

Refined Investment Package Options for Fall 2019 Public Hearing

MovingAhead Project

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*Prepared for
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and
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1 Executive Summary

MovingAhead began in 2015 as a partnership between the City of Eugene, Lane Transit District (LTD), regional agencies, and the Eugene-Springfield community. The purpose of the project was to determine what transportation investments are needed on some of our most important transportation corridors for people using transit, as well as walking, biking and using mobility devices. As part of the MovingAhead project, the LTD Board of Directors and Eugene City Council will select a preferred package of transit, walking, and biking investments along these corridors that can be funded and built in the near-term, the next 10 years.

1.1 Report Purpose

The purpose of this report is to provide:

- A summary of the project committee feedback and recommendations used to refine the range of investment package alternatives for further consideration
- A summary of refined investment package alternatives advanced by the Eugene City Council and LTD Board of Directors to the community for public hearing
- A summary of the criteria-based evaluation of the refined packages

This chapter, Chapter 1, provides a summary of the report. This chapter is followed by the more detailed report.

It is anticipated that this report will be combined with the previously published Investment Package Alternatives Supplemental Refinement Report (May 2019) and other new information to document the selection of the Locally Preferred Investment Package Alternative.

1.2 MovingAhead

1.2.1 Overview

MovingAhead builds upon transportation and land use plans including Envision Eugene, LTD's Long-Range Transit Plan, the Eugene 2035 Transportation System Plan (Eugene 2035 TSP), Eugene's Vision Zero Action Plan, Eugene's Climate Recovery Ordinance, and the Central Lane Metropolitan Planning Organization Regional Transportation Plan (RTP).

The MovingAhead project has focused on creating active, vibrant places that are safe and accessible, serve the community, and accommodate future growth. Input from community members has been the foundation of this process.

1.2.2 Corridors and Multimodal Investment Concepts

Community members' input was used to select the five most important corridors for investment over the next 10 years:

- Highway 99,
- River Road,

- 30th Avenue to Lane Community College (LCC) via downtown,
- Coburg Road, and
- Martin Luther King, Jr. Boulevard via downtown.

In design workshops, the community developed multimodal corridor concepts that accommodate people who walk, use a mobility device, bike, take the bus, and drive.

Two multimodal concepts and a No-Build (no action) option were developed for study:

- A No-Build option where, in the near term, the City and LTD would only make changes that are already planned as part of other projects;
- Lower cost investment options intended to improve safety, access, and transit service without major capital costs, called Enhanced Corridor; and,
- Higher cost investment options which included EmX service, LTD’s bus rapid transit service, and greater investment in pedestrian, bicycle, sidewalk, and streetscape improvements.

These mode options are described in more detail in Appendix A. On all of the corridors, except Martin Luther King, Jr. Boulevard, the No-Build, Enhanced Corridor, and EmX options were studied. On the Martin Luther King, Jr. Boulevard Corridor, the No-Build and Enhanced Corridor options were studied.

1.2.3 Studying the Multimodal Investment Concepts

The five corridors and their unique corridor concepts were studied and the findings were published in an Alternatives Analysis (AA) Report in September 2018. Based on the technical analysis, the mode options recommended for the investment packages and further study are summarized in Table 1.1.

Table 1.1 Recommendation on Corridor Alternatives to be Considered for Investment Packages Based on Technical Analysis

Mode Options	Corridor				
	Highway 99	River Road	30th Avenue to LCC	Coburg Road	MLK, Junior Boulevard
No-Build			√	√	√
Enhanced Corridor	√	√	√	√	√
EmX	√	√	√	√	

During fall 2018, the City of Eugene and LTD presented to the community the findings from the AA Report (the beneficial and adverse effects of building the infrastructure upgrades and transit service improvements along each corridor). Based on the MovingAhead project’s purpose and need, goals and objectives a set of evaluation criteria were developed and used to aid in selecting recommended mode options to build investment packages. In the months leading up to and following the publication of the AA Report, the City and LTD undertook a robust outreach and engagement program to raise awareness

and inform people about the project, help people understand the key findings from the study, and encourage the community to provide feedback.

