



Hood River County Transportation District Transit Master Plan

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Prepared by PF Consulting

ACKNOWLEDGEMENTS

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Technical Advisory Committee

Dustin Nielsen, City of Hood River
Jordon Bennett, City of Cascade Locks
Stephan Elgart, U.S. Forest Service
Jeremy Evans, Mt. Hood Meadows
Valerie Egon, Oregon Department of Transportation
Genevieve Scholl, Port of Hood River
Olga Kaganova, Port of Cascade Locks
Eve Nilender, Multnomah County
Dan Spatz, Columbia Gorge Community College
Krystyna Wolniakowski, Columbia River Gorge
Commission
Todd Rainwater, Hood River County School District
Kathy Fitzpatrick, Mid-Columbia Economic
Development District (MCEDD)

Citizen's Advisory Committee

White Buffalo Calf Wannassay
Wendy Lin-Kelly
Beth Hart
Britta Wilson
Melvin Richardson
Jody Bahr
Taylor Rikhoff
Ivy Collins

Board of Directors

Greg Pack, Board Chair
Leticia Moretti, Vice Chair
Darrell Roberts, Secretary-Treasurer
Lara Dunn
Megan Ramey
Meghan Larivee
Tamra Taylor
Jeff Helfrich Former Board Member

Staff

Amy Schappi, Executive Director
Ty Graves, Former Operations Manager

Consultants

Andrew Parish, MIG
Lena Roper, MIG
Patricia Fink, PF Consulting
Chris Watchie, Cogitio

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EXISTING CONDITIONS

HOOD RIVER COUNTY TRANSPORTATION DISTRICT (HRCTD), OPERATING AS COLUMBIA AREA TRANSIT (CAT), IS THE PRIMARY TRANSIT PROVIDER IN THE HOOD RIVER COUNTY AREA.

HRCTD is undertaking this Transit Master Plan (TMP) update to identify opportunities for transit service expansion and detail short-term strategy for service development over the next five years. A key goal of the TMP update is to develop a fully integrated approach – one that ensures transit investments are supportive of the broader economic, environmental, and mobility goals of the County and the region.

STUDY AREA

Hood River County is nestled between the Columbia River Gorge and the Cascade Range. Over 70% of the county is public land managed by the state, county, or federal government. The County is unique in rural Oregon, with pockets of significant poverty and minority populations juxtaposed with some of the highest housing prices in Oregon. This dichotomy comes in part from Hood River County's location and growing tourism and recreation-based economy and in part from its traditional orchard and agricultural lands. As a key community resource, HRCTD is building a transit service network in the county and throughout the Gorge that can support sustainable growth in tourism and recreation, while ensuring that agricultural workers, county, and Gorge residents can better access jobs, education, medical services, and a variety of other community resources.

PROJECT GOALS

The TMP update has several key goals:

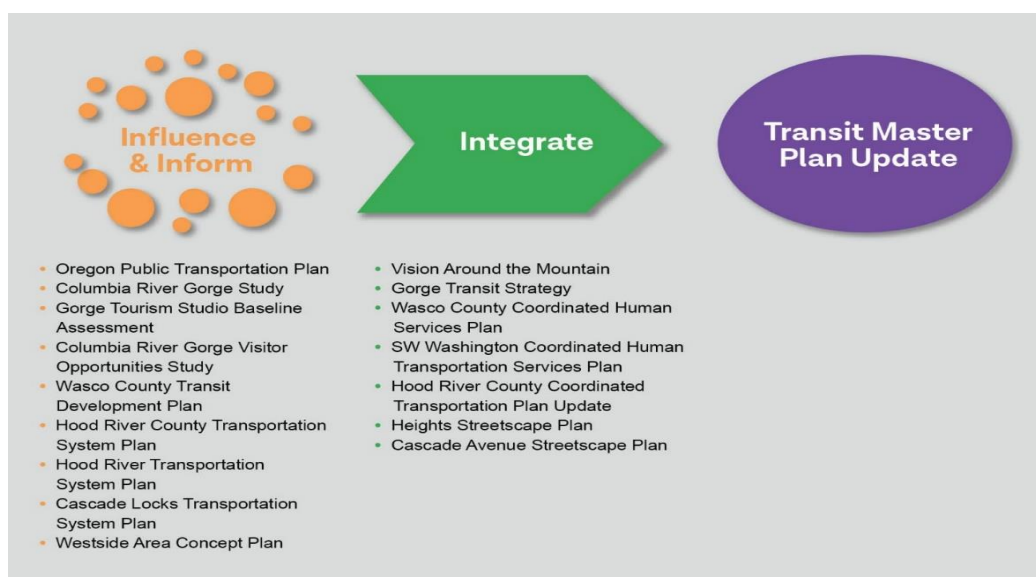
- Understand how public transit fits into the local Hood River County community and what critical needs and gaps exist.
- Identify short-term system improvement priorities for the different areas within the Hood River County that can build toward a long-term vision.
- Identify opportunities for local partnerships and regional transit service and land use integration.

The TMP will support and incorporate other transportation and transit service planning efforts that are either recently completed or underway in the area.

PLANNING CONTEXT

Published planning documents and ongoing planning efforts have been reviewed to provide context for this report and to ensure effective coordination between existing and future planning efforts in Hood River County and the greater Gorge region. The planning documents reviewed as well as their relationship to the plan update are illustrated in the figure that follows. A full overview of the plans and their relationship can be found in the Existing Conditions Report which is in the Appendix. Key findings from the review of these projects and plans are found on the following page.

FIGURE 1: RELATIONSHIP BETWEEN AREA PLANNING AND THE TRANSIT MASTER PLAN



KEY FINDINGS FROM THE PLAN AND PROJECTS REVIEW

- **Parallel Planning Efforts** – Several ongoing planning efforts are being conducted in parallel with the TMP update. Options and opportunities for the TMP will need to be informed by these ongoing efforts, including the Regional Transit Strategy, the Height & Cascade Avenue Streetscape Plan, the Hood River Westside Area Concept Plan as well as the Hood River and Cascade Locks Transportation System Plans.
- **Regional focus on Connections and Corridors** – Many of the plans and studies to date have focused on key transit connections and corridors related to regional mobility access for tourists, visitors, and Gorge residents. The TMP will need to ensure that such initiatives are incorporated, and local services support this larger vision for connectivity.
- **Opportunities for Land use Integration** – Many of the identified projects in these plans highlight a need for transit to be included. The TMP will need to identify how transit can support local or regional efforts and how local and regional partners can actively work with HRCTD to ensure transit is included and planned for upfront.





DISTRICT SERVICES

HOOD RIVER COUNTY TRANSPORTATION DISTRICT WAS ESTABLISHED BY HOOD RIVER COUNTY VOTERS IN 1993.

The district, which does business as Columbia Area Transit (CAT), is the only established public transit agency within Hood River County and holds the honor of being the only formally established public transit agency in the Gorge. A seven-member publicly elected Board provides oversight and guidance to the Executive Director. All District Board Members must live within Hood River County and serve a four-year term. The board is the primary body that reviews current transit service, makes recommendations for future investments, and hears citizens' comments and concerns about the system and service.

