



Troutdale-Columbia River Gorge Passenger Rail and Transit Feasibility Assessment

Spring 2021
Troutdale

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MGMT 607 Sustainable Business Seminar

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LUNDQUIST COLLEGE OF BUSINESS

Acknowledgments

On behalf of the University of Oregon MBA Team and the Sustainable City Year Program, it has been a pleasure to work with the City of Troutdale's Community and Economic Development Departments on the Lundquist Center for Sustainable Business Practices 2021 Strategic Planning Project.

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Troutdale. Text and images contained in this report may not be used without permission from the University of Oregon.

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About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-

learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

About City of Troutdale

Troutdale is a dynamic suburban community in Multnomah County, situated on the eastern edge of the Portland metropolitan region and the western edge of the Columbia River Gorge. Settled in the late 1800s and incorporated in 1907, this “Gateway to the Gorge” is approximately six square miles in size with a population of nearly 17,000 residents. Almost 75% of that population is aged 18-64.

Troutdale’s median household income of \$72,188 exceeds the State of Oregon’s \$59,393. Troutdale’s neighbors include Wood Village and Fairview to the west, Gresham to the south, and unincorporated areas of Multnomah County to the east.

For the first part of the 20th century, the city remained a small village serving area farmers and company workers at nearby industrial facilities. Starting around 1970, Troutdale became a bedroom community in the region, with subdivisions and spurts of multi-family residential housing occurring. In the 1990s, efforts were made to improve the aesthetics of the community’s original core, contributing to an award-winning “Main Street” infill project that helped with placemaking. In the 2010s, the City positioned itself as a jobs center as it worked with stakeholders to transform a large superfund area to one of the region’s most attractive industrial centers – the Troutdale-Reynolds Industrial Park.

The principal transportation link between Troutdale and Portland is Interstate 84. The Union Pacific Railroad main line runs just north of Troutdale’s city center. The Troutdale area is the gateway to the famous Columbia River Gorge Scenic Area and Sandy River recreational areas, and its outdoor pursuits. Troutdale’s appealing and

beautiful natural setting, miles of trails, and parkland and conservation areas draw residents and visitors alike. The City’s pride in place is manifested through its monthly gatherings and annual events, ranging from “First Friday” art walks to the city’s long-standing Summerfest celebration each July. A dedicated art scene and an exciting culinary mix have made Troutdale an enviable destination and underscore the community’s quality of life. Troutdale is home to McMenamins Edgefield, one of Portland’s beloved venues for entertainment and hospitality.

In recent years, Troutdale has developed a robust economic development program. The City’s largest employers are Amazon and FedEx Ground, although the City also has numerous local and regional businesses that highlight unique assets within the area. Troutdale’s recent business-related efforts have focused on the City’s Town Center, where 12 “opportunity sites” have been identified for infill development that respects the small-town feel while offering support to the existing retail environment. The next 20 years promise to be an exciting time for a mature community to protect what’s loved and expand opportunities that contribute to Troutdale’s pride in place.

Course Participants

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Introduction

Masters of Business Administration students worked with city of Troutdale staff to investigate the feasibility of Troutdale-based passenger rail and/or transit focused on the Columbia River Gorge.

January 2021 initial scope of work for the project included:

1. Discuss lodging opportunities based on market analysis supporting future economic development in Troutdale.
2. Evaluate transportation congestion relief opportunities in Columbia River Gorge, particularly focused on passenger rail feasibility stimulating tourism.
3. Consult on optimization of the City of Troutdale's current infrastructure and investigate possible alternative transportation mode expansion.
4. Evaluate tourism as it pertains to potential economic development stimulus.
5. Promote the City of Troutdale as the Gateway to the Gorge for its strategic location.
6. Identify, outline, and promote practical and effective solutions for the City of Troutdale to gain more inclusion in Statewide Transportation Strategies in Oregon.
7. Produce a final evaluation report summarizing key findings supporting the City of Troutdale's next steps for collaborating with identified key stakeholders and recommending options to insert Troutdale into Oregon's plans for rail, public transportation, highway, freight, bicyclists, pedestrians, and safety action in the future.

FIG. 1

Tourists are drawn to the striking views along the Historic Columbia River Highway

Credit: Megan Banks



Through research, due diligence, and coordination with Troutdale, project scope of work narrowed and adapted to focus on the following:

1. Identifying opportunities for the City of Troutdale to relieve tourist attraction and destination congestion throughout the Columbia River Gorge.
2. Determining how to utilize the City of Troutdale's current infrastructure to alleviate congestion in the Columbia River Gorge.
3. Discussing potential infrastructure improvements the City of Troutdale can implement in the future to alleviate congestion.