A number of key themes emerged from the community feedback:

- Strong support for better transit improvements
- Importance of
 - increasing transit ridership,
 - improving bicycle and pedestrian facilities and safety,
 - reducing transit travel time,
 - serving disadvantage populations, and
 - providing service to employment and residential areas
- Support for the build alternatives (either Enhanced Corridor or EmX) on Highway 99, 30th Avenue to LCC, and Coburg Road
- Support for EmX on River Road
- Support for Enhanced Corridor on Martin Luther King, Jr. Boulevard
- Concerns about operating costs and traffic congestion

The community feedback is documented in the MovingAhead 2018 Outreach Summary (October 2018).

1.2.4 Investment Package Options

Based on the 2018 community feedback and technical analysis, the project team developed five investment packages for community review in spring 2019. These packages were reviewed by the City Planning Commission, project committees, LTD’s Strategic Planning Committee, and City and LTD decision makers. The packages were refined based on feedback from these reviews and in February 2019 decision makers advanced five refined investment packages for community review in March and April 2019.

Of the five proposed investment packages, two packages provided low and high investment options: an all Enhanced Corridor package and an all EmX package (except Martin Luther King, Jr. Boulevard had an Enhanced Corridor option because an EmX option was not considered on this corridor). These two packages provided “bookends” to three other options (Packages A, B, and C) which were a combination of No-Build, Enhanced Corridor, and EmX alternatives. The three “mix and match” packages reflected increasing levels of investment, starting from Package A with a relatively low level of investment to Package C with higher investment. The proposed investment packages are shown in Table 1.2.

Table 1.2 Investment Packages for Community Review in Spring 2019

Investment Package	Corridor				
	Highway 99	River Road	30th Avenue to LCC	Coburg Road	MLK, Junior Boulevard
Enhanced Corridor Package	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Package A	Enhanced Corridor	EmX	No-Build	No-Build	No-Build
Package B	Enhanced Corridor	EmX	No-Build	Enhanced Corridor	Enhanced Corridor
Package C	Enhanced Corridor	EmX	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
EmX Package	EmX	EmX	EmX	EmX	Enhanced Corridor

The five investment package options were compared using some of the evaluation criteria from the corridor-level evaluation plus some new criteria tailored to help assess systemwide benefits of the packages. The evaluation of the proposed investment packages is documented in the Proposed Investment Packages Technical Memo (December 2018).

During spring 2019, the City of Eugene and LTD presented to the community the proposed five investment package options for implementation over the next 10 years and the findings from evaluating those options. In the months leading up to the public review and comment period, the City and LTD undertook a robust effort to inform and engage the community. During the 30-day public comment period, the community had the opportunity to review the proposed investment packages, the findings from the evaluation of those packages, provide feedback on the proposed investment packages and evaluation criteria, and propose their own ideal investment package. A variety of outreach activities directed people to an in-person and online open house, with total attendance of over 1,000 unique visitors. From these, the project team received 291 survey submissions.

A number of key themes emerged from the community feedback:

- EmX generates both strong support and strong concern.
- Bike/pedestrian access and safety is the leading criterion for ranking packages, ahead of travel time, ridership increase, and both capital and operating costs. *Much of the strong support for the EmX options stems from its bike/pedestrian improvements.*
- Much EmX concern cites cost, along with skepticism that it would be ridden enough to justify the cost. Even EmX supporters stated in open-ended comments that they hoped to see detailed information about funding and return on investment.
- Other packages generate less support, but also less concern. By a narrow margin, Package B has the most favorable ratio.

- Concern about other packages is somewhat similar to EmX concern in that cost and anticipated lack of ridership are often cited. Other concerns include not enough investment in a preferred corridor and in bike/pedestrian safety.
- Support for packages other than EmX is less *enthusiastic*, with open-ended comments implying pragmatic compromise rather than discovery of an ideal combination.

1.3 Refined Investment Packages for Public Hearing Fall 2019

Based on the spring 2019 community feedback, the project team refined the range of investment package options reflecting the range of input

In May through July 2019, project committees and decision makers reviewed the community input, the findings of the investment package evaluation and the project team’s recommended refinements to the range of investment package options to consider in a public hearing. Each of the project committees provided feedback and / or recommendations for refinements to the range of investment package options. In July 2019, decision makers considered all of the input, feedback and recommendations and then provided direction to the project team for refinements to the range of investment package options to consider in a public hearing in fall 2019. The directions provided by decision makers are summarized below in Table 1.3 and include eliminating two packages with lower levels of investments (A and B) and adding two new packages with higher levels of investments (D and E).