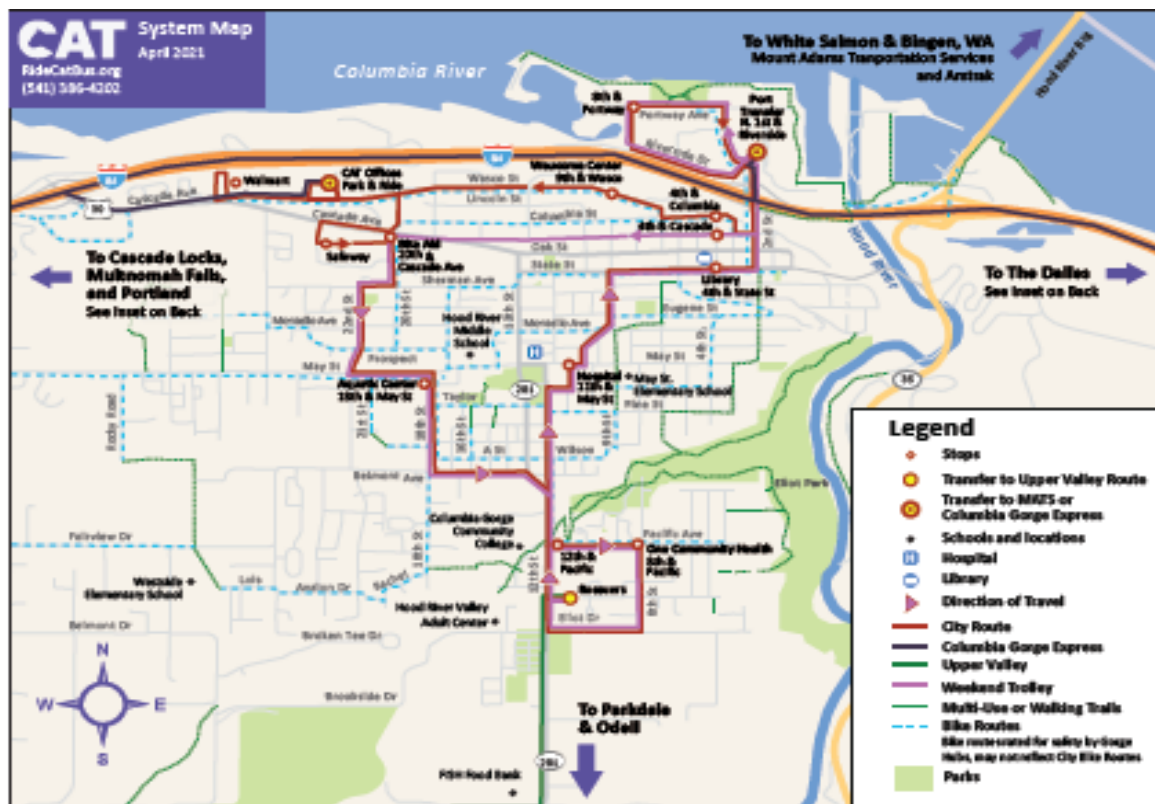
COLUMBIA AREA TRANSIT SYSTEM AND SERVICES

Figure 2 on the following page shows the current CAT transit system. CAT operates four distinct services throughout the county: fixed-route, intercity express, deviated fixed route, and Dial-a-Ride. All, but one of the services provided are year-round. The Gorge-to-Mountain Express is winter only (December–March); though if grant funds are approved CAT expects to expand service to year-round during FY24-2.

Most of the services operate at higher frequency levels during the spring/summer and a lower service level during the fall/winter. This in large part is due to the increased summer population (due to visitors and tourists) within the Gorge.

Individual route information follows on the next pages.

FIGURE 2: CURRENT CAT ROUTE MAP



Columbia Gorge Express Stops



WEST



TRADITIONAL FIXED-ROUTE SERVICE

Traditional fixed-route transit denotes services that are operated along a prescribed route, with designated bus stops that adhere to a fixed schedule.

CITY OF HOOD RIVER FIXED ROUTE

The Hood River City Route is a fixed-route circulator system but allows for “flag stops” along the route. With a flag stop, a pedestrian waves to a driver at a location where there is not a designated bus stop but where a driver can pull over safely to allow a passenger to board. The 45-minute route runs seven days a week and serves the downtown business area, the port, Wasco industrial area, Safeway, Walmart, the aquatic center, the Heights businesses, the senior center, and Rosauers. In partnership with the City, CAT runs a vintage Trolley on the City Route run during the summer.

FIGURE 3: HOOD RIVER ROUTE



CITY OF HOOD RIVER ADA COMPLEMENTARY PARATRANSIT SERVICE

CAT provides an equivalent accessible transportation option to people who are unable to use the fixed-route bus service because of a disability. CAT provides rides, from origin to destination, within the city limits of Hood River – services outside the City of Hood River

are provided through Dial-a-Ride or a deviated fixed-route system and do not require certification.

More information on our ADA Complementary paratransit service and eligibility process can be found here: <https://www.ridecatbus.org/wp-content/uploads/2019/07/Complementary-ADA-Plan.pdf>

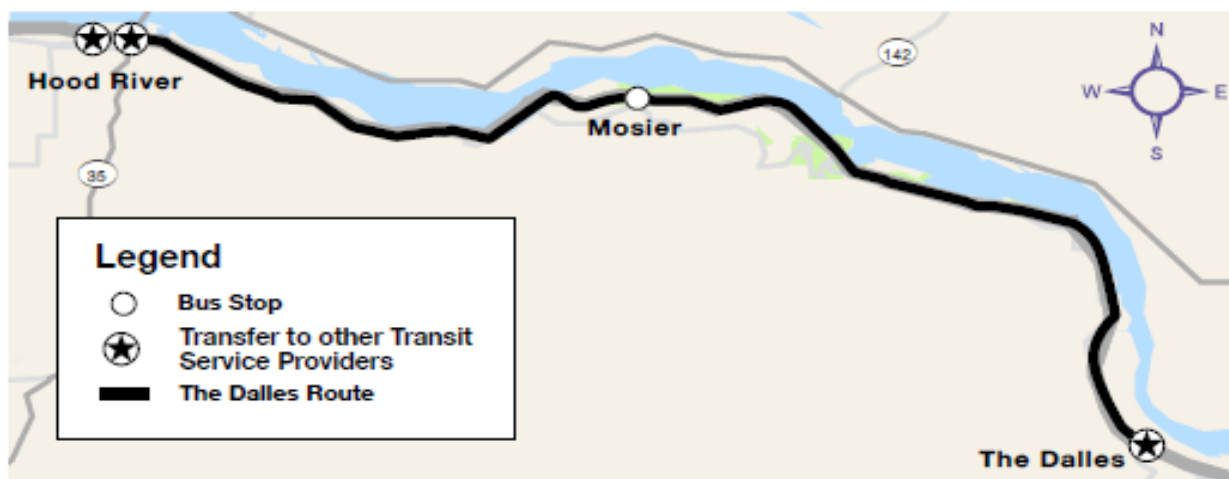
INTERCITY EXPRESS SERVICE

CAT's intercity buses provide a means of connecting two or more communities that aren't near each other. The service offers a limited number of regularly scheduled stops on a fixed route. Most stops on Intercity Express service offer connections for CAT riders to other local or regional transit services. CAT offers three such services:

HOOD RIVER TO THE DALLES TRANSIT CENTER (WITH A STOP IN MOSIER)

CAT provides access to The Dalles, Oregon seven days a week. During the weekday, HRCTD contracts with The Link in Wasco County to provide four trips a day; on the weekend CAT provides two trips per day.

FIGURE 4: THE DALLES ROUTE



COLUMBIA GORGE EXPRESS (HOOD RIVER TO PORTLAND GATEWAY TRANSIT CENTER)

CAT's Columbia Gorge Express is an intercity service offering services seven days a week from Hood River to Portland's Gateway Transit Center, with stops in Cascade Locks, Multnomah Falls and Troutdale. The schedule varies between winter and summer.

FIGURE 5: COLUMBIA GORGE EXPRESS ROUTE



GORGE-TO-MOUNTAIN (HOOD RIVER TO GOVERNMENT CAMP WITH STOPS ALONG HWY 35).

CAT provides the Gorge-to-Mountain Express from Hood River to Government Camp during the peak winter season (December–March), with stops along Hwy 35 in Odell, Mt.Hood, Teacup, and Mount Hood Meadows.

FIGURE 6: GORGE-TO-MOUNTAIN ROUTE



DEVIATED FIXED ROUTE

Deviated fixed-route services have scheduled routes and stops but can also deviate off route to pick up or drop off passengers between stops. Passengers who wish to deviate must call the day before their trip to preschedule their trip from an off-route location. CAT offers two deviated fixed-route services:

UPPER VALLEY DEVIATED ROUTE

The Upper Valley route begins its service at Rosauers in Hood River, with formalized stops at the Odell Mid-Valley Market and in Parkdale at McIsaac's Market. The service runs weekdays only and requires a call at least a day in advance for a deviation.

CASCADE LOCKS DEVIATED ROUTE

The City of Cascade Locks deviated fixed-route service begins at the CAT Transit Center and makes formal stops in Wyeth Campground, Herman Creek Campground, Cascade Locks Industrial Center, and Cascade Locks downtown stops (Thunder Island Brewing, PCT Trailhead, and Cascade Market). The service runs weekdays only and requires a call at least a day in advance for a deviation.

