

Appendix A

This appendix gives a brief description of concepts considered and thought to be a good idea, but not of highest priority as by themselves they had less of an effect on shifting modes away from the automobile across the Willamette River during the peak. The team recommends that these concepts be pursued either in conjunction with priority projects or after, as funding becomes available.

Bicycle/Pedestrian Concepts

Maintain Bike Lanes/Trails

- Continue/improve regular maintenance of bike lanes/trails, ensuring the budget for this is maintained or increased as needed

Implement Intersection Improvements in Downtown and West Salem

- Replace existing pedestrian “walk/don’t walk” signals with pedestrian countdown signals in downtown and West Salem
- Retrofit signalized intersections in downtown and West Salem to include a “leading pedestrian interval”; priority locations may include:
 - Intersections with reported vehicle/pedestrian crashes (especially “right hook” crashes)
 - Intersections where “through” pedestrian movements conflict with double right-turn lanes or double left-turn lanes
 - Other intersections based on community input
- Accelerate implementation of the City’s prioritized list of planned curb extension installations on downtown streets to reduce pedestrian crossing distances
- Construct improvements at the following West Salem intersections:
 - Wallace Road NW at Orchard Heights Road NW
 - Wallace Road NW at Hope Avenue NW
 - Wallace Road NW at River Bend Road NW

Make Signal Modifications that Benefit Bicycling and Walking

- Modify downtown signal timing to reduce average vehicle speeds enhance bicyclist safety and comfort
- Retrofit existing actuated signals in City to detect bicycles and provide adequate green time in response to bicycle actuation, with priority on intersections in downtown and West Salem
- Create bicycle priority signals along key bicycling corridors

- Decrease response time for pedestrian-actuated signals to minimize waiting time for crossing pedestrians

Create a “Park and Walk” at Wallace Marine Park

- Allow vehicle parking in Wallace Marine Park for people that want to walk the rest of the way into work (over Union Street bridge)

Improve Understanding and Utilization of Trip-End Facilities

- Review downtown development code for long- and short-term bicycle parking and shower/locker requirements; rewrite code as needed to increase compliance and increase quality/quantity of trip-end facilities; reference current national best practices
- Education on how to rent and use bike lockers

Offer Women on Bikes Program

- Offer Women on Bikes program to overcome real and cultural barriers to cycling by women. Women-only clinics, workshops, and rides, designed to be welcoming and supportive for participants at any stage of comfort. Rides are themed (e.g. historic houses, heritage trees, ice cream shops, rain gardens), and are low-mileage; no one is dropped.

Transit Concepts

Improve Transit Stop Convenience/Amenities

- Work to increase the number of stops with basic amenities, such as shelters and benches
- Provide amenities at West Salem transit center such as coffee, bicycle repair, convenience retail to enhance wait time experience and provide added security. Consider activity at other park-and-ride locations

Provide Educational Materials and Tools to Make it Easier to Ride Transit

- Provide a “Trip Planning” feature on the Cherriots website, to help riders find the quickest route.
- Be prepared on special events (such as snow days) for new passengers and gear signage, route maps, etc. to be friendly to these new users

Prepare Long-Range Transit Plans

- Prepare a long-range transit plan

Parking Concepts

Reduce Parking Supply

- Reduce the State's parking supply
- Reduce number of parking spaces and replace with bike lanes, bike parking, parks/greenspaces, etc.

Develop Shared-Use Parking

- Develop shared use parking in West Salem core – consider compatible uses such as church/commuter, or movie theater/commuter.

Install Parking Meters in West Salem

- Install on-street metered parking in conjunction with redevelopment in the West Salem Edgewater District area.

Create Parking Bonuses for Using Transit, Biking, or Walking

- Rearrange parking pass programs to give regular transit users or bicyclists the priority parking spots (“good karma” they don’t park every day so when they do they get a prime spot)
- Create a smartcard that can be used for transit (gives you money) and parking (debits money)
- Create a parking program whereby if people give up their parking pass for walking/biking/transit, they receive a certain number of daily passes per month (and have an identified area where they can park); also, if they regret this decision within 6 months, bump them to the top of the parking pass queue (or to their former level of seniority).
- Consider reduced parking rates if individual uses transit as their primary mode

Eliminate Reserved Parking

- Eliminate reserved parking altogether. Require SOV drivers to park on a first-come first served basis., making on-site SOV parking unreliable¹.