4. Identifying key stakeholders to advocate for and collaborate with the City of Troutdale.
5. Providing recommendations to guide the City of Troutdale's endeavors in creating economic development stimulus, especially in support of transportation expansion.

Please see the following contents highlighting conducted research, analysis, and key findings gathered by the University of Oregon MBA team.



FIG. 2

Congestion in the Gorge

The issue afflicting the Columbia River Gorge (CRG) for over three decades is an increasingly high-volume of tourism traffic and lack of adequate infrastructure to support it.

Multnomah Falls, located in CRG, has the highest tourist traffic volume in the state and frequently experiences roadway congestion. This congestion disrupts traffic flow in and around Interstate- 84 (I-84) resulting in excess vehicle parking along the interstate shoulder and creating safety hazards for travelers and pedestrians. This infrastructure issue spans across an array of federal, state, county, and local jurisdictions with no clear conduit for overcoming the increasingly difficult challenges the CRG is facing. With upcoming statewide strategic planning efforts undertaking a major makeover in 2021, now is the time to tackle transportation congestion and create infrastructure solutions to be implemented throughout CRG, and especially in Troutdale as the Gateway to the Gorge.

Recent Oregon Department of Transportation (ODOT) documents acknowledge congestion issues throughout CRG, yet state frameworks

continue to prioritize the Interstate-5 (I-5) corridor. Single occupancy vehicles are the primary mode of transportation traveling through CRG, but there is not enough parking or sufficient supplemental infrastructure to withstand the sheer volume of tourism and vehicles frequenting attractions such as Multnomah Falls.

The City of Troutdale's prime location positions the City to help alleviate congestion issues. Troutdale is the Gateway to the Gorge which is either the last major stop or first major stop when entering or exiting the CRG. Troutdale's potential future city infrastructure planning opportunities positions them as a top contender to resolve congestion issues along I-84. Troutdale's ability to coordinate with local, regional, and statewide stakeholders to secure support for infrastructure development is the ideal solution to congestion issues distressing CRG as of 2021.

FIG. 3
XX



Buy-in

Opportunity for the City of Troutdale to utilize infrastructure and alleviate congestion throughout CRG creates positive impact in five key themes outlined in the Oregon Transportation Plan (OTP):

ACCESSIBILITY AND MOBILITY

I-84 bottlenecks through CRG and increases delay of goods and commodities. It deters business from local economies and compels alternative routing into Portland. Reducing this congestion has potential to stimulate local economy development by connecting them with metro access regionally and eventually statewide.

ECONOMIC DEVELOPMENT

Dealing with the effects of I-84 congestion forces local jurisdictions to shift resources away from centralized projects and key activities allocated for improving local economy. Reducing congestion potentially frees up funding for future endeavors and increased accessibility and mobility further drives economic growth.

EQUITY

The limited capacity of alternative transportation and lack of supplemental infrastructure prompts overuse of single occupancy vehicles increasing I-84 congestion. This increased vehicle traffic is detrimental to strategic economic planning on local, regional, and statewide levels, especially those concerning environmental impact. Reducing congestion through expansion of alternative transit and supplemental infrastructure can create future value for emerging environmental health improvements which economies are now embracing and increases attractiveness of livability after Covid-19 Pandemic impact.

SAFETY

I-84 congestion, especially in and around tourist attractions, creates hazards for travelers and pedestrians where parking is limited. Stifled flow of both vehicle and foot traffic in and around attractions creates additional facility hazards. Hazards incite concern over physical and environmental safety resulting in resources shifting away from necessary project progression and economic key activities. Relieving congestion in and around tourist attractions potentially reduces the need for costly and lengthy structural renovations.

