TECH MEMO #6: PREFERRED ALTERNATIVES

Date: March 26, 2021 Project #: 23021.005

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Project: Independence Transportation System Plan (TSP) Update

Subject: Tech Memo #6: Preferred Alternatives

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INTRODUCTION

This memorandum presents the preferred alternatives developed by the project team to address the gaps, deficiencies, and needs identified throughout the planning process. The preferred alternatives identified in this memorandum will form the basis for the plans, policies, programs, and projects included in the Independence Transportation System Plan (TSP) update.

Previous technical memoranda documented existing gaps and deficiencies in the transportation system (see *Tech Memo 3: Existing Conditions Inventory and Analysis)*, future transportation system needs to address growth (see *Tech Memo 4: Future Systems Conditions*), and potential transportation system alternatives to address the gaps, deficiencies, and needs (see *Tech Memo 5: Alternatives Analysis and Funding Program*).

The project team combined information provided in these and other technical memoranda to select the preferred alternatives and identify priorities for the preferred and cost constrained plans. The priorities reflect the goals and objectives and evaluation criteria developed for the TSP update (see *Tech Memo 2: Project Goals and Objectives and Evaluation Criteria*). The information provided in this memorandum was revised based on input from the project team, the project advisory committees, and the community.

PROJECT GOALS, OBJECTIVES, AND EVALUATION CRITERIA

Project goals, objectives, and evaluation criteria were developed early in the planning process to guide the development of the TSP update. The project goals, objectives, and evaluation criteria reflect the vision of a vibrant community and emphasize the desire to increase options for people walking, biking, and taking transit. The project goals and objectives were used to select the preferred alternatives, while the evaluation criteria were used to prioritize them in the planned and cost constrained plans.

Preferred Alternatives

A qualitative assessment of the transportation system alternatives was conducted by the project team to identify the preferred alternatives. The qualitative assessment considered the goals and objectives of the TSP update as well as potential environmental impacts, engineering challenges, and input from the community. The goals of the TSP update are documented in Tech Memo 2 and summarized below.

- **Goal 1: Consistency with Community Vision** – Develop and maintain a transportation system that is consistent with the community vision of a vibrant, historic, riverfront, full-service community that celebrates its unique multi-cultural heritage and respects the environment while fostering a stable, diversified economy.
- **Goal 2: Smooth and Safe Traffic Flow** – Optimize the performance of the transportation system to provide smooth and safe traffic flow along area roads.
- **Goal 3: Increased Walking, Biking, Scooter, and Non-motorized Trips** – Enhance and expand the multimodal transportation system to encourage increased walking, bicycling, scooter, and other non-motorized trips.
- **Goal 4: Increased Transit Ridership** – Support the development of an efficient public transportation system to encourage increased transit ridership.
- **Goal 5: Future Focused** – Support the development and implementation of transportation solutions that are future focused and enhance the mobility and safety of all travel modes.
- **Goal 6: Financial Stability** – Develop funding solutions for transportation system improvements that maintain the financial stability of the City.

Alternatives that received the same or similar scores were discussed by the project team and, in most cases, a preferred alternative was identified. However, in some cases two or more preferred alternatives remain and are presented below for further consideration. *Attachment A contains the qualitative assessment of the alternatives.*

Prioritization

The preferred alternatives were further evaluated based on the project evaluation criteria to identify priorities for the cost constrained plan. The preferred alternatives were identified as high, medium, and low priority based on how well they meet the evaluation criteria and by extension, the goals of the TSP update. *The evaluation criteria are included in Attachment B. Attachment B also indicates how the evaluation criteria were used to evaluate and prioritize the projects.*

PLANNING LEVEL COST ESTIMATES

Planning level cost estimates were developed for the preferred alternatives based on average unit costs for similar projects within the Pacific Northwest. The cost estimates help provide a realistic plan that reflects the City's financial forecast. The cost constrained plan was developed by identifying forecasted transportation funding (see *Tech Memo 3: Existing Conditions Inventory and Analysis*) and selecting higher priority projects from the planned plan that can be funded with forecasted funds.

TRANSPORTATION FUNDING

The TSP will include a preferred plan, which identifies all the plans, policies, programs, and projects needed to address the gaps, deficiencies, and needs within the city over the next 20 years. The TSP will also include a cost constrained plan, which reflects the financial forecast and identifies what the City anticipates being able to fund over the next 20 years. The amount of local funds available for capital projects in the TSP is estimated to be approximately $10.0 million or roughly $0.5 million per year.

PLANNED TRANSPORTATION SYSTEM COST SUMMARY

Table 1 summarizes the full cost of the preferred and cost constrained plans for the TSP Update. As shown, the full cost of the preferred plan is approximately $60.8 million over the 20-year period, including $17.4 million in high priority projects, $7.3 million in medium priority projects, and $36.1 million in low priority projects. Based on the anticipated funds available for capital improvements, the cost constrained plan includes the high priority projects.[1]

[1] The high priority projects include those that are most likely to be funded by the City over the 20-year planning horizon. The medium and low priority project are aspirational and will be funded through grants and additional funding sources as they become available and/or by private developers as part of future development.

Table 1: Planned Transportation System Cost Summary

Project Type	High Priority	Medium Priority	Low Priority	Total
Planned Transportation System				
Roadway	$5,295,000	$9,875,000	$19,365,000	$34,535,000
Freight	$0	$0	$0	$0
Safety	$130,000	$285,000	$535,000	$950,000
Pedestrian	$2,975,000	$7,725,000	$10,615,000	$21,315,000
Bicycle	$1,075,000	$2,225,000	$3,240,000	$6,540,000
Transit	$55,000	$135,000	$255,000	$445,000
Rail	$0	$0	$0	$0
Safe Routes to School	$0	$0	$0	$0
Emerging Technology	$0	$0	$0	$0
Parking	$50,000	$0	$0	$50,000
TDM[1]	$0	$0	$0	$0
Total	**$9,580,000**	**$20,245,000**	**$34,010,000**	**$63,835,000**

TDM: Transportation Demand Management

Given limited funding, the City will need to identify additional revenue sources to implement all projects identified in the preferred plan over the next 20 years. A summary of these potential revenue sources is provided in Tech Memo 5.

ROADWAY SYSTEM

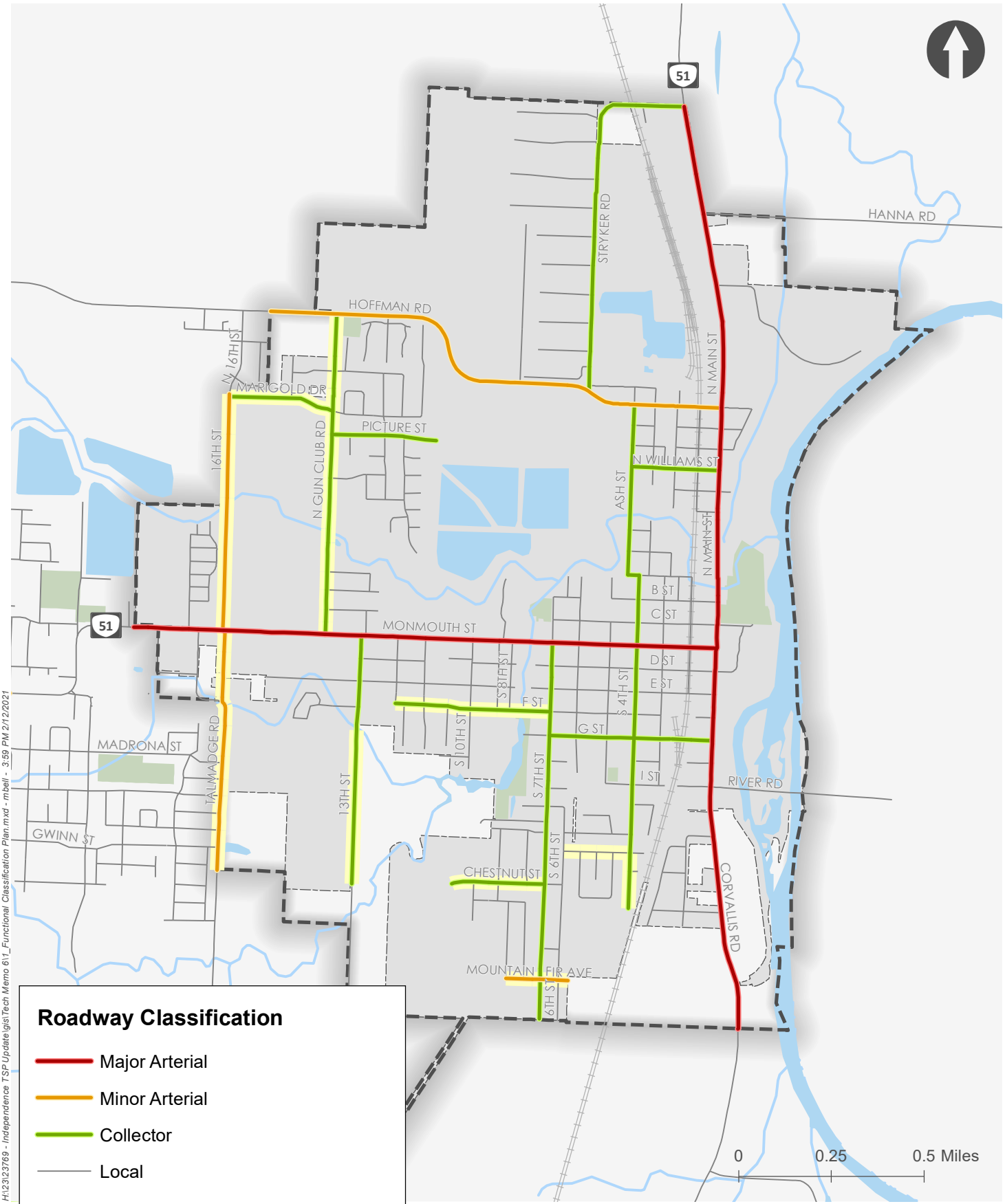
The preferred alternatives developed for the roadway system include changes to the functional classification plan, new major street (arterial and collector) connections, new local street connections, traffic safety and operational enhancements, and more. Collectively, these alternatives will help optimize the performance of the transportation system and provide *smooth and safe traffic flow* along city roadways, consistent with Goal 2 of the TSP update.

Functional Classification

The preferred alternatives include several changes to the City's functional classification plan, many of which increase the classification of City roadways (e.g., local street to collector, collector to arterial). The changes reflect a review of the City's existing functional classification plan along with the functional classification plans of ODOT, Polk County, Marion County, and the City of Monmouth. The changes are intended to better align the classifications with the roadway uses and to provide further arterial and collector connectivity within the built network. The proposed changes in functional classification are shown in Figure 1 and summarized in Table 2.

Street Design Standard Policies

The City of Independence Public Works Design Standards document includes design standards that reflect the functional classification of City streets. The Public Works Design Standards document will likely be updated following adoption of the TSP update. As it is updated, the City should include policies that ensure the street is designed as places for community, rather than places for motor vehicles.



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Roadway Classification

- Major Arterial
- Minor Arterial
- Collector
- Local
- Change in Functional Classification
- City Boundary
- Urban Growth Boundary

Functional Classification Plan Updates
Independence, OR

Figure **1**

Data Source: Polk County Data Portal, ODOT

Table 2: Proposed Changes in Functional Classification

Street	Segment	Existing Classification	Future Classification
16th Street	North city limits to Talmadge Road	Collector	Minor Arterial
16th Street	Talmadge Road to south city limits	Local	Minor Arterial
Marigold Drive	16th Street to Gun Club Road	Local	Collector
Gun Club Road	Hoffman Road to OR 51-Monmouth Street	Minor Arterial	Collector
Randall Way-F Street	12th Street to 7th Street	Local	Collector
13th Street	F Street to the south city limits	Local	Collector
Spruce Avenue	6th Street to 4th Street	Collector	Local
Chestnut Street	7th Street to western extents	Local	Collector
4th Street	Spruce Avenue to southern extents	Local	Collector
Mountain Fir Avenue	Roadway extents	Local	Minor Arterial

The City will coordinate with ODOT, Polk County, Marion County, and Monmouth to address discrepancies in the functional classification of roadways within the city.

Major Street Connectivity and Roadway Capacity Projects

The preferred alternatives include several new major street (arterial and collector) connections that will enhance north-south and east-west connectivity within the City. The new connections reflect a review of existing major street connections as well as planned connections identified in the 2007 TSP and the 2012 Southwest Independence Concept Plan. The future street system needs to balance the benefits of providing a well-connected grid system with the connectivity challenges in the city due to existing waterways (e.g., Ash Creek), detention ponds, the airport, the railroad, and existing development.

Table 3 identifies the preferred alternatives for the roadway system. The priorities shown in Table 3 are based on the project evaluation criteria as well as input from the project team; the priorities were updated based on input from the advisory committees and the community. The cost estimates are based on average unit costs for similar roadway improvements in the northwest. Figure 2 illustrates the location of the preferred roadway alternatives.

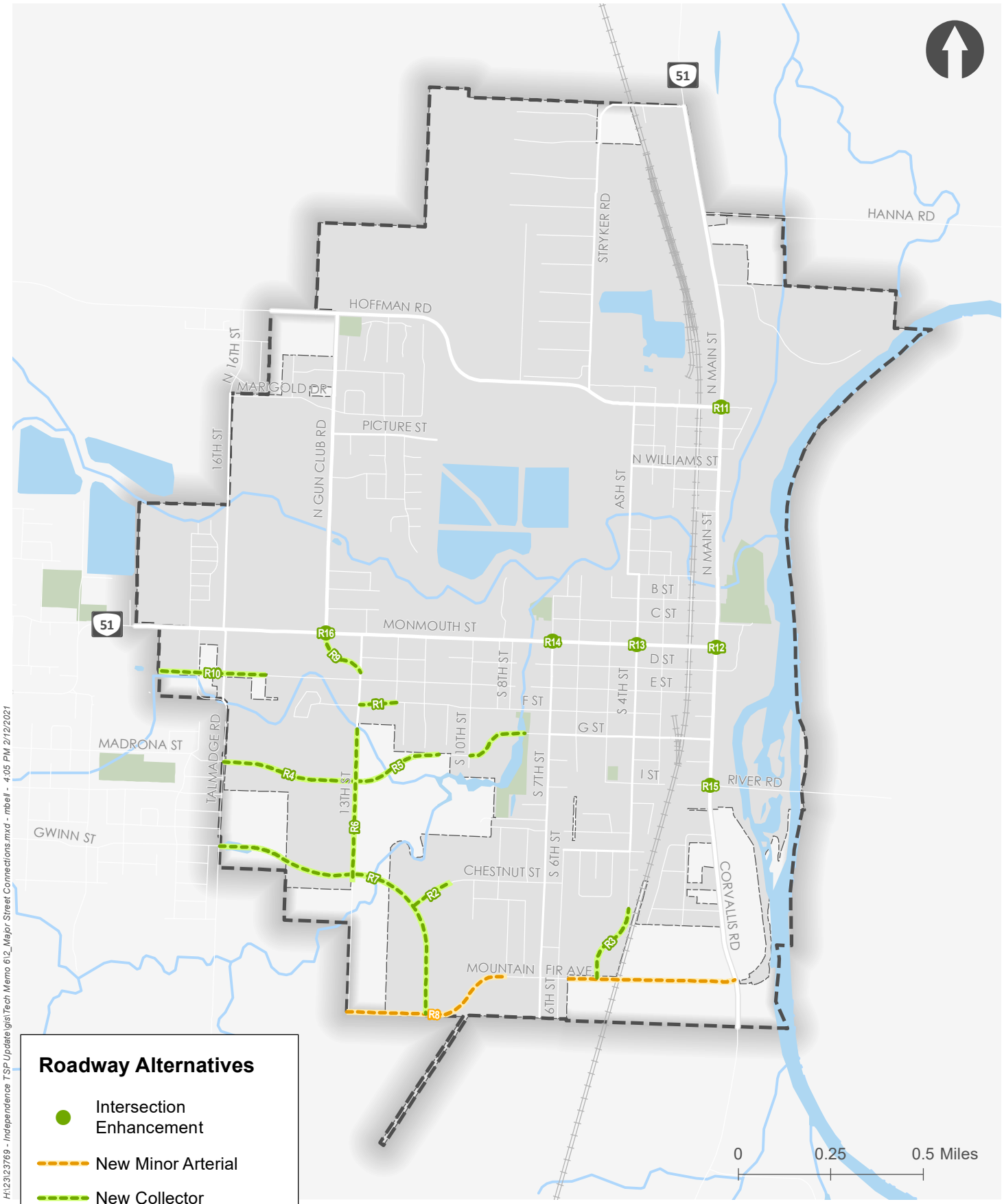
Table 3: Preferred Roadway Alternatives

Map ID	Location	Description	Priority	Cost
Major Street Connectivity				
R1	Randal Way Extension	Extend Randal Way west to 13th Street at F Street	Medium	$820,000
R2	Chestnut Street Extension	Extend Chestnut Street southwest to the new east-west collector 3	Low	$975,000
R3	4th Street Extension	Extend 4th Street south to the new east-west minor arterial	High	$1,800,000
R4	Madrona Street Connection (west)	Construct a new east-west collector from 16th Street at Madrona Street to 13th Street	Low	$2,995,000
R5	Madrona Street Connection (east)	Construct a new east-west collector from 13th Street at Madrona Street to G Street. The project should consider and reduce impacts to Inspiration Garden	Low	$3,445,000

R6	13th Street Extension	Extend 13th Street south to the south city limits	Low	$3,420,000
R7	Gwinn Street Connection	Construct a new east-west collector from 16th Street at Gwinn to Mountain Fir Drive Extension	Low	$7,245,000
R8	Mountain Fir Drive Extension (New east-west minor arterial)	Extend Mountain Fir Drive east to Corvallis Road and west to the west City limits; coordinate with City of Monmouth on final alignment west of the City limits	Medium	$9,055,000
R9	Gun Club Road-13th Street	Extend Gun Club Road south and realign to connect with 13th Street	Low	$1,285,000
R10	E Street Extension	Extend E Street west to 16th Street and the west city limit	High	$2,390,000
Intersection				
R11[1]	OR 51/Polk Street	Install a left-turn lane at the east-bound approach and a traffic signal when signal warrants are met; Coordinate with Project S2	High	$450,000
R12[1]	OR 51-Main Street/ OR 51-Monmouth Street	Install left- and right-turn lanes at the eastbound approach and a traffic signal when signal warrants are met	High	$350,000
R13[1]	OR 51-Monmouth Street/4th Street	Install a center two-way left-turn lane on OR 51-Monmouth Street from 7th Street to 4th Street and taper east of 4th Street – continue to monitor the intersection and a traffic signal if/when signal warrants are met; Coordinate with Project S5	High	$50,000
R14[1]	OR 51-Monmouth Street/7th Street	Install a center two-way left-turn lane on OR 51-Monmouth Street from 7th Street to 4th Street and taper west of 7th Street – continue to monitor the intersection and a traffic signal if/when signal warrants are met; Coordinate with Project S6	High	$50,000
R15	Main Street/ River Road	Install a southbound left-turn lane and reconfigure as all-way stop control; Install a westbound left- or right-turn lane in conjunction with a new bridge; Coordinate with Project S3 and P20	High	$195,000[2]
R16[1]	OR 51-Monmouth Street/Gun Club Road	Optimize the signal timing/phasing to provide more green time to the southbound left-turn movement	High	$10,000
			Total High Priority Cost	**$5,295,000**
			Total Medium Priority Cost	**$9,875,000**
			Total Low Priority Cost	**$19,365,000**
			Total Cost	**$34,535,000**

Note: The cost estimates presented do not include costs associated with right-of-way acquisition due to its high variability depending on location, parcel sizes, and other characteristics. The cost estimates also reflect the full cost of the projects, including costs likely to be funded by others, such as ODOT or private developers.