Table 1.3 Refined Investment Packages for Community Review in Fall 2019

Investment Package	Corridor				
	Highway 99	River Road	30th Avenue to LCC	Coburg Road	MLK, Junior Boulevard
Enhanced Corridor Package	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Package C	Enhanced Corridor	EmX	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Package D (New)	Enhanced Corridor	EmX	Enhanced Corridor	EmX	Enhanced Corridor
Package E (New)	EmX	EmX	Enhanced Corridor	EmX	Enhanced Corridor
EmX Package	EmX	EmX	EmX	EmX	Enhanced Corridor

1.4 Next Steps

The next steps in the MovingAhead project are focused on local decision makers selecting a preferred package of investments:

- The City and LTD hold a public hearing on the range of refined investment package options

- Project committees and decision makers review public feedback and recommendations
- The project team and project committees make recommendations on any refinements and a preferred investment package
- Decision makers select a preferred package of investments in the five corridors

After a preferred package of investments is selected, there are a number of steps required before improvements are constructed in any corridor:

- Incorporating the MovingAhead investments into each agency’s capital improvements program
- Seeking funding to develop and construct the preferred investments including determining the most appropriate funding options and strategies
- Initiating project development including additional environmental review (for federally funded projects) and design refinement
- Obtaining approvals for environmental compliance, final design, other development permits, and construction costs

1.5 Project Schedule

Because of the extensive community interest in different investment packages, requiring this supplemental refinement, the project schedule will need to be extended to allow for additional consideration by the community and decision makers (Table 1.4).

Table 1.4 Project Schedule

Summer 2019	Project team refines and evaluates range of investment package options
Fall 2019	Public hearing on range of refined investment package options
Fall / Winter 2019	Project committees and decision makers review public input from the public hearing, project team and committees make recommendations on preferred package of investments
Early Winter / Spring 2020	Decision makers select preferred package of investments in the five corridors

2 Community Input Spring 2019

In March 2019, the City of Eugene and LTD presented to the community the proposed five investment package options for implementation over the next 10 years and the findings from evaluating those options. In the months leading up to the public review and comment period, the City and LTD undertook a robust effort to inform and engage the community.

During the 30-day public comment period, the community had the opportunity to share how well they thought each of the proposed investment packages met community goals and why, as well as which of the evaluation criteria were most important to them. Participants also had the opportunity to propose their ideal investment package and share which three criteria they considered most important in creating their ideal investment package.

Approximately 1,000 people participated in the various outreach activities, which included in-person and online open houses. Of those who participated, 291 surveys were submitted.

Engagement also included more than 300 in person and phone conversations with community members, which ranged from shorter, informational conversations to longer, more intense discussions.

Community feedback from spring 2019 is documented in detail in the Investment Package Alternatives Supplemental Refinement Report (May 2019) and the MovingAhead Outreach Summary (May 2019, amended July 2019).

3 Committee Feedback and Recommendations Spring and Summer 2019

Based on the spring 2019 community feedback, the project team refined the range of investment package options reflecting the range of input but especially the following:

- EmX generated both strong support and strong concern
- Higher ratings for the following criteria:
 - Bike/pedestrian access and safety,
 - travel time,
 - ridership increase,
 - capital costs, and
 - operating costs
- Higher ratings for investment packages with a greater level of investment (Packages B and C, and EmX Package)

The refined investment packages prepared by the project team are summarized in Table 1.3. Additional evaluations were conducted and documented in the Supplemental Refinement Report (May 2019).

Table 3.1 Refined Investment Packages for Committee Review, Spring and Summer 2019

Investment Package	Corridor				
	Highway 99	River Road	30th Avenue to LCC	Coburg Road	MLK, Junior Boulevard
Enhanced Corridor Package	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Modified Package A	Enhanced Corridor	Enhanced Corridor	No-Build	Enhanced Corridor	No-Build
Modified Package B	EmX	EmX	No-Build	Enhanced Corridor	Enhanced Corridor
Modified Package C	Enhanced Corridor	EmX	Enhanced Corridor	EmX	Enhanced Corridor
EmX Package	EmX	EmX	EmX	EmX	Enhanced Corridor

In May through July 2019, project committees and decision makers reviewed the community input, the findings of the investment package evaluation and the project team’s recommended refinements to the range of investment package options to consider in a public hearing. Each of the project committees provided feedback and / or recommendations for refinements to the range of investment package options. In July 2019, decision makers considered all of the input, feedback and recommendations and then provided direction to the project team for refinements to the range of investment package options

to consider in a public hearing in fall 2019. The outcomes of the project committee meetings are described below.