FIGURE 7: UPPER VALLEY ROUTE



FIGURE 8: CASCADE LOCKS ROUTE



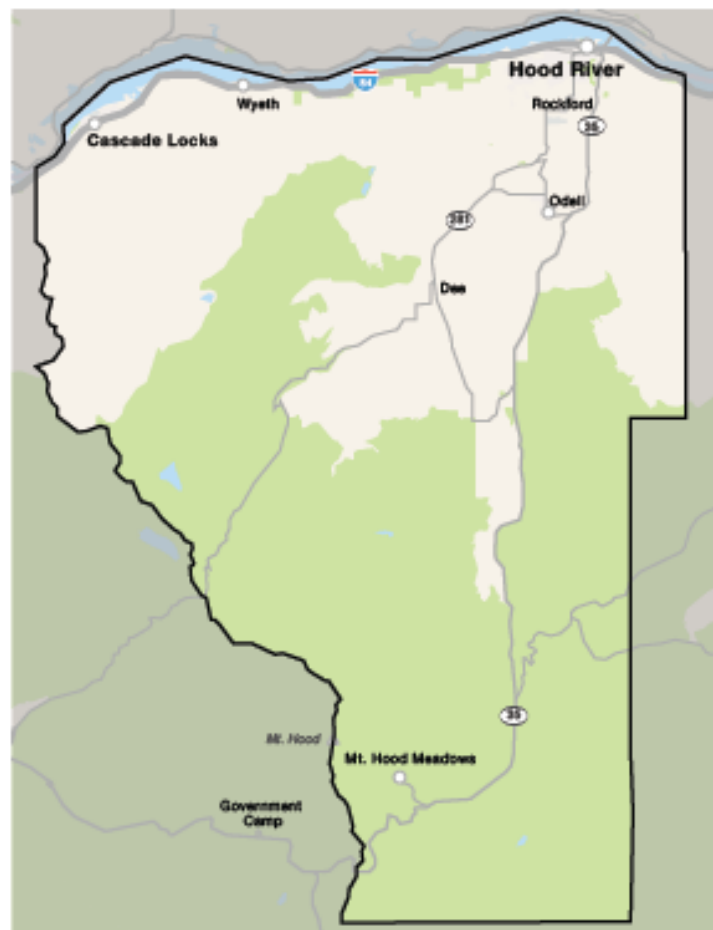
DIAL-A-RIDE

Dial-a-Ride (DAR) is a demand response service for those who

want a door-to-door transit service for their trip. The DAR system requires individuals to call a day in advance to book their trip. DAR services are available throughout the county, but CAT will schedule individuals on a “deviated route” first in those areas where these services are available. DAR trips are typically provided on a first-come, first-serve basis, though priority is given to those needing access to medical or other critical services.

For more information on Dial-a-Ride services in Hood River please visit <https://www.ridecatbus.org/how-to-ride/#Dial-a-Ride>

FIGURE 9: DAR SERVICE AREA



Book-in-Advance Medical Shuttle to Portland –
In the beginning of 2022 CAT launched a pilot program that is expected to run through the end of 2022. This service

connects individuals from Gorge communities to medical services in Portland. The intent is to understand the need for this type of service so that sustainable funding can be identified.

SYSTEM PERFORMANCE

FIVE YEARS AFTER THE DISTRICT'S FIRST TRANSIT MASTER PLAN COLUMBIA AREA TRANSIT IS IN A FAVORABLE POSITION.

Financially, the district is stable with growing revenues and a strong reserve fund. The district has built a recognizable brand and has implemented key services that have enhanced access both to marginalized communities within, and visitors to Hood River. The district has expanded its staff and routes and provided customer service upgrades, enhanced transparency, and created long-standing local and regional partnerships.

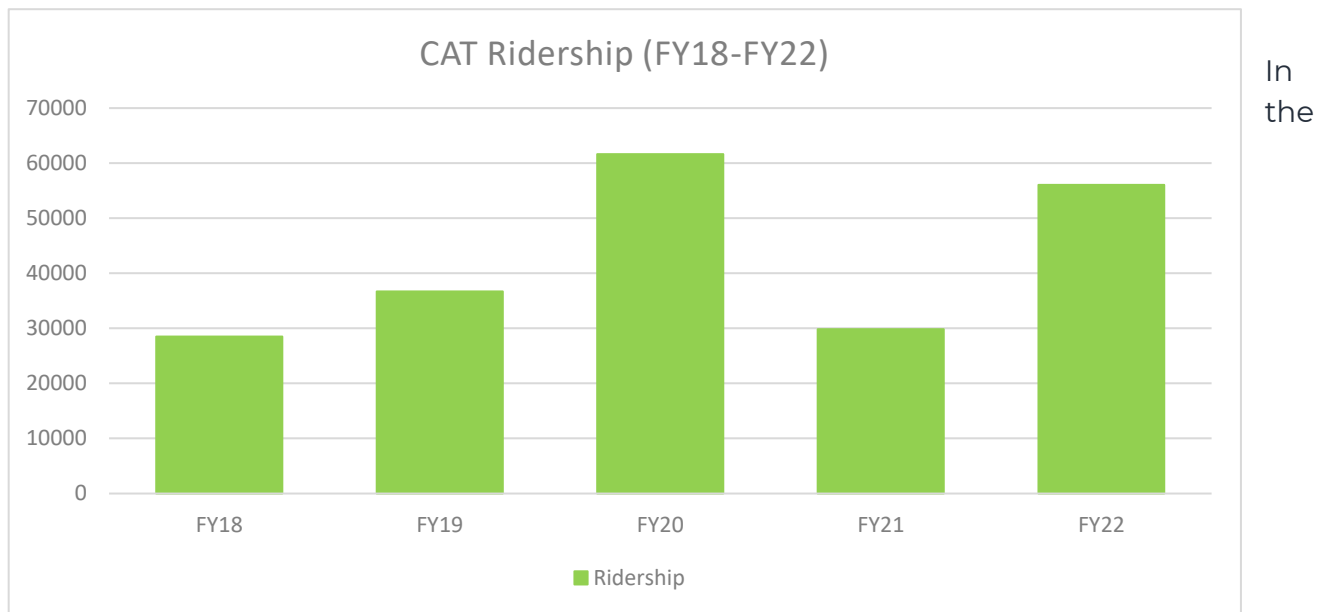
KEY PERFORMANCE INDICATORS

Key performance indicators (KPI) show that the district is meeting or exceeding its targets for: safety, on-time service reliability, maintenance, and customer interactions. The table below provides a graph of overall system effectiveness and ridership trends from FY 2018-FY2022. Actual ridership and boarding ride numbers by month can be found on CAT's website: ridecatbus.org. More information on KPIs and trends in individual route performance can be found in the Existing Conditions Report which is part of the Full Plan Appendix.

As can be seen in the table located on the following page, CAT saw a significant drop in ridership beginning in late FY20 through the end of FY21 because of the COVID pandemic (a trend which is consistent with other transit agencies surrounding the County). CAT stopped running all fixed-route services mid- March 2020 and did not return to service until June 2020. Most returning routes saw frequency reductions through July 2021.

Unlike other transit agencies, however, CAT is one of the few transit agencies in Oregon (and around the Country) that was nearing pre-pandemic ridership levels by the end of FY2022. While there are several factors that have help bolster ridership, CAT's strong partnerships and diverse ridership base have in part been responsible for its post-pandemic ridership surge.

FIGURE 10: CAT RIDERSHIP (FY18-FY22)



previous transit master plan, specific ridership goals for the district were not established. The focus was on creating a fixed-route system and growing ridership overall.

As part of the FY2023 Plan update, CAT will continue to track ridership growth and efficiency. It will also work with the Board to identify specific service efficiency targets for newly implemented as well as existing services. This will not only allow the district to track usage by route and bus stop but will also allow the district to make changes or cut back on services that are not meeting targets.

FARES

Over the last five years, CAT has simplified its fare structure to ensure that local and low-income riders have affordable access to transit, and that visitors and tourists pay their fair share.