Carpool/Vanpool Concepts

Provide Carpool/Vanpool Meeting Locations

- Look for informal and semi-formal locations along OR 22 so that carpool participants do not need to drive out of direction to meet their car-mates. Allow carpool participants to use potential new park and ride along OR 22. The Fairgrounds in Rickreall is an example of a potential carpool meeting location.

¹ <http://www.nelsonnygaard.com/Documents/Quals-Project-Profiles/NNproj-GENENTECH-Parking-and-Trans.pdf>

Increase the Carpool/ Vanpool Only Parking Spots in Downtown

- Provide adequate carpool/ vanpool parking spots in downtown and Capitol Mall area

Provide Financial Incentives to Carpools/Vanpools

- Incentivized carpooling program (pay them to do it)
- Vanpool is free/subsidize for 3-6 months trial period
- If the new bridge or OR 22 bridges are tolled, consider waiving the fee for carpools/vanpools, and provide “casual” carpooling pick up sites on either side of the crossing

Encourage Employers to Provide Parking Incentives to Carpools/Vanpools

- Encourage employers to reserve the best parking spots for carpools and vanpools and waive the parking fee entirely
- Tier the parking, so that carpools of two or more are discounted, and three or more are free.

Conduct Outreach and Targeted Marketing

- Reach out to smaller employers with incentives to try carpooling and education about it – consider running a program that links smaller businesses to each other
- Target neighborhoods as well as employers
- Educate commuters about the options available

Other Concepts Raised

Update Roadways to Make Biking and Walking Easier

- City adopts a “Complete Streets” policy so that future street investments are designed to work well for bicycling, walking, transit, seniors, the handicapped, etc. as well as cars. Is one way to improve multimodal travel conditions
- Consider modifying one way grid system in downtown Salem to a two way grid

Encourage Employer Transportation Demand Management (TDM) Programs

- Create a Transportation Management Agency for Salem
- Encourage/require all employers to identify a transportation coordinator, and then provide that coordinator with information and a community of coordinators from other businesses for ideas and strategies
- Explore ways to encourage flex hours and telecommuting for more offices and for more staff at offices that allow it, encourage tele- and videoconferencing

- Encourage major employers to provide schedule flexibility for employees that would like to rideshare but have different hours.
- Expand the Employee Commute Options (ECO) Rule coverage to the Salem metro area, and/or consider other policy and program options to require and support employer TDM efforts. The Department of Environmental Quality (DEQ) implemented the Employee Commute Options (ECO) Rule in the Portland metro-area in 1996 to improve air-quality in the region. The rule asks Portland metro-area employers to reduce employee auto trips by 10 percent over three years by implementing programs that encourage employees to use alternatives to driving alone.
- Adopt a Parking and Transportation Demand Management (PTDM) ordinance that requires developers that want to build non-residential parking facilities, or expand existing facilities, to develop a PTDM plan that minimizes the number of auto trips made to the site.

Encourage Car Sharing Programs

- Expand the number of ZipCars in the downtown area and provide employer programs where ZipCars can be used for errands, emergency rides home, and other personal reasons during the weekday – tie to car/vanpool programs

Appendix B

This appendix gives a brief description of concepts that were considered but not recommended at this time. Most of these concepts were considered to be good ideas but did not meet the objectives of the Alternate Modes Study.