3.1 Sounding Board

The MovingAhead Sounding Board met on May 13, 2019 to provide feedback on the refined packages and materials presented by staff. Sounding board members discussed:

- Connections between MovingAhead and Transit Tomorrow.
- The difficulty in explaining all of the benefits and impacts of the project.
- The possibility of providing more service than needed on 6th and 7th Avenues if both Highway 99 EmX and River Road EmX are built.

Sounding Board members were also asked to rate each of the packages and to describe why they gave the rating to that package. Packages with greater investment received higher scores on average from Sounding Board members. Some of the commentary on packages included:

- Enhanced Corridor Package: members liked that all areas receive investment, but stated that there were not enough benefits for the cost of the investments.
- Modified Package A: members gave this low scores and noted that they wanted to see EmX on River Road, with some noting that they would not support No Build on 30th Ave. to LCC and others saying that they wanted EmX on Coburg Road.
- Modified Package B: there were concerns about putting forward a No Build Alternative on 30th Ave. to LCC as well as the complications of overserving 6th/7th Avenues, however some members expressed that they liked advancing the EmX Alternative for both River Road and Highway 99.
- Modified Package C: members noted that they liked that this was a higher level of investment, particularly on Coburg Road, but some wanted EmX on Highway 99 as well.
- EmX Package: there were some concerns about the cost of the package, however, it received the highest rating because it provided the most investment and the greatest level of benefit for the community.

3.2 Oversight Committee

The MovingAhead Oversight Committee met on May 22, 2019. Staff gave a presentation on MovingAhead outreach efforts and the refined investment packages. Oversight Committee members discussed the following topics:

- The effectiveness and importance of the public outreach in the decision making process.
- The importance of building on other plans and policies in this decision making process.
- How much technical considerations affected the refinement of packages and how much outreach affected the refinement.
- Where decision makers will have more input after the selection of a preferred package of investments.
- The need to keep buses from being stuck in traffic and the need to serve existing riders as well as to attract new riders.

- The need for EmX on River Road because of existing high ridership.
- The ability of new EmX routes to connect with rural routes and improve the system-wide network structure.
- The possibility of later converting Enhanced Corridor to EmX levels of infrastructure.
- The political and financial viability of Coburg Road EmX and the awareness about the low level of impacts in the current designs.
- Whether the EmX Package should be kept for review at the public hearing.
- The need to simplify the packages as much as possible so that decision makers receive clear and useful feedback at the public hearing.

The Oversight Committee made a unanimous recommendation to Eugene City Council and the Lane Transit District Board of Directors to advance four packages to a public hearing in fall 2019, which included the Enhanced Corridor Package, Package C (from the first set of investment package proposals), Modified Package C (adding EmX to Coburg Road), and the EmX Package.

Table 3.2 Oversight Committee Investment Packages Recommendation

Investment Package	Corridor				
	Highway 99	River Road	30th Avenue to LCC	Coburg Road	MLK, Junior Boulevard
Enhanced Corridor Package	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Original Package C	Enhanced Corridor	EmX	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Modified Package C	Enhanced Corridor	EmX	Enhanced Corridor	EmX	Enhanced Corridor
EmX Package	EmX	EmX	EmX	EmX	Enhanced Corridor

3.3 Strategic Planning Committee

Lane Transit District’s Strategic Planning Committee met on June 4, 2019. Staff gave a presentation on MovingAhead outreach efforts and the refined investment packages. Committee members discussed the following topics:

- The reasoning behind all of the packages having build alternatives (Enhanced Corridor or EmX) on the 30th Ave to LCC Corridor and how build alternatives can help to connect rural communities to the core by creating transit hubs.
- The ability of Enhanced Corridor Alternatives to be converted to EmX at a later date.
- Funding options for MovingAhead and work on funding strategies being conducted by Lane Council of Governments.
- The economic and political viability of the Coburg Road EmX Alternative.

- Connections between Transit Tomorrow, a short range study on service being conducted by LTD, and MovingAhead.
- The potential for confusion between MovingAhead and Transit Tomorrow because both are LTD projects related to service.
- Whether MovingAhead can help to alleviate congestion on Coburg Road.

The Strategic Planning Committee makes formal recommendations to the Lane Transit District Board of Directors regarding the project. The Strategic Planning Committee recommended that the Board of Directors advance to a public hearing the same set of packages that the Oversight Committee recommended.