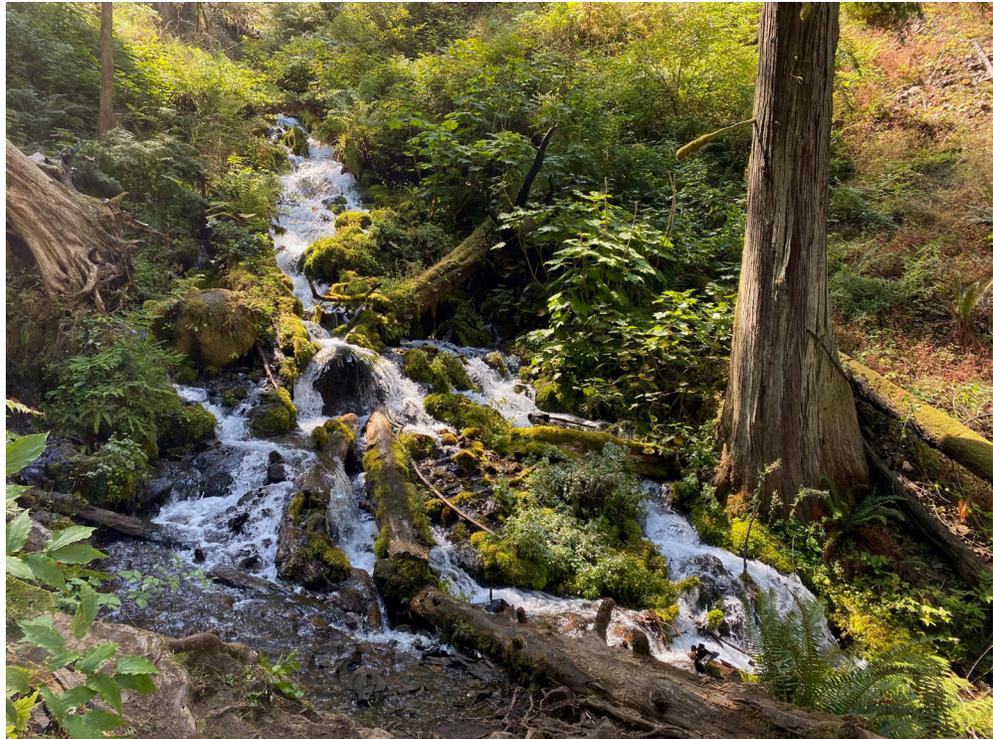
SUSTAINABILITY

Current infrastructure is at or past maximum capacity throughout CRG. Intervention to mitigate risks of overcrowding, destruction of natural habitats, and creation of additional hazards is necessary now to align stakeholders in the CRG, I-84, and City of Troutdale with strategic local, regional, and statewide planning to gain funding approval. Investing in alternative transit services and expansion of supplemental traffic infrastructure (parking) now while considering environmental impact and Oregon's overall development strategies is investing in Oregon's sustainable future.

FIG. 4

Fairy Falls along the
Wahkeena Falls Loop
Hike

Credit: Megan Banks



The Oregon Transportation Plan

Published in 2006, the Oregon Transportation Plan (OTP) lays out the state's 25 year multimodal transportation plan. Developed by the Oregon Transportation Commission, the OTP appoints an executive committee and three policy committees to guide transportation initiatives.

The responsibility for implementation falls upon many different agencies and jurisdictions, some seen in the Appendix of this report. The City of Troutdale's future inclusion in the OTP requires buy-in from these and alternative future stakeholders.

As forecasted 15 years ago, Oregon has since experienced growth in population increasing demand for transportation means further burdening existing infrastructure. Additional geographical stakeholders along I-84 include Bridal Veil Falls, Rooster Rock State Park, Multnomah Falls, and Hood River, all of which offer limited infrastructure and resources to contribute to alleviating congestion throughout CRG. Troutdale has an opportunity to create stakeholder buy-in through Region-1 by developing an alliance with above mentioned counterparts through expansion of services and additional transportation alternatives centered around their current infrastructure and potential improvements. Region-1 and additional geographic stakeholders possess combined added infrastructure to efficiently balance Portland Metro congestion throughout CRG.

OTP primary focus includes the Portland Metro Area and I-5 corridor funneling the majority of transportation and commerce into Oregon. The OTP highlights I-84 as the major East-West freight route linking larger markets by way of highway and rail. Unfortunately, rail and freeway bottlenecks erode the state's economic competitiveness and delays in the area continue to increase in the absence of capacity improvement.

Congestion outside of the Portland Metro Area on I-5 and I-84 creates variable traffic speeds contributing to an increased numbers of accidents further exasperating the issue. Safety hazards along I-84 deters economic activity, especially in smaller towns and jurisdictions rely on transportation and tourism.

It is imperative for the State of Oregon to recognize the increased volumes of traffic and prioritize CRG as an essential route for transportation of goods, services, and individuals and include Troutdale in its upcoming efforts to update strategy.

As Oregon looks to 2030 and beyond, it does not seem feasible to expand rail transportation infrastructure beyond its current capacity in CRG due to financial and political hurdles. Environmental issues require consideration when increasing transportation infrastructure throughout CRG and expansion of railroad track conflicts with farming interests in Willamette Valley. Degradation of plants, animals, water, air, land, and other natural resources are impacted.

Prioritizing the City of Troutdale as the Gateway to the Gorge creates opportunity for Oregon to position itself as a leader in CRG congestion relief. A comprehensive transportation strategy that includes Troutdale's current services and further developed infrastructure is recommended to address the primary issue of high-volume tourism traffic, vehicle traffic, and lack of adequate infrastructure to support it.

FIG. 5



Integration into State and Regional Plans

The Oregon Transportation Committee (OTC) is responsible for guiding, planning, and managing statewide transportation and enhancing Oregon's economy and livability attractiveness. Overseen by the OTC, many different advisory committees steer the committee agenda.