INDIVIDUAL FARES

Following is an overview of the current individual ticket fare structure:

- All fixed-route and deviated fixed-route rides at a designated bus stop.....\$1.00
- Gorge-to-Mountain Express..... \$5.00
- Columbia Gorge Express.....\$10.00
- DAR and deviated fixed-route rides where a customer requests a deviation....\$2.00
- Portland Medical Shuttle.....\$20.00

PASSES

The following transit pass options are available:

CAT 1-Day Online Columbia Gorge Transit Pass: CAT offers a 1-Day Online-Only Gorge Transit Pass. The pass covers fares for one adult + one child on all CAT services. It is valid for one calendar day once activated (Midnight-11:59pm).It includes Multnomah Falls entry permits for one adult and one child. It is only available online and cannot be purchased in person or on the bus.

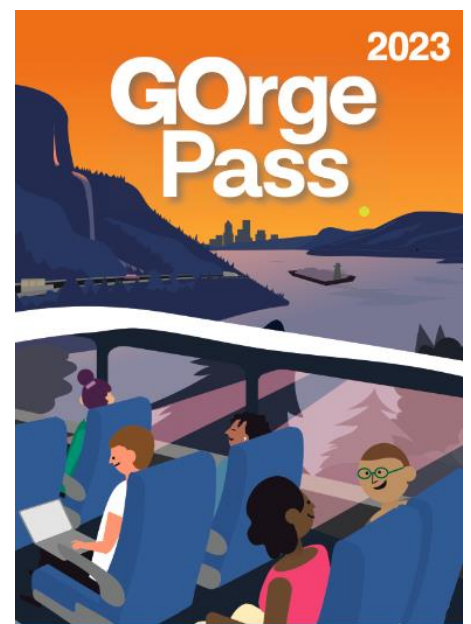
Cost: \$15.00

GORge Pass: GORge Pass is a multi-provider annual pass that allows individuals to ride any fixed-route services provided by the four Gorge providers (CAT – Hood River County, The Link – Wasco County, Skamania County Transit – Skamania County, and Mt.Adams Transportation – Klickitat County).

Cost: \$40.00 – Adults; \$20.00 – Youth; \$20.00 – Hood River Community ID Holders

DAR & ADA Pass: The annual DAR GORge Pass offers transportation on unlimited fixed-route Dial-a-Ride or deviated fixed-route buses in Hood River County for a year.

Cost: \$80.00



OTHER FARE PROGRAMS

Hood River Valley School District Student Free Fare Program: In January 2020 CAT introduced the Student Free Fare Program which provides free fixed-route GOrge Annual Transit Passes to Hood River County School District middle school and high school students. The program is paid for through the 1% for youth allocation required in the District's Statewide Transportation Improvement Fund (STIF) Plan.

Gorge Transit Connect Program: CAT partners with local social service agencies to provide fixed-route and Dial-a-Ride fares to low-income and other marginalized communities within Hood River County. The program's goal is to provide easy access to transit services for medical services, education, workplace, recreational activities, food, and other quality-of-life opportunities to improve social determinants of health. The program is a partnership with the Columbia Gorge Health Council, who helped with the initial funding. The City of Hood River has also provided additional resources to this program for those in need within the City limits.

In the three months from November 2021 to January 2022, the GTC provided 468 free passes to 15 social service agencies, which included The Dalles and Hood River Shelter Services, Mid-Columbia Center for Living, Gorge Grown, Bridges to Health, Dethman House, Hood River Veterans, Mid-Columbia Housing, Columbia Gorge Community College, Community Corrections, the Next Door, Mid-Columbia Medical Center, Age+, Capeco, and NORCOR.

Hood River Downtown Pass Program: In a collaboration with the City of Hood River and CAT, employees of downtown Hood River businesses were offered free annual GOrge Passes through the CAT Hood River Downtown Pass Program. These Passes provide transportation on all CAT transit services (including the Columbia Gorge Express and the Gorge-to-Mountain Express), The Link Transit in The Dalles, Skamania County Transit, and Mt. Adams Transportation Services. The main goal of the program was to reduce traffic congestion and reduce parking issues and in downtown Hood River, with the added benefit of providing an opportunity to experience the benefits of public transportation firsthand. Over 100 downtown employees and employers took advantage of the program, helping to free parking and congestion in the downtown Hood River corridor.



costs

up

OTHER TRANSIT SERVICE PROVIDERS AND CONNECTIONS

PUBLIC PROVIDERS OUTSIDE OF HOOD RIVER

Public and private transportation providers operate in neighboring counties and can be accessed from Hood River County. The majority share stops with CAT services.

TABLE 1: NEIGHBORING PUBLIC PROVIDERS

Transportation Provider	Service Type	Hours	Days	Service Area	Transfer Area
The Link Public Transportation, Wasco County	Dial-a-Ride, Deviated Fixed-Route, Shopping bus, NEMT	6am-6pm 9am-4pm (Sat)	Monday – Friday, Saturdays	City of The Dalles, and select areas in Wasco County. Contracts with HRCTD to provide service between Hood River & Wasco Counties.	Connects with CAT in Hood River at the CAT Transit Center and with local Link services at The Dalles Transit Center.
Mt. Adams Transportation District, Klickitat County	Fixed-Route, Dial-a-Ride, NEMT	8am-5pm	Monday-Friday	Klickitat County. Fixed-route services connections between Klickitat & Hood River County and Klickitat & Wasco County.	Connects with CAT in Hood River County at the CAT Transit Center and with The Link in Wasco County at The Dalles Transit Center.
Skamania County Transit, Skamania County	Fixed-Route, Dial-a-Ride, NEMT	8am-4:30pm	Monday-Friday	Skamania County with some fixed-route trips to Clark and Hood River Counties.	Connects with CAT in Hood River County at the Thunder Island Brewery and Cascade Market stops. Connect with C-Tran in Clark County at the Fisher Landing Transit Center.
TRIMET	Fixed Route, LIFT Paratransit, Portland Streetcar, Light Rail, Commuter Rail	24-hour	Monday-Sunday	Portland Metropolitan Region.	Connects with the CAT CGE bus in Portland at the Gateway Transit Center and in Troutdale on the two I-84 Frontage Stops.
Clackamas County	Fixed-Route, Deviated Fixed-Route, Shopping bus, Dial-a-Ride	5:30am-9:55pm 5:30am-10:25pm (Saturday) 7am-10pm (Sunday)	Monday-Sunday	Government Camp & Timberline as well as other areas throughout the County.	Connects with CAT in Government Camp (winter only).
Amtrak	Train Service	One trip daily East to West 8:04am & West to East 4:45pm	Monday-Sunday	Amtrak Empire Builder Service between Portland & Bingen-White Salmon.	Connects with MATS service.
Greyhound	Fixed-Route Service	One trip daily East to West 5:10pm West to East 9:50am	Monday-Sunday	Greyhound – I-84 Service.	Greyhound stop is a 5 minute walk from CAT's N. 1st & Riverside (Port Transfer) stop.

HUMAN SERVICES TRANSPORTATION PROVIDERS

Transportation is an important component for Columbia Gorge Region community-based organizations and their clients. For the Bridges to Health program, transportation-related costs are the biggest expense items they incur to serve their clients. Opportunity Connections and Mid-Columbia Center for Living have fleet vehicles they use to provide

transportation to clients, but they also encourage clients to use CAT services when appropriate. It is important to note that before the COVID-19 pandemic most organizations were removing themselves from providing transportation for clients and encouraging clients to use public transportation options instead. A table which outlines the extensive number of human service providers in the Hood River Area is provided in the Existing Conditions Report which is part of the Appendix.

OTHER TRANSPORTATION PROVIDERS IN THE GORGE

There are a multitude of private and non-profit agencies that provide some transit or transportation related services in the Gorge. A list of active providers (as of Summer 2022) is provided in the Existing Conditions Report which is part of the Appendix.





DEMOGRAPHICS

HOOD RIVER COUNTY IS LOCATED IN NORTH CENTRAL OREGON.

Bordering Wasco County to the east, Clackamas and Multnomah Counties to the west, and the Columbia River to the north, the County sits between the recreational areas of the Columbia River Gorge National Scenic Area and the Mt. Hood National Forest.

The 2020 US Census indicates Hood River County has a total population of 23,977 with a Hispanic population of over 30%. The City of Hood River, with a population of 8,313, is the largest community in Hood River County and the County seat. Other key communities include Odell (2,328), Parkdale (299), and Mount Hood (400) which are located in the fertile Hood River Valley. In addition to these three communities, Cascade Locks with a population of 1,379 sits as the western gateway to Hood River County along the Columbia River.

