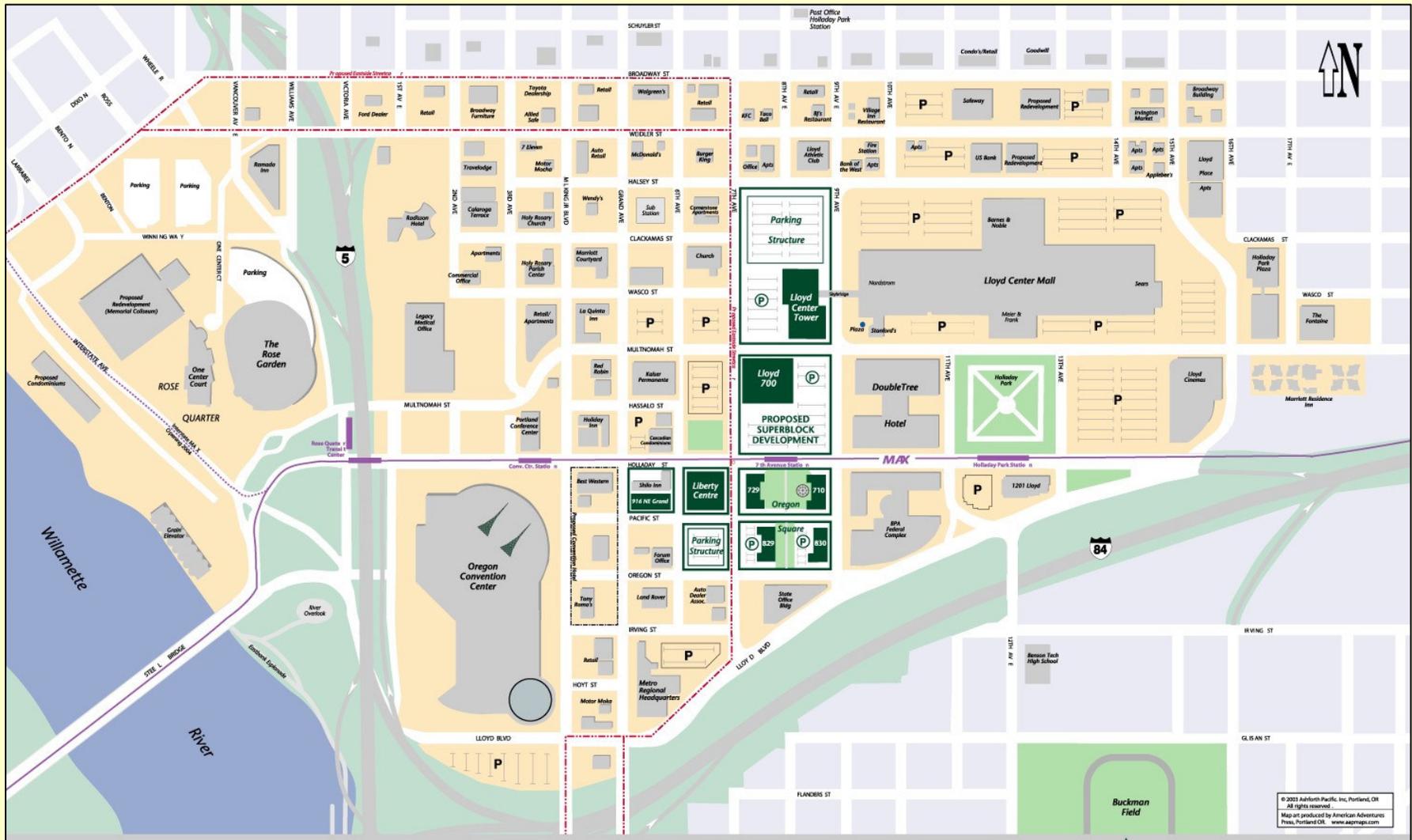


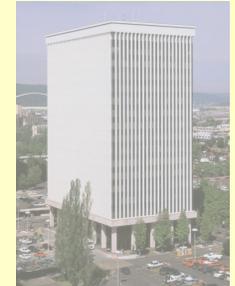


*Lloyd District Partnership Plan
A Case Study in Transportation Efficiency*



- East of downtown across Willamette River
- 275 acres, 20,000 employees, 600+ businesses
- 1,000 residential units within boundary
- Adjacent to 4 dense central city neighborhoods
- Constrained freeway access (ingress and egress)