1. Project will require coordination with ODOT and approval from the State or Regional Traffic Engineer. Further evaluation may be required to determine the most appropriate form of traffic control.
2. Project cost includes the southbound left-turn lane. The westbound left- or right-turn lane will be provided with the new bridge.



Roadway Alternatives

- Intersection Enhancement
- New Minor Arterial
- New Collector
- City Boundary
- Urban Growth Boundary

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Preferred Roadway Alternatives
Independence, OR

Figure **2**

Data Source: Polk County Data Portal, ODOT

OR 51-Main Street/OR 51-Monmouth Street

Several alternatives were evaluated at the OR 51-Main Street/OR 51-Monmouth Street intersection, including several additional alternatives not previously vetted by the project advisory committee or the community. Two alternatives that offer unique opportunities for the community are presented below for further review and discussion.

Rectangle-about

The rectangle-about is a variation on the square-about presented in Tech Memo 5 that offers similar improvements in traffic operations. Two variations of the rectangle-about were considered, but ultimately one that incorporates OR 51-Main Street, OR-51 Monmouth Street, 2nd Street, and B Street was identified as the preferred alternative. This is primarily because it maintains OR 51-Monmouth Street as a primary route through the intersection and provides the opportunity to use C Street as plaza space. Exhibit 1 illustrates the rectangle about.

Exhibit 1: Rectangle-About

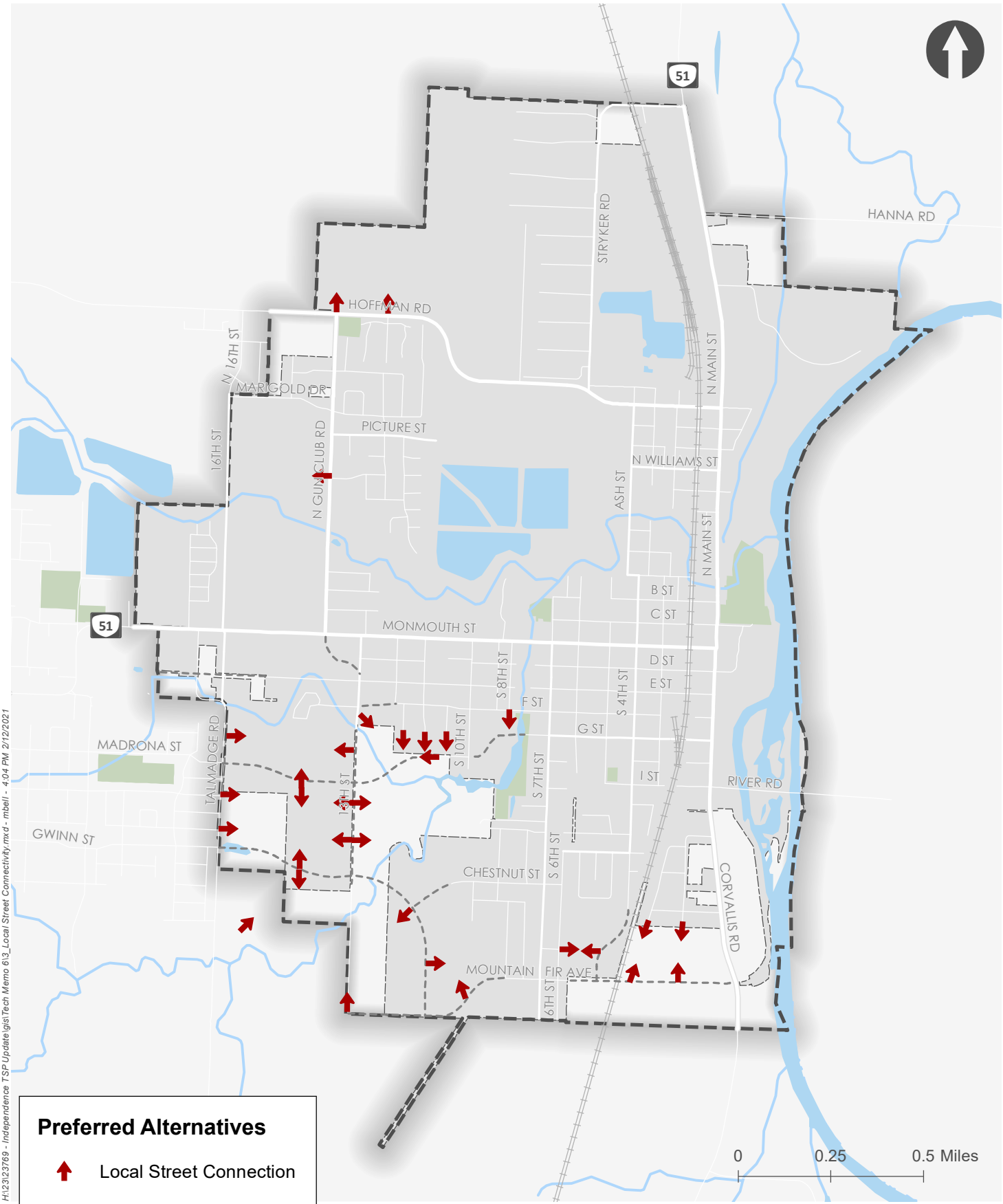
Further evaluation of this alternative is required to determine the configuration of the intersections as well as 2nd Street and how traffic will integrate with the rail line. However, it is worth noting that this alternative is similar to the configuration the City uses during street festivals to restrict traffic on OR 51-Main Street. Given the one-way configuration of OR 51-Main Street from OR 51-Monmouth Street to B Street, access to Riverfront Park would be constrained from the north. Motorists would need to travel around the rectangle-about to reach C Street.

No-build

The existing conditions analysis indicates that the OR 51-Main Street/OR 51-Monmouth Street intersection operates acceptably per its applicable mobility target, despite congestion during peak time periods. The future conditions analysis indicates that it is projected to exceed its applicable mobility standard in the horizon year of the TSP update, 2040; however, a sensitivity analysis indicates that it likely won't exceed its target until 2032. In the interim, the City could work to improve the street network around downtown, including implementation of the major street conditions and intersection improvements identified in Table 3, and extend the life of the intersection as all-way stop control. It is worth noting that the new east-west arterial (Project R8) would provide an alternative route and likely improve operations at the OR 51-Main Street/OR 51-Monmouth Street intersection, as well as all other intersections on OR 51-Monmouth Street, through the horizon year of the TSP update.

Local Street Connectivity

Several local street connections were identified for the Independence TSP update. Figure 3 illustrates the location and general orientation of the connections. Roadway alignments and cost estimates are not provided as they are anticipated to be determined as part of future development. Any local street connections that are desired to be city-initiated projects should be identified as a high priority and included in the cost-constrained plan. The City will refer to the local street connections shown in Figure 3 during development review to ensure future development and redevelopment improve local street access and circulation within the city.



Preferred Alternatives

- Local Street Connection
- Collector; Minor Arterial
- City Boundary
- Urban Growth Boundary

Preferred Local Street Connectivity Alternatives Independence, OR

Figure **3**

Data Source: Polk County Data Portal, ODOT

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Freight System

The preferred alternatives developed for the freight system include designated freight and farm equipment routes and safety and operational enhancements at key locations throughout the City.

Freight and Farm Equipment Routes

The City designated freight and farm equipment routes were developed based on the location of major freight and farm equipment generators in the City as well as input from the project team. The designated freight and farm equipment routes will ensure that the city plans for the efficient movement of goods and services throughout the city while protecting neighborhood livability, maintaining public safety, and minimizing maintenance costs. The designated freight and farm equipment routes include:

- OR 51-Main Street from the north City limits to Polk Street
- Hoffman Road-Polk Street from the west City limits to OR 51-Main Street
- 16th Street from the north City limits to the south City limits
- Future east-west arterial from the west city limits to Corvallis Road
- Corvallis Road from south city limits to future east-west arterial

Figure 4 illustrates the designated freight and farm equipment routes. Each of these routes should provide adequate travel lane width for freight movement as well as separate facilities for pedestrian and bicycle activity. Adequate turning radii should also be provided at all major intersections along these roadways to ensure efficient freight travel.

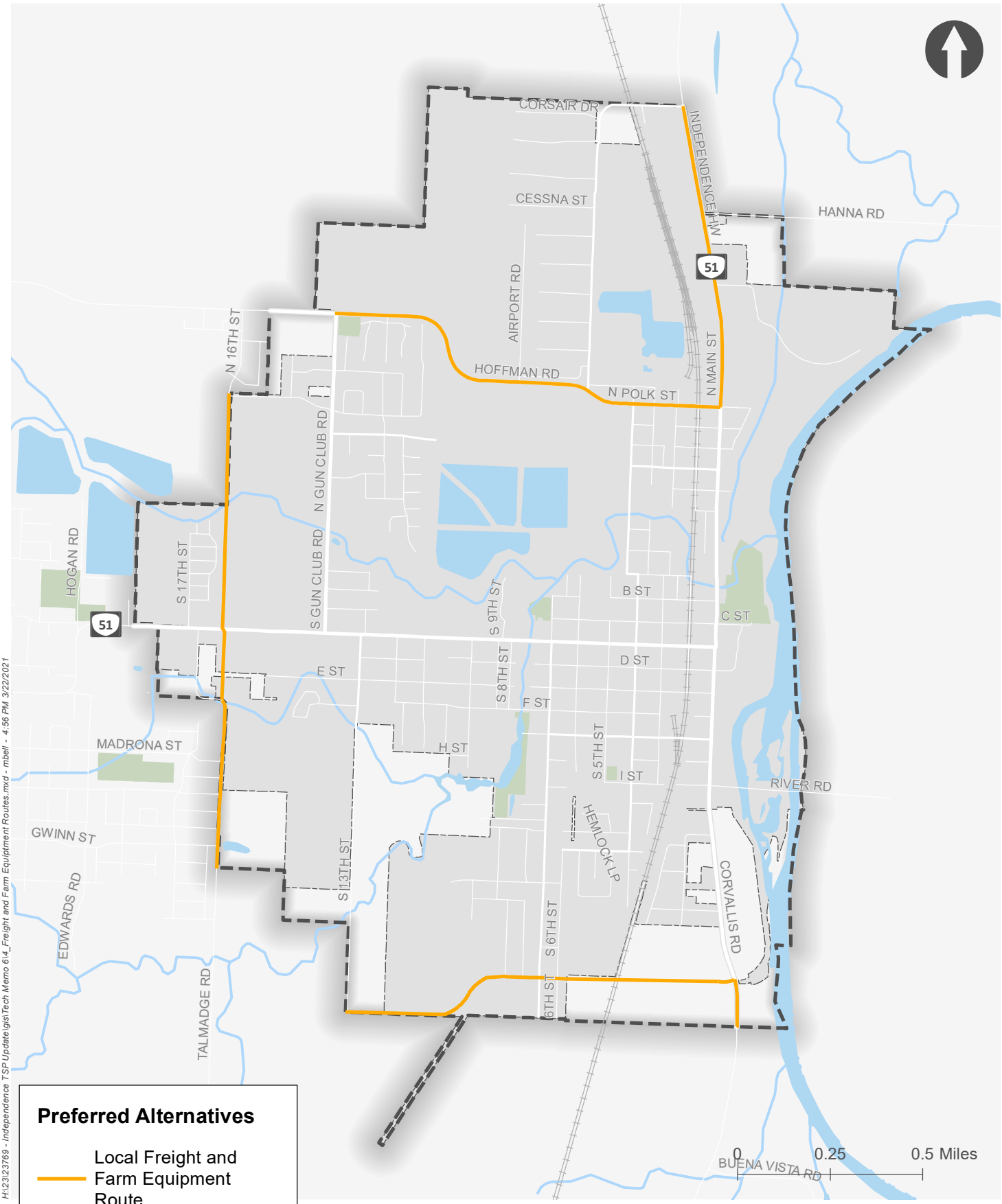
Freight System Alternatives

No freight-specific alternatives were developed for the freight system. However, several of the preferred alternatives developed for the roadway system will improve freight movement throughout the City, including the new east-west arterial and several of the safety and operational enhancements at the intersections.

Freight System Policies

The freight system policies are provided below.

- Establish truck loading zones within the downtown area and develop policies related to the use of the truck loading zones.
- Develop policies related to maintenance along designated freight and farm equipment routes to ensure the facilities do not become degraded over time.
- Develop policies related to pedestrian and bicycle facilities along designated freight and farm equipment routes to ensure greater separation of travel modes.



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Preferred Alternatives

- Local Freight and Farm Equipment Route
- City Boundary
- Urban Growth Boundary

Preferred Local Freight and Farm Equiptment Routes Independence, OR

Figure **4**

Data Source: Polk County Data Portal, ODOT

Traffic Safety

The preferred alternatives developed for the roadway system also include traffic safety enhancements at locations with a history of fatal and severe injury crashes as well as locations with high crash rates.

Traffic Safety Alternatives

Table 4 identifies the preferred alternatives developed to address traffic safety. The priorities shown in Table 4 are based on the project evaluation criteria as well as input from the project team; the priorities were updated based on input from the advisory committees and the community. The cost estimates are based on average unit costs for similar roadway improvements in the northwest. Figure 5 illustrates the location of the preferred alternatives.

Table 4: Traffic Safety Preferred Alternatives

Map ID	Location	Description	Priority	Cost
Intersections				
S1	Hoffman Road/ 16th Street	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the eastbound approach	High	$45,000
S2[1]	OR 51-Main Street/ Polk Street	Install advanced intersection warning signs and traffic calming measures at the southbound approach; Coordinate with Project R11	High	$35,000
S3	S Main Street/ River Road S	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the northbound approach; Coordinate with Projects R15 and P20	Medium	$55,000
S4[1]	OR 51-Main Street/ Stryker Road	Install advanced intersection warning signs, speed feedback signs[2], and traffic calming measures at the southbound approach	Medium	$55,000
S5[1]	OR 51-Monmouth Street/4th Street	Provide traffic calming measures on OR 51-Monmouth Street approaching the intersection; Coordinate with Project R13	Medium	$50,000
S6[1]	OR 51-Monmouth Street/7th Street	Provide traffic calming measures on OR 51-Monmouth Street approaching the intersection; Coordinate with Project R14	Medium	$50,000
S7	Hoffman Road/ Gun Club Road	Provide traffic calming measures on Hoffman Road approaching the intersection	High	$50,000
S8	Stryker Road/Hoffman Road-Polk Street	Close Hoffman Road at the westbound approach to Stryker Road; Coordinate with Project P21	Medium	$40,000
Roadways				
S9[1]	OR 51-Monmouth Street – West City Limits to Gun Club Road	Install eastbound dynamic speed feedback sign[2] east of west City Limits and reflectorized back plates for all traffic signal heads at 16th Street and Gun Club Road intersections	Medium	$15,000
S10	4th Street – OR 51-Monmouth Street to Spruce Avenue	Provide traffic calming measures on 4th Street; improve visibility between OR 51-Monmouth Street and Spruce Avenue by providing "No Parking" zones and additional lighting on both sides of the street at intersections	Low	$485,000

S11	Corvallis Road – South of River Road	Conduct a speed study to evaluate the ability to move the posted speed sign further south	Medium	$20,000[3]
S12	River Road Bridge	Install "Bike on Bridge" warning signs with actuated beacons	Low	$50,000
			Total High Priority Cost	**$130,000**
			Total Medium Priority Cost	**$285,000**
			Total Low Priority Cost	**$535,000**
			Total Cost	**$950,000**

Note: The cost estimates presented do not include costs associated with right-of-way acquisition due to its high variability depending on location, parcel sizes, and other characteristics. The cost estimates also reflect the full cost of the projects, including costs likely to be funded by others, such as ODOT or private developers.
1. Project will require coordination with ODOT and approval from the State or Regional Traffic Engineer.
2. Speed feedback signs are considered enforcement tools, and the City will be expected to fund, operate, and maintain the speed feedback signed under an ODOT permit.
3. ODOT will conduct the speed study if requested by the City at no cost. Therefore, the cost estimate reflects the cost to relocate the speed limit signs.

