

# Salem Willamette River Crossing Alternate Modes Study: Revised Recommendations

**PREPARED FOR:** Salem Willamette River Crossing Alternate Modes Study  
Stakeholder Advisory Committee

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The following memo describes the Salem Willamette River Crossing Alternate Modes Study revised recommendations. This writeup modifies the preliminary recommendations described in Technical Memorandum 6: Concept Evaluation and Preliminary Recommendations based on feedback received at the second Stakeholder Advisory Committee (SAC) meeting, briefings given to the Salem City Council, Cherriots Board of Directors, the SKATS Policy Committee, Salem's Citizen Advisory Transportation Committee, and the West Salem neighborhood, as well as comments received from the public throughout September and October.

For brevity, this memo describes only those recommendations considered to have the highest potential for removing peak-hour auto trips from the Willamette River bridges in Salem. Other concepts recommended but as a lower priority are described in Appendix A. Concepts considered but not recommended are summarized in Appendix B. The raw evaluation scores and rationale are provided as Appendix C.

The revised recommendations described in this memo will be refined based on input from the Project Management Team and Stakeholder Advisory Committee and incorporated into the final Alternate Modes Study.

## Revised Recommendations

The revised recommendations are described throughout the remainder of this memo, organized by mode, as well as by type of improvement. Physical infrastructure or operational recommendations are described in a section called "Transportation System Management (TSM) Recommendations." Educational, financial, policy, or programmatic recommendations are described in a section called "Transportation Demand Management (TDM) Recommendations."

Priority TSM concepts are illustrated in Figures 1A (Bicycle/Pedestrian Network), 1B (Bicycle/Pedestrian Spot Treatments), and 2 (Transit) at the end of this memorandum. Priority TDM concepts are described separately in the Draft TDM Program white paper.

## Bicycle/Pedestrian Concepts

### TSM Concepts

All of the bicycle/pedestrian infrastructure or operational concepts and their initial rankings are provided in Table 1 below. High-priority concepts are described over the following pages, and are illustrated in Figures 1A and 1B. Recommendations 1-7 are to the bicycle/pedestrian *network* and are illustrated in Figure 1A. Recommendations 8-16 are *spot-or program* improvements, and are illustrated in Figure 1B.

**TABLE 1**  
Bicycle/Pedestrian TSM Concepts

No.	Concept	Rating (1-3)
1.	Stripe new bike lanes	1
2.	Add shared roadway markings, aka “sharrows”	1
3.	Extend Salem Parkway shared use path	1
4.	Develop bicycle boulevards on key streets	1
5.	Provide rail-to-trail facilities	1
6.	Maintain bike lanes/trails	1
7.	Develop bike routes in West Salem Neighborhoods	1
8.	Develop shared use path corridors in key locations	1
9.	Extend the riverfront pathway network	1
10.	Improve sidewalk connectivity	1
11.	Enhance bicycle-transit integration	1
12.	Add a bike/ped overcrossing	1
13.	Add bicycle parking downtown and provide for a bike rack request system	1
14.	Improve or provide trip-end facilities	1
15.	Improve the safety of bike/ped crossings	1
16.	Continue/improve bicycle wayfinding signage	1
18.	Implement intersection improvements in downtown	2
19.	Make signal modifications that benefit bicycling and walking	2
20.	Make signal modifications that benefit bicycling and walking	2
21.	Create a “Park and Walk” at Wallace Marine Park	2
22.	Install “bicycle boxes” at key signalized intersections	3
23.	Develop sidewalk and streetscape improvements along key streets	3

**TABLE 1**  
Bicycle/Pedestrian TSM Concepts

No.	Concept	Rating (1-3)
24.	Provide pedicab service from Wallace Marine Park and downtown/Capitol	3
25.	Improve Bicycle/Pedestrian Facilities where Portland Rd NE crosses under a railroad Northeast of Downtown Salem	3
26.	Create a Bicycle Lending Program	3
27.	High capacity bicycle parking in a central location	3