LLOYD DISTRICT – pre 1990



District Before TMA and Partnership Plan

1990

- No formal system of parking or transportation management or forum for discussion
- District was primarily **free parking w/ no limits on built parking** (i.e., parking avg. was **3.5+ stalls** per 1,000 SF)
- Alternative modes were not well integrated
 - ✓ Transit mode split for **employee commute trips was 10%**
 - ✓ No bike lanes/trip end facilities and bus service traversed edge of district
 - ✓ Traffic forecast to achieve LOS F+ by 2015 at major access points (**at status quo**)
- 20,000 new jobs targeted for business district – **more than doubling the existing employee base** with no improvements slated for roadway system

Lloyd District was developing at a very suburban standard. Without a change in development patterns, the district was destined to continue as a suburban enclave with low densities and inefficient use of available lands, which were being dedicated to parking.

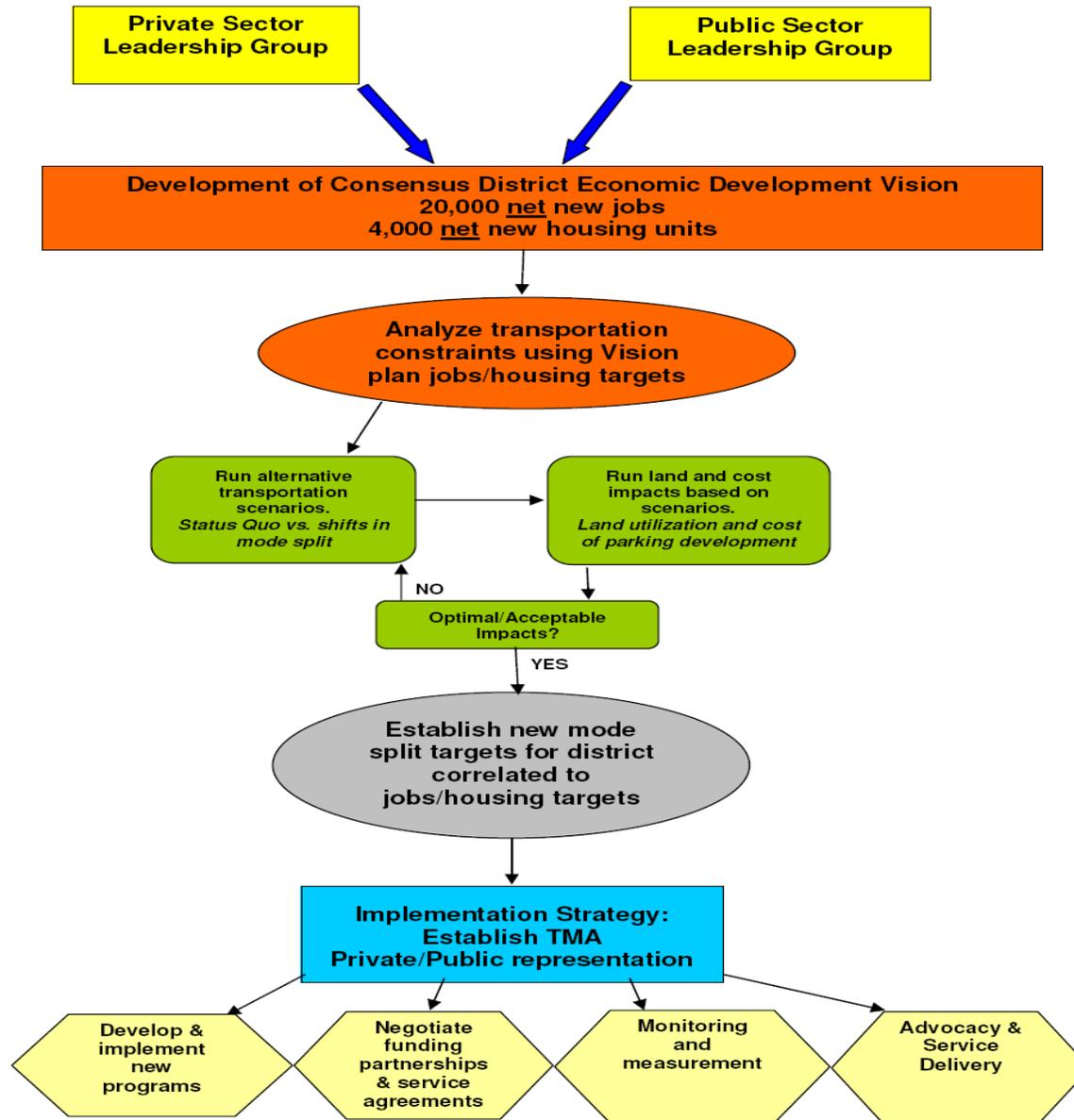


Impact of Status Quo – 17,000 net Employees

Mode	1997 Mode Split	1997 Employees	2015 Mode Split	2015 Employ ees	Net Change	% Change
Drive Alone	60.0%	10200	60.0%	20400	10200	100%
Rideshare	16.0%	2720	16.0%	5440	1360	100%
Bike	1.0%	170	1.0%	340	170	100%
Walk	1.0%	170	1.0%	340	170	100%
Telecommute	1.0%	170	1.0%	340	170	100%
Transit	21.0%	3570	21.0%	7140	3570	100%
TOTAL	100%	17000	100%	34000	17000	

of new parking stalls to meet SOV growth **10,200**
Cost to develop needed parking demand **\$204,000,000**
Thirteen 800 stall garages or 86 acres of surface parking

**FLOW CHART
LLOYD DISTRICT PARTNERSHIP PLAN**



Factors for Success - Leadership

Three key factors came in to play during this formative period.

- The Lloyd District business community was represented by five key stakeholders who maintained a significant vested interest in the long-term health and vitality of the district.
- Motivated public sector leaders committed to approaching change in a fairly suburban oriented business district in new and, to that point, innovative programs and partnerships.