Several additional intersections and roadway segments were identified by the project team, the advisory committees, and the community as potential safety concerns. While specific projects to address these concerns have not been developed, there are a wide variety of potential safety treatments that could be considered for implementation. The City should continue to monitor these locations and, if necessary, implement the following treatments:

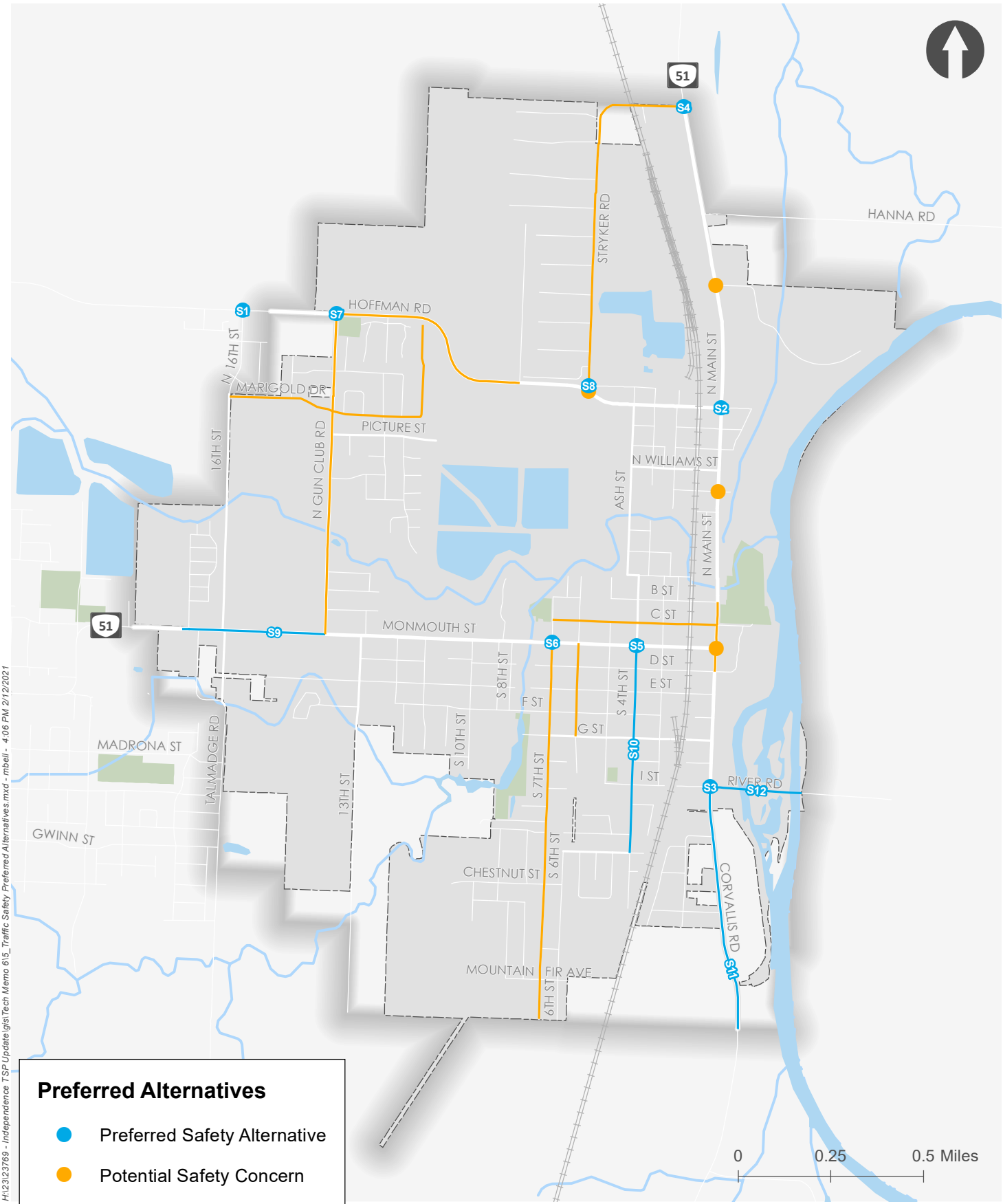
- Install advance intersection warning signs
- Install dynamic speed feedback sign
- Install traffic calming measures
- Install additional lighting

Figure 5 illustrates the additional locations. A comprehensive list of traffic safety alternatives for roadway segments, intersections (signalized and unsignalized), and for pedestrian and bicycle facilities is provided in Tech Memo 5.

Traffic Safety Policies

The traffic safety policies are provided below.

- Provide increased community education on sharing the road, both for drivers and bicyclists.
- Review lighting and systemically provide additional lighting on arterial and collector street segments and at intersections throughout Independence.
- Review sign reflectivity and visibility and systemically upgrade throughout Independence.



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Preferred Alternatives

- Preferred Safety Alternative
- Potential Safety Concern
- Preferred Safety Alternative
- Potential Safety Concern
- City Boundary

Preferred Traffic Safety Alternatives
Independence, OR

Figure **5**

Data Source: Polk County Data Portal, ODOT

Access Management

Numerous driveways and street connections increase the number of conflict points and potential for collisions and decrease mobility and traffic flow. *Tech Memo 5* identifies potential access management alternatives to preserve transportation system investments and guard against deteriorations in safety and increased congestion. The alternatives include:

- Update the city-wide access spacing standards to reflect conditions in the city;
- Define a variance process for when the standard cannot be met, and;
- Establish an approach for access consolidation over time to move in the direction of the standards at each opportunity.

Access Spacing Standards

The City's access spacing standards will continue to be determined by functional classification and provide standards for minimum intersection and driveway spacing. Table 5 summarizes City's access spacing standards.

Table 5: City Access Spacing Standards

Functional Classification	Minimum Intersection Spacing	Minimum Driveway Spacing
Major Arterial	350	175
Minor Arterial	350	175
Collector	350	100
Local Street	350	50

Access Management Policies

The access management policies are provided below.

- Defer to ODOT access spacing standards and policies on ODOT facilities.
- Ensure new development meets the access spacing standards.
- Consolidate non-conforming access points to move toward the access spacing standards.
- Establish access variance policies for parcels whose highway/street frontage, topography, or location would otherwise preclude conforming access spacing.

A comprehensive list of potential access spacing variance policies and an approach for access consolidation are provided in Tech Memo 5.

PEDESTRIAN SYSTEM

The preferred alternatives developed for the pedestrian system include sidewalks that fill gaps and provide new facilities along city streets, shared-use paths/trails that augment and support the sidewalks, and enhanced crossings that enable people to safely cross streets, railroad tracks, and other transportation facilities. Collectively, these alternatives will help enhance and expand the multimodal transportation system and encourage walking and other non-motorized trips consistent with Goal 3 of the TSP Update.

Pedestrian System Alternatives

Table 6 identifies the preferred alternatives developed for the pedestrian system. The priorities shown in Table 6 are based on the project evaluation criteria as well as input from the project team; the priorities were updated based on input from the advisory committees and the community. The cost estimates are based on average unit costs for similar roadway improvements in the northwest.

Table 6: Pedestrian System Preferred Alternatives

Map ID	Location	Description	Priority	Cost
Sidewalks				
P1[1]	OR 51-Main Street	Fill in the gaps on the east side of the road from Stryker Road to OR 51 Monmouth Street	Low	$715,000
P3	Main Street	Install sidewalks on the east side of the road from F Street to River Road	Medium	$225,000
P4	Corvallis Road	Install sidewalks on the east side of the road from River Road to the south city limits	Medium	$1,435,000
P5	Hoffman Road	Install sidewalks on the north side of the road from the west city limits to Airport Road; Coordinate with Project P37	Medium	$705,000
P6	Polk Street	Fill in the gaps on the north and south sides of the road from Ash Street to OR 51-Main Street	High	$170,000
P7	Gun Club Road	Fill in the gaps on west side of the road from Hoffman Road to OR 51-Monmouth Street	High	$520,000
P8	Stryker Road	Fill in the gaps on both sides of the road from OR 51-Main Street to Polk Street	High	$1,270,000
P9	Ash Street/4th Street	Install sidewalks on the west side of the road from the Ash Creek Bridge to A Street	High	$145,000
P10	16th Street	Fill in the gaps on the east side of the road from OR 51-Monmouth Street to south city limits	High	$150,000
P11	13th Street	Fill in the gaps on the east side of the road from OR 51-Monmouth Street to south city limits	High	$160,000
P12	4th Street	Fill in the gaps on the east side of the road from I Street to the south city limits	High	$225,000
P13	Williams Street	Install sidewalks on the north side of the road from Log Cabin Street to Marsh Street	Medium	$75,000
P14	F Street	Fill in the gap on the north side of the road from 10th Street to 7th Street	High	$260,000

Enhanced Crossings and Pedestrian Amenities				
P15[1,2]	OR 51-Main Street/ Stryker Road	Provide enhanced pedestrian crossing treatments	Low	$75,000
P16[1,2]	OR 51-Main Street/ Deann Drive	Provide enhanced pedestrian crossing treatments	Medium	$75,000
P17[1,2]	OR 51-Main Street/Williams Street	Provide enhanced pedestrian crossing treatments on the south leg of the intersection to connect the bus stop	Medium	$75,000
P18[1,2]	OR 51-Monmouth Street/13th Street	Provide enhanced pedestrian crossing treatments	Medium	$75,000
P19	Main Street/G Street	Provide enhanced pedestrian crossing treatments	Low	$40,000
P20	Main Street-Corvallis Road/River Road	Provide enhanced pedestrian crossing treatments; Coordinate with Projects R15 and S3	Medium	$40,000
P21	Stryker Road/Hoffman Road	Install a marked crosswalk on the north leg of the intersection; Coordinate with Project S8	Low	$25,000
P22	Ash Street/Polk Street	Provide enhanced pedestrian crossing treatments	Medium	$25,000
P23	Gun Club Road/Marigold Street	Provide enhanced pedestrian crossing treatments	Medium	$25,000
P24	Stryker Road Rail Crossing	Provide enhanced pedestrian crossing treatments across the rail line	Low	$150,000
P25[1,2]	OR 51-Main Street/Main Street	Consider opportunities for street patios, street furniture, and other amenities in the downtown area	Low	$25,000
P26[1,2]	OR 51-Monmouth Street/2nd Street	Consider opportunities for street patios, street furniture, and other amenities in the downtown area	Low	$25,000
P2	OR 51-Monmouth Street/11th Street	Provide enhanced pedestrian crossing treatments	High	$75,000
Shared-Use Paths/Trails				
P27	North South Connector Trail #1	Install a shared-use path/trail south from Hoffman Road to Wildfang Park	Low	$980,000
P28	North South Connector Trail #2	Install a shared-use path/trail north from OR 51-Monmouth Street to Wildfang Park	Low	$155,000
P29	Ash Creek Trail Phase I	Install an east-west shared-use path/trail from Riverview Park to Wildfang Park	Low	$2,665,000
P30	Mt. Fir North-South Trail	Install a north/south shared-use path/trail from F Street to Mt. Fir Park and south across Becken Road – may include some on-street segments	Low	$845,000
P31	Mt. Fir Connector Trail	Install an east/west shared-use path/trail from Mt. Fir Street to Corvallis Road	Low	$740,000
P32	River Trail	Install a north/south shared-use path/trail along Willamette Riverfront	Medium	$2,980,000

P33	Going to the River Trail	Install an east/west shared-use path/trail from Williams Street to Howard Court – may include some on-street segments	Medium	$1,210,000
P34	Central High School (HS) Connector Trail	Install a north/south shared-use path/trail from Central High School to neighborhoods south of OR 51-Monmouth Street	Medium	$780,000
P35	South Fork Trail	Install two north/south shared-use path/trails on the east/west sides of the South Fork Ash Creek	Low	$2,875,000
P36	Drainage Trail	Install an east/west shared-use path/trail from 13th Street to the South Fork Trails	Low	$395,000
P37	Old Highway 99 Trail	Install an east/west shared-use path/trail to the existing shared-use path along OR 99 – may include some on-street segments; Coordinate with Project P5	Low	$620,000
P38	Willamette Valley Trail	Install an east/west shared-use path/trail to the Willamette Valley Scenic Bikeway – may include some on-street segments; Coordinate with Project B23	Low	$335,000
P39	Polk Street Trail	Install an east/west shared-use path/trail from the eastern terminus of Polk Street to the River Trail	Low	$150,000
P40	E Street Trail	Install an east/west shared-use path/trail from 13th Street to OR 51-Monmouth Street – may include some on-street segments.	Low	$735,000
			Total High Priority Cost	**$2,975,000**
			Total Medium Priority Cost	**$7,725,000**
			Total Low Priority Cost	**$10,615,000**
			Total Cost	**$21,315,000**

Note: The cost estimates presented do not include costs associated with right-of-way acquisition due to its high variability depending on location, parcel sizes, and other characteristics. The cost estimates also reflect the full cost of the projects, including costs likely to be funded by others, such as ODOT or private developers.
1. Project will require coordination with ODOT and approval from the State or Regional Traffic Engineer.
2. The location and type of enhanced crossing treatment(s) will be determined at the design/implementation stage.

Figure 6 illustrates the location of the preferred pedestrian alternatives for sidewalks and enhanced crossings. Figure 7 illustrates the location of the preferred pedestrian alternatives for shared-use paths and trails.

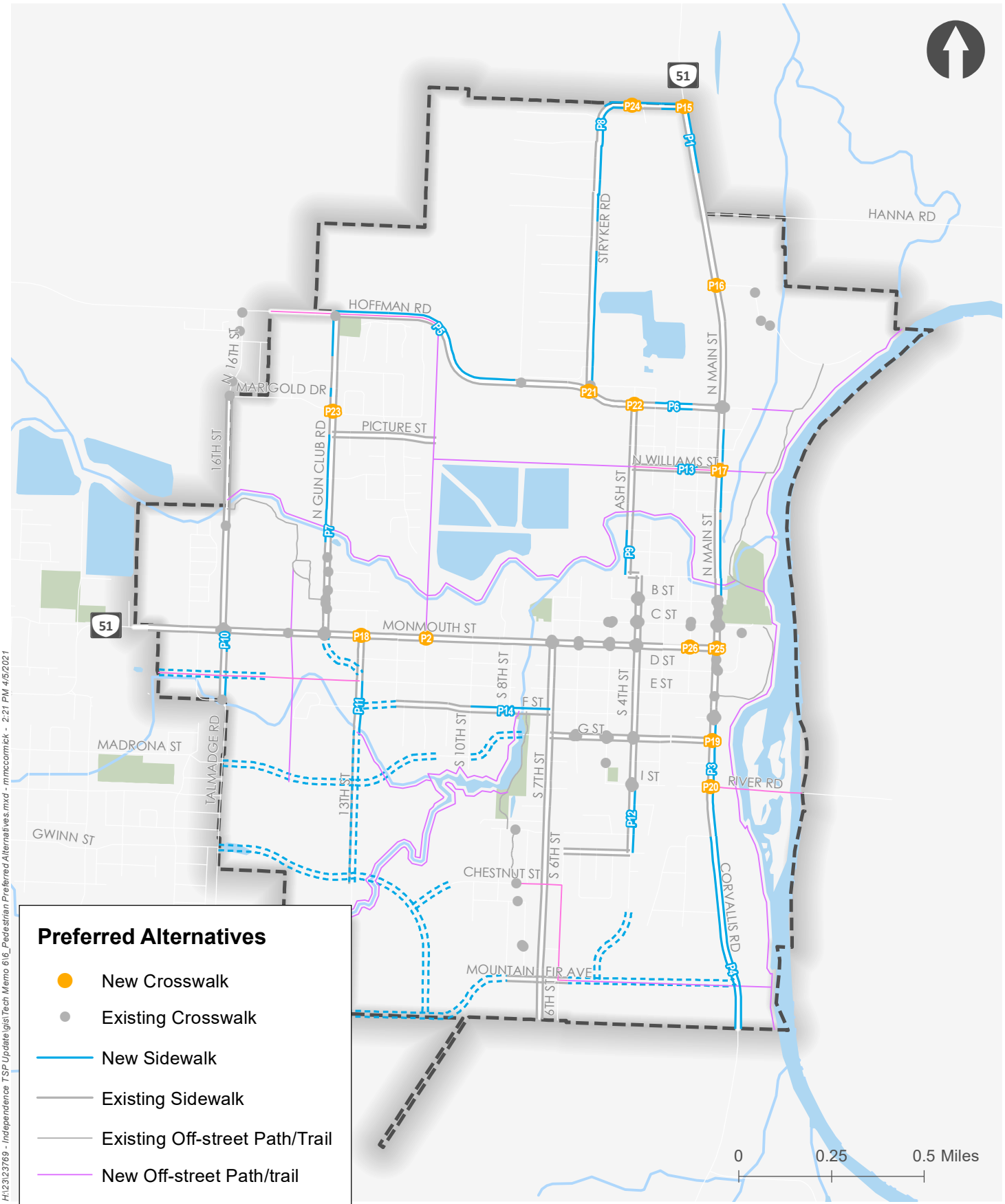
Pedestrian System Policies

The pedestrian system policies are provided below.

- Explore opportunities to further connect the shared-use path and trail system, including the locations adjacent to the river or the oxbow.