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

### Priority TSM Recommendations

1. **Stripe New Bike Lanes** – stripe new bicycle lanes, or widen existing bike lanes where they don't meet current design guidelines, on the following streets:
  - Broadway Street NE between Liberty Street NE and Salem Parkway NE (this project was previously-proposed in the Salem TSP)
  - Center Street NE between Commercial Street NE and 17<sup>th</sup> Street NE (this project was previously-proposed in the Salem TSP)
  - Marion Street NE between 13<sup>th</sup> Street NE and Commercial Street NE (this project was previously-proposed in the Salem TSP)
  - Commercial Street SE between Ferry Street SE and Trade Street SE (this project was previously-proposed in the Salem TSP)
  - Commercial Street NE (southbound) between “D” Street NE and Division Street NE (this project was previously-proposed in the Salem TSP)
  - Commercial Street NE/SE between Division Street NE and Ferry Street SE
  - Liberty Street SE/NE between Ferry Street SE and Division Street NE
  - Market Street NE between Commercial Street NE and Capitol Street NE (this project was previously-proposed in the Salem TSP)
  - Bike lanes or a shared-use path as part of the development of Marine Drive NW (this project was previously-proposed in the Salem TSP)
2. **Install shared lane markings (“sharrows”)** – where bike lanes would be indicated by plans/policy but cannot currently be accommodated (e.g., right-of-way limitations or other physical constraints), and in the following locations:
  - Liberty Street SE between Trade Street SE and Ferry Street SE
  - Rosemont Avenue NW between 1<sup>st</sup> Street NW and 6<sup>th</sup> St NW
  - Musgrave Avenue NW (in Wallace Marine Park)

3. **Extend the Salem Parkway Shared-Use Path** – Extend existing path across the Willamette River (only recommended if part of the future Salem River Crossing project, does not make sense as a stand-alone project). Note that a new bridge would be required to have bike/ped facilities per ORS 366.514.
4. **Develop Bicycle Boulevards** – bicycle boulevards are shared roadways that allow local motor vehicle traffic but discourage cut-through traffic and give priority to through cyclists. Bicycle boulevards are recommended on the following streets:
  - Union Street NE between Front Street NE and Capitol Street NE
  - Chemeketa Street NE between Front Street NE and 24<sup>th</sup> Street NE, including signed connections through the Capitol Mall area
  - Winter Street NE/Laurel Avenue NE / Myrtle Avenue NE / Spruce Street NE/ Cherry Avenue NE between Court Street and Pine Street (part of this project was previously-proposed in the Salem TSP as a *bike route*)
  - Church Street NE between Union Street NE and Pine Street NE
  - 6<sup>th</sup> Street NW between Rosemont Avenue NW and Patterson Street NW
  - 4<sup>th</sup> Street NE between Market Street NE and Tryon Street NE
  - 2<sup>nd</sup> St NW between Patterson St NW and Rosemont Avenue NW
  - Patterson Street NW between Edgewater Street and 9th Street
5. **Add Rail-to-Trail Facilities**– examine the feasibility of constructing a rail-to-trail project west of Wallace Road, with improved connections to the existing trail leading out along Highway 22 towards Monmouth(with potential future improvements to this trail)
6. **Maintain Bike Lanes/Trails** - Continue/improve regular maintenance of bike lanes/ trails, ensuring the budget for this is maintained or increased as needed
7. **Develop Bike Routes in West Salem Neighborhoods** - Develop a signed shared roadway connecting West Salem residential neighborhoods with the Edgewater District via low-volume streets including Whitetail Deer Street NW, Margarett Street NW, and Altimont Drive NW (note: project would include development of short shared use path segments to connect discontinuous streets, and paving of Altimont Drive NW)
8. **Add Shared-Use Paths** - develop shared-use paths along key corridors:
  - Develop a shared use path along Pringle Creek between the existing Pringle Creek Path northern terminus and Riverfront Park (this project was previously proposed in the Salem TSP)
  - Develop a shared use path between the southern terminus of the existing Pringle Creek Path and the existing trail in Bush Pasture Park (specific route would need to be determined by a feasibility study)
9. **Extend the Riverfront Pathway Network** – develop a shared use path along the Willamette River’s west side north of the Union Street Bicycle/Pedestrian Bridge. Include connections to Wallace Road NW and other key West Salem bicycle/pedestrian routes