Guidance and framework are provided top-down from the state while policy and funding are petitioned from local communities upward.

The first logical step regarding state and regional planning is soliciting the East Multnomah County Transportation Committee (EMCTC). Consisting of stakeholders in line with Troutdale's Transportation plan, members of the committee are responsible for aiming transportation policy direction and allocating funding priorities locally. As the representative for Troutdale, Councilor Vice-Chair Jamie Kranz also represents the City of Troutdale on the Joint Policy Advisory Committee. Troutdale stands to benefit from strong representation in stakeholder engagement and local transportation committees.

The Area Commission on Transportation (ACT) provides input to the State Transportation Improvement Program (STIP) and focuses on local and regional transportation issues regarding state framework and infrastructure.

Region-1-ACT meetings are held from 5:30-7:30pm on the first Monday of every other month.

Although Troutdale is represented on the ACT through the EMCTC, the city can benefit from petitioning a vacant seat which can be accomplished through an EMCTC nomination to

the ACT board. This seat strengthens the East Multnomah County Cohort along with providing Region-1 with an increased and resilient resource base.

A major theme that arose during the research phase is communicating with stakeholders and generating buy-in across common issues scaling local, regional, and state initiatives to expand passenger rail services. This adheres to all alternative transit options. For example, a local investment from a larger resource base requires petitioning the Clackamas County Coordinating Committee. The Appendix of this report, (C4)'s letter to Region 1 ACT, is included. This petition encouraged an allocation request for local investments across all STIP categories. Many stakeholders are represented through R1-ACT and want to contribute to alleviating congestion issues in CRG through a given level of interaction.

A project with the size and scope of rail and congestion relief requires many smaller projects to create support and confidence for integration on a larger scale already in line with the state's overall transportation and land use goals. Providing high level resource requests to the ACT creates Troutdale's ability for incorporation into State and Regional planning through engagement, planning, and resource allocation.

Key Stakeholders and Insights

In addition to the various committees, programs, and plans related to transportation improvements throughout Oregon, several key stakeholders exist.

The City of Troutdale would benefit from new or ongoing partnerships with the following organizations to promote any new transportation solutions.

- Oregon Department of Transportation
- Travel Oregon
- Multnomah Falls Lodge
- Bridal Veil Lodge
- United States Forest Service
- Multnomah County
- Hood River County
- Clackamas County
- Troutdale Airport
- Friends of the Historic Columbia River Highway
- Friends of the Columbia Gorge
- Ready, Set, Gorge!
- Columbia River Gorge Visitors Association
- Columbia Area Transit

The UO MBA team sought insight from stakeholder representatives affiliated with current and future activities in the CRG. Key takeaways from conversations with these individuals included:

RAIL

- Amtrak has statutory rights to access the Union Pacific rail line.
- Any new rail service would need to be an Amtrak operation.
- The CGR rail line is a single track that is already currently over-utilized with a fixed capacity of trains it can accommodate.
- It is highly recommended to create a strong partnership with a reputable and established operator to coordinate with relevant stakeholders and arrange funding for any potential new rail projects.
- Case Study: Rocky Mountaineer
 - <https://www.rockymountaineer.com/>
 - Tourist line in Colorado and Utah.
 - It was created by an established operator on an under-utilized rail line.
 - It was an expensive endeavor and required an insurance policy valued at over \$200M.

COLUMBIA RIVER GORGE CONGESTION

- Alternative transportation methods outside of single occupancy vehicles would need to be the easiest and best decision for travelers.
- Outlining how a new project would be funded is critical for any future plans.
- Given the congestion issues in the CRG, it makes sense to utilize Troutdale's infrastructure and location at the Gateway to the Gorge.
- State Representatives and the Gorge Commission typically advocate for transportation related projects in the region.
- There are many different organizations in the area, all with different jurisdictions, requirements, and responsibilities – this can be difficult to navigate.
- The Columbia Gorge Express has timing problems resulting in people having to wait for multiple shuttles and creating challenges returning to Rooster Rock State Park.
- Greyline bus service is looking for park and ride options.
- Sasquatch bus service is working with the Union Pacific railroad.
- Organizations currently do not have the funds for sufficient management of the area.
- Multnomah Falls and the entrance to the Gorge is faced with a capacity issue which exacerbates the current challenges.

TOURIST DESTINATIONS

- Congestion in the CRG has been a problem since the 1980's and difficulties have only increased over past decade.
- There are no areas to expand parking.
- There are several safety concerns beyond congestion including drag racing, theft, and destruction of property.
- Businesses are impacted when visitors with lunch or dinner reservations are unable to find parking.
- Flaggers and other personnel are helpful to keep traffic moving but they do not solve parking or congestion problems.
- At a minimum, traffic control and additional signage is needed but it results in upset customers and visitors.
- Shuttles and trollies are great alternatives but deter customers that are hesitant to pay for services. This leads to an increased perception that personal vehicles are the most convenient form of transportation.
- The biggest challenge with private operations in the CGR is funding.
- When proposing new plans or alternative solutions, it is important to consider that all related infrastructure will require updates.