BICYCLE SYSTEM

The preferred alternatives developed for the bicycle system include on-street bike lanes, shared-lane pavement markings (sharrows), and bicycle boulevard treatments on city streets and enhanced bicycle crossings that enable people to safely cross streets, railroad tracks, and other transportation



Preferred Alternatives

- New Crosswalk
- Existing Crosswalk
- New Sidewalk
- Existing Sidewalk
- Existing Off-street Path/Trail
- New Off-street Path/trail
- New On-street Path/Trail
- City Boundary
- Urban Growth Boundary

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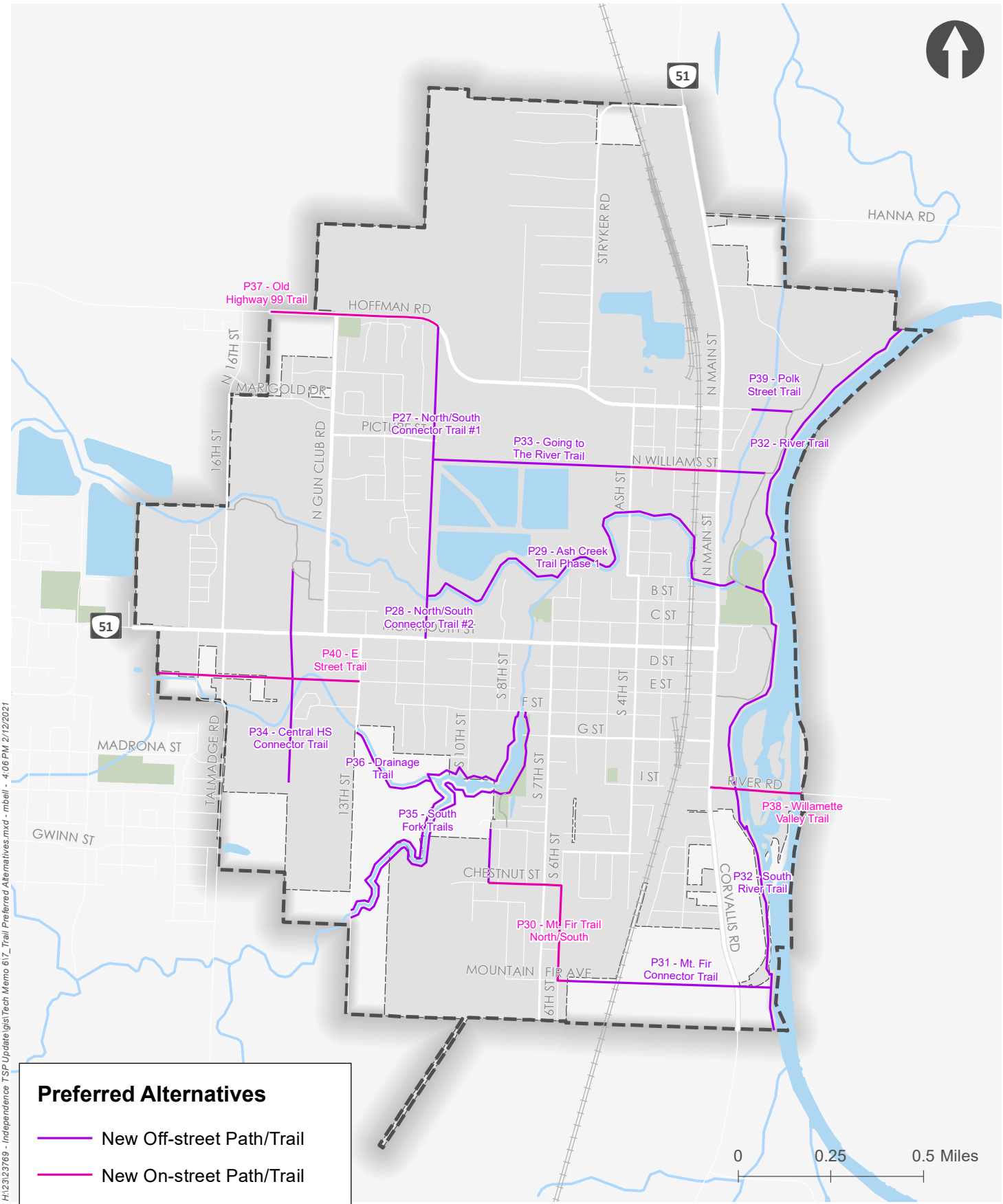
Preferred Pedestrian Alternatives
Independence, OR

Figure **6**

Data Source: Polk County Data Portal, ODOT



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Preferred Alternatives

- New Off-street Path/Trail
- New On-street Path/Trail
- Existing Off-street Path/Trail
- City Boundary
- Urban Growth Boundary

Preferred Shared-use Path and Trail Alternatives Independence, OR

Figure **7**

Data Source: Polk County Data Portal, ODOT

facilities. Collectively, these alternatives will help enhance and expand the multimodal transportation system and encourage biking and other non-motorized trips consistent with Goal 3 of the TSP Update.

Bicycle System Alternatives

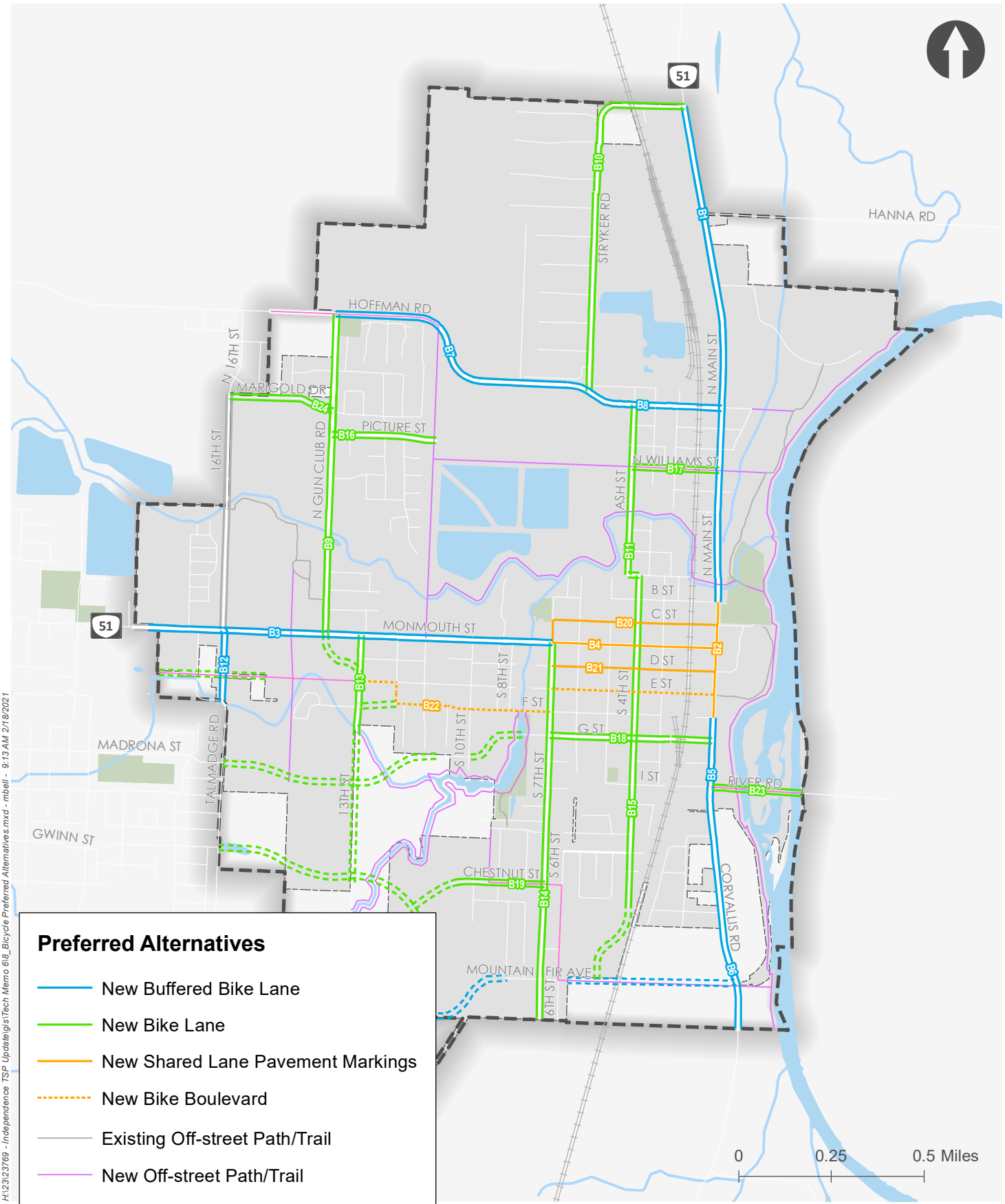
Table 7 identifies the preferred alternatives developed for the bicycle system. The priorities shown in Table 7 are based on the project evaluation criteria as well as input from the project team; the priorities were updated based on input from the advisory committees and the community. The cost estimates are based on average unit costs for similar roadway improvements in the northwest. Figure 8 illustrates the location of the preferred alternatives.

Table 7: Preferred Bicycle Alternatives

Map ID	Location	Description	Priority	Cost
Bike Lanes				
B1[1]	OR 51-Main Street	Install 7-foot buffered bike lanes on both sides of the roadway from Stryker Road to B Street (5-foot bike lane, 2-foot buffer) [2, 3, 4]	High	$125,000
B2[1]	OR 51-Main Street	Install shared lane pavement markings (sharrows) on both sides of the roadway from B Street to F Street	High	$10,000
B3[1]	OR 51-Monmouth Street	Install 7-foot buffered bike lanes on both sides of the roadway from the west city limits to the Ash Creek Bridge (5-foot bike lane, 2-foot buffer) [2, 3, 4]	High	$120,000
B4[1]	OR 51-Monmouth Street	Install shared lane pavement markings (sharrows) on both sides of the roadway from 7th Street to OR 51-Main Street	High	$10,000
B5	Main Street	Install 7-foot buffered bike lanes on both sides of the roadway from F Street to River Road (5-foot bike lane, 2-foot buffer) [2]	Low	$90,000
B6	Corvallis Road	Install 7-foot buffered bike lanes on both sides of the roadway from River Road to the south city limits (5-foot bike lane, 2-foot buffer) [2]	Low	$640,000
B7	Hoffman Road	Install 7-foot buffered bike lanes on both sides of the roadway from the west city limits to Airport Road (5-foot bike lane, 2-foot buffer) [2, 3]	Medium	$500,000
B8	Polk Street	Install 7-foot buffered bike lanes on both sides of the roadway from Airport Road to OR 51-Main Street (5-foot bike lane, 2-foot buffer) [2, 3]	Medium	$180,000
B9	Gun Club Road	Fill in the gaps with 6-foot bike lanes on both sides of the roadway from north of the high school property to Hoffman Road	Low	$305,000
B10	Stryker Road	Install 6-foot bike lanes on both sides of the road from Polk Street to OR 51-Main Street	Low	$1,275,000
B11	Ash Street/ 4th Street (north)	Install 6-foot bike lanes on both sides of the roads from Polk Street to OR 51-Monmouth Street [5]	Low	$295,000
B12	16th Street	Install 6-foot bike lanes on both sides of the roads from OR 51-Monmouth Street to the south city limits	Low	$160,000
B13	13th Street	Install 6-foot bike lanes on both sides of the roads from OR 51-Monmouth Street to the south city limits [4, 5]	High	$25,000

B14	7th Street	Install 6-foot bike lanes on both sides of the roads from OR 51-Monmouth Street to the south city limits [4, 5]	High	$420,000
B15	4 Street (south)	Install 6-foot bike lanes on both sides of the road from OR 51-Monmouth Street to Spruce Avenue [4, 5]	High	$345,000
B16	Picture Street	Install 6-foot bike lanes on both sides of the road from Gun Club Road to the eastern terminus [5]	Low	$25,000
B17	Williams Street	Install 6-foot bike lanes on both sides of the road from Ash Street to OR 51-Main Street [5]	Low	$115,000
B18	G Street	Install 6-foot bike lanes on both sides of the road from the western terminus to Main Street [4, 5]	Low	$280,000
B19	Chestnut Street	Install 6-foot bike lanes on both sides of the road from 6th Street to the western Terminus [5]	Low	$45,000
B20	C Street	Install shared-lane pavement markings from 7th Street to OR 51-Main Street	Medium	$10,000
B21	D Street	Install shared-lane pavement markings (sharrows) from 7th Street to Main Street	Medium	$10,000
B22	E Street/F Street	Install a bicycle boulevard along E Street/F Street from 13th Street to Main Street	High	$20,000
B23	River Road - Willamette River Bridge	Install 6-foot bike lanes on both sides of the Willamette River Bridge; this would require widening the bridge or providing cantilevered bike paths on one or two sides; Coordinate with Project P38	Medium	$1,500,000
B24	Marigold Drive	Install 6-foot bike lanes on both sides of the road from 16th Street to Gunn Club Road [5]	Medium	$25,000
Enhanced Crossings and Bicycle Amenities				
B25[1]	OR 51-Main Street/ OR 51-Monmouth Street	Install a bike corral on OR 51-Main Street near the OR 51-Main Street/OR 51-Monmouth Street Intersection	Low	$5,000
B26[1]	OR 51-Main Street/ OR 51-Monmouth Street	Install a bike corral on OR 51-Monmouth Street near the OR 51-Main Street/OR 51-Monmouth Street Intersection	Low	$5,000
			Total High Priority Cost	**$1,075,000**
			Total Medium Priority Cost	**$2,225,000**
			Total Low Priority Cost	**$3,240,000**
			Total Cost	**$6,540,000**

Note: The cost estimates presented do not include costs associated with right-of-way acquisition due to its high variability depending on location, parcel sizes, and other characteristics. The cost estimates also reflect the full cost of the projects, including costs likely to be funded by others, such as ODOT or private developers.
1. Project will require coordination with ODOT and approval from the State or Regional Traffic Engineer.
2: This roadway contains segments with existing bike facilities (on-street bike lanes, shoulders, etc.). These facilities will be reconfigured to accommodate the preferred alternative.
3: Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.
4: Work with Cherriots to determine the bicycle facility configuration at bus stops for this intermodal facility.
5: On-street parking restrictions will be required and therefore the bike lane installation should be considered when traffic volumes exceed 2,000 ADT per City standard.



Preferred Alternatives

- New Buffered Bike Lane
- New Bike Lane
- New Shared Lane Pavement Markings
- New Bike Boulevard
- Existing Off-street Path/Trail
- New Off-street Path/Trail
- New On-street Path/Trail
- City Boundary
- Urban Growth Boundary

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Preferred Bicycle Alternatives Independence, OR

Figure 8

Data Source: Polk County Data Portal, ODOT

TRANSIT SYSTEM

Public transit service within Independence is provided by Cherriots. In addition to coordinating with local and regional transit agencies to help implement their planned service enhancements, the City of Independence can support development of a more efficient transit service by providing easy and safe walking and bicycling connections between key roadways, neighborhoods, and local destinations; by providing amenities, such as shelters and benches, at transit stops; by encouraging an appropriate mix and density of uses that support public transit; and by providing and planning for park-and-ride locations. These types of enhancements can encourage increased transit ridership consistent with Goal 4 of the TSP update.

Transit System Alternatives

Table 8 identifies the preferred alternatives developed for the transit system. The priorities shown in Table 8 are based on the project evaluation criteria as well as input from the project team; the priorities were updated based on input from the advisory committees and the community. Figure 9 illustrates the location of the preferred alternatives, where applicable.

Table 8: Transit System Preferred Alternatives

Map ID	Location/Name	Description	Priority	Cost
T1	Local Transit System	Collaborate with Monmouth and other stakeholders to establish a local transit system based on the outcomes of the Local Transit Feasibility Study. This includes development of a complementary paratransit service if a dial-a-ride or deviated fixed route model is not put into service.[2]	High	TBD
T3[1]	Stop 1516: OR 51-Main Street/Polk Street (to Salem)	Install ADA-compliant pedestrian ramps leading to the bus stop; provide bicycle parking, storage, and/or repair station	High	$20,000
T4[1]	Stop 1517: OR 51-Main Street/Polk Street (to Dallas)	Install ADA-compliant pedestrian ramps leading to the bus stop; provide bicycle parking, storage, and/or repair station	High	$20,000
T5[1]	Stop 1515: Library – OR 51-Monmouth Street/ 2nd Street (to Salem)	Install a "No Parking" zone adjacent to the bus stop; provide bicycle storage and/or repair station	High	$15,000
T6[1]	Stop 1502: 13th Street/ OR 51-Monmouth Street (bi-directional)	Relocate the bus stop to Monmouth Street, east of Gun Club Road; Install street lighting; Install ADA-compliant pedestrian ramps leading to the bus stop; Install "No Parking" zone signage adjacent to the stop; Provide bicycle parking, storage, and/or repair station; Install a real-time bus arrival reader board; and Establish stops in both directions.	Medium	$60,000
T7	Main Street/Oak Street – both directions	Install ADA-compliant pedestrian ramps leading to the bus stops for both directions	Low	$20,000
T8	4th Street/E/D Street – both directions	Install street lighting at the D Street (southbound) bus stop; Install ADA-compliant pedestrian ramps leading to the bus stops for both directions	Low	$35,000