10. **Complete Sidewalk Infill Projects** – complete sidewalk infill projects on major West Salem streets including Glen Creek Road NW and Orchard Heights Road NW
11. **Enhance Bicycle-Transit Integration** – Cherrriots has shifted to fewer transit lines which exacerbates the “last mile” problem (i.e. suitable connections between homes and transit stops). Link up the bike and pedestrian network with the transit network, and provide secured bike parking (such as bike lockers) at these connection points. Specific locations for improved bicycle facilities at transit stops should be determined by Cherrriots, based on ridership numbers, density, and safety concerns, among other things.
12. **Add a Bicycle/Pedestrian Overcrossing** – Construct a grade-separated bicycle/pedestrian crossing at Wallace Road and the Union Street bicycle/pedestrian path. Conduct a feasibility study to determine whether the overcrossing could be designed in a way to minimize out-of-direction travel associated with overcoming minimal clearances (e.g., by partially depressing Wallace Road) in this area.
13. **Add Bicycle Parking** – Implement the following:
  - Bicycle Corrals: Convert select on-street parking spaces to “bike corrals” at select high-demand locations, such as major downtown employment sites or activity centers
  - Work with major employers to add on-site bicycle parking where needed.
  - Create a bike rack request system to track unmet demand and strategically increase bicycle parking in downtown
14. **Improve Trip-End Facilities** – (focus on construction of improvements), including:
  - Provide changing/shower and secure bike parking facilities at destinations (encourage at workplaces, provide in central area such as gyms)
  - Assess existing employer trip-end facilities for quantity and quality of parking, showers and lockers
15. **Safe Crossings** – improve bicycle and pedestrian connections on the east and west sides of the Willamette River bridges (Union Street and Center Street), including:
  - Improve Union Street Bicycle/Pedestrian Bridge connections for non-motorized users, focusing on Edgewater Street NW and Wallace Road NW on the west, and Commercial Street NE/SE on the east
  - Improve crossings for bicyclists and pedestrians at the busy intersection of Wallace Road NW at Glen Creek Road NW
16. **Continue/Improve Bicycle Wayfinding Signage** – install the currently-planned bicycle wayfinding signs in vicinity of the Union Street and Center Street bridges; expand wayfinding signage to cover bicycle routes throughout downtown and West Salem
  - Develop a signed shared roadway connecting West Salem residential neighborhoods with the Edgewater District via low-volume streets including Lupin Lane NW and Karen Way NW (note: project would include development of a short shared use path segment through Chandler Park, and formalization of a stairway on Patterson Street NW near Walker School (stairway would include a “wheel gutter” for bicycles))

## TDM Concepts

All of the bicycle/pedestrian educational, policy, or programmatic concepts and their initial rankings are provided in Table 2 below. High-priority concepts are described briefly on the next page and more fully in the TDM plan.

**TABLE 2**  
Bicycle/Pedestrian TDM Concepts

No.	Concept	Rating (1-3)
A.	Create/enhance employer bicycle/pedestrian programs and facilities	1
B.	Create incentive/challenge programs to encourage biking & walking	1
C.	Enhance information distribution about bicycling and walking	1
D.	Hire a city of Salem bicycle and pedestrian coordinator	1
E.	Improve understanding and utilization of trip-end facilities	2
F.	Provide education to clarify misconceptions of walking/bicycling times	3
G.	Create programs to make bicycles and maintenance "know-how" available to more users	3
H.	Implement periodic street closures (i.e. Sunday Parkways)	3

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

### Priority TDM Recommendations

#### A. Create/Enhance Employer Bicycle/Pedestrian Programs and Facilities

- Provide workshops at employment sites on the benefits of cycling, how to get started, and how to ride safely (in traffic, etc.)
- Sponsor or encourage mentor (or "buddy") rides where an experienced cyclist meets a new cyclist at their house and rides with them to their destination
- Increase marketing of the emergency ride home program to bicycle commuters
- Educate and assist downtown businesses with using state BETC (Business Energy Tax Credit) benefits to implement bicycle/pedestrian facilities and programs
- Bike-Friendly Business program - Trains, supports, and recognizes business who encourage bicycling by their employees and visitors. A program may include a bike-friendly business audit program; information on new federal bicycle commuter tax credit program to employers; an annual bike-friendly business certification program; public recognition of bike-friendly businesses; staff time and/or financial support for building facilities and creating incentives; incentive programs that offer cash, treats, credit at a bike shop, or in-kind items to bicyclists; assistance with bike parking; discounts for customers who arrive by bicycle