TABLE
Concepts Considered but Not Recommended at This Time

No.	Concept	Rationale
Bicycle/Pedestrian Concepts		
1.	Install "Bicycle Boxes" at Key Signalized Intersections	Not a priority for enducing mode shift
2.	Develop Sidewalk and Streetscape Improvements along streets in downtown and NE Salem	Does not help with the West Salem/ downtown Salem commute
3.	Provide Pedicab Services	Not a priority for enducing mode shift
4.	Improve Bicycle/Pedestrian Facilities where Portland Rd NE crosses under a railroad Northeast of Downtown Salem	Does not help with the West Salem/ downtown Salem commute
5.	Create a Bike Sharing Program	Not a priority for enducing mode shift
6.	Hire a City of Salem Bicycle and Pedestrian Coordinator	Great idea but beyond scope of study (city-wide)
7.	Implement Periodic Street Closures (i.e. Sunday Parkways)	Great idea but due to terrain in West Salem may not be a success. Try elsewhere in Salem first.
Transit Concepts		
8.	Create Transit-Priority Lanes	Cost expected to outweigh benefit
9.	Reconsider a Fareless Transit Zone	Not a priority for enducing mode shift
Parking Concepts		
10.	Reduce Parking Demand via Mixed Use Development	Already being done
Carpool/Vanpool Concepts		
11.	Create HOV lanes	Cost expected to outweigh benefit
Other Concepts		
12.	Look at bridge tolling as a way to manage congestion	Great idea but beyond scope of study
13.	Conduct a study at Willamette University	Does not help with the West Salem/ downtown Salem commute

PARKING

Concept	Recommendation	Travel Time	Independence of Movement		Comfort and Convenience	Cost to User	Safety and Security	Health and Culture			Effectiveness	Ease of Implementation			Sustainability	Equity		Consistency	Acceptance			
			User confidence that mode will run on schedule	Maintain flexibility/viability with schedule changes				Ability to use commute time in a productive or positive manner	Commute increases physical activity	Workplace culture recognizes the value of concept		Salem residents know about and how to use concept	Good potential to obtain funding (construction)	Good potential to maintain funding (operations)		Vehicles emissions reduced, infrastructure minimizes environmental impacts	Costs shared equally		Benefits shared equally	Consistent with Local Policy	Champions present	Public Acceptance
Reduce Parking Supply	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	●	N/A	●	●	◐	◐	◐	◐	◐	●	○	○
																			Get the City to weigh in on this	Bicycle Advocacy Groups		
Develop Shared-Use Parking	2	N/A	N/A	N/A	●	●	N/A	N/A	N/A	N/A	N/A	●	●	●	◐	◐	◐	◐	◐	◐	●	◐
						Free to user (unless charged for)					alleviated need to build more parking, but doesn't reduce vmt		implementation costs low - coordinating contracts, etc	lower M & O costs for shared parking	Footprint reduction from avoiding building new parking facility		benefits drivers	Get the City to weigh in on this		no controversy expected	may or may not be valued as an asset over time	
Install Parking Meters in West Salem	2	N/A	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	●	N/A	●	●	●	●	●	◐	◐	●	○	○
	Very little on-street parking in West Salem. Could be done upon redevelopment of areas of Wallace Road or Flats.					Reduces user costs for alternative modes				N/A because this is for metered parking in West Salem	parking fees are a known disincentive for driving		Implementation costs low -	will generate revenue	Reduces driving	Costs borne by city installing parking meters - tax revenue used	Revenue could be distributed in many ways . . .	Get the City to weigh in on this	Bicycle Advocacy Groups			
Reduce Parking Demand via Mixed-Use Development	3	◐	◐	N/A	N/A	N/A	N/A	◐	◐	N/A	◐	N/A	○	◐	◐	◐	◐	◐	◐	●	◐	●
	Already Doing	minimizes distances between destinations	shorter commute is more reliable					shorter commute is less stressful	people more likely to walk or bike for shorter trips	only workplaces in these mixed-use developments . . .	To the extent that more origins & destinations are located on the same side of the river		Development funds are tight	M & O costs are medium to high	very minimally - to the extent that it encourages reduced SOV. Plus there is a physical footprint as well			Get the City to weigh in on this				
Improve Parking Safety	2	N/A	N/A	N/A	◐	N/A	N/A	N/A	○	N/A	N/A	N/A	●	●	N/A	●	◐	◐	◐	◐	◐	◐
													low implementation costs -signage mostly	M & O costs are low - existing street maintenance		costs borne by taxpayers	benefits drivers	Get the City to weigh in on this		may not be publicly supported	may not be visible over time	
Encourage Parking Fewer Days per Week	1	N/A	N/A	N/A	◐	N/A	N/A	N/A	◐	●	●	●	●	●	●	◐	◐	◐	◐	●	◐	◐
						potentially reduces price for parking, but provides a disincentive for parking all the time			Encourages using non-driving modes		Potential high mode shift		implementation costs are low	M&O costs low	Potential high mode shift, little physical footprint			Get the City to weigh in on this	emerged from stakeholder meeting	May receive a mix of support and dissent	may not be valued over time	
Encourage Parking at Non-Peak Periods	1	◐	◐	○	●	◐	●	●	○	●	◐	●	●	●	◐	◐	◐	◐	◐	●	◐	◐