3.4 Eugene Planning Commission

Staff presented MovingAhead outreach efforts and the refined investment packages to the Eugene Planning Commission on July 9, 2019. The Planning Commission does not make a formal recommendation to either decision making body, however, Planning Commissioners provided feedback on the materials presented. Feedback primarily concerned the need to balance brevity in staff presentations with the desire of groups to hear more of the details about the project.

3.5 Joint Eugene City Council / LTD Board Work Session

Eugene City Council and the Lane Transit District Board of Directors held a joint work session to discuss the recent outreach and investment package refinement options. Councilors and Directors discussed many topics, including:

- Whether No-Build Alternatives should be included in the range for public hearing.
- The need to look to the future and make investments now that will help with climate recovery goals, prevent sprawl, lessen congestion, increase safety, and provide alternatives for people who are unable to drive.
- The need to do analysis at a more fine-grained level on the potential for redevelopment in each of the corridors.
- That the location of people (e.g., where they live or work) who are commenting should inform how staff interpret comments about corridors.
- The existing conditions on Coburg Road and how MovingAhead investments have the potential to solve congestion and safety issues or have the potential to disrupt the operations of the roadway.
- The growth Eugene is expecting and the necessity to invest in corridors to meet the demands of these new residents.
- The costs of investment and the challenges of funding all of the needs of the community.
- The redevelopment potential, growth expected, and equity considerations that could be addressed by the EmX Alternative on Highway 99.
- Operational challenges that exist currently on River Road and how those challenges will get worse in the future.
- The economic and political viability of Coburg Road EmX.

- The consistency in the public outreach results and how that may suggest the packages are possibly correct.
- The cost of MovingAhead and how that compares to other transportation projects in the region.

Each body independently voted to direct staff to bring a range of five investment packages for a joint public hearing in fall 2019. These recommended packages retained the original Package C, renamed the new Modified Package C as Package D, and added a new Package E. The packages are summarized in the table below:

Table 3.3 Refined Investment Packages Advanced for Community Review in Fall 2019

Investment Package	Corridor				
	Highway 99	River Road	30th Avenue to LCC	Coburg Road	MLK, Junior Boulevard
Enhanced Corridor Package	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Package C	Enhanced Corridor	EmX	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Package D (New)	Enhanced Corridor	EmX	Enhanced Corridor	EmX	Enhanced Corridor
Package E (New)	EmX	EmX	Enhanced Corridor	EmX	Enhanced Corridor
EmX Package	EmX	EmX	EmX	EmX	Enhanced Corridor

Section 4 of this report describes the refined range of investment packages advanced for public review and summarizes the evaluation and comparison of these packages.

4 Refined Packages of Investment Options for Fall 2019 Public Review

This section summarizes the proposed investment package options advanced by decision makers in July 2019. City of Eugene and LTD decision makers considered all of the input, feedback and recommendations from the community, the project team, and project committees and then provided direction to the project team for refinements to the range of investment package options to consider in a public hearing in fall 2019. The range of refined investment packages advanced for community review in fall 2019 are summarized in Table 4.1 and described in the following sections.

Table 4.1 Refined Investment Packages Advanced for Community Review in Fall 2019

Investment Package	Corridor				
	Highway 99	River Road	30th Avenue to LCC	Coburg Road	MLK, Junior Boulevard
Enhanced Corridor Package	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Package C	Enhanced Corridor	EmX	Enhanced Corridor	Enhanced Corridor	Enhanced Corridor
Package D (New)	Enhanced Corridor	EmX	Enhanced Corridor	EmX	Enhanced Corridor
Package E (New)	EmX	EmX	Enhanced Corridor	EmX	Enhanced Corridor
EmX Package	EmX	EmX	EmX	EmX	Enhanced Corridor

4.1 *Enhanced Corridor*

- This package remains the same as originally proposed (Table 4.2).
- This package serves as a bookend to the “mix and match” packages.
- 37% of respondents indicated that they thought this package worked well or okay in meeting the community’s goals.
- 50% of respondents indicated that they had major concerns or some concerns about this package meeting the community’s goals.

Table 4.2 Enhanced Corridor Package

Corridor				
Highway 99	River Road	30th Ave to LCC	Coburg Road	MLK, Jr Blvd
EC	EC	EC	EC	EC

4.2 *Package C*

- This package was originally the highest investment option of the three “mix and match” investment package options and the second highest investment of all of the investment package options.
- In the spring 2019 outreach period, 47% of respondents indicated that they thought this package worked well or okay in meeting the community’s goals.
- However, 41% of respondents indicated that they had major concerns or some concerns about this package meeting the community’s goals.