**B. Create and/or Encourage Existing Incentive/Challenge Programs**

- Sponsor an event to get people to try riding their bike three times to get over the “hurdle” of the West Salem hills. This could be combined with the Bicycle Commute Challenge or could be a separate event (week long, or similar to Davis, CA’s “Cyclebration” to raise awareness about the history and benefits of cycling. Events can be hosted by the City, individual employers, the Mid-Willamette Valley Bicycle Transportation Alliance (MWVBTA), the Council of Governments (COG), and/or other community partners. Sample activities: energizer stations; breakfast rally; group ride (e.g. with mayor or local celebrity); bike/bus/ car race
- Provide financial and other incentives for bicycle commuters, such as “cash back”
- Breakfast on Bikes – event to reward and encourage commuting cyclists. Already being done in Salem by MWVBTA; should be continued. See also <http://breakfastonbikes.blogspot.com/search/label/Breakfast>
- Bicycle Benefits Program - In this promotion program, businesses offer discounts or special offers to cyclists. Cyclists purchase a sticker for their helmets (cost is \$5) and then use it at participating businesses

**C. Enhance Information Distribution about Bicycling and Walking**

- Create a one-stop bike information website with bicycling information; may include resources, maps and map orders, safety, events, groups
- Create a free online bicycle trip route planner, similar to ByCycle.org, to help Salem residents utilize the existing bicycle network
- Provide free bike maps that contain routing/ distance/ travel time/ and bicycle safety information. Could be geared at West Salem and/or downtown Salem. Maps should include transit lines, stops and transit centers; bicycle lanes, pathways, and routes/boulevards; bicycle parking; walking infrastructure as appropriate; and destinations. Implement a program to print, distribute, and update the map
- Offer cycling skills courses to interested bicyclists. Topics may include maintenance basics, bike cleaning, riding in the rain and dark, shopping by bike, or commute tips

**D. Hire a City of Salem Bicycle and Pedestrian Coordinator**

- Hire 1 FTE to help coordinate and implement the bike/ped recommendations and maintain the network

## Transit Concepts

### TSM Concepts

All transit infrastructure or operational concepts and their initial rankings are listed in Table 3 below. High-priority concepts, illustrated in Figure 2, are described on the next page.

**TABLE 3**  
Transit TSM Concepts

No.	Concept	Rating (1-3)
1.	Implement Transit Signal Priority	1
2.	Consider a Downtown Circulator Bus	1
3.	Improve Access to the West Salem Transit Center	1
4.	Provide Real-Time Travel Information	1
5.	Transit service to University/Hospital	1
6.	Transit Queue Jump Lanes	1
7.	Increase Service on CARTS Routes	1
8.	Improve Transit Park & Ride Facilities West of Salem	1
9.	Improve Transit Service to the Edgewater District	1
10.	Improve Transit Service Frequency to West Salem	1
12.	Improve Transit Stop Convenience/Amenities	2
13.	Expand Hours of Transit Service	2
14.	Create Transit-Priority Lanes	3

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

### Priority TSM Recommendations

1. **Implement Transit Signal Priority** – Equip Cherriots buses with sensors to communicate with traffic signals. Implement transit signal priority at key intersections so that buses can proceed through intersections with minimal or no delay if they are running behind schedule. An implementation project for the Broadway/River Road corridor is in the MPO’s Transportation Improvement Program. Key intersections in West Salem include:
  - Wallace Road / Orchard Heights
  - Wallace Road / Glen Creek Road
  - Wallace Road / 7<sup>th</sup> Street
  - Wallace Road / Edgewater Street
  - Commercial Street / Marion Street
2. **Downtown Circulator** – Conduct a feasibility study for a downtown circulator route that connects major employers, bike parking, and carpool parking locations to common destinations in the downtown area. The idea is to make commuters who take alternate modes more confident that they can get around downtown and run errands on their lunch break. The circulator would be different from the main Cherriots fleet and geared towards the needs of downtown Salem’s employees and shoppers. The circulator route could be a precursor for an eventual downtown streetcar.