A top producer of pears, apples, and cherries, the agricultural richness combined with the County's numerous recreational opportunities have turned Hood River County into a hotspot for visitors and outdoor enthusiasts who enjoy hiking, rock climbing, windsurfing, kiteboarding as well as beer, wine and farm-to-table dining.

Since 2000 the County has grown by 16%, though the larger cities of Hood River, Cascade Locks, and Odell have seen higher growth levels than other areas of the County.

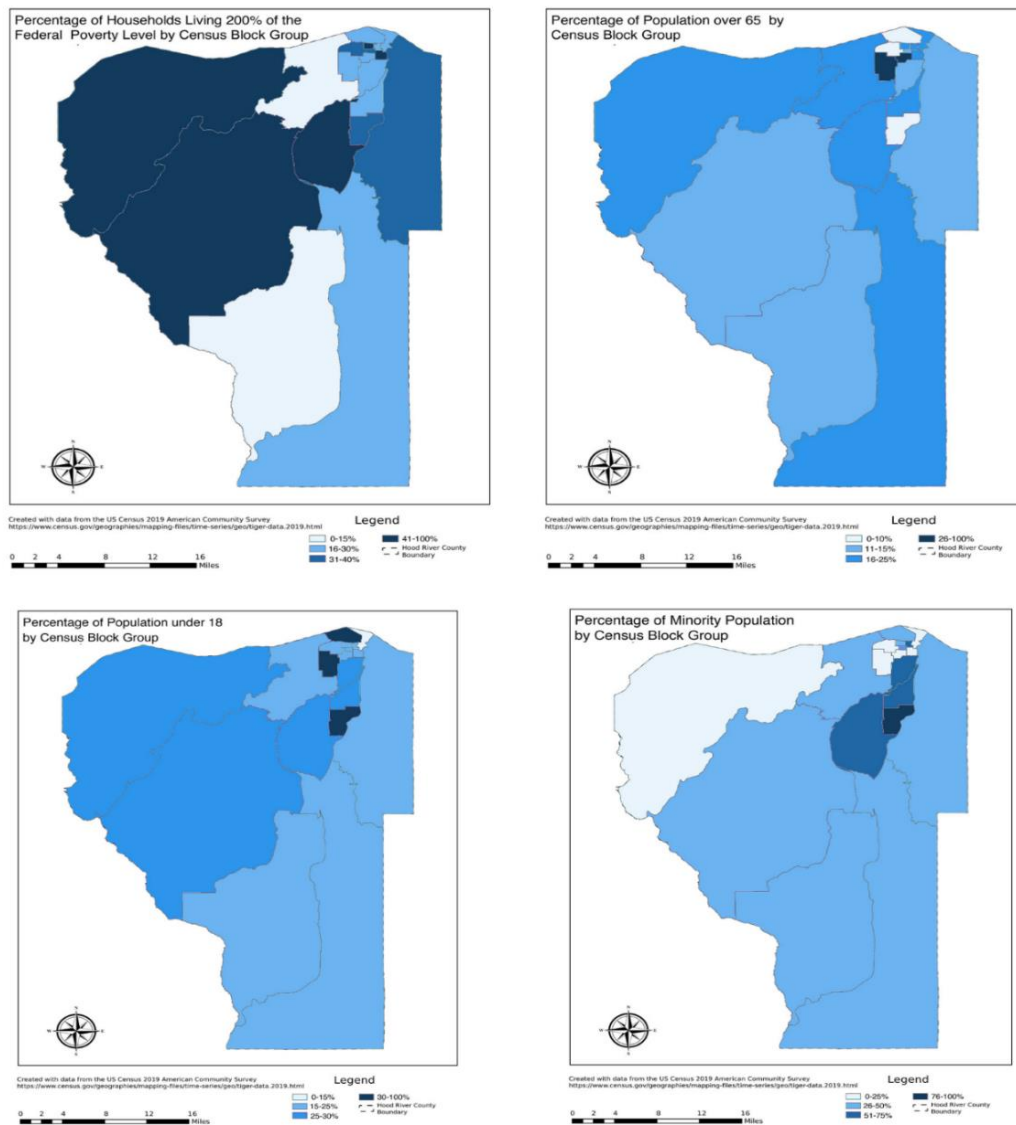
TABLE 2: POPULATION GROWTH IN HOOD RIVER COUNTY 2000-2020

Area	2000	2010	% Change	2020	% Change
Hood River County	20,411	22,346	9%	23,977	7%
City of Hood River	6,587	7,167	9%	8,313	16%
Cascade Locks	1,115	1,144	3%	1,379	21%
Odell	1,849	2,255	22%	2,328	3%
Parkdale	266	311	16%	299	-4%
Mount Hood	141	286	102%	NA	NA

TRANSPORTATION DISADVANTAGED IN THE COUNTY

The following demographic analysis captures transportation disadvantaged population densities within Hood River County. Transportation disadvantage populations are typically identified as those populations that are low-income (200% or less of federal poverty standards) elderly, youth, and minority (non-white) populations.

FIGURE 11: BREAKDOWN OF KEY TRANSIT DEMOGRAPHICS IN HOOD RIVER COUNTY



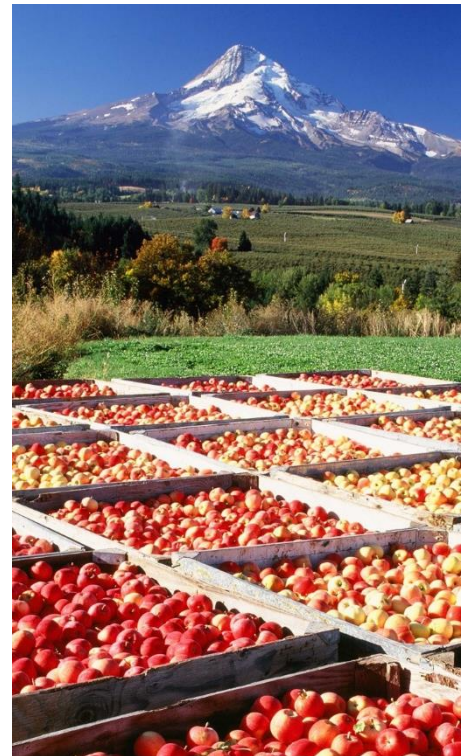
TRAVEL IN HOOD RIVER COUNTY

Using the census Longitudinal Employer, Household, Dynamic data as well as information on local and regional activity centers, bus stop boarding data, and other community-based information, we have highlighted the key local and regional destinations for work, medical, and education. More detailed travel information as well as key transit destinations can be found in the focus area section below.

WORK

Approximately 23% of all jobs within Hood River County are entry level (earns \$1250 or less per month). About 30% of these jobs fall into Agriculture and are spread throughout the County, with higher concentrations in Odell and Parkdale. Five percent of all entry-level jobs are associated with the Recreational Sector, the majority of which are found at Mt. Hood Meadows Ski Resort. Another 40% of these entry-level jobs fall into these categories: Accommodations and Food Service, Manufacturing, Retail Trade, and Health Care Social Services. Almost all of the entry-level jobs in these four categories can be found within the City of Hood River.

Just over half of those who work in Hood River County also live within the county, indicating that both regional and local connections are important for low-income workers in the County.



MEDICAL

All medical services within Hood River County are in the City of Hood River. Large medical providers include:

- Providence Hood River Memorial Hospital
- Mid-Columbia Medical Center
- One Community Health
- Mid-Columbia Center for Living

It is important to note that Hood River County residents often need to travel to The Dalles or Portland for some of their medical needs. Residents may need to travel for specialists that are not available in Hood River and/or because their insurance requires them to receive covered medical care elsewhere.

SHOPPING

Grocery stores (Walmart, Safeway, Rosauers, Mercado Guadalajara) and home improvement centers (Tum-A-Lum, Ace) in Hood River County can be found within the City of Hood River. Specialty retail can also be found in Hood River's downtown. Odell, Parkdale, and Cascade Locks all have smaller community markets that carry basic food items and have a few specialty shops that are largely for tourists. Regionally, The Dalles offers the next closest access to national chains for grocery, clothing, and other shopping. Many people also travel into the Portland Metro area for furniture or other larger purchases. Online shopping has also become increasingly popular for a variety of purchases.