Financial Exploration

General funds and specific funds exist and are available at federal, state, regional, and local levels. Typically, these funds are broken down through legislation and acts of State Congress.

Cost concerns and capacity issues for public and private holding entities limits financial opportunities for rail throughout CRG without access to these funds. Currently, rail funds and investments are earmarked for the I-5 corridor connecting Eugene to the Portland Metro Area and not for CRG access to Portland. Time, resources, and stakeholder responsibility exponentially increases in correlation with the level of funding sought. Smaller initiatives are more likely to be funded, especially if proof of work provides benefit for larger initiative implementation across a longer schedule.

For example, continuing to invest in CRG congestion issues and its robust alternative transportation plan can assist in bolstering long term alternatives to single occupancy vehicle traffic solutions at a later date, particularly passenger rail expansion which is not feasible at this time. Presenting ideas and requests to governing bodies such as the ACT represents additional opportunities to address budget concerns. Once a cohort of like-minded individuals is established within the R1-ACT, neighboring ACTs, such as the Lower John Day ACT can be engaged and

assist with regional issues. The idea here is – think regionally, act locally both independently and collectively to gain approval.

Amtrak, Greyhound, and ODOT currently support passenger trains through Oregon Point, which operates passenger busses along four different routes. A public-private partnership from Troutdale through the CRG fosters incentives and creates future demand of passenger rail expansion but requires significantly larger amounts of funding. Once enough regions are involved, initial contributions from each entity decreases while increasing support for statewide engagement. To implement passenger rail expansion in the future support for Troutdale would need to be statewide with access to exponential funds considering anything shorter than 750 miles of track becomes state sponsored reducing buy-in from the state and limiting incentives for project adoption.

ODOT's Terra Lingley has experience with previous CRG transportation studies and can be a valuable resource when creating value for support. Project proposals carry more weight if aligned with ODOT sponsored analysis and framework.

The greatest opportunity for Troutdale exists by adding or utilizing space for parking within the city limits and welcoming expanded bus/shuttle services originating in Troutdale's City Center. These services increase commerce in and around Troutdale and also at destinations guests are delivered to such as restaurants and attractions located in CRG. Providing this adequate

space requires infrastructure upgrades but does create value towards Oregon's transportation expansion. Providing opportunities for parking draws in travelers who would normally overcrowd other areas and allows for utilization of transportation hubs already in use, ultimately providing ease of alternative transport throughout CRG.