3. **West Salem Transit Center** – Move the transit center to the south, with stops on each side of Wallace Road to minimize the out-of-direction travel and time needed for buses to serve it. In the short term, improve transfer connections through a pulse at the transit center. Allow for some service beyond the transit center (e.g., Route 25, CARTS Route 50) without a transfer. In the long term, remove the need to transfer in West Salem.
4. **Provide Real-Time Travel Information** – Equip transit vehicles with Global Positioning Systems (GPS) and use that technology to provide electronic real-time travel information at bus stops and through call-in, internet and mobile phone look ups
5. **Transit Service to University and Hospital** – Focus transit service to connect the transit mall with major employers such as Willamette University and the Salem Hospital, as well as the Salem Amtrak Station.
6. **Transit Queue Jump Lanes** – Construct transit queue jump lanes at the east and west ends of the OR 22 bridges to reduce delay to transit. Extend the transit queue jump lane on Marion Street from the bridge head to the Transit Mall along Church Street.
7. **Increase Service on CARTS Routes**– Increase service frequency to Rickreall, Monmouth, Dallas, and Independence (20 minute headways during AM and PM peak), in addition to the Spirit Mountain Casino service. This recommendation requires a change to Cherriot's charter, described under TDM recommendations below
8. **Improve Transit Park & Ride Facilities West of Salem** – Consider physical improvements to the Rickreall Park & Ride and increase transit service to this location. Consider adding an additional Park & Ride along Independence Highway.
9. **Improve Transit Service to the Edgewater District** – Extend Route 25 to provide service to the Edgewater District and provide frequent service (12 minute headways during AM and PM peak)
10. **Improve Transit Service Frequency to West Salem** – Provide 15 minute transit service to West Salem routes in the morning and afternoon peak.

### Priority TDM Recommendations

All transit-related educational, policy, or programmatic concepts and initial rankings are provided in Table 4 below. High-priority concepts are described briefly on the next page and more fully in the TDM plan.

**TABLE 4**  
Transit TDM Concepts

No.	Concept	Rating (1-3)
A.	Conduct Targeted Marketing/Recruitment	1
B.	Reduce the Direct Cost of Transit Passes to Commuters	1
C.	Stabilize and Grow Transit Funding	1
D.	Provide Educational Materials and Tools	2

**TABLE 4**  
Transit TDM Concepts

No.	Concept	Rating (1-3)
E.	Prepare Long-Range Transit Plans	2
F.	Reconsider a Fareless Transit Zone	3

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

### Priority TDM Recommendations

#### A. Conduct Targeted Marketing/Recruitment to Increase Ridership

- Increased marketing of transit service to State Employees
- Targeted marketing to improve transit's image in Salem, promote it as a mode not just for captured riders but for choice riders too
- Gear marketing to ask people to "try it out" – during special events, days, etc.

#### B. Reduce the Direct Cost of Transit Passes to Commuters

- Work with Willamette University and other large employers to institute Bus Pass Programs
- Combine employer- or grant-funded incentives for transit (reduced pass, , pre-tax pass, free pass) with disincentives for driving (fee, increased fee)
- Offer transit passes at reduced costs to neighborhoods that agree to participate in key education and outreach efforts

#### C. Stabilize and Grow Transit Funding

- Modify the charter to allow Cherriots to collect monies and provide additional service outside Salem
- Restructure the funding sources for Cherriots operating budget to provide better long-term stability and allow for increased funding over time.

## Parking Concepts

### TSM Concepts

All parking infrastructure concepts and their initial rankings are listed in Table 5 on the following page. Concepts are described in Appendix A.

**TABLE 5**  
Parking TSM Concepts

No.	Concept	Rating (1-3)
1.	Reduce Parking Supply	2
2.	Develop Shared-Use Parking	2
3.	Install Parking Meters in West Salem	3

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

The highest priority parking recommendations were all focused on financing and policy. These are described under TDM recommendations below.

## TDM Concepts

All parking-related educational, policy, or programmatic concepts and initial rankings are provided in Table 6 below. High-priority concepts are described briefly on the next page and in more detail in the TDM plan.

**TABLE 6**  
Parking TDM Concepts

No.	Concept	Rating (1-3)
A.	Encourage Parking Fewer Days per Week	1
B.	Encourage Parking at Non-Peak Periods	1
C.	Increase the Price of Parking	1
D.	Apply a Tax to Parking Spaces	1
E.	Provide Parking Cash-Outs to Employees Using Alternate Modes	1
H.	Create Parking Bonuses for Using Transit, Biking, or Walking	2
I.	Eliminate Reserved Parking	2
F.	Reduce Parking Demand via Mixed-Use Development	3
G.	Improve Parking Safety	3

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

## Priority TDM Recommendations

### A. Encourage Parking Fewer Days per Week

- Develop incentives for not using parking pass everyday. Provide a punch card parking pass with less “punches” than there are workdays as was successfully used at major employer locations in California and Washington

- Allow greater flexibility in parking programs through weekly, daily, hourly payment methods, so people will only purchase parking for what they need. Consider ways to restructure parking programs so that it is more economical to purchase on a daily or punch card basis