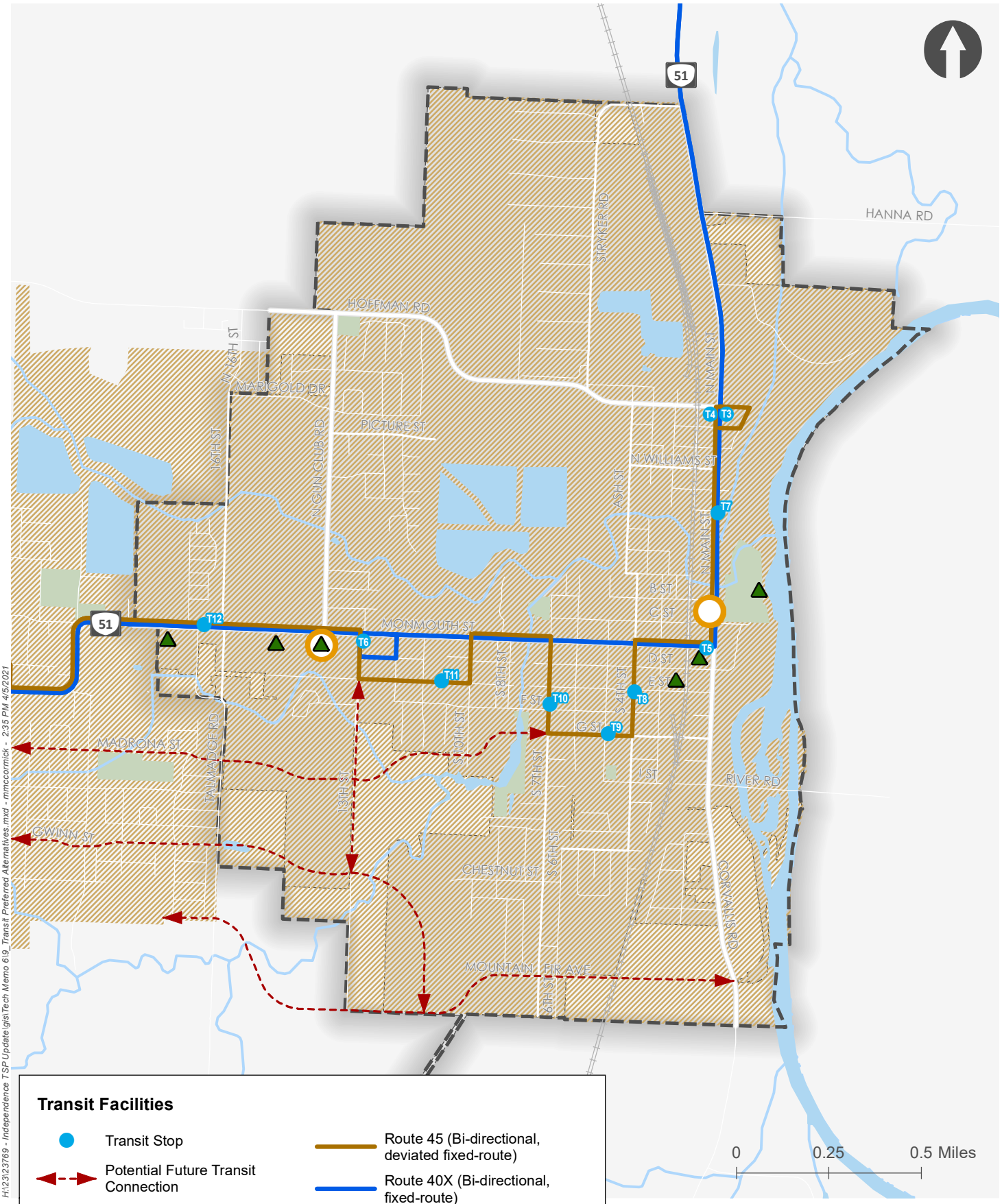
T9	5th Street/G Street – both directions	Install street lighting at both bus stops; Install ADA-compliant pedestrian ramps leading to the bus stops for both directions	Low	$50,000
T10	7th Street/F Street – both directions	Install street lighting at both bus stops; Install ADA-compliant pedestrian ramps leading to the bus stops for both directions	Low	$50,000
T11	1038 E Street (single stop to serve both directions)	Install street lighting; install ADA-compliant pedestrian ramps leading to the bus stop	Low	$50,000
T12	Monmouth Street/ Talmadge Road – both directions	Install street lighting at both bus stops; Install ADA-compliant pedestrian ramps leading to the bus stops for both directions	Low	$50,000
			Total High Priority Cost	**$55,000**
			Total Medium Priority Cost	**$135,000**
			Total Low Priority Cost	**$255,000**
			Total Cost	**$445,000**

1. Project will require coordination with ODOT and approval from the State or Regional Traffic Engineer.
2: Project not shown on Transit Plan Map.
3: Project to be partially funded by others.

Transit System Policies

The transit system policies are provided below.

- Work with Cherriots to make Route 40X as efficient and frequent as possible.
- Consider the 40X the primary regional transit service in the community and ensure that any existing or new local service supports the service (through either making local connections to the stops or adding frequency to the service along the main route).
- Ensure safe walking and cycling routes to the bus stops.
- Support transit routes and facilities through on-street measures such as improved bus stops, pullouts, optimum road geometrics, or parking restrictions.
- Work with Cherriots to provide further marketing, outreach, and education about the available services.
- Collaborate with Cherriots, willing private property owners, and local stakeholders to establish mobility hubs/park-and-rides for public transit and carpool users. Potential locations to explore include:
    - Central Plaza (supporting Routes 40X and 45)
    - Independence Library/Sterling Savings Bank (supporting Routes 40X and 45)
    - Riverview Park (supporting Routes 40X and 45)
    - Independence Cinema 8 (supporting Routes 40X and 45)
    - First Baptist Church (supporting Routes 40X and 45)
    - Waremart (supporting Route 45)



Preferred Transit Alternatives Independence, OR

Figure 9

Data Source: General Transit Feed Service

- Work with Cherriots and other partner agencies to provide a "one-stop-shop" for real-time transit information for riders, especially as more routes and service types become available within the city.
- Ensure new retail, office, and institutional developments include transit routes and facilities and/or convenient pedestrian access to transit through walkways and connections.
- Allow existing developments to redevelop portions of parking areas for transit-oriented uses, such as carpool parking, park-and-ride parking, and public transit stations and platforms, where appropriate.
- Coordinate with Cherriots to evaluate fares for local service, such as Route 45, every two years beginning in 2021. Local service fares are recommended to be cheaper than a trip to Salem via private vehicle.
- Work with Cherriots to determine bus stop locations for any new roadways built within the city, including consideration of planned future routes that are not yet in place. Any new bus stop established should include the removal of on-street parking, per Cherriots service design standards.

RAIL SYSTEM

The rail line in Independence runs north-south along the entirety of the city. This introduces many intersecting locations with other modal networks. Through review of previous planning efforts, Tech Memo 5 identifies several policies to be considered for the rail system in Independence.

Rail System Policies

The rail system policies are provided below.

- Create a maintenance program to specifically address pavement condition on 2nd Street.
    - The City will keep all design solutions to the existing railroad subgrade failure along 2nd Street open for discussion, including a potential median strip to separate train and vehicular traffic.
- Create a maintenance/improvement program to ensure ADA compliance of pedestrian crossings of the rail line.
- Work with the rail operators to further reduce speed, and resulting noise, of trains passing through city limits.
    - Follow the Federal Railroad Administration's guidance for creating quiet zones, including installing of flashing lights and gates at each public crossing.
- Work with ODOT rail to determine the location of an at-grade or grade-separated rail crossing that would provide additional east-west connectivity of the roadway network.
    - Consideration can be given to removing a crossing to the north to ensure similar continued rail operations.
- Identify and evaluate the economic feasibility of various alternatives to provide for emergency access and response capabilities to the entire City. Some alternatives include building a collector/arterial crossing or providing a satellite emergency response capability for the east side of Independence.

- Work with ODOT rail to consider potential compromised emergency response capabilities should a train become stalled on the tracks and block crossings. The fire and police stations are located west of the track. Trains can delay and/or cause detours for emergency vehicles trying to reach the eastern edge of town, including the downtown, waterfront park, residences and businesses.
- Reduce environmental degradation (noise impacts) and conflicts by requiring new residential development adjacent to the railroad to use sound mitigation structures or planting buffers.
- Promote safe and efficient operation of the railroad and road system by allowing no new at-grade crossings by local roads and minimize the number of arterial and collector street at-grade crossings.

AIR SYSTEM

The Independence State Airport is located on the northern edge of the City and accommodates light single- and multi-engine aircraft. The Oregon Department of Aviation (ODA) updated the Independence State Airport Master Plan, with the final report published in March 2020. The majority of projects from the 2020 Independence State Airport Master Plan are outside of the City of Independence's right-of-way, but Independence can support the airport through policies.

Air Policies

The air system policies are provided below.

- Maintain airport overlay zoning that ensures future approach surfaces match FAR Part 77 standards and Oregon Department of Aviation guidelines.
- Collaborate with Oregon Department of Aviation to ensure land use along Hoffman Road does not impact the Runway Protection Zone.

SAFE ROUTES TO SCHOOL

Safe Routes to School (SRTS) plans make it safer for students to walk, bike, or take public transit to school. Safer routes encourage more walking and biking and provide convenient and accessible options to and from school and in surrounding neighborhoods. SRTS programs include six components known as the Six E's: evaluation, education, encouragement, engineering, enforcement, and equity.

Safe Routes to School Policies

The SRTS policies are provided below.

- Re-establish the Monmouth-Independence Safe Routes to School Program (Central School District 13J) and ensure that the program includes middle and high school students.
- Develop an evaluation program that assesses successful strategies and approaches, ensures that initiatives support equitable outcomes, and identifies unintended consequences or opportunities.
- Continue to implement physical improvements to the transportation system aimed at addressing specific needs which make walking and biking to school safer, more comfortable and convenient.

EMERGING TRANSPORTATION TECHNOLOGIES

Transportation technologies are rapidly evolving, and cities are evaluating what steps they can take to be prepared. The challenge is that most emerging technologies are initiated by the private sector and can be difficult to predict. So how can cities use their money efficiently while also seeing the benefits of emerging technology?

Emerging Transportation Technology Policies

The emerging transportation technology policies are provided below.

- Create a Transportation Liaison or Alternative Transportation Workgroup in conjunction with Monmouth, Western Oregon University, and Cherriots.
- Monitor emerging technologies that may be well suited for Independence and Monmouth.
- Establish mobility hubs (or areas served by multiple modes of travel), in collaboration with Cherriots, willing private property owners, and local stakeholders. Potential locations to explore include:
    - Downtown Independence, adjacent to Riverview Park (supporting Routes 40X and 45)
    - Central Plaza shopping center (supporting Routes 40X and 45)
    - Within the southwest concept plan area as it develops
    - In the vicinity of the Independence State Airport
- Establish an "alternative modes main street" designed for bicycles and pedestrians, as well as micromobility services such as E-scooters, trolleys, and/or people movers. E Street is one candidate facility.
- Consider adding an electric vehicle charging requirement to the development code.
- Allow ride-hailing and micromobility services (E-scooters, bike share, etc.) to be established in Independence.

PARKING PLAN

Parking in downtown Independence is provided along both sides of most streets, including OR 51-Main Street and OR 51-Monmouth Street. Parking is also provided in several public and private off-street parking lots. Several alternatives were considered to address parking concerns within the downtown area; however, further evaluation of parking conditions is required. Therefore, the preferred alternative includes a downtown parking study as indicated below.

Parking Alternatives

Table 9 identifies the preferred alternatives for the parking plan. The priority shown in Table 9 is based on the project evaluation criteria as well as input from the project team; the priority was updated based on input from the advisory committees and the community.

Table 9: Parking Plan Preferred Alternatives

Map ID	Location/Name	Description	Priority	Cost
PP1	Downtown Parking Study	Prepare a municipal parking management plan for downtown Independence	High	$50,000
			Total High Priority Cost	**$50,000**
			Total Medium Priority Cost	**$0**
			Total Low Priority Cost	**$0**
			Total Cost	**$50,000**

1. The cost of the downtown parking study includes the study only and does not include the costs associated with implementing recommendations.

The plan should consider the following parking management strategies (at a minimum):

- Truck loading zones, taxi zones, zones for rideshare vehicles (e.g., Uber, Lyft)
- Time limits (2-hours, 30 minutes, 15 minute) in the marked stalls on OR 51
- Disabled parking (location and design)
- Parking enforcement policies and strategies
- Work with local business owners to establish parking areas for employees
- Develop "how to park" resources and parking maps
- Invest in pick-up drop-off loops and adaptive reuse design for any parking structures/lots.

The City may need to coordinate with ODOT to implement the parking management strategies identified above within downtown Independence on OR 51-Main Street and OR 51-Monmouth Street.

TRANSPORTATION DEMAND MANAGEMENT PLAN

Transportation Demand Management (TDM) is a general term used to describe any action that removes single occupancy vehicle (SOV) trips from the roadway during peak time periods. The ability to change travel behavior and provide alternative modes will help accommodate the growth in trips without the need for significant investments in new infrastructure. A major focus of TDM is on major employers; however, there are many things the City can do to support TDM implementation.

Transportation Demand Management Alternatives

Tech Memo 5 identifies several policies and strategies that may be effective for managing demand in the City of Independence. Table 10 summarizes the strategies that best meet the goals and objectives of the TSP update. As with all new public and private investments, the implementation of TDM strategies is sure to draw opposition from some. Given Independence's limited experience with TDM strategies, it is important that decision-makers understand their long-term costs and benefits and are able to evaluate these along-side arguments from opponents in achieving outcomes that best reflect the City's vision and goals while effectively reducing travel demand.

Table 10: Potential TDM Strategies

Strategy	Description
Bicycle Improvements	Improved design and maintenance of shared streets, bike lanes, and paths
Bicycle Parking	Improved bicycle parking, storage, and changing facilities
Bike/Transit Integration	Improved bicycle access and storage at transit stops and stations, and the ability to carry bikes on transit vehicles
Pedestrian Improvements	Improved design and maintenance of sidewalks, crosswalks, paths, and amenities
Bike/Walk Encouragement	Promotion campaigns, events, educational programs, guides and user info
Transit Improvements	Improve transit facilities and service (stop amenities, hours, frequency, coverage)
Shuttle Service	Shuttle buses, demand response and other special mobility services
Ridesharing	Carpool/vanpool programs and services
Wayfinding	Provide wayfinding improvements and other multimodal navigation tools
Streetscape Improvements	Redesign roadways to support multimodal transportation and create more attractive and accessible communities
Connectivity Improvements	Improved roadway and pathway connectivity
Traffic Calming	Roadway design features intended to reduce traffic speeds and volume
Vehicle Use Restrictions	Limit vehicle traffic at a particular time or place
Parking Management	Various management strategies that result in more efficient use of parking
Park-and-ride	Park-and-rides can support ridesharing and public transit use
Downtown Centers	Creating vibrant downtowns mixed-use activity centers

Transportation Demand Management Policies

The TDM policies are provided below.

- Implement TDM solutions in the City.
- Build partnerships with community organizations (such as WOU, state employers in Salem, Cherriots, the City of Monmouth, and Central School District) to support TDM implementation.
- Promote carshare, ridesharing, bikeshare, e-scooters, and other micromobility services.
- Utilize TDM strategies, such as commute trip reductions programs for employees, and special transportation management when sponsoring events that attract crowds.

Attachment A Qualitative Evaluation of Transportation System Alternatives

Gap/ Deficiency ID (Future Project ID)	Location/Name	Extents	Alternative Type	Alternative Description	Preliminary Screening									Total	Preferred Solution
					Is it consistent with the community vision?	Does it provide smooth and safe traffic flow?	Does it increase nonmotorized trips?	Does it increase transit ridership?	Is it future focused?	Is it financially stable?	Are there minimal environmental impacts?	Are there minimal engineering challenges?	Is it preferred by the public based on completed outreach?		
Roadway System															
R1	Randall Way Extension	13th Street to 7th Street	Roadway extension	Extend Randall Way west to 13th Street at F Street.											✓
R2	Chestnut Street	Road end to new roadway	Roadway extension	Extend Chestnut Street southwest to the new east-west collector.											✓
R3	4th Street	Road end to new roadway	Roadway extension	Extend 4th Street south to the new east-west minor arterial.											✓
R4	New east-west collecter 1	16th Street at Madrona Street to 13th Street	New roadway	Construct a new east-west collector from 16th Street at Madrona Street to 13th Street.											✓
R5	New east-west collecter 2	13th Street to G Street	New roadway	Construct a new east-west collector from 13th Street to G Street.											✓
R6	New north-south local street	F Street to new roadway	New roadway	Construct a new north-south local street from F Street at 8th Street to the new east-west collector.											✓
R7	New east-west collecter 3	16th Street to new roadway	New roadway	Construct a new east-west collector from 16th Street at Gwinn Street to the new east-west minor arterial.											✓
R8	New east-west minor arterial in southwest Independence	16th Street to Corvallis Road	New roadway	Construct a new east-west minor arterial from 16th Street at Ash Creek Drive to Corvallis Road.											✓
R9	Gun Club Road-13th Street	OR 51-Monmouth Street to 13th Street	New roadway	Extend Gun Club Road south and realign to connect with 13th Street.											✓
R10	E Street Extension	Road end to Western City Limits	Roadway extension	Extend E Street west to 16th Street and the west city limit.											✓
R11	OR 51-Main Street/Polk Street Intersection	N/A	Intersection geometry	Install a left-turn lane at the eastbound approach.	Y	N	N	N	N	N	Y	Y	N	3	
			Intersection geometry	Reconfigure OR 51-Main Street to provide a center two-way left-turn lane at the northbound and southbound approaches.	Y	Y	N	N	N	Y	Y	Y	Y	6	
			Intersection geometry	Reconfigure OR 51-Main Street to provide a center two-way left-turn lane at the northbound and southbound approaches and install a left-turn lane at the eastbound approach.	Y	Y	N	N	N	N	Y	Y	Y	5	
			Traffic control	Install a single-lane roundabout. This alternative could require additional right-of-way.	Y	Y	N	N	N	N	N	N	N	2	
			Traffic control and intersection geometry	Install a separate left-turn lane at the eastbound approach and a traffic signal when signal warrants are met.	Y	Y	N	N	N	N	Y	Y	N/A	4	✓
R12	Main Street/Monmouth Street Intersection	N/A	Intersection geometry	Install a separate northbound left-turn lane and a separate southbound right-turn lane with 100 feet of storage.	Y	Y	N	N	N	N	Y	Y	N	4	
			Intersection geometry	Install a separate northbound left-turn lane, a separate southbound right-turn lane with 100 feet of storage, and a separate eastbound right-turn lane.	Y	Y	N	N	N	N	Y	Y	N	4	
			Traffic control	Install an actuated-uncoordinated traffic signal when warrants are met.	Y	N	N	N	N	N	N	Y	Y	3	
			Traffic control and intersection geometry	Install an actuated-uncoordinated traffic signal when warrants are met and install a separate eastbound right-turn lane with 100 feet of storage.	Y	Y	N	N	N	N	N	Y	Y	4	
			Traffic control and intersection geometry	Install an actuated-uncoordinated traffic signal when warrants are met and install a separate southbound right-turn lane with 100 feet of storage.	Y	N	N	N	N	N	N	Y	Y	3	
			Traffic control and intersection geometry	Install an actuated-uncoordinated traffic signal when warrants are met and install a separate northbound left-turn lane with 100 feet of storage.	Y	Y	N	N	N	N	N	Y	Y	4	
			Traffic control and intersection geometry	Create a couplet by reconfiguring OR 51-Monmouth Street as one-way eastbound from 4th Street to OR 51-Main Street and reconfiguring C Street to one-way westbound from 2nd Street to 4th Street.	Y	Y	N	N	N	Y	Y	N	N/A	4	
			Traffic control and intersection geometry	Reconfigure OR 51-Monmouth Street as one-way eastbound from 2nd Street to OR 51-Main Street.	Y	Y	N	N	N	Y	Y	N	N/A	4	