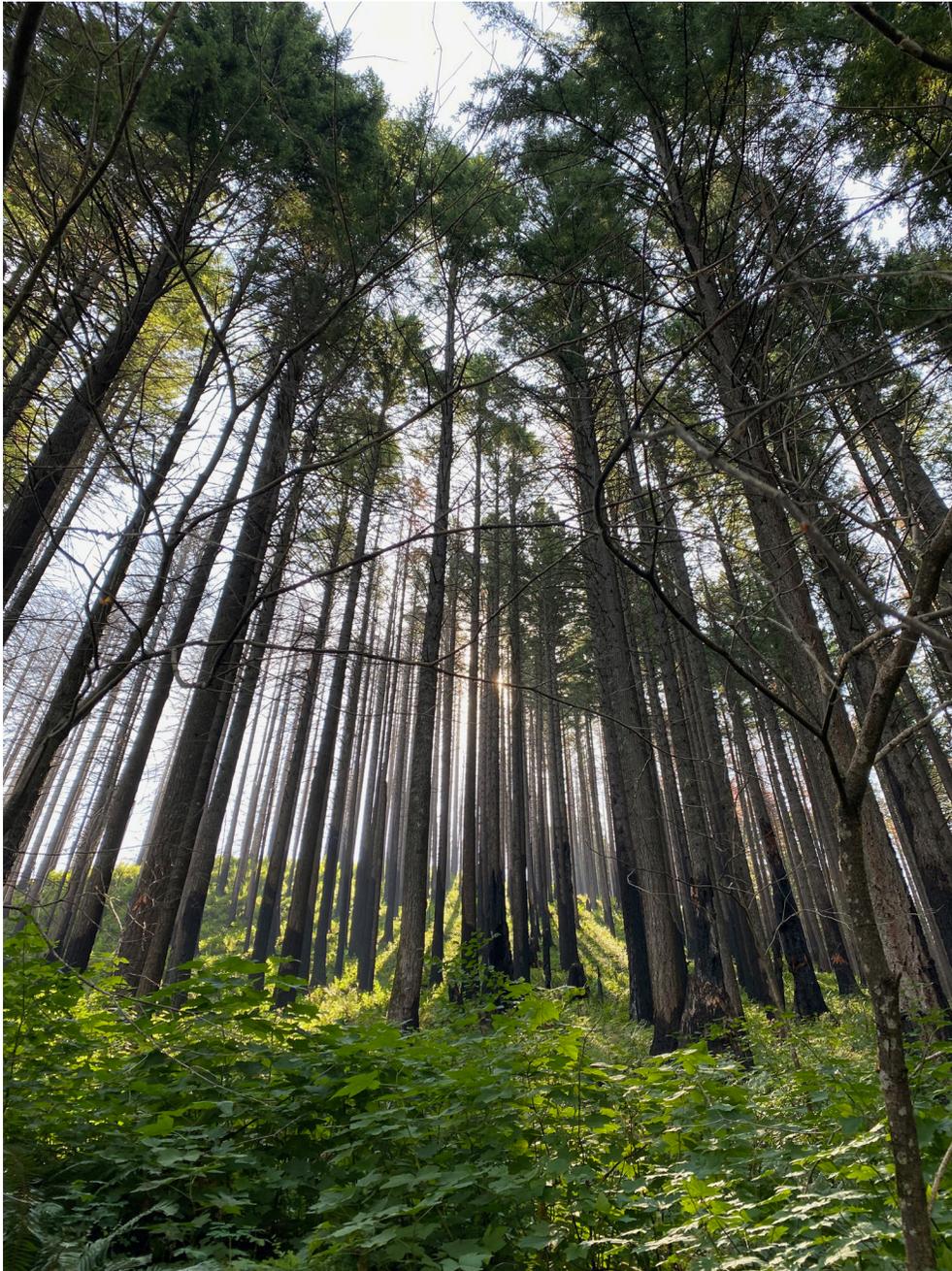


FIG. 6

Trails near Multomah Falls offer forest views
Credit: Megan Banks

Conclusion

Unfortunately, no easy solution exists to address all the challenges related to mitigating traffic congestion throughout Columbia River Gorge. Successful planning requires buy-in and collaboration from stakeholders across numerous jurisdictions.

Coordination between the State of Oregon and local advocates supporting the City of Troutdale's existing infrastructure and proposed improvements provides the most reasonable solution for Troutdale and tourist destinations such as Multnomah Falls. The biggest hurdle to overcome is circumventing the need for new, large-scale, costly, and time-consuming development projects throughout CRG that interfere with existing commerce and travel and negatively impact natural habitats. Troutdale's objective is to aid in Oregon's overall strategies for transportation, economic, and environmental infrastructure development/improvement, not negate from any of it.

With a new transportation plan slated for 2030, it is imperative to position Interstate-84 and CRG's congestion issues as a critical constriction on the entire region. The timing of this new transportation strategy provides an opportunity for Troutdale to coordinate with existing stakeholders to develop moral and financial support. It also positions Troutdale for inclusion in statewide strategic planning initiatives by playing a more active role in transportation consensus. Expanded promotion of the City of Troutdale as the obvious contender for congestion relief as the Gateway to the Gorge is what the University of Oregon MBA Team suggests at this time.

Recommendations

Based on student research and analysis, the following recommendations are proposed.

1. Collaborate with existing stakeholders to generate support, increase buy-in, lower potential financial burdens, reduce risk, and advocate for Troutdale:
 - a. Continue coordination with ODOT to remain involved with the most recent and most relevant CRG transportation studies and position Troutdale for funding opportunities and infrastructure updates.
 - b. Contact Jim McKenna, filling in for Raihana Ansary until further notice, to establish Troutdale as an active participant in all Governor's Regional Solution team initiatives.
2. Be an active participant with Region-1-ACT by attending meetings, having firsthand access to key strategy, and expressing Troutdale's interests to valuable allies.
3. Identify Troutdale representatives eligible to apply for the vacant Multnomah Co. Stakeholder seat:
 - a. Work with East Multnomah County Transportation Committee to secure representation on the ACT.
 - b. Foster relationships within EMCTC through common solutions
 - Park and Ride with off-season solution

References

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https://www.oregon.gov/odot/Planning/Documents/OTP_Volume_I.pdf

<https://www.oregon.gov/odot/Planning/Documents/Oregon%20State%20Rail%20Plan%202020.pdf>

Appendix A

2021 Strategic Planning Project Final Presentation



2021 STRATEGIC PLANNING PROJECT

Lundquist Center for Sustainable Business Practices

Sustainable City Year Program



THE CITY OF
TROUTDALE
OREGON



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- Oregon Transportation Policy
- Stakeholder Input
- Financial Exploration
- Recommendations