#### **B. Encourage Parking at Non-Peak Periods**

- Allow “early bird” parking prices for vehicles arriving before peak periods

#### **C. Increase the Price of Parking**

- Auction parking spaces with a reserve price to start (this also helps to establish the “right” price for parking)
- Encourage Salem Hospital to begin charging for parking
- Encourage Willamette University and the State of Oregon to increase parking pricing and/or change prices as demand changes over day/week

#### **D. Apply a Tax to Parking Spaces**

- Apply a differential property tax to parking spaces or increase parking tax liability

#### **E. Provide Parking Cash-Outs to Employees Using Alternate Modes**

- Implement an employer based parking cash-out program where employees pay for a parking pass, or get paid to use another mode (such as a subsidy per day for walking, biking, or carpooling to work)

## **Carpool/Vanpool Concepts**

### **TSM Concepts**

All carpool/vanpool infrastructure concepts and their initial rankings are listed in Table 7 on the following page. High-priority concepts are described briefly below and in more detail in the Draft TDM Program white paper.

**TABLE 7**  
Carpool/Vanpool TSM Concepts

<b>No.</b>	<b>Concept</b>	<b>Rating (1-3)</b>
1.	Provide Carpool/Vanpool Meeting Locations	1
2.	Increase the Carpool/ Vanpool Only Parking Spots in Downtown	2
3.	Create HOV lanes	3

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

1. **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. Consider providing a carpool/vanpool meet up location at the relocated West Salem Transit Center. Allow carpool participants to use potential new park and rides west of Salem.

## TDM Concepts

All carpool/vanpool-related educational, policy, or programmatic concepts and initial rankings are provided in Table 8 below. High-priority concepts are described briefly on the next page and in more detail in the TDM plan.

**TABLE 8**  
Carpool/Vanpool TDM Concepts

No.	Concept	Rating (1-3)
A.	Provide the Upcoming Dynamic, Real-Time Carpool/Vanpool Match-up Services	1
B.	Provide Financial Incentives to Carpools/Vanpools	1
C.	Promote and Expand the Emergency Ride Home Program	1
D.	Encourage Employers to Provide Parking Incentives to Carpools/Vanpools	2
E.	Conduct Outreach and Targeted Marketing	2

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

## Priority TDM Recommendations

- **Promote the Upcoming Dynamic, Real-Time Carpool/Vanpool Match-up Services** - Cherriots Rideshare program is currently in the process of coordinating with ODOT and Washington State Department of Transportation (WSDOT) on developing a new tri-state rideshare database. An option to consider as part of this is expanding the program to include dynamic, real-time carpool and vanpool matches. Support the formation of short-notice carpools by utilizing social networking applications, such as Facebook, Smart Neighbor, or Craig's List. Use the new program to expand the carpool and vanpool market to include younger riders and an increase in short-term matches.
- **Provide incentives to commuters who try carpooling or vanpooling.**

Potential programs include:

- A bonus program where employees who enroll in the rideshare matchup program and then try carpooling or vanpooling at least 5 times, receive a small cash bonus in their paychecks.

- If the new bridge or OR 22 bridges are tolled, the fee for carpools/vanpools could be waived or reduced, and “casual” carpooling sites could be provided on each side of the crossing.
- Continue to subsidize vanpools, and increase the subsidy if possible
- Enroll active members of the rideshare database in regular prize drawings
- **Promote and Expand the Emergency Ride Home Program** - Promote the existing Emergency Ride Home program provided by Cherriots and/or expand it to work in conjunction with the tri-state rideshare database currently being developed by the WSDOT. Until the new database and funding become available (contingent upon the Oregon Transportation Commission), implement the following:
  - Consider expanding the number of times per year that eligible employees can receive an emergency ride home.
  - Ensure all major downtown employers are enrolled in the program.
  - Make sure employees who bike and walk to work are also aware of their eligibility to participate. Currently, commuters must enroll in the program by filling out a rideshare application, which may be confusing to cyclists and pedestrians.
  - Expanding the advertising & marketing budget for the emergency ride home program.
  - Provide Financial Incentives to Carpools/Vanpools

## Other Concepts

This section describes those concepts that either spanned multiple modes of transportation or were land-use or finance based.

### TSM Concepts

The two “other” infrastructure concepts were both related to land use. Their initial rankings are listed in Table 9 below. Concepts are illustrated in Figure 2 and described in this section.