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			Traffic control and intersection geometry	Install separate left- and right-turn lanes at the eastbound approach and a traffic signal when signal warrants are met.	Y	Y	N	N	N	N	Y	Y	N/A	4	✓
R13	OR 51-Monmouth Street/4th Street Intersection	N/A	Intersection geometry	Install a two-way left-turn lane on OR 51-Monmouth Street from the Ash Creek Bridge to 4th Street and taper to two lanes east of 4th Street.	Y	N	N	N	N	Y	N	Y	Y	4	
			Intersection geometry	Install a two-way left-turn lane on OR 51-monmouth Street and a separate left-turn lane at the northbound approach. This alternative could require additional right-of-way.	Y	N	N	N	N	N	N	Y	Y	3	
			Traffic control	Restrict the eastbound left, westbound right, northbound through, and southbound through movements for motorists.	Y	Y	N	N	N	Y	Y	Y	N/A	5	
			Traffic control and intersection geometry	Install separate left-turn lanes at the eastbound and westbound approaches and a traffic signal when signal warrants are met.	Y	Y	N	N	N	Y	Y	Y	N/A	5	✓
R14	OR 51-Monmouth Street/7th Street Intersection	N/A	Intersection geometry	Install a two-way left-turn lane on OR 51-Monmouth Street from the Ash Creek Bridge to 4th Street and taper to two lanes east of 4th Street.	Y	Y	N	N	N	Y	Y	Y	Y	6	
			Intersection geometry	Install a two-way left-turn lane on OR 51-Monmouth Street from the Ash Creek Bridge to 4th Street and and a separate northbound left-turn lane with 100 feet of storage. This alternative could require additional right-of-way.	Y	Y	N	N	N	N	N	Y	Y	4	
			Traffic control and intersection geometry	Install an actuated-uncoordinated traffic signal with separate eastbound and westbound left-turn lanes with 100ft of storage when warrants are met.	Y	Y	N	N	N	N	Y	Y	Y	5	✓
			Traffic control	Install a single-lane roundabout.	Y	Y	N	N	N	N	N	N	N	2	
R15	Main Street/River Road Intersection	N/A	Intersection geometry	Install a westbound left-turn lane with 100ft of storage. This alternative would require widening the bridge.	Y	Y	N	N	N	N	N	N	N/A	2	
			Traffic control and intersection geometry	Reconfigure the intersection with all-way stop-control, install a westbound right-turn lane with 100 ft of storage and a southbound left-turn lane with 100 ft of storage . This alternative would require widening the bridge.	Y	Y	N	N	Y	N	Y	N	N/A	4	✓
			Traffic control and intersection geometry	Reconfigure the intersection with all-way stop-control and allow the westbound right and southbound left/through/right to operate free. The southbound approach could also operate free.	Y	N	N	N	N	Y	Y	Y	N/A	4	
			Traffic control	Install a single-lane roundabout. This alternative could require additional right-of-way.	Y	Y	N	N	N	N	N	N	Y	3	
R16	OR 51-Monmouth Street/Gun Club Road Intersection	N/A	Traffic control	Optimize the signal timing/phasing to provide more green time to the southbound left-turn movement.	Y	Y	N	N	N	Y	Y	Y	Y	6	✓
			Intersection geometry	Extend the southbound left-turn storage.	Y	Y	N	N	N	Y	Y	Y	N	5	
Safety Plan															
S1	Hoffman Road/16th Street Intersection	N/A	Safety intersection	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the eastbound approach.											✓
S2	OR 51-Main Street/Polk Street Intersection	N/A	Safety intersection	Install advanced intersection warning signs and traffic calming measures at the southbound approach.											✓
S3	Main Street/River Road Intersection	N/A	Safety intersection	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the northbound approach.											✓
S4	OR 51/Stryker Road Intersection	N/A	Safety intersection	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the southbound approach.											✓
S5	OR 51-Monmouth Street/4th Street Intersection	N/A	Safety intersection	Provide traffic calming measures on OR 51-Monmouth Street approaching the intersection.											✓
S6	OR 51-Monmouth Street/7th Street Intersection	N/A	Safety intersection	Provide traffic calming measures on OR 51-Monmouth Street approaching the intersection.											✓
S7	Hoffman Road/Gun Club Road Intersection	N/A	Safety intersection	Provide traffic calming measures on Hoffman Road approaching the intersection.											✓
S8	Hoffman Road/Stryker Road Intersection	N/A	Safety intersection	Close Hoffman Road at the westbound approach to Stryker Road.											✓

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S9	OR 51-Monmouth Street Segment	Western City Limits to Gun Club Road	Safety segment	Install eastbound dynamic speed feedback sign east of west City Limits and reflectorized back plates for all traffic signal heads at 16th Street and Gun Club Road intersections.											✓
S10	4th Street Segment	OR 51-Monmouth Street to Spruce Street	Safety segment	Provide traffic calming measures on 4th Street; improve visibility between OR 51-Monmouth Street and Spruce Street by providing "No Parking" zones and additional lighting on both sides of the street at intersections.											✓
S11	Main Street/Corvallis Road	N/A	Safety segment	Conduct a speed study to evaluate the ability to move the 30 mph posted speed sign further south.											✓
S12	River Road	N/A	Safety segment	Install “Bike on Bridge” warning signs with actuated beacons.											✓
Pedestrian System															
P1	OR 51-Main Street	Stryker Road to OR 51-Monmouth Street	Fill in sidewalk gaps	Fill in the gaps on the east side of the roadway with new sidewalks.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	✓
			Reconstruct sidewalks	Reconstruct the sidewalks following ODOT guidelines for low stress facilities.	Y	Y	Y	Y	N	N	N	Y	N	5	
P2	OR 51-Monmouth Street	West City Limits to OR 51-Main Street	Fill in sidewalk gaps	Install sidewalks on the north side of the roadway with new sidewalks.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	✓
			Reconstruct sidewalks	Reconstruct the sidewalks following ODOT guidelines for low stress facilities - Install 6-foot buffered sidewalks from the west city limits to 4th Street - Install 8-foot buffered sidewalks or 10-foot curb tight sidewalks from 4th Street to OR 51-Main Street	Y	Y	Y	Y	N	N	N	Y	N	5	
P3	Main Street	F Street to River Road	Fill in sidewalk gaps	Install sidewalks on the east side of the roadway with new sidewalks.											✓
P4	Corvallis Road	River Road t to South City Limits	Fill in sidewalk gaps	Install sidewalks on the east side of the roadway with new sidewalks.											✓
P5	Hoffman Road	West City Limits to Airport Road	Fill in sidewalk gaps	Install sidewalks on the north and south side of the roadway with new sidewalks.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Reconstruct sidewalks	Reconstruct the sidewalks consistent per City standards as part of future development/redevelopment projects.	Y	Y	Y	N	N	N	N	Y	N	4	
P6	Polk Street	Airport Road to OR 51-Main Street	Fill in sidewalk gaps	Fill in the gaps on the north and south side of the roadway with new sidewalks.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Reconstruct sidewalks	Reconstruct the sidewalks consistent per City standards as part of future development/redevelopment projects.	Y	Y	Y	N	N	N	N	Y	N	4	
P7	Gun Club Road	Hoffman Road to OR 51-Monmouth Street	Fill in sidewalk gaps	Fill in the gaps on west side of the roadway with new sidewalks.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Reconstruct sidewalks	Reconstruct the sidewalks consistent per City standards as part of future development/redevelopment projects.	Y	Y	Y	N	N	N	N	Y	N	4	
P8	Stryker Road	Hoffman Road to OR 51-Main Street	Fill in sidewalk gaps	Fill in the gaps on both sides of the roadway with new sidewalks.	Y	Y	Y	N	N	Y	Y	Y	N/A	6	✓
			Reconstruct sidewalks	Reconstruct the sidewalks consistent per City standards as part of future development/redevelopment projects.	Y	Y	Y	N	N	N	N	Y	N/A	4	
P9	Ash Street/4th Street	Ash Creek Bridge to A Street	Fill in sidewalk gaps	Install sidewalks on west side of the roadway with new sidewalks.											✓
P10	16th Street	OR 51-Monmouth Street to South City Limits	Fill in sidewalk gaps	Fill in the gap on the east side of the roadway with new sidewalks.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Reconstruct sidewalks	Reconstruct the sidewalks consistent per City standards as part of future development/redevelopment projects.	Y	Y	Y	N	N	N	N	Y	N	4	
P11	13th Street	OR 51-Monmouth Street to South City Limits	Fill in sidewalk gaps	Fill in the gap on the east side of the roadway with new sidewalks.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	✓
			Reconstruct sidewalks	Reconstruct the sidewalks consistent per City standards as part of future development/redevelopment projects.	Y	Y	Y	Y	N	N	N	Y	N	5	
P12	4th Street	I street to roadway south terminus	Fill in sidewalk gaps	Fill in the gap on the east side of the roadway with new sidewalks.											✓

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P13	Williams Street	Ash Street to OR 51-Main Street	Fill in sidewalk gaps	Install sidewalks on the north side of the roadway with new sidewalks.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Reconstruct sidewalks	Reconstruct the sidewalks consistent per City standards as part of future development/redevelopment projects.	Y	Y	Y	N	N	N	N	Y	N	4	
P14	F Street	10th Street to 7th Street	Fill in sidewalk gaps	Fill in the gap on the north side of the roadway with new sidewalks.											✓
P15	OR 51-Main Street/Stryker Road Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments.											✓
P16	OR 51-Main Street/Hanna Road Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments.											✓
P17	OR 51-Main Street/Oak Street Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments on the south leg of the intersection to connect the bus stop.											✓
P18	OR 51-Monmouth Street/13th Street Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments.											✓
P19	Corvallis Road/G Street Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments.											✓
P20	Main Street/River Road Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments.											✓
P21	Stryker Road/Hoffman Road Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments on the north leg of the intersection.											✓
P22	Ash Street/Polk Street Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments.											✓
P23	Gun Club Road/Picture Street Intersection	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments.											✓
P24	Stryker Road Rail Crossing	N/A	Enhanced crossing	Provide enhanced pedestrian crossing treatments across the rail line.											✓
P25	OR 51-Main Street/Main Street	B Street to E Street	Pedestrian amenities	Consider opportunities for street patios, street furniture, and other amenities in the downtown area											✓
P26	OR 51-Monmouth Street	3rd Street to OR 51-Main Street	Pedestrian amenities	Consider opportunities for street patios, street furniture, and other amenities in the downtown area											✓
P27	North South Connector Trail #1	South of Hoffman Road to Wildfang Park	Shared-use path/trail	Create a shared-use path/trail connection.											✓
P28	North South Connector Trail #2	North from OR 51-Monmouth Street to Wildfang Park	Shared-use path/trail	Create a shared-use path/trail connection.											✓
P29	Ash Creek Trail Phase I	Riverview Park to Wildfang Park	Shared-use path/trail	Create east/west shared-use path/trail connection.											✓
P30	Mt. Fir North-South Trail	F Street to Becken Road	Shared-use path/trail	Create north/south shared-use path/trail connection from F Street to Mt. Fir Park and south across Becken Road. This connection may include some on-street segments.											✓
P31	Mt. Fir Connector Trail	Mt. Fir Street to Corvallis Road	Shared-use path/trail	Create east/west shared-use path/trail connection.											✓
P32	River Trail	N/A	Shared-use path/trail	Create north/south shared-use path/trail connection along Willamette Riverfront.											✓
P33	Going to the River Trail	Williams Street to Howard Court	Shared-use path/trail	Create east/west shared-use path/trail connection. This connection may include some on-street segments.											✓
P34	Central High School (HS) Connector Trail	Central High School to south of OR 51-Monmouth Street	Shared-use path/trail	Create north/south shared-use path/trail connection from Central High School to neighborhoods south of OR 51-Monmouth Street.											✓
P35	South Fork Trail	N/A	Shared-use path/trail	Create two north/south shared-use path/trail connections on the east and west sides of the South Fork Ash Creek.											✓
P36	Drainage Trail	3th Street to the South Fork Trails	Shared-use path/trail	Create east/west shared-use path/trail connection.											✓
P37	Old Highway 99 Trail	N/A	Shared-use path/trail	Create east/west shared-use path/trail connection to the existing shared-use path along OR 99. This connection may include some on-street segments.											✓

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P38	Willamette Valley Trail	N/A	Shared-use path/trail	Create east/west shared-use path/trail connection to the Willamette Valley Scenic Bikeway. This connection may include some on-street segments.											✓
P39	Polk Street Trail	Eastern terminus of Polk Street to the River Trail	Shared-use path/trail	Create east/west shared-use path/trail connection.											✓
P40	E Street Trail	13th Street at E Street to OR 51-Monmouth Street	Shared-use path/trail	Create east/west shared-use path/trail connection. This connection may include some on-street segments.											✓
Bicycle System															
B1	OR 51-Main Street	Stryker Road to B Street	Bike lanes	Install 6-foot bike lanes on both sides of the roadway consistent with ODOT standards. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	
			Buffered bike lanes	Install 7-foot buffered bike lanes on both sides of the roadway (5-foot bike lane, 2-foot buffer) consistent with the BUD. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	✓
			Cycle tracks	Install 6-foot separated bike lanes (cycle tracks) on both sides of the roadway. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	N	N	N	N	4	
B2	OR 51-Main Street	B Street to OR 51-Monmouth Street	Shared street	Install shared lane pavement markings (sharrows) on both sides of the roadway.											✓
B3	OR 51-Monmouth Street	West City Limits to 4th Street	Bike lanes	Install 6-foot bike lanes on both sides of the roadway consistent with ODOT standards. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	
			Buffered bike lanes	Install 7-foot buffered bike lanes on both sides of the roadway (5-foot bike lane, 2-foot buffer) consistent with the BUD. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	✓
			Cycle tracks	Install 6-foot separated bike lanes (cycle tracks) on both sides of the roadway. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	N	N	N	Y	5	
B4	OR 51-Monmouth Street	F Street to OR 51-Main Street	Shared street	Install shared lane pavement markings (sharrows) on both sides of the roadway.											✓
B5	Main Street	F Street to River Road	Buffered bike lanes	Install 7-foot buffered bike lanes on both sides of the roadway from F Street to River Road (5-foot bike lane, 2-foot buffer)											✓
B6	Corvallis Road	River Road to South City Limits	Bike lanes	Install 6-foot bike lanes on both sides of the roadway consistent with ODOT standards. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	Y	Y	Y	Y	7	
			Buffered bike lanes	Install 7-foot buffered bike lanes on both sides of the roadway (5-foot bike lane, 2-foot buffer) consistent with the BUD. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Cycle tracks	Install 6-foot separated bike lanes (cycle tracks) on both sides of the roadway. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	N	N	N	N	3	

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B7	Hoffman Road	West City Limits to Airport Road	Bike lanes	Install 6-foot bike lanes on both sides of the roadway. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	Y	Y	Y	Y	7	
			Buffered bike lanes	Install 7-foot buffered bike lanes on both sides of the roadway (5-foot bike lane, 2-foot buffer). Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Cycle tracks	Install 6-foot separated bike lanes (cycle tracks) on both sides of the roadway. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	N	N	N	Y	4	
B8	Polk Street	Airport Road to OR 51-Main Street	Bike lanes	Install 6-foot bike lanes on both sides of the roadway. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	Y	Y	Y	Y	7	
			Buffered bike lanes	Install 7-foot buffered bike lanes on both sides of the roadway (5-foot bike lane, 2-foot buffer). Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Cycle tracks	Install 6-foot separated bike lanes (cycle tracks) on both sides of the roadway. Install green skip striping on arterial and collector roadways where bike lanes continue through major intersections.	Y	Y	Y	N	N	N	N	N	Y	4	
B9	Gun Club Road	North of the high school property to Hoffman Road	Bike lanes	Fill in the gaps with 6-foot bike lanes on both sides of the roadway.											✓
B10	Stryker Road	Polk Street to OR 51-Main Street	Bike lanes	Install 6-foot bike lanes on both sides of the roadway.											✓
B11	Ash Street/4th Street	Polk Street to OR 51-Monmouth Street	Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards.											✓
B12	16th Street	OR 51-Monmouth Street to South City Limits	Bike lanes	Install 6-foot bike lanes on both sides of the roads from OR 51-Monmouth Street to the south city limits.											✓
B13	13th Street	OR 51-Monmouth Street to South City Limits	Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards. Work with Cherriots to determine the configuration at bus stops.											✓
B14	7th Street	OR 51-Monmouth Street to South City Limits	Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards. Work with Cherriots to determine the configuration at bus stops.											✓
B15	4th Street (south)	OR 51-Monmouth Street to Spruce Avenue	Shared street	Install shared lane pavement markings (sharrows) on both sides of the roadway.	Y	Y	Y	Y	N	Y	Y	Y	N	7	
			Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	✓
B16	Picture Street	Gun Club Road to east roadway terminus	Shared street	Install shared lane pavement markings (sharrows) on both sides of the roadway.	Y	Y	Y	N	N	Y	Y	Y	N	6	
			Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
			Shared street	Install shared lane pavement markings (sharrows) on both sides of the roadway.	Y	Y	Y	N	N	Y	Y	Y	N	6	

