mill City; North County)- recovery post-fires; safety and shoulders; speeding through town a rising concern.
* Urban Design Verification (UDV) projects in MWACT area
  + ODOT staff, Jenna Berman, presenting in December 2023.
  + Examples include:
    - [Salem Urban Design Verification Study](https://www.oregon.gov/odot/projects/pages/project-details.aspx?project=SalemUDV&utm_campaign=salem-udv&utm_source=flyer&utm_medium=referral) (linked)
    - [Urban Design Verification Study for Scio, Lyons and Mill City](https://odotopenhouse.org/udv-communities) (linked)
* OR 99E and OR 219 Safety Improvements
* Transit Services to Small/Rural Cities
  + Cherriots Regional and Yamhill County Transit Area
  + Focus on disadvantaged communities.
* "Fix-it" Projects; MWACT recognizes importance on maintenance and operations.
* Active Transportation and SRTS projects
  + Reduce congestion and emissions.
  + Critical ties to Safety
* Agricultural-Urban interface/convergence:
* “Wheatland Project” - built to county standards, within local city limits.
* Cordon Rd. Study