Concept	Recommendation	Travel Time	Independence of Movement		Comfort and Convenience	Cost to User	Safety and Security	Health and Culture			Effectiveness	Ease of Implementation			Sustainability	Equity		Consistency	Acceptance		
	1 = Priority 2 = Would help, not critical 3 = Not recommended at this time	Minimize commute time	User confidence that mode will run on schedule	Maintain flexibility/viability with schedule changes	Concept is easy to use and access	Total visible cost is comparable to or lower than SOV	Commuter feels safe and secure for average users	Ability to use commute time in a productive or positive manner	Commuter increases physical activity	Workplace culture recognizes the value of concept	The concept makes a difference in reducing peak demand from the river crossing	Salem residents know about and how to use concept	Good potential to obtain funding (construction)	Good potential to maintain funding (operations)	Vehicles emissions reduced, infrastructure minimizes environmental impacts	Costs shared equally	Benefits shared equally	Consistent with Local Policy	Champions present	Public Acceptance	Provides a community service
		reduces commute time for drivers who beat the peak	greater travel time reliability experienced by users who beat the peak			Cheaper than SOV at peak	They are in their own vehicle - just earlier	Low stress commute		Workplaces encourage beating the peak	will help to reduce peak demand in the am		low-cost program	low cost M&O	Minimal - doesn't reduce vmt, just spreads it. Minimal emissions reductions due to increased average speed		benefits enjoyed by drivers				
Increase the Price of Parking	1	N/A	N/A	N/A	N/A	●	N/A	N/A	N/A	●	●	N/A	●	●	●	●	●	●	●	○	○
						Reduces user costs for alternative modes					parking fees are a known disincentive for driving		Implementation costs low -	will generate revenue	Reduces driving	Costs borne by employers (to implement/change programs)	Revenue could be distributed in many ways . . .	Get the City to weigh in on this	Bicycle Advocacy Groups -		
Apply a Tax to Parking Spaces	1	N/A	N/A	N/A	○	●	N/A	N/A	N/A	●	●	N/A	●	●	●	●	●	●	●	○	○
						Reduces user costs for alternative modes					parking fees are a known disincentive for driving		Implementation costs low -	will generate revenue	Reduces driving	Costs of program implementation born by tax payers	Revenue could be distributed in many ways . . .	Get the City to weigh in on this	Bicycle Advocacy Groups - though elected officials may not support		
Provide Parking Cash-Outs to Employees Using Alternative Modes	1	N/A	N/A	N/A	●	●	N/A	N/A	●	●	●	●	●	●	●	●	●	●	●	●	●
						cash back to employees			If previous SOV driver is now taking alt modes, then yes . . .		Encourages alt modes		can be a cost saver if parking is not being built (Genentech), if parking is already built - costs can be high		high vmt reduction potential, minimal physical infrastructure impacts		benefits shared equally amongst modes (for the employed)				
Create Parking Bonuses for Using Transit, Biking, or Walking	2	●	●	●	●	●	N/A	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		Less time to find parking	Time to find parking spot is more reliable	Parking spot is still there throughout the day		Free to users (unless there are parking fees)		Don't have to hunt for a parking space	targets SOV users to try alt modes		Makes a difference in combination with other concepts . . .		low implementation costs -	M&O costs low	to the extent it encourages SOV mode shift		Benefits multiple mode users - but only those with vehicles	Check with City	May be controversial	may not be visible over time	
Eliminate Reserved Parking	2	N/A	●	N/A	●	N/A	N/A	●	N/A	●	●	●	●	N/A	●	●	●	●	●	○	●
			reduces reliability of SOV mode	less schedule flexibility for SOV drivers				increased stress of commute for SOVs re finding parking							to the extent it encourages SOV mode shift			Check with City			