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B17	Williams Street	Ash Street to OR 51-Main Street	Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
B18	G Street	West roadway terminus to Main Street	Shared street	Install shared lane pavement markings (sharrows) on both sides of the roadway.	Y	Y	Y	Y	N	Y	Y	Y	N	7	
			Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards. Work with Cherriots to determine the configuration at bus stops.	Y	Y	Y	Y	N	Y	Y	Y	Y	8	✓
B19	Spruce Avenue	6th Street to west roadway terminus	Shared street	Install shared lane pavement markings (sharrows) on both sides of the roadway.	Y	Y	Y	N	N	Y	Y	Y	N	6	
			Bike lanes	Install 6-foot bike lanes on both sides of the roadway. This would likely require restricting on-street parking along the road and therefore should be considered when traffic volumes exceed 2,000 ADT per City standards.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
B20	C Street	7th Street to OR 51-Main Street	Bicycle boulevard	Install low traffic bikeway (bicycle boulevard) treatments along the roadway.	Y	Y	Y	N	N	Y	Y	Y	N	6	
			Shared street	Install shared lane pavement marking (sharrows) on both sides of the roadway.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
B21	D Street	7th Street to Main Street	Bicycle boulevard	Install low traffic bikeway (bicycle boulevard) treatments along the roadway.	Y	Y	Y	N	N	Y	Y	Y	N	6	
			Shared street	Install shared lane pavement marking (sharrows) on both sides of the roadway.	Y	Y	Y	N	N	Y	Y	Y	Y	7	✓
B22	E Street/F Street	13th Street to Main Street	Bicycle boulevard	Install low traffic bikeway (bicycle boulevard) treatments along the roadway.											✓
B23	River Road - Willamette bridge	Main Street to Riverside Drive	Bike lanes	Install 6-foot bike lanes on both sides of the road across the Willamette bridge. This would require widening the bridge or providing cantilevered bike paths on one or two sides of the bridge.											✓
B24	Marigold Drive	16th Street to Gun Club Road	Bike lanes	Install 6-foot bike lanes on both sides of the road from 16th Street to Gun Club Road.											✓
B25	OR 51-Main Street/OR 51-Monmouth Street Intersection	N/A	Bike corral	Install a bike corral on OR 51-Main Street near the OR 51-Main Street/OR 51-Monmouth Street Intersection.											✓
B26	OR 51-Main Street/OR 51-Monmouth Street Intersection	N/A	Bike corral	Install a bike corral on OR 51-Monmouth Street near the OR 51-Main Street/OR 51-Monmouth Street Intersection.											✓
Transit System															
T1	Local Transit System	City-wide	New service	Collaborate with Monmouth and other stakeholders to establish a local transit system based on the outcomes of the Local Transit Feasibility Study.											✓
T2	Monmouth Street Autonomous Shuttle Study	N/A	Study	Study the feasibility of operating an autonomous shuttle along OR 51-Monmouth Street.											✓
T3	Stop 1516: OR 51-Main Street/Polk Street (to Salem)	N/A	Bus Stop Enhancement	Provide bicycle parking, storage, and repair station. Provide ADA-compliant pedestrian ramps leading to the bus stop.											✓
T4	Stop 1517: Or 51-Main Street/Polk Street (to Dallas)	N/A	Bus Stop Enhancement	Provide ADA-compliant pedestrian ramps leading to the bus stop. Provide bicycle parking, storage, and/or repair station.											✓
T5	Stop 1515: Library – OR 51-Monmouth Street/2nd Street (to Salem)	N/A	Bus Stop Enhancement	New “No Parking” zone. Provide bicycle storage and/or repair station (some bike parking already provided).											✓

Gap/ Deficiency ID (Future Project ID)	Location/Name	Extents	Alternative Type	Alternative Description	Preliminary Screening									Total	Preferred Solution
					Is it consistent with the community vision?	Does it provide smooth and safe traffic flow?	Does it increase nonmotorized trips?	Does it increase transit ridership?	Is it future focused?	Is it financially stable?	Are there minimal environmental impacts?	Are there minimal engineering challenges?	Is it preferred by the public based on completed outreach?		
T6	Stop 1502: 13th Street/OR 51-Monmouth Street (bi-directional)	N/A	Bus Stop Enhancement	Install "No Parking" zone signage in addition to the yellow curb. Install lighting. Provide ADA-compliant pedestrian ramps leading to the bus stop. Street intersection (i.e. marked crossing with pedestrian refuge). Provide bicycle parking, storage, and/or repair station. Real-time bus arrival reader board.											✓
T7	Main Street/Oak Street – both directions	N/A	Bus Stop Enhancement	Install ADA-compliant pedestrian ramps leading to the bus stops for both directions.											✓
T8	4th Street/E Street – both directions	N/A	Bus Stop Enhancement	Install bus stop lighting at the westbound stop and ADA-compliant pedestrian ramps leading to the bus stops for both directions.											✓
T9	5th Street/G Street – both directions	N/A	Bus Stop Enhancement	Install bus stop lighting and ADA-compliant pedestrian ramps leading to the bus stops for both directions.											✓
T10	7th Street/F Street – both directions	N/A	Bus Stop Enhancement	Install bus stop lighting and ADA-compliant pedestrian ramps leading to the bus stops for both directions.											✓
T11	E Street/11th Street – both directions	N/A	Bus Stop Enhancement	Install bus stop lighting and ADA-compliant pedestrian ramps leading to the bus stops for both directions.											✓
T12	Monmouth Street/Talmadge Road – both directions	N/A	Bus Stop Enhancement	Install bus stop lighting and ADA-compliant pedestrian ramps leading to the bus stops for both directions.											✓
Parking Plan															
PP1	Parking Management Plan	City-wide	Study	Prepare a municipal parking management plan for downtown Independence. The plan should consider the following parking management strategies: - Truck loading zones, taxi zones, zones for rideshare vehicles (i.e. Uber, Lyft) - Time limits (2-hours, 30 minutes, 15 minute) in the marked stalls on OR 51 - Disabled parking (location and design) - Parking enforcement policies and strategies											✓

Attachment B Evaluation and Prioritization of Preferred Alternatives

Description of Evaluation Process and Evaluation Criteria

A qualitative process using the evaluation criteria will be used to evaluate potential modal solutions and prioritize projects developed through the TSP update. The rating method used to evaluate the alternatives is described below.

Most Desirable: The concept addresses the criterion and/or makes substantial improvements in the criteria category. (+2)
Desirable: The concept addresses the criterion and/or makes improvements in the criteria category. (+1)
No Effect: The criterion does not apply to the concept or the concept has no influence on the criteria. (0)
Less Desirable: The concept does not support the intent of and/or negatively impacts the criteria category. (-1)
Least Desirable: The concept does not support the intent of and/or substantially negatively impacts the criteria category. (-2)

Objective	Evaluation Criteria	Evaluation Score
Goal 1 – Consistency with Community Vision		
Objective 1A: Connectivity	Enhances connectivity within and between major activity centers and community resources	(-2 to +2)
Objective 1B: Goals and Vision	Is consistent with community goals and vision	(-2 to +2)
Objective 1C: Natural Resources	Complements natural resources, scenic and historic areas, and open spaces to the greatest extent possible, while minimizing negative impacts	(-2 to +2)
Objective 1D: Neighborhood Impacts	Minimizes negative impacts to existing and future neighborhoods	(-2 to +2)
Objective 1E: Development Impacts	Minimizes negative impacts to developable and developed commercial and industrial sites	(-2 to +2)
Objective 1F: Plan Consistency	Is consistent with local plan including the Comprehensive Plan, state plans, and the plans of neighboring jurisdictions	(-2 to +2)
Goal 2 – Smooth and Safe Traffic Flow		
Objective 2A: Additional Routes	Provides additional north-south and east-west routes through the City	(-2 to +2)
Objective 2B: Vehicle Mobility	Improves vehicle mobility (over the no build scenario)	(-2 to +2)
Objective 2C: Vehicle Delay	Reduces vehicle delay at key intersections	(-2 to +2)
Objective 2D: History of Safety Issues	Addresses known safety issues at a location with a history of fatal or sever injury (Injury A) crashes	(-2 to +2)
Objective 2E: Freight/Rail Mobility	Improves mobility on designated freight truck and rail routes (over the no build scenario)	(-2 to +2)
Objective 2F: Key Roadways	Manages access to key state, county, and city roadways	(-2 to +2)
Objective 2G: Access for All	Supports roadway improvements that provide safe access for all users, regardless of age, ability, or mode of transportation	(-2 to +2)
Goal 3 – Increased Walking, Bicycling, Scooter, and Nonmotorized Trips		
Objective 3A: Low Stress Network	Creates a non-motorized network that has a high degree of comfort (i.e. minimal Level of Traffic Stress) and, where possible, showcases Independence's unique natural and physical attributes	(-2 to +2)
Objective 3B: Non-motorized Connectivity	Provides pedestrian or non-motorized connectivity to schools, business districts, transit stops and corridors, and/or parks	(-2 to +2)
Objective 3C: Non-motorized Gaps	Closes key gaps in the pedestrian or non-motorized system, creating short, easy, and accessible loops within the network	(-2 to +2)
Objective 3D: Non-motorized Safety	Addresses locations with a history of pedestrian and bicycle-related crashes	(-2 to +2)
Objective 3E: Non-motorized Routes	Serves a neighborhood that has limited existing nonmotorized transportation routes	(-2 to +2)
Goal 4 – Increased Transit Ridership		
Objective 4A: Frequent and Reliable Service	Support frequent and reliable transit service for transit stops and corridors	(-2 to +2)
Objective 4B: Stop Access and Amenities	Promote ridership by improving access to and amenities at transit stops	(-2 to +2)
Objective 4C: Increased Frequency	Promote ridership by increasing transit frequency	(-2 to +2)

Objective	Evaluation Criteria	Evaluation Score
Goal 5 – Future Focused		
Objective 5A: Innovative	Encourages innovative and emerging transportation and mobility solutions	(-2 to +2)
Objective 5B: Flexibility	Provides flexibility in planned projects, planed programs, and the development code to consider evolving practices and standards within the transportation field	(-2 to +2)
Goal 6 - Financial Stability		
Objective 6A: Maximize Efficiency and Life	Maximizes the efficiency and life of existing transportation facilities	(-2 to +2)
Objective 6B: Leverage Existing System	Leverages investments in the existing transportation system where the existing system can meet future needs	(-2 to +2)
Objective 6C: Partnerships	Prioritizes investments and maximizes partnerships to provide maximum benefit and return on investment for the associated cost	(-2 to +2)
Objective 6D: Future Costs	Considers future operation and maintenance costs in investment choices	(-2 to +2)
Objective 6E: Achievable	Ensures planned improvements can be achieved given the City's existing financial stream, and/or potential financial sources	(-2 to +2)

ID	Location/Name	Description	Evaluation Criteria (-2 to +2 scoring)																												
			Goal 1: Consistency with Community Vision						Goal 2: Smooth and Safe Traffic Flow							Goal 3: Increased Walking, Bicycling, Scooter, and Nonmotorized Trips					Goal 4: Increased Transit Ridership			Goal 5: Future Focused		Goal 6: Financial Stability				
			Objective 1A: Connectivity	Objective 1B: Goals and Vision	Objective 1C: Natural Resources	Objective 1D: Neighborhood Impacts	Objective 1E: Development Impacts	Objective 1F: Plan Consistency	Objective 2A: Additional Routes	Objective 2B: Vehicle Mobility	Objective 2C: Vehicle Delay	Objective 2D: History of Safety Issues	Objective 2E: Freight/Rail Mobility	Objective 2F: Key Roadways	Objective 2G: Access for All	Objective 3A: Low Stress Network	Objective 3B: Non-motorized Connectivity	Objective 3C: Non-motorized Gaps	Objective 3D: Non-motorized Safety	Objective 3E: Non-motorized Routes	Objective 4A: Frequent and Reliable Service	Objective 4B: Stop Access and Amenities	Objective 4C: Increased Frequency	Objective 5A: Innovative	Objective 5B: Flexibility	Objective 6A: Maximize Efficiency and Life	Objective 6B: Leverage Existing System	Objective 6C: Partnerships	Objective 6D: Future Costs	Objective 6E: Achievable
Roadway System																															
R1	Randal Way Extension	Extend Randal Way west to 13th Street at F Street	2	1	-1	-1	-1	1	2	2	1	0	0	0	2	2	2	2	0	2	0	0	0	0	0	1	1	0	0	0
R2	Chestnut Street Extension	Extend Chestnut Street southwest to the new east-west collector	2	1	-1	-1	-1	1	2	2	1	0	0	0	2	1	2	2	0	2	0	0	0	0	0	1	1	0	0	0
R3	4th Street Extension	Extend 4th Street south to the new east-west minor arterial	2	1	-1	-1	-1	1	2	2	1	0	0	0	2	2	2	2	0	2	0	0	0	0	0	1	1	0	0	1
R4	Madrona Street Connection (west)	Construct a new east-west collector from 16th Street at Madrona Street to 13th Street	2	1	-1	-1	-1	2	2	2	1	0	0	0	2	2	2	2	0	2	0	0	0	0	0	0	0	0	0	-1
R5	Madrona Street Connection (east)	Construct a new east-west collector from 13th Street at Madrona Street to G Street	2	1	-1	-1	-1	2	2	2	1	0	0	0	2	2	2	2	0	2	0	0	0	0	0	0	0	0	0	-1
R6	13th Street Extension	Extend 13th Street south to the south city limits	2	1	-1	-1	-1	2	2	2	1	0	0	0	2	1	2	2	0	2	0	0	0	0	0	0	1	0	0	0
R7	Gwinn Street Connection	Construct a new east-west collector from 16th Street at Gwinn to Mountain Fir Drive Extension	2	1	-1	-1	-1	2	2	2	1	0	0	0	2	2	2	2	0	2	0	0	0	0	0	0	0	0	0	-1
R8	Mountain Fir Drive Extension (New east-west minor arterial)	Extend Mountain Fir Drive east to Corvallis Road and west to the west City limits; coordinate with City of Monmouth on final alignment west of the City limits	2	1	-1	-1	-1	2	2	2	1	0	2	1	2	2	2	2	0	2	0	0	0	0	0	0	0	0	0	-2
R9	Gun Club Road-13th Street	Extend Gun Club Road south and realign to connect with 13th Street	1	1	-1	-1	-1	2	2	2	1	0	0	0	2	1	2	2	0	2	0	0	0	0	0	1	1	0	0	0
R10	E Street Extension	Extend E Street west to 16th Street and the west city limit	2	1	-1	-1	-1	1	2	2	1	0	0	0	2	2	2	2	0	2	0	0	0	0	0	1	1	0	0	1
R11	OR 51/Polk Street	Install a left-turn lane at the east-bound approach and a traffic signal when signal warrants are met; Coordinate with Project S2	1	1	0	1	1	1	0	2	2	1	0	2	1	0	0	0	0	0	1	0	0	0	0	2	2	1	1	1
R12	OR 51-Main Street/ OR 51-Monmouth Street	Install left- and right-turn lanes at the eastbound approach and a traffic signal when signal warrants are met	1	1	0	1	1	1	0	2	2	0	0	1	1	0	0	0	0	0	1	0	0	0	0	2	2	1	1	1
R13	OR 51-Monmouth Street/4th Street	Install a center two-way left-turn lane on OR 51-Monmouth Street from 7th Street to 4th Street and taper east of 4th Street – continue to monitor the intersection and a traffic signal if/when signal warrants are met; Coordinate with Project S5	1	1	0	1	1	1	0	2	2	1	0	1	1	0	0	0	0	0	1	0	0	0	0	2	2	1	1	1
R14	OR 51-Monmouth Street/7th Street	Install a center two-way left-turn lane on OR 51-Monmouth Street from 7th Street to 4th Street and taper west of 7th Street – continue to monitor the intersection and a traffic signal if/when signal warrants are met; Coordinate with Project S6	1	1	0	1	1	1	0	2	2	1	0	1	1	0	0	0	0	0	1	0	0	0	0	2	2	1	1	1