RECREATIONAL, EDUCATIONAL, AND OTHER SOCIAL SERVICES

Movie theaters, performing arts, senior activities, food banks, employment assistance, higher education facilities, behavioral health, and other County services can all be found within the City of Hood River. In addition, the communities of Mount Hood and Cascade Locks have community centers where senior lunches, Meals on Wheels, and the local food bank provide options.

In addition, the Portland Metro area offers a full array of recreational, educational, and social service opportunities that are not available in the Gorge.

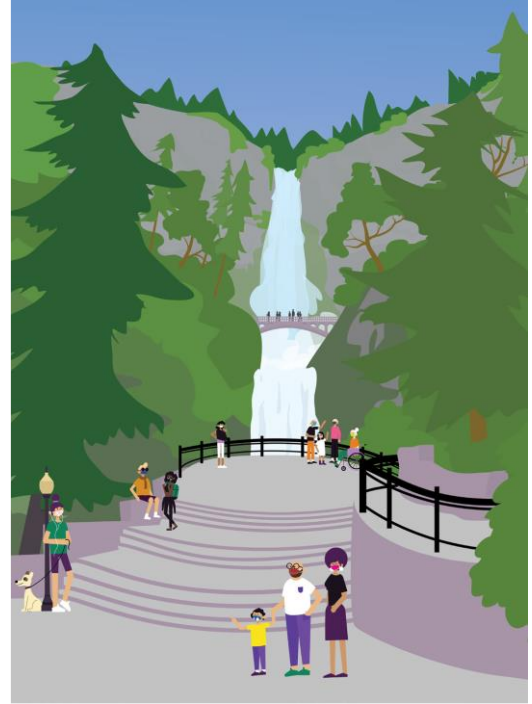


VISITOR TRAVEL IN HOOD RIVER COUNTY AND THE GORGE

The most comprehensive data we have about visitors to the Gorge comes from the Travel Oregon Gorge Tourism 2016 Baseline Assessment. This study indicates that the Columbia River Gorge National Scenic Area hosts “over two million visitors a year with more than 60% coming from people living within a 50- mile radius” and more than 70% coming from within a 70-mile radius. According to the same report, Gorge visitors are “slightly younger, and are far less likely to travel with children”.

The main activities in the Gorge, according to this report include:

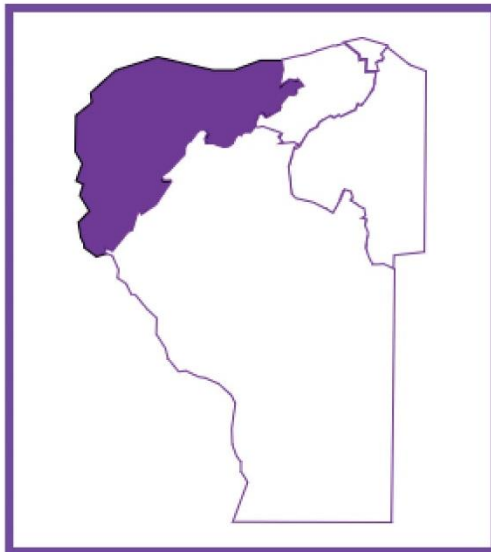
- Activities and experiences related to heritage and culture (historic places, landmarks, and historic sites).
- Outdoor recreation (national/state parks, hiking and backpacking, camping, bicycling, fishing).
- Culinary tourism related to beverages (breweries, wineries)



TRANSIT-FOCUS AREA DEMOGRAPHICS AND TRANSIT USE

Working with available data, CAT staff has created five transit focus areas within Hood River County. These five areas focus the planning effort to address specific community needs, identify access to transit barriers, and to identify land-use/transit opportunities within these areas. The focus areas also highlight what transit services currently exist and how populations or density may impact the service requirements within a given area.

The following provides a brief overview of the five focus areas, including key activity centers, transit routes, and key development areas. In addition to the five Hood River County focus areas staff has also a regional focus area that will address the transit needs of the i-84 and Hwy 35 corridors.



CASCADE LOCKS AREA

Census Tract 9501- Block Group 1

The key population center in this area is Cascade Locks which is nestled on the banks of the Columbia River. The second-largest community within the County, Cascade Locks was once a timber town but now focuses on tourism and light industry.

This area is the gateway to Hood River County from the west and is home to the interstate "Bridge of the Gods" which provides access to Stevenson, Washington, and Washington State Route 14. The Historic Columbia River Hwy. 30 (WA-NA-PA Street) is the key thoroughfare through Cascade Locks, intersecting with I-84 at both the east and west part of town.

ACTIVITY CENTERS

Community

- WA-NA-PA Street downtown shopping district
- Cascade Locks Elementary
- City Hall, Library, and Community Center
- Senior Housing

Recreational Activities

- Pacific Crest Trail and Dry Creek Falls
- Herman Creek Trail
- Wyeth Trail
- Historic Columbia River Bike Pedestrian Trail

Employment

- Port Business Park
- Herman Creek Business Complex
- Downtown along WA-NA-PA

Native American In Lieu Sites

- Cascade Locks
- Wyeth

KEY DEVELOPMENT AREAS

- Cascade Locks Airport Area
- Port of Cascade UPR site
- SW Moody/Harvey Residential Development
- Mixed-Use Gateway Property

TRANSIT IN THE AREA

The City of Cascade Locks is the main population center within this focus area. CAT serves the area with two main routes which both connect with Hood River throughout the day:

- Columbia Gorge Express Route (CGE) stops in Cascade Locks on WA-NA-PA (westbound – Thunder Island Brewing, eastbound justice center plaza.
- Cascade Locks Route – has formal stops at Thunder Island, Cascade Market, Bridge of the Gods, Forest Lane Herman Creek, Wyeth State Park, and Wyeth Native American In Lieu site. The Cascade Locks local route stops are designed to connect with the CGE route at the downtown WA-NA-PA stops (e.g., Thunder Island Brewery and Cascade Market).

The Cascade Locks area is located in the northwest corner of Hood River County. Bordered by the Columbia River to the north and forest land to the south, the majority of the population in this focus area lives along the River.

POPULATION

Total area population	1,328
Within Cascade Locks	1,285
% Over 6520%
% Disabled	17.9%

RACE/ETHNICITY

% White	81%
% Hispanic	12%
% Other	7%

ECONOMICS

Median Income	\$50,685
% Living 200% of Poverty49%

LAND USE (*)

Total Square Miles.	95.3
National Forest Land	92.0
Inside City boundary	2.1
Unincorporated County2

POPULATION/SQUARE MILE

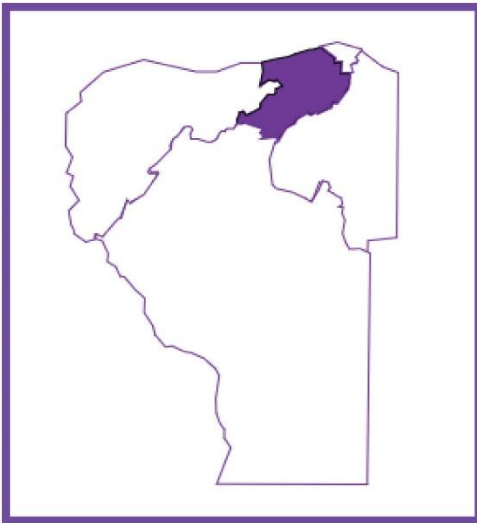
Total.	13.9
Within Cascade Locks	617.8

EMPLOYMENT (*)

- 255 people are employed within area, but live outside the area
- 522 people live in the area, but work outside the area
- 20 people are employed and live in the area

LARGEST COMMUTE DESTINATIONS TO/FROM THE AREA:

- Hood River
- Portland Metro
- Other Gorge communities



Hood River West area begins just west of the City of Hood River and runs east to Rand Road. The area encompasses the City's westside district, but extends past the city limits along Country Club Road into unincorporated county areas.