- Consensus on goals and targets that were formalized into the *Lloyd District Partnership Plan* and adopted as policy by the City, TriMet and the LTMA Board.

Factors for Success – Leadership (cont.)

Lloyd District Partnership Plan Key Factors for Success
• Wide-spread recognition of economic opportunity
• Ability to create a shared set of goals
• Willingness and capacity to challenge the status quo: <ul style="list-style-type: none">✓ Transportation infrastructure✓ Service programs✓ Development policies✓ Service arrangements
• Aptitude to assess the barriers to goal achievement
• Motivation to invest public and private funds in partnership
Long-term commitment to the plan, accountable through the TMA forum and measurement

Factors for Success - Targets and Goals

Mode of Access	1994 – Status Quo	2015 – Adopted Target
Transit	10%	42%
Bike	1%	10%
Walk	1%	5%
Rideshare	16%	10%
Drive Alone	72%	33%
Total	100%	100%

The foundation of the *Lloyd District Partnership Plan* was the consensus agreement derived from the process that:

- (a) reaffirmed and formalized the jobs (20,000 net new) and housing (4,000 net new units) goals of the CCTMP
- (b) established and formalized commute mode split targets that were directly tied to congestion mitigation.

Consensus agreement assured that all programs and strategies developed through the partnership could be correlated back to (and **measured** against) progress made toward meeting jobs, housing and access objectives.

Factors for Success – A Business Supportive Access Environment

Regional Level

- Urban Growth Boundary
- Regional Parking Maximum Ratios for Development (3.41 stalls / 1,000 SF for commercial/mixed use)
- Transit agency – special consideration strategy

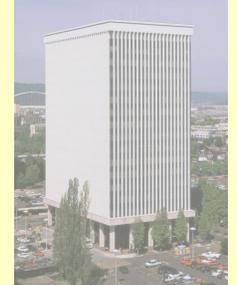
Local and Private Level

- Adoption of jobs/housing goals (20,000 new jobs/4,000 housing units)
- Adoption of mode split targets for all modes (42% transit, 10% bike, 3% walk, etc.)
- Eliminate free commuter parking (meters)
- Support new parking development maximums less than regional requirement (2.0/1,000 SF)
- Elimination of minimum parking requirements
- Prohibition on new surface parking