Initial Project Scope



- Hotel Study - market analysis on lodging opportunity
- Feasibility Study - passenger rail services expansion
- Promote - Gateway to the Gorge infrastructure
- Identify - practical and effective solutions
- Produce - final evaluation report



Refined Approach

Identify - alternative transportation opportunities

Discuss - potential infrastructure improvements

Determine - utilization of current infrastructure

Identify - key stakeholders and advocates

Recommend - support Troutdale in Statewide Strategies





Creating Buy-in Using OTP 5 Themes

01 Accessibility & Mobility

Connecting Troutdale through expanded transit services and adding parking structures reduces congestion and integrates regionally connecting statewide

03 Equity

Increasing capacity of infrastructure and expansion of transit services stimulates economy

05 Sustainability

Alternative transit options and supplemental infrastructure is an investment in the future and aligns with Oregon future sustainability strategies

02 Economic Development

Congestion distracts from centralized projects and shifts valuable resources

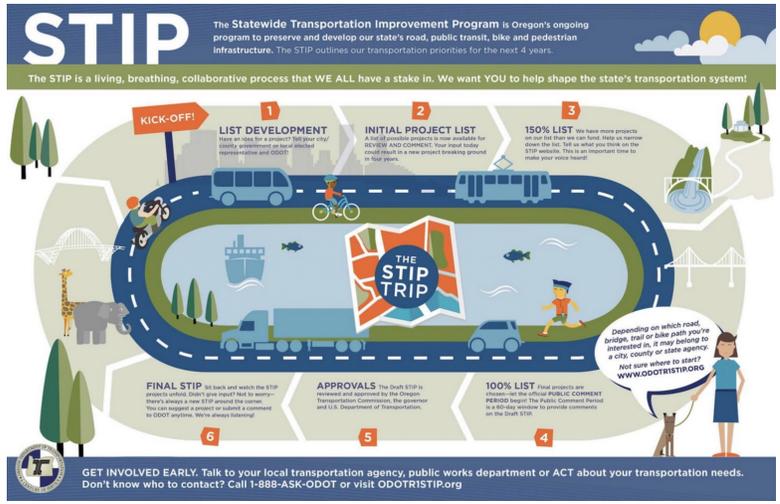
04 Safety

Freeing traffic flow
Avoiding excessive roadside parking on I-84
Unburdening tourist location facilities

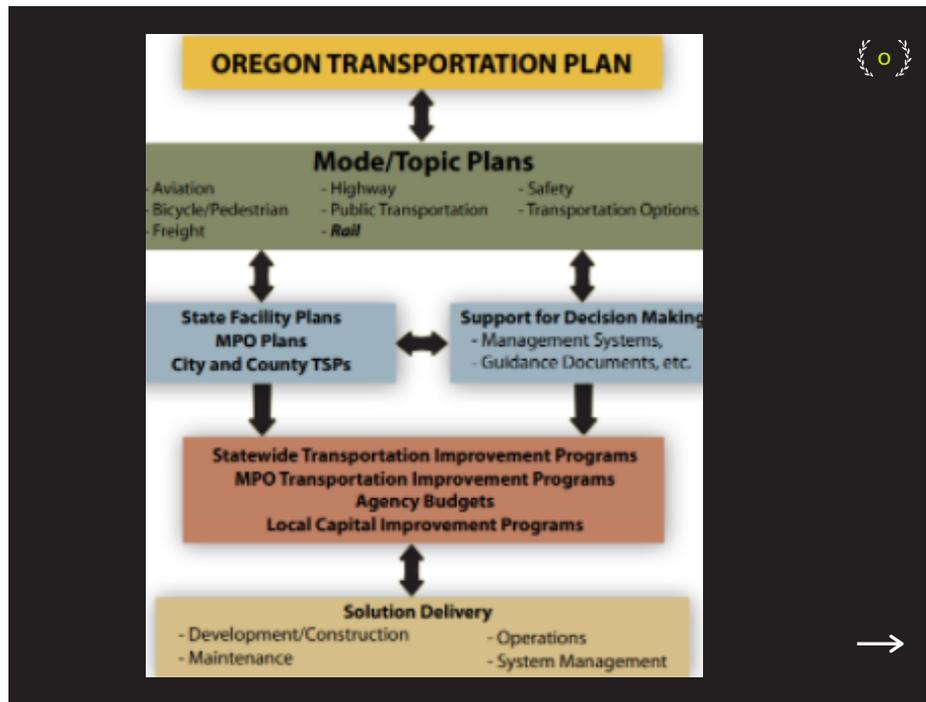


HIGHLIGHTS

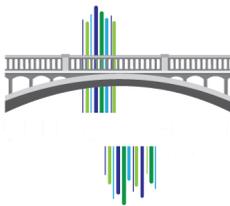
- Primary Focus on I-5 Corridor transportation/modes
- Attention on Eugene access to Portland Metro
- Secondary Focus toward Astoria
- I-84 Major East + West Freight/Rail Route
- Attempt to align with Washington State and British Columbia initiative to connect Pacific Northwest through rail