POPULATION

Total area population	6,980
Within City of Hood River(*)	1,792
% Over 65	19%
% Disabled	

RACE/ETHNICITY

% White	74%
% Hispanic	19%
% Other	7%

ECONOMICS

Median Income	\$85,138
% Living 200% of Poverty	26%

LAND USE (*)

Total Square Miles.	25.9
National Forest Land5
Inside City boundary	2.6
Unincorporated County	22.8

POPULATION/SQUARE MILE

Total.	269
Within City of Hood River(*)	4,480

EMPLOYMENT (*)

- 976 people are employed within area, but live outside the area
- 2,588 people live in the area, but work outside the area
- 614 people are employed and live in the area

LARGEST COMMUTE DESTINATIONS

TO/FROM THE AREA:

- Hood River
- Other Gorge communities
- Portland Metro

*Estimate based on available information.

HOOD RIVER WEST

Census Tract 9502-Block Group 1, 2, 3, 4 and 5

The Hood River West focus area is located two miles west of the Hood River downtown core. It encompasses both land within the City of Hood River and outside the City limits. The portion within the city contains the majority of the buildable land and is where most of the city's future development is expected to occur.

Also, notable further south of the city limits is the proposed development site of an Argo-Tech campus in Barrett Park as well as some well-used mountain bike recreational areas just off Post Canyon Drive. Country Club Road is the largest north/south connector in this area but is more than half a mile east of key development areas.

ACTIVITY CENTERS

Community

- Adult Senior Center
- Food Bank
- Hood River Valley High School
- Hood River Crossing
- Hood River Mobile Manor
- Shopping area along Cascade Avenue
- Westside Elementary School
- Rockford Grange

Recreational Activities

- Post Canyon Mountain Bike Trails
- Binns Hill Mountain Bike Trails
- Hood River Golf Course

Employment

- Cascade Avenue
- Variety of Agricultural farms off Country Club Road

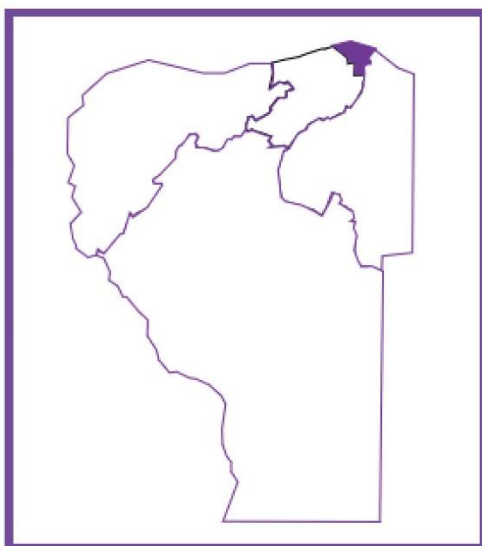
KEY DEVELOPMENT AREAS

- Westside – Rand Development
- Cascade Avenue Streetscape
- Agro-Tech Development at Barrett Park

TRANSIT IN THE AREA

CAT currently provides no fixed-route service in the Hood River West area. However, CAT has plans to reroute and serve Rand Road with their City Route service once the signaled interchange project at Cascade and Rand Road is completed.

The area within the City limits is served with the City ADA or Dial-a-Ride service which requires a pre-arranged trip. The area south of Belmont is in the Upper Valley deviated fixed-route service area. Deviations can be requested a day in advance, but only at the times the bus will be in the area. Trips are first-come first-serve.



HOOD RIVER EAST

Census Tract 9503-Block Group 1 - 6

The Hood River East area is the heart of the City of Hood River, from the Port to The Heights. These census tracts encompass most of the developed residential, commercial, and industrial areas within the City. While there are a few undeveloped areas within this focus area, a sizable portion of land yet to be developed will be infill.

This focus area is the gateway to Hood River County from the east and can be accessed from the Washington State Route 14 (Bingen/White Salmon) from the Hood River Bridge. The Historic Columbia River Hwy. 30 (Cascade Avenue/Oak Street) is the key thoroughfare through Hood River, with Hwys 35 and 281 providing important north/south access through the community and south to Mt. Hood and the County's Upper Valley area.

ACTIVITY CENTERS

Community

- Senior Center
- Food Bank
- Hospital
- Downtown shopping district
- The Heights shopping district
- Schools (May Elementary, Hood River Middle) and District facility
- CAT Transit and Administrative Facility
- County Court House and County Building
- Social Services
- City Hall
- Library
- Aquatic Center
- Low-income housing
- Senior housing

Recreational Activities

- Indian Creek Walking Trail
- Port Event Site and Waterfront Park
- Hood River Historical Museum and Marina Park
- Children's Park

Employment

- Wasco Industrial
- Port Waterfront industrial
- Cascade/Columbia Commercial Light Industrial
- Heights Commercial
- Downtown

KEY DEVELOPMENT AREAS

- Port Waterfront Lot 1 and Anchor Way
- Heights Streetscape Plan

TRANSIT IN THE AREA

All of CAT's current routes have a stop in or serve a portion of the Hood River east area at the CAT Transfer Center, Rosauers Transfer Center, or Port Transfer Center. The Hood River City route provides the most consistent service (7 days a week) throughout the focus area. The area within the City's limits is served with the City ADA or Dial-a-Ride service which requires a pre-arranged trip.

The Hood River East area begins just east of Rand Road. It incorporates most of the City of Hood River as well as the bulk of its population.

POPULATION

Total area population.	5,923
Within City of Hood River(*).	5,923
% Over 65	14.0%
% Disabled	11.3%

RACE/ETHNICITY

% White	73%
% Hispanic	23%
% Other	4%

ECONOMICS

Median Income	\$54,407
% Living 200% of Poverty	33%

LAND USE (*)

Total Square Miles.	2.2
Inside City boundary	2.2

POPULATION/SQUARE MILE

Total.	2,712
Within City of Hood River	2,712

EMPLOYMENT (*)

- 4,068 people are employed within area, but live outside the area
- 1,562 people live in the area, but work outside the area
- 904 people are employed and live in the area

LARGEST COMMUTE DESTINATIONS TO/FROM THE AREA:

- Hood River
- Other Gorge communities
- Portland Metro

*Estimate based on available information.



ODELL AND LOWER HWY. 35

Census Tract 9504 Block Group 1 – 4

The Odell and Lower Hwy. 35 focus area offers quick access from the Columbia River to the agricultural lands south of the county. This area includes the two main north/south routes (Hwys 281 and 35) through the steep Gorge cliffs. The focus area is a key part of the “Fruit Loop” with many farms, packing houses, and related industries located within the area. Odell, a census designated place (CDP), is the largest population center in this area.

ACTIVITY CENTERS

Community

- Pine Grove
- Odell downtown
- Hood River Fairgrounds

Recreational Activities

- Tucker Park and Campground

Employment

- Farmland and packing houses
- Tucker Road businesses
- Neal Creek Mill businesses (Cardinal Glass, etc.)

KEY DEVELOPMENT AREAS

- Tucker Road Enterprise Area
- Pine Grove Rural Center
- Neal Creek Mill Road Enterprise Area

TRANSIT IN THE AREA

CAT serves the area with the Upper Valley Deviated-Fixed Route. The route begins at Rosauers (where it has connections to the City Route) and stops at the Odell Mid-Valley Marketing. The route will deviate between stops to pick up or drop off passengers at a specified location within the Odell and Lower Hwy. 35 area, during the scheduled route time. Passengers who wish to deviate must call the day before their trip to preschedule a pickup from an off-route location.

The Odell and Lower Hwy. 35 focus area begins at the river and travels up Hwy. 35 through farm land to the community of Odell. The incorporates many of the unincorporated lands just south of the City of Hood River and along Hwy. 281.

POPULATION

Total area population	6,362
Within Odell CDP	2,380
% Over 65	13.0%
% Disabled	

RACE/ETHNICITY

% White	39%
% Hispanic	57%
% Other	4%

ECONOMICS

Median Income	\$66,010
% Living 200% of Poverty	36%

LAND USE (*)

Total Square Miles.	79.9
Inside Odell	2.0

POPULATION/SQUARE MILE

Total.	79.9
Within Odell(*)	1,179

EMPLOYMENT (*)

- 1,607 people are employed within area, but live outside the area
- 3,151 people live in the area, but work outside the area
- 643 people are employed and live in the area

LARGEST COMMUTE DESTINATIONS TO/FROM THE AREA:

- Hood River
- Other Gorge communities
- Portland Metro

*Estimate based on available information.