Table 4.3 Package C

Corridor				
Highway 99	River Road	30th Ave to LCC	Coburg Road	MLK, Jr Blvd
EC	EmX	EC	EC	EC

4.3 *Package D*

- This alternative is a refinement of Package C, responding to several themes found in the spring 2019 outreach effort calling for greater levels of investments in transit and bicycle/pedestrian access and safety.
- This package increases the level of investment on Coburg Road to present an option with greater investment levels overall and responds to the desire of some community members to see an option with Coburg Road EmX Alternative.

Table 4.4 Package D

Corridor				
Highway 99	River Road	30th Ave to LCC	Coburg Road	MLK, Jr Blvd
EC	EmX	EC	EmX	EC

4.4 Package E

- This package was developed by Eugene City Council and Lane Transit District Board of Directors at their July 2019 joint work session.
- Decision makers felt that the potential for redevelopment and the opportunity to invest in an underinvested area of the city made it important to include an option that provided an EmX level of investment along Highway 99.

Table 4.5 Package E

Corridor				
Highway 99	River Road	30th Ave to LCC	Coburg Road	MLK, Jr Blvd
EmX	EmX	EC	EmX	EC

4.5 EmX

- This package alternative remains the same as the original proposed package and serves as a bookend to the “mix and match” packages.
- In the spring 2019 outreach period, 46% of respondents indicated that they thought this package worked well or okay in meeting the community’s goals.
- However, 44% of respondents indicated that they had major concerns or some concerns about this package meeting the community’s goals.

Table 4.6 EmX Package

Corridor				
Highway 99	River Road	30th Ave to LCC	Coburg Road	MLK, Jr Blvd
EmX	EmX	EmX	EmX	EC

4.6 Comparison of Refined Investment Packages

This section summarizes the evaluation of the five investment packages. The evaluation summary is followed by Table 4.7, which shows the scores for the criteria for each investment package, and Table 4.8, which shows these scores converted into ratings.

As indicated in the May 2019 Investment Package Alternatives Supplemental Refinement Report, with the July 2019 direction from decision makers the “Annual Systemwide Increase in Ridership” was modeled for the packages advanced to public hearing.

Table 4.7 Scores for Each Investment Package

Evaluation Measure	Enhanced Corridor Package	Package C	Package D (NEW)	Package E (NEW)	EmX Package
Bike/Ped Access and Safety Investments (1-5 rating)	3.0	3.5	3.9	4.1	4.4
Capital Cost (millions)	\$148	\$202	\$274	\$303	\$335
Consistency with Local Plans and Policies (1-5 rating)	3.2	3.4	3.6	3.8	4.4
Investment in Corridors with Higher Level of Low Income and Minority Population	56%	68%	50%	55%	50%
Number/Acreage of Acquisitions	115 / 4.1	150 / 5.0	176 / 8.0	170 / 8.3	177 / 8.4
Operating Cost: Systemwide Change from No-Build (millions)	-\$0.1	\$2.5	\$4.3	\$7.2	\$8.2
Parking Impacts: Corridor On-Street and Off-Street Parking Impacts (number of spaces lost)	188	217	285	288	375
Potential Property Displacements	4	6	6	8	8
Ridership: Estimated Annual Systemwide Increase Compared to No-Build	389,000	521,000	764,000	1,001,000	1,327,000
Support Corridor Development and Redevelopment (1-5 rating)	3.0	3.4	3.8	4.2	4.6
Support from the Public (1-5 rating)	3.56	3.61	3.57	3.56	3.55
Transit Travel Time Improvement	21%	23%	23%	24%	25%
Trees: Number of Medium and Large Trees Impacted	103	222	362	388	432

Table 4.8 Ratings for Each Investment Package

Evaluation Measure	Enhanced Corridor Package	Package C	Package D (NEW)	Package E (NEW)	EmX Package
Bike/Ped Access and Safety Investments					
Capital Cost					
Consistency with Local Plans and Policies					
Investment in Corridors with Higher Level of Low Income and Minority Population					
Number/Acreage of Acquisitions					
Operating Cost					
Parking Impacts					
Potential Property Displacements					
Ridership					
Support Corridor Development and Redevelopment					
Support from the Public					
Transit Travel Time Improvement					
Trees Impacted					

5 Next Steps

The next steps in the process for selecting a preferred investment package are summarized in this section.