OTP FLOWCHART



Key Stakeholders



Stakeholder Insights



● Rail for Tourism

- Rail capacity on the CRG line is currently over-utilized
- Amtrak has statutory rights to access the Union Pacific rail line
- Any new rail service would need to be an Amtrak operation
- Sizeable insurance policies are required for rail operations

● CRG Congestion

- Troutdale's strategic location and infrastructure make it an apparent choice to alleviate congestion
- New transportation methods need to be the easiest and best choice for travelers
- Outlining how a new transportation project would be funded is critical

● Tourist Destinations

- Congestion has been a problem since the 1980's and difficulties have only increased over the past decade
- There are no areas to expand parking
- Transportation and property safety concerns are increasing
- Basic business operations are impacted by congestion



Financial Exploration



Rail Funding

Federal Funders
State Funders
Taxes

Public Transit Funding

Private Partnerships
Infrastructure Funding
Multi-stakeholder Plans

- Particular + Deliberate + Niche
- Already Disbursed
- Area Commission on Transportation
- East Multnomah County Transportation Committee





Recommendations

- Highlight Troutdale's strategic location, existing infrastructure, and robust transportation plans to committees
- Continue building support with key stakeholders
- Coordination with the East Multnomah County Transportation Committee
- Become an active participant in the Region 1 ACT



UNIVERSITY OF OREGON



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Appendix B

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Appendix C

Oregon Solutions Program

When additional support is needed, the Oregon Solutions Program works with government entities, non-governmental organizations, decision makers, and community members to discuss challenges facing the region. This group specializes in transportation and can further develop rules, language, and environmental performance standards to measure the sustainable transportation effort. The Oregon Solutions Program is capable of assisting Troutdale beyond this analysis and also capable of providing oversight and additional guidance throughout the term of this process.

The Regional Solution Program created the Regional Infrastructure Fund providing grants and loans to local governments for Regional Solutions capital construction projects. This program brings the right people to the table to coordinate action by the state to solve its issues. The Regional Solution Program can aid Troutdale by applying for funding through the Regional Investment Fund.

Coordination and cooperation with the Metropolitan Planning Organizations and regional ACTs help guide local planning and projects that can provide value to additional projects in the area.

PUBLIC TRANSIT FUNDING

State of Oregon

- Keep Oregon Moving – Statewide Transportation Improvement Fund
- Statewide Transportation Improvement Program (STIP)
- Local jurisdictions
- General Fund
- Lottery Funds
- OTP Technical Appendix #3

RAIL FUNDING

Federal

- Federal Railroad Administration
- Federal Transit Administration for the State Safety Oversight Program
- Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant
- Better Utilizing Investments to Leverage Development (BUILD) grant

State of Oregon

- Connect Oregon
- State Rail Rehabilitation Fund
- Customer Vehicle License Plate fees

ALTERNATIVE USEFUL STUDIES

East Corridor Rail Case Studies

- a. Prepared for Economic & Planning Systems, Inc. in 2015
- b. Explores commuter rail services in numerous major metropolitan areas including Portland MAX for the City of Denver's use in considering rail expansion

Nevada Electric Highway

- a. Created through partnership between
- b. Implemented to align with Nevada Climate Strategy

Electric Train Energy Consumption Model

- a. Prepared by Virginia Tech Transportation Institute
- b. Features model calibrated with Portland Metro data

The Future of Rail: Opportunities for Energy and the Environment

- a. Technology report published in 2019 includes substantial recent data on conventional rail, freight rail, and transportation

Appendix D

Precedent On Columbia River Gorge Congestion:

These studies were created through local and regional cooperation and provide a more reasonable view of the current situation as compared to the OTP. In addition, they include and expand upon different responses and recommendations that were analyzed outside of this report. Under the recommendation of the OTP and State Rail plan guidance, documents such as these are critical for moving the conversation forward on a local and regional level. These documents corroborate the Columbia River Gorge for future Oregon economic sustainability and can be found in the following state produced documents:

- 2016 Portland Region Traffic Performance Report
- Columbia River Gorge Transit Study
- Gorge Regional Transit Strategy
- Congestion Transportation Safety Improvement Plan
- Historic Columbia River Highway Master Plan

DOCUMENTS REFERENCED:

- Oregon Transportation Plan
- Oregon State Rail Plan



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