Partnerships

- Exemption from site specific ECO Rule
- New direct route transit with increased pass sales (2000 passes = 1 new bus line)
- Formation of TMA and Business Improvement District (BID)
- Revenue sharing (meters/pass sales)
- Tax credits

LLOYD DISTRICT - 2005



Factors for Success – Measurement

The success of any plan is demonstrated in the ability to objectively measure its results. Effective performance measures:

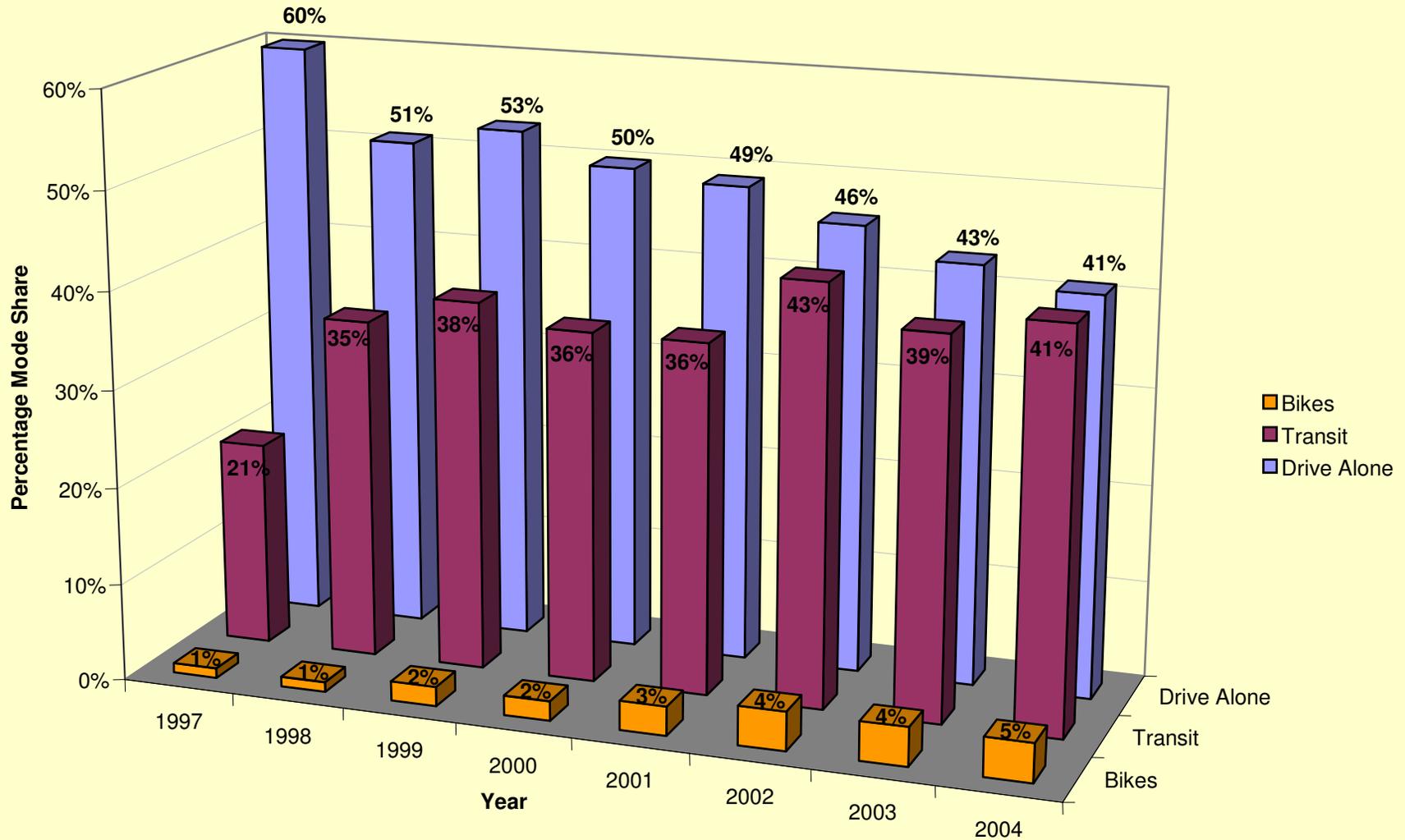
- Allow partners to track success as well as failure.
- Allows all partners that contribute and participate in a plan process to realize value and return on investments.
- Allows partners to respond in a timely manner to make changes or revisions to programs and strategies, thereby minimizing adverse impacts to the overall goals and objectives of the plan.