ID	Location/Name	Description	Evaluation Criteria (-2 to +2 scoring)																												
			Goal 1: Consistency with Community Vision						Goal 2: Smooth and Safe Traffic Flow							Goal 3: Increased Walking, Bicycling, Scooter, and Nonmotorized Trips					Goal 4: Increased Transit Ridership			Goal 5: Future Focused		Goal 6: Financial Stability				
			Objective 1A: Connectivity	Objective 1B: Goals and Vision	Objective 1C: Natural Resources	Objective 1D: Neighborhood Impacts	Objective 1E: Development Impacts	Objective 1F: Plan Consistency	Objective 2A: Additional Routes	Objective 2B: Vehicle Mobility	Objective 2C: Vehicle Delay	Objective 2D: History of Safety Issues	Objective 2E: Freight/Rail Mobility	Objective 2F: Key Roadways	Objective 2G: Access for All	Objective 3A: Low Stress Network	Objective 3B: Non-motorized Connectivity	Objective 3C: Non-motorized Gaps	Objective 3D: Non-motorized Safety	Objective 3E: Non-motorized Routes	Objective 4A: Frequent and Reliable Service	Objective 4B: Stop Access and Amenities	Objective 4C: Increased Frequency	Objective 5A: Innovative	Objective 5B: Flexibility	Objective 6A: Maximize Efficiency and Life	Objective 6B: Leverage Existing System	Objective 6C: Partnerships	Objective 6D: Future Costs	Objective 6E: Achievable
R15	Main Street/ River Road	Install a southbound left-turn lane and reconfigure as all-way stop control; Install a westbound left- or right-turn lane in conjunction with a new bridge; Coordinate with Project S3 and P20	1	1	0	1	1	1	0	2	2	1	0	1	1	0	0	0	0	0	0	0	0	0	0	2	2	1	1	1
R16	OR 51-Monmouth Street/Gun Club Road	Optimize the signal timing/phasing to provide more green time to the southbound left-turn movement	1	1	0	1	1	1	0	2	2	0	0	1	1	0	0	0	0	0	1	0	0	0	0	2	2	1	1	1
Safety Plan																															
S1	Hoffman Road/ 16th Street	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the eastbound approach	0	1	0	1	1	1	0	1	0	2	2	0	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S2	OR 51-Main Street/ Polk Street	Install advanced intersection warning signs and traffic calming measures at the southbound approach; Coordinate with Project R11	0	1	0	1	1	1	0	1	0	1	2	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S3	S Main Street/ River Road S	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the northbound approach; Coordinate with Projects R15 and P20	0	1	0	1	1	1	0	1	0	2	0	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S4	OR 51-Main Street/ Stryker Road	Install advanced intersection warning signs, speed feedback signs, and traffic calming measures at the southbound approach	0	1	0	1	1	1	0	1	0	2	0	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S5	OR 51-Monmouth Street/4th Street	Provide traffic calming measures on OR 51-Monmouth Street approaching the intersection; Coordinate with Project R13	0	1	0	1	1	1	0	1	0	2	0	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S6	OR 51-Monmouth Street/7th Street	Provide traffic calming measures on OR 51-Monmouth Street approaching the intersection; Coordinate with Project R14	0	1	0	1	1	1	0	1	0	2	0	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S7	Hoffman Road/ Gun Club Road	Provide traffic calming measures on Hoffman Road approaching the intersection	0	1	0	1	1	1	0	1	0	2	2	0	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S8	Stryker Road/Hoffman Road-Polk Street	Close Hoffman Road at the westbound approach to Stryker Road; Coordinate with Project P21	0	1	0	1	1	1	0	1	0	1	2	0	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S9	OR 51-Monmouth Street – West City Limits to Gun Club Road	Install eastbound dynamic speed feedback sign east of west City Limits and reflectorized back plates for all traffic signal heads at 16th Street and Gun Club Road intersections	0	1	0	1	1	1	0	1	0	2	0	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S10	4th Street – OR 51-Monmouth Street to Spruce Avenue	Provide traffic calming measures on 4th Street; improve visibility between OR 51-Monmouth Street and Spruce Avenue by providing “No Parking” zones and additional lighting on both sides of the street at intersections	0	1	0	1	1	1	0	1	0	2	0	0	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1

ID	Location/Name	Description	Evaluation Criteria (-2 to +2 scoring)																												
			Goal 1: Consistency with Community Vision						Goal 2: Smooth and Safe Traffic Flow							Goal 3: Increased Walking, Bicycling, Scooter, and Nonmotorized Trips					Goal 4: Increased Transit Ridership			Goal 5: Future Focused		Goal 6: Financial Stability					
			Objective 1A: Connectivity	Objective 1B: Goals and Vision	Objective 1C: Natural Resources	Objective 1D: Neighborhood Impacts	Objective 1E: Development Impacts	Objective 1F: Plan Consistency	Objective 2A: Additional Routes	Objective 2B: Vehicle Mobility	Objective 2C: Vehicle Delay	Objective 2D: History of Safety Issues	Objective 2E: Freight/Rail Mobility	Objective 2F: Key Roadways	Objective 2G: Access for All	Objective 3A: Low Stress Network	Objective 3B: Non-motorized Connectivity	Objective 3C: Non-motorized Gaps	Objective 3D: Non-motorized Safety	Objective 3E: Non-motorized Routes	Objective 4A: Frequent and Reliable Service	Objective 4B: Stop Access and Amenities	Objective 4C: Increased Frequency	Objective 5A: Innovative	Objective 5B: Flexibility	Objective 6A: Maximize Efficiency and Life	Objective 6B: Leverage Existing System	Objective 6C: Partnerships	Objective 6D: Future Costs	Objective 6E: Achievable
S11	Corvallis Road – South of River Road	Conduct a speed study to evaluate the ability to move the posted speed sign further south	0	1	0	1	1	1	0	1	0	2	0	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
S12	River Road Bridge	Install “Bike on Bridge” warning signs with actuated beacons	0	1	0	1	1	1	0	1	0	1	0	1	2	1	1	1	1	2	0	0	0	0	0	1	1	0	1	1
Pedestrian System																															
P1	OR 51-Main Street	Fill in the gaps on the east side of the road from Stryker Road to OR 51 Monmouth Street	2	-2	1	1	1	-2	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	2	2	0	1	1
P3	Main Street	Install sidewalks on the east side of the road from F Street to River Road	1	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	2	2	0	1	1
P4	Corvallis Road	Install sidewalks on the east side of the road from River Road to the south city limits	1	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	2	2	0	1	1
P5	Hoffman Road	Install sidewalks on the north side of the road from the west city limits to Airport Road; Coordinate with Project P37	1	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	2	2	0	1	1
P6	Polk Street	Fill in the gaps on the north and south sides of the road from Ash Street to OR 51-Main Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	2	2	0	1	1
P7	Gun Club Road	Fill in the gaps on west side of the road from Hoffman Road to OR 51-Monmouth Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	2	2	0	1	1
P8	Stryker Road	Fill in the gaps on both sides of the road from OR 51-Main Street to Polk Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	2	2	0	1	1
P9	Ash Street/4th Street	Install sidewalks on the west side of the road from the Ash Creek Bridge to A Street	1	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	2	2	0	1	1
P10	16th Street	Fill in the gaps on the east side of the road from OR 51-Monmouth Street to south city limits	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	2	2	0	1	1
P11	13th Street	Fill in the gaps on the east side of the road from OR 51-Monmouth Street to south city limits	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	2	2	0	1	1
P12	4th Street	Fill in the gaps on the east side of the road from I Street to the south city limits	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	2	2	0	1	1
P13	Williams Street	Install sidewalks on the north side of the road from Log Cabin Street to Marsh Street	1	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	2	2	0	1	1
P14	F Street	Fill in the gap on the north side of the road from 10th Street to 7th Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	2	2	0	1	1
P15	OR 51-Main Street/Stryker Road	Provide enhanced pedestrian crossing treatments	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	1	0	1	1
P16	OR 51-Main Street/Deann Drive	Provide enhanced pedestrian crossing treatments	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	1	0	1	1
P17	OR 51-Main Street/Williams Street	Provide enhanced pedestrian crossing treatments	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	1	0	1	1
P18	OR 51-Monmouth Street/13th Street	Provide enhanced pedestrian crossing treatments	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	1	0	1	1

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P19	Main Street/G Street	Provide enhanced pedestrian crossing treatments on the south leg of the intersection to connect the bus stop	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	1	0	1	1
P20	Main Street-Corvallis Road/River Road	Provide enhanced pedestrian crossing treatments	2	1	2	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	1	0	1	1
P21	Stryker Road/Hoffman Road	Provide enhanced pedestrian crossing treatments	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	1	0	1	1
P22	Ash Street/Polk Street	Provide enhanced pedestrian crossing treatments; Coordinate with Projects R15 and S3	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	1	0	1	1
P23	Gun Club Road/Marigold Street	Install a marked crosswalk on the north leg of the intersection; Coordinate with Project S8	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	1	0	1	1
P24	Stryker Road Rail Crossing	Provide enhanced pedestrian crossing treatments	2	1	1	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	1	0	1	1
P25	OR 51-Main Street/Main Street	Provide enhanced pedestrian crossing treatments	0	1	1	1	1	1	0	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	0	0	1	1
P26	OR 51-Monmouth Street/2nd Street	Provide enhanced pedestrian crossing treatments across the rail line	0	1	1	1	1	1	0	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	0	0	1	1
P2	OR 51-Monmouth Street/11th Street	Provide enhanced pedestrian crossing treatments	2	1	2	1	1	1	2	-1	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	1	0	1	1
P27	North South Connector Trail #1	Install a shared-use path/trail south from Hoffman Road to Wildfang Park	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	-1
P28	North South Connector Trail #2	Install a shared-use path/trail north from OR 51-Monmouth Street to Wildfang Park	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	-1
P29	Ash Creek Trail Phase I	Install an east-west shared-use path/trail from Riverview Park to Wildfang Park	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	-1
P30	Mt. Fir North-South Trail	Install a north/south shared-use path/trail from F Street to Mt. Fir Park and south across Becken Road – may include some on-street segments	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	-1
P31	Mt. Fir Connector Trail	Install an east/west shared-use path/trail from Mt. Fir Street to Corvallis Road	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	-1
P32	River Trail	Install a north/south shared-use path/trail along Willamette Riverfront	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	0
P33	Going to the River Trail	Install an east/west shared-use path/trail from Williams Street to Howard Court – may include some on-street segments	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	0
P34	Central High School (HS) Connector Trail	Install a north/south shared-use path/trail from Central High School to neighborhoods south of OR 51-Monmouth Street	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	1	1	-1
P35	South Fork Trail	Install two north/south shared-use path/trails on the east/west sides of the South Fork Ash Creek	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	1	-1

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P36	Drainage Trail	Install an east/west shared-use path/trail from 13th Street to the South Fork Trails	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	1	-1
P37	Old Highway 99 Trail	Install an east/west shared-use path/trail to the existing shared-use path along OR 99 – may include some on-street segments; Coordinate with Project P5	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	1	-1
P38	Willamette Valley Trail	Install an east/west shared-use path/trail to the Willamette Valley Scenic Bikeway – may include some on-street segments; Coordinate with Project B23	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	1	-1
P39	Polk Street Trail	Install an east/west shared-use path/trail from the eastern terminus of Polk Street to the River Trail	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	1	-1
P40	E Street Trail	Install an east/west shared-use path/trail from 13th Street to OR 51-Monmouth Street – may include some on-street segments.	2	1	2	1	1	2	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	1	-1
Bicycle System																															
B1	OR 51-Main Street	Install 7-foot buffered bike lanes on both sides of the roadway from Stryker Road to B Street (5-foot bike lane, 2-foot buffer)	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	0	2	0	1
B2	OR 51-Main Street	Install shared lane pavement markings (sharrows) on both sides of the roadway from B Street to F Street	1	1	1	1	1	1	2	0	0	0	0	0	2	1	2	1	1	2	0	2	0	0	0	2	2	2	1	2
B3	OR 51-Monmouth Street	Install 7-foot buffered bike lanes on both sides of the roadway from the west city limits to the Ash Creek Bridge4th Street (5-foot bike lane, 2-foot buffer)	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	0	2	0	1
B4	OR 51-Monmouth Street	Install shared lane pavement markings (sharrows) on both sides of the roadway from 7th4th Street to OR 51-Main Street	1	1	1	1	1	1	2	0	0	0	0	0	2	1	2	1	1	2	0	2	0	0	0	2	2	2	1	2
B5	Main Street	Install 7-foot buffered bike lanes on both sides of the roadway from F Street to River Road (5-foot bike lane, 2-foot buffer)	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	0	0
B6	Corvallis Road	Install 7-foot buffered bike lanes on both sides of the roadway from River Road to the south city limits (5-foot bike lane, 2-foot buffer)	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0
B7	Hoffman Road	Install 7-foot buffered bike lanes on both sides of the roadway from the west city limits to Airport Road (5-foot bike lane, 2-foot buffer)	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	0	1

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B8	Polk Street	Install 7-foot buffered bike lanes on both sides of the roadway from Airport Road to OR 51-Main Street (5-foot bike lane, 2-foot buffer)	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	0	0	1
B9	Gun Club Road	Fill in the gaps with 6-foot bike lanes on both sides of the roadway from north of the high school property to Hoffman Road	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B10	Stryker Road	Install 6-foot bike lanes on both sides of the road from Polk Street to OR 51-Main Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B11	Ash Street/4th Street (north)	Install 6-foot bike lanes on both sides of the roads from Polk Street to OR 51-Monmouth Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B12	16th Street	Install 6-foot bike lanes on both sides of the roads from OR 51-Monmouth Street to the south city limits	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B13	13th Street	Install 6-foot bike lanes on both sides of the roads from OR 51-Monmouth Street to the south city limits	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	0	0	0	0	1
B14	7th Street	Install 6-foot bike lanes on both sides of the roads from OR 51-Monmouth Street to the south city limits	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	0	0	0	0	1
B15	4 Street (south)	Install 6-foot bike lanes on both sides of the road from OR 51-Monmouth Street to Spruce Avenue	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	2	0	0	0	0	0	0	0	0	1
B16	Picture Street	Install 6-foot bike lanes on both sides of the road from Gun Club Road to the eastern terminus	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B17	Williams Street	Install 6-foot bike lanes on both sides of the road from Ash Street to OR 51-Main Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B18	G Street	Install 6-foot bike lanes on both sides of the road from the western terminus to Main Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B19	Chestnut Street	Install 6-foot bike lanes on both sides of the road from 6th Street to the western Terminus	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	1
B20	C Street	Install shared-lane pavement markings from 7th Street to OR 51-Main Street	1	1	1	1	1	1	2	0	0	0	0	0	2	1	2	1	1	2	0	1	0	0	0	1	2	0	0	0	1
B21	D Street	Install shared-lane pavement markings (sharrows) from 7th Street to Main Street	1	1	1	1	1	1	2	0	0	0	0	0	2	1	2	1	1	2	0	1	0	0	0	1	2	0	0	0	1
B22	E Street/F Street	Install a bicycle boulevard along E Street/F Street from 13th Street to Main Street	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	1	2	0	0	0	1
B23	River Road - Willamette River Bridge	Install 6-foot bike lanes on both sides of the Willamette River Bridge; this would require widening the bridge or providing cantilevered bike paths on one or two sides; Coordinate with Project P38	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	1	0	0	0	0	0

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B24	Marigold Drive	Install 6-foot bike lanes on both sides of the road from 16th Street to Gunn Club Road	2	1	1	1	1	1	2	0	0	0	0	0	2	2	2	2	1	2	0	1	0	0	0	0	0	0	0	0	1
B25	OR 51-Main Street/ OR 51-Monmouth Street	Install a bike corral on OR 51-Main Street near the OR 51-Main Street/OR 51-Monmouth Street Intersection	0	1	1	1	1	1	0	0	0	0	0	0	1	1	1	1	1	2	0	2	0	0	0	0	0	0	1	1	
B26	OR 51-Main Street/ OR 51-Monmouth Street	Install a bike corral on OR 51-Monmouth Street near the OR 51-Main Street/OR 51-Monmouth Street Intersection	0	1	1	1	1	1	0	0	0	0	0	0	1	1	1	1	1	2	0	2	0	0	0	0	0	0	1	1	
Transit System																															
T1	Local Transit System	Collaborate with Monmouth and other stakeholders to establish a local transit system based on the outcomes of the Local Transit Feasibility Study. This includes development of a complementary paratransit service if a dial-a-ride or deviated fixed route model is not put into service	1	1	0	1	1	1	2	0	0	0	0	0	1	2	2	2	1	2	2	1	2	1	0	0	0	2	0	0	
T3	Stop 1516: OR 51-Main Street/Polk Street (to Salem)	Install ADA-compliant pedestrian ramps leading to the bus stop; provide bicycle parking, storage, and/or repair station	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	2	0	2
T4	Stop 1517: OR 51-Main Street/Polk Street (to Dallas)	Install ADA-compliant pedestrian ramps leading to the bus stop; provide bicycle parking, storage, and/or repair station	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	2	0	2
T5	Stop 1515: Library – OR 51-Monmouth Street/ 2nd Street (to Salem)	Install a “No Parking” zone adjacent to the bus stop; provide bicycle storage and/or repair station	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	2	0	2
T6	Stop 1502: 13th Street/ OR 51-Monmouth Street (bi-directional)	Install street lighting at the bus stop; Iinstall ADA-compliant pedestrian ramps leading to the bus stop; Iinstall “No Parking” zone signage adjacent to the yellow curb; Pprovide bicycle parking, storage, and/or repair station; Iinstall a real-time bus arrival reader board; Establish a new westbound stop on Monmouth Street (OR-51) near 1430 Monmouth St, including an ADA-compliant pedestrian ramp. The new bus stop would make the 13th Street / Monmouth bus stop serve only the eastbound direction of travel.	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	2	0	1
T7	Main Street/Oak Street – both directions	Install ADA-compliant pedestrian ramps leading to the bus stops for both directions	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	0	2	0	1
T8	4th Street/E/D Street – both directions	Install street lighting at the D Street (southbound)westbound bus stop; Iinstall ADA-compliant pedestrian ramps leading to the bus stops for both directions	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	0	2	0	1

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T9	5th Street/G Street – both directions	Install street lighting at both bus stops; linstall ADA-compliant pedestrian ramps leading to the bus stops for both directions	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	0	1
T10	7th Street/F Street – both directions	Install street lighting at both bus stops; linstall ADA-compliant pedestrian ramps leading to the bus stops for both directions	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	0	1
T11	1038 E Street (single stop to serve/11th Street – both directions)	Install street lighting at both bus stops; install ADA-compliant pedestrian ramps leading to the bus stops for both directions	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	0	1
T12	Monmouth Street/ Talmadge Road – both directions	Install street lighting at both bus stops; linstall ADA-compliant pedestrian ramps leading to the bus stops for both directions	1	1	0	1	1	1	0	0	0	0	0	0	1	2	2	2	1	1	1	2	0	0	0	0	0	2	0	1
Parking Plan																														
PP1	Parking Management Plan	Prepare a municipal parking management plan for downtown Independence	1	1	0	1	1	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	1	2	2	2	1	1