**TABLE 9**  
“Other” TSM Concepts

No.	Concept	Rating (1-3)
1.	Create a Green Zone in Downtown	1
2.	Develop Transit Friendly Land Use Strategies	1

NOTE: 1 = High-priority concepts  
2 = Secondary concepts  
3 = Not recommended at this time

## Priority TSM Recommendations

Both of the land use concepts were considered high priority, and are described below.

1. **Create a Green Zone in Downtown** – brand a special “green zone” in Wallace Park and downtown Salem in the vicinity of Union Street Bridge. This would provide for a pedestrian- and bicycle-friendly environment through elements such as landscaping, pavers, and signage to form something akin to a linear park between Wallace Road and the core of downtown Salem. This improvement would serve as a sort of city designation and is compatible with the Salem Vision 2020 Plan.
2. **Develop Transit Friendly Land Use Strategies<sup>1</sup>** – encourage increased pedestrian- and transit-friendly design guidelines, and more mixed use in two specific areas of West Salem:
  - Within the Edgewater District – encourage mixed use development with building orientation to the street, parking in the rear, and amenities such as wide sidewalks, landscaping, and street furniture to encourage walking, bicycling, and transit use
  - Along Wallace Road – between Edgewater Street and the River Bend Road. Create design standards and zoning code modifications to over time provide an incentive for more pedestrian-, bicycle-, and transit-friendly development. This would include encouragement of medium- and high-density residential, commercial, and mixed use development; building orientation to the street; and amenities as described above to encourage walking, bicycling, and transit use

## TDM Concepts

The educational, policy, or programmatic concepts listed and ranked in Table 10 below either span modes or relate to modes not specifically described above (e.g., car sharing programs and funding). High-priority concepts are described briefly below and in more detail in the TDM plan.

**TABLE 10**  
“Other/Multimodal” TDM Concepts

No.	Concept	Rating (1-3)
A.	Develop an Individualized Marketing Program (Smart Trips)	1
B.	Develop a Full-Service One-Stop Website for Alternate Modes	1
C.	Acknowledge and Reward Commuters who Adopt Alternate Modes	1
D.	Provide Education on Bicycle/Transit Integration	1
E.	Encourage Employer TDM Programs	1
F.	Update Roadways to Make Biking and Walking Easier	2
G.	Encourage Car Sharing Programs	2
H.	Create an Alternative Transportation Culture	3

<sup>1</sup> These concepts are compatible with the recommendations of the 2003 West Salem Neighborhood Plan.

**TABLE 10**  
 "Other/Multimodal" TDM Concepts

No.	Concept	Rating (1-3)
I.	Tie Alternate Mode Funding to State Projects	3
J.	Study Specific Market Segments to Identify Target Populations for Behavior Change	3

NOTE: 1 = High-priority concepts  
 2 = Secondary concepts  
 3 = Not recommended at this time

### Priority TDM Recommendations

#### A. Develop an Individualized Marketing Program (Smart Trips) for the West Salem/Downtown Commute

- Develop an individualized marketing campaign for alternate modes. Provide residents with specific information on the transportation options available to them and provide incentives for residents to try walking, biking, ridesharing, and taking transit.

#### B. Develop a Full-Service One-Stop Website for Alternate Modes

- Develop a generalized marketing campaign for alternate modes. Develop a one-stop website for alternate modes that offers transit tips, facts and tools, trip planning assistance, links to transit and bike maps, transit schedules and updates, links to ridesharing information, links to car-sharing programs, and bicycle information
- Develop an online "Commuter Calculator" to help residents calculate how much they can save by carpooling, vanpooling, taking transit, biking and telecommuting
- Develop a community website that allows individual commuters to log their alternate transportation trips and posts information about the number of vehicle miles and greenhouse gas emissions they have reduced

#### C. Acknowledge and Reward Commuters who Reduce Single Occupancy Vehicle Trips

- Develop individual and company Commuter of the Year awards in combination with the above idea, to acknowledge and reward the commuter that has reduced the most miles

#### D. Provide Education on Bicycle/Transit Integration

- Education on how to use bicycle racks on transit vehicles (to overcome intimidation). One method could include placing a video on Cherriots website.

#### E. Develop Employer 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.

## **Next Steps**

The revised recommendations will be discussed with the SAC to establish priority and timeframe to be implemented. The team will prepare cost estimates and identify potential funding for all recommendations, and incorporate them into the Salem Alternate Modes Study.