Communicating Value – Measures

- ✓ Annual Passport sales targets
- ✓ Specific annual infrastructure improvements (i.e., number of long-term and short-term bike racks/lockers, lighted bus shelters, pedestrian safety improvements, establishment of Transportation Store, etc.).
- ✓ Revenue hours of bus service to the core of the business area of the district.
- ✓ Number of bus routes serving the core of the business area of the district.
- ✓ Number of employer sites district participating in the LTMA transit program.
- ✓ Number of Passports sold and % distribution of passes to LD employees.
- ✓ Number of off-street parking spaces prioritized for peak hour carpool/vanpools.
- ✓ Number of annual transportation events held in the district each year as a means to raise awareness of program options.
- ✓ Ratio mix of long-term on-street parking spaces to short-term spaces in the area as a means to achieve goal of 80% short-term/20% long-term.
- ✓ Ratio of new parking built and “net” of all parking in district per 1,000 SF
- ✓ Annual reduction of vehicle miles traveled (VMT).

Value - Changes in Commuter Choice

A Seven Year History





Value – Development Cost Savings

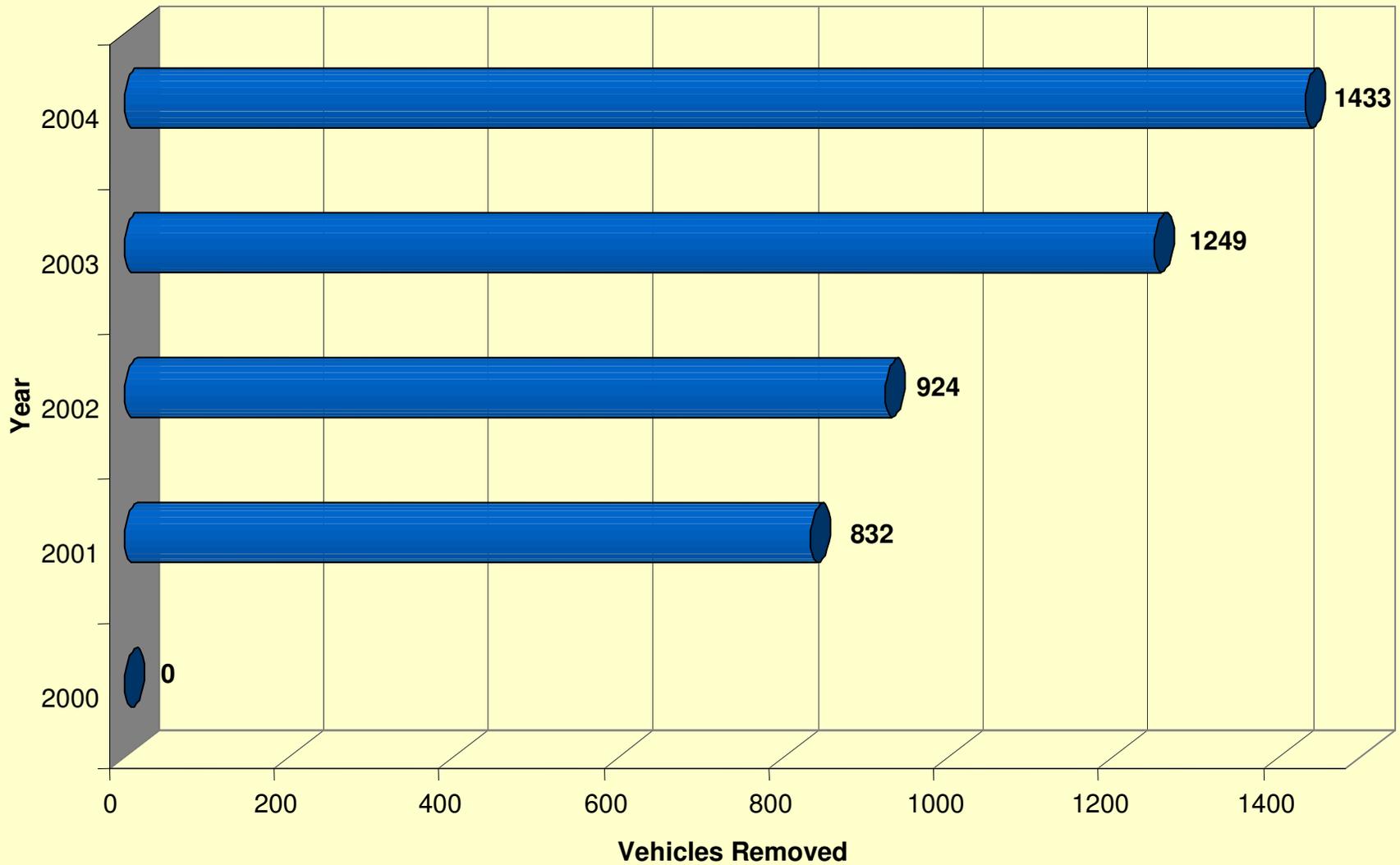
MODE CHANGES TO ACHIEVE ESTABLISHED GOALS