5.1 *Selecting a Preferred Package of Investments*

The next steps in the MovingAhead project are focused on local decision makers selecting a preferred package of investments:

- Based on July 2019 direction from decision makers, the project team makes recommended refinements to the range of investment package options and conducts additional modeling and evaluation.
- The City and LTD decision makers hold a public hearing in fall 2019 to gather community input on preferred package of investments.
- Project committees review additional evaluation and input from the public hearing, project team and other committees and make recommendations on a preferred package of investments.
- Decision makers review additional evaluation, public input, and recommendations from project committees and deliberate on a preferred package of investments.
- Decision makers select a preferred package of investments in the five corridors.

5.2 *Revised Schedule*

Because the number of investment packages proposed by the community is so large, requiring this supplemental refinement, the project schedule will need to be extended slightly from the last published schedule to allow for additional consideration by the community and decision makers (Table 5.1).

Table 5.1 Revised Project Schedule

Summer 2019	Project team refines and evaluates range of investment package options
Fall 2019	Public hearing on range of refined investment package options
Fall / Winter 2019	Project committees and decision makers review public input from the public hearing, project team and committees and deliberate on preferred package of investments
Early Winter / Spring 2020	Decision makers select preferred package of investments in the five corridors

5.3 *Community Input – Fall 2019*

In July 2019, City and LTD decision makers determined the refined range of investment package options to advance to a public hearing in fall 2019. The project team evaluated the refined range of investment package options and will publish that information in advance of the public hearing. The City and LTD will hold a public hearing on the range of refined investment package options to gather community feedback.

5.4 Selecting Preferred Investment Package

During the fall and winter of 2019, project committees and decision makers will review community feedback and recommendations on the range of refined investment package options. The project team and project committees will make recommendations on any refinements and a preferred investment package. In early winter / spring 2020, City and LTD decision makers will consider the technical analysis, community feedback and committee recommendations. The decision makers will then select a preferred package of investments in the five corridors that will be implemented or initiated over the next 10 years.

5.5 Implementation

Once City Council and LTD's Board have selected the package of preferred investments along each corridor, there are a number of steps required before improvements are constructed in any corridor:

- The MovingAhead investments are incorporated into each agency's capital improvements program and updates to those CIPs
 - Agency program managers will set initial priorities for investments based on anticipated funding (from funding analysis work) and community needs
 - Agency program managers will coordinate to incorporate investments into CIPs or other projects or programs
 - The starting date of each of the selected multimodal improvements could be staggered over the 10-year investment window according to the coordinated capital improvements programming.
 - CIPs are reviewed and approved by each agency's decision makers
 - Capital projects continue to go through regional (MPO) vetting process
- Partner agencies will seek funding – individually and jointly – to develop and construct the preferred improvements
 - Agency program managers will coordinate and determine best funding opportunities for each of the projects including:
 - Researching funding sources and match opportunities to determine those applicable to the investment packages
 - Reviewing how other communities are funding both enhanced corridor and bus rapid transit projects to determine which of those methods, if any, may be applicable to the investment packages
 - Identifying strategies to fund either an enhanced corridor or EmX project as a Small Starts project (including a range of match opportunities) and strategies to take a more incremental approach towards improvements by leveraging local funding to construct elements of these projects and contributing towards the enhanced corridor vision over time

- Consideration of funding through the Program of Interrelated Projects (included within the Fast Act), which is designed to fund multiple Small Starts projects as a package
- Improvements could be advanced wholly or incrementally, for example, smaller capital improvements proposed as part of a larger project could be identified and funded ahead of the larger project such as intersection improvements
- Consideration of funding options that advance some common corridor elements, such as Transit Signal Priority, throughout all corridors
- Investment priorities may be adjusted if there changes in funding sources or timing
- Once funding is identified, the projects will begin the project development phase which includes additional environmental review (for federally funded projects) and design refinement
 - The project team will make changes, where possible, to minimize impacts or create greater benefits
 - Some improvements may require additional corridor community outreach
 - Some improvements will require one-on-one conversations with property owners and business owners whose property could be affected by the proposed improvements
- After design refinement, partner agencies will seek approvals for environmental compliance, final design, other development permits, and construction costs

After completing all of those steps, the final stage of the improvements is construction.