Mode	1997 Mode Split	1997 Employees	2015 Mode Split	2015 Employees	Net Change	% Change
Drive Alone	60.0%	10200	36%	12240	2040	20%
Rideshare	16.0%	2720	10%	3400	1360	25%
Bike	1.0%	170	10%	3400	3230	1900%
Walk	1.0%	170	3%	1700	1530	900%
Telecommute	1.0%	170	1%	340	170	100%
Transit	21.0%	3570	40%	13600	8500	238%
TOTAL	100%	17000	100%	34000	17000	

of new parking stalls to meet SOV growth
 Cost to develop needed parking demand
 Development Cost Savings

2040 vs. 10,200
\$40,800,000 vs. \$204 mil.
\$163,200,000 (un-financed)

Value - Vehicles Removed From Commuter Peak Hour



Value – Environmental Benefit

<i>Pollutant Problem</i>	Annual VMT Reduced 2005	Pollution or Fuel Consumption @ 13,250 VMT	Annual Savings/Reduction
Hydrocarbons (HC) Urban Ozone and Air Toxics	3,879,896 VMT	97 lbs. of HC	28,404 lbs. Of HC reduced
Carbon Monoxide (CO) Poisonous Gas	3,879,896 VMT	750 lbs. of CO	219,617 lbs. of CO reduced
Nitrogen Oxides (NOx) Urban Ozone and Acid Rain	3,879,896 VMT	50 lbs. of NOx	14,641 lbs. of NOx reduced
Carbon Dioxide (CO2) Global Warming	3,879,896 VMT	13,400 lbs. of CO2	3.9 million lbs. of CO2 reduced
Gasoline (Imported Oil)	3,879,896 VMT	733 gallons	214,639 gallons of gas saved

Accomplishments – Where We Are Now

- Transit Commute Mode Splits from **21%** (1997) to **41%** (2005)
- Bicycle Mode Splits from **1%** (1997) to **5%** (2005)
- Pedestrian commute trips **up 46%** over three years
- Commercial office vacancy rate **12%** (2001) to **3%** (2005)
- Avg. built ratio of **parking to 1.95 stalls per 1,000 SF** (from 3.5+)
- Over 1 million SF of new public/private development since 1995, no net increase in total parking supply (includes Convention Center expansion).
- Employee transit passes from 1,250 in 1997 to \approx 6,000 (2005)
 - ✓ Over **\$1 million annual private investment** in transit program
 - ✓ Over \$2.3 million annual savings in pass prices to business and riders (i.e., Passport district pricing)
 - ✓ **3 new bus lines** since 1997, rerouting of existing service to commercial core.
 - ✓ Extension of Fareless Square (2001)
- Reduction of 3.9 million VMT (annually)

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