UPPER VALLEY AND UPPER HWY. 35

CENSUS TRACT 9501 -BLOCK GROUP 2, 3 and 4

The Upper Valley and Upper Hwy. 35 focus area is the upper part of the Hood River County “Fruit Loop”. Like the Odell focus area, this area is largely agriculture lands and includes the upper portion of the two main north/south routes (Hwys 281 and 35). This focus area includes three main population centers: the communities of Dee, Parkdale, and Mt. Hood.

ACTIVITY CENTERS

Community

- Parkdale downtown area
- Mt. Hood Town Hall

Recreational Activities

- Mt. Hood Meadows
- Teacup
- Mt. Hood National Forest trailheads and sno-park areas

Employment

- Farmland and packing houses
- Mt. Hood Forest Products

KEY DEVELOPMENT AREAS

- Mt. Hood Community Commercial Zone and Enterprise Area
- Dee Enterprise Zone Area (Lost Lake Road)
- Parkdale Commercial and Enterprise Area

TRANSIT IN THE AREA

CAT serves the area with the Upper Valley Deviated-Fixed Route. The route begins at Rosauers (where it has connections to the City Route) and stops at the Odell Mid-Valley Market before travelling on to Parkdale with a stop at the McIssac’s Grocery Store in downtown Parkdale. The route will deviate between stops to pick up or drop off passengers at a specified location within the Odell and Lower Hwy. 35 area, during the scheduled route time. Passengers who wish to deviate must call the day before their trip to preschedule a pickup from an off-route location.

During winter, the Gorge-to-Mountain Express Route runs from Hood River up Hwy. 35 to Mt. Hood Meadows, with some trips connecting with other transit providers at Government Camp. The bus stops at the Mt. Hood Town Hall before running up to the ski resort and Government Camp.

Upper Valley and Upper Hwy. 35 begins just south of the Odell and travels along Hwy. 281 to Dee and Parkdale and along Hwy. 35 to the base of Mt. Hood.

POPULATION

Total area population	3,257
Within Parkdale CDP	324
% Over 65	14%
% Disabled	

RACE/ETHNICITY

% White	61%
% Hispanic	34%
% Other	5%

ECONOMICS

Median Income	\$57,668
% Living 200% of Poverty	37%

LAND USE (*)

Total Square Miles.	321
Inside City boundary60

POPULATION/SQUARE MILE

Total.	10.12
Within Parkdale CDP517.5

EMPLOYMENT (*)

- 1,221 people are employed within area, but live outside the area
- 961 people live in the area, but work outside the area
- 520 people are employed and live in the area

LARGEST COMMUTE DESTINATIONS TO/FROM THE AREA:

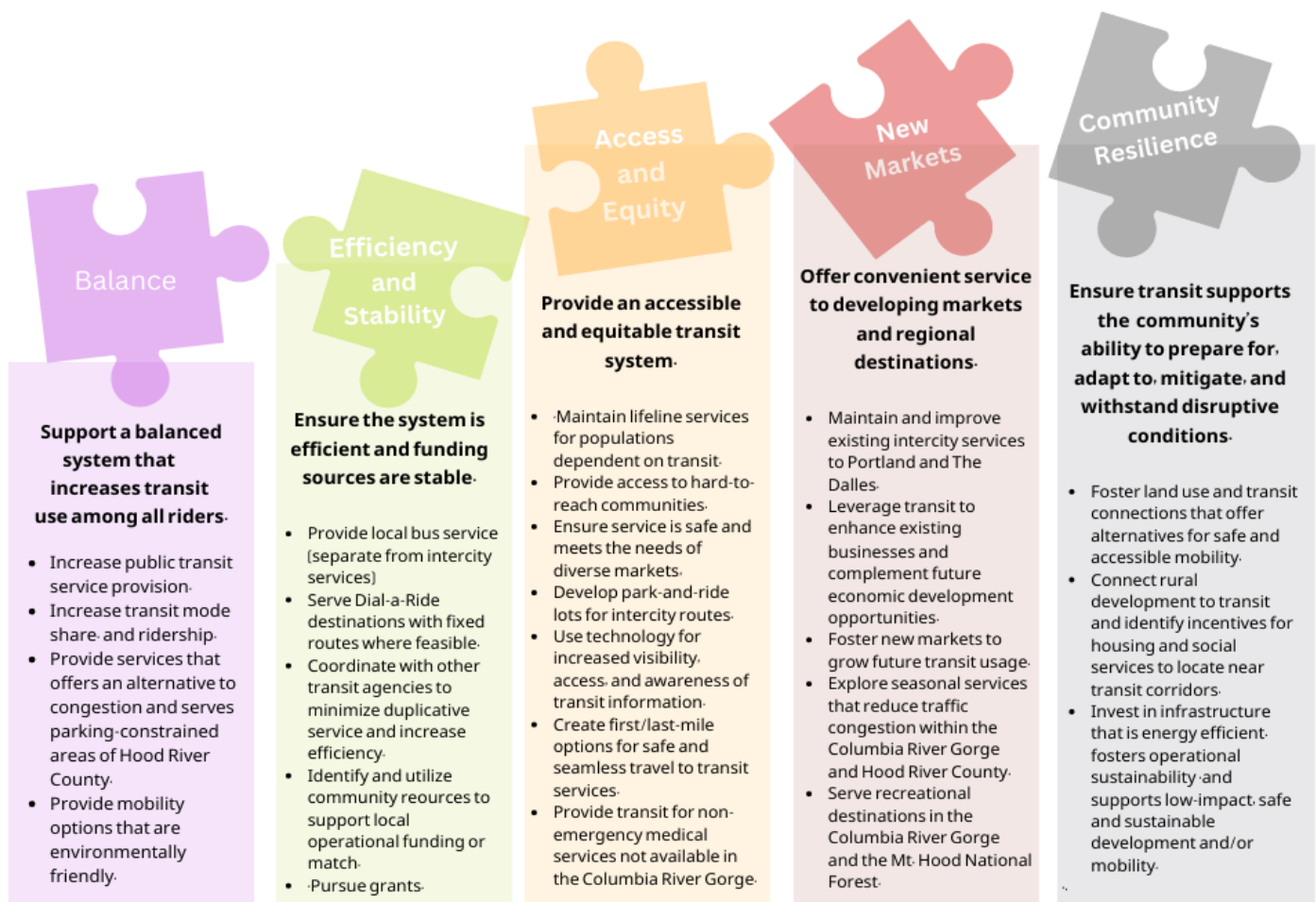
- Hood River
- Other Gorge communities
- Portland Metro

*Estimate based on available information.

PLAN GOALS AND OBJECTIVES

GOALS AND OBJECTIVES PROVIDE GUIDANCE FOR THE DEVELOPMENT OF SERVICE OPTIONS AND THE SELECTION OF THE FINAL VISION FOR THE 10-YEAR PLAN.

The Transit Master Plan Advisory Committees were asked to review the goals and objectives of the 2017 Transit Master Plan. After making some updates and changes, the committees sent their recommendations to the Hood River County Transportation Board for approval. The Board approved the plan goals and associated objectives, including the addition of a Community Resilience goal, at their June 2021 Board Meeting.





TRANSIT SUPPORT STRATEGIES

TO SHIFT MORE TRIPS TO TRANSIT THERE NEEDS TO BE A COMPREHENSIVE SET OF SUPPORT STRATEGIES THAT ALLOW A SEAMLESS, HIGH-QUALITY TRAVEL EXPERIENCE

Transit support strategies connect transit to the broader community, provide frequent and consistent access, create attractive and safe transfers between options, and use local channels and educational programs to ensure customers have access to the information needed to change their travel habits.

In short, transit support strategies are designed to complement, bind, and integrate transit services with broader community needs.

They support the use of transit by riders either directly or through tools that enhance rider access or improve the overall experience with the transit system.

Typically, transit support strategies can be categorized into six principal areas:

- Land Use Support Strategies
- Fare & Pricing Adaptations
- Stops & Amenities
- Marketing & Information
- Micro-Mobility or First/Last-Mile Options
- Non-Peak Shift or Off-Hour Options

The following is a general overview of individual strategy types. The overview outlines the areas where specific strategies might be implemented to complement proposed service improvements.

SUPPORTIVE LAND USE STRATEGIES

Transit-supportive land use strategies are based on the idea that convenient access to transit can foster benefits for the developer but also may accomplish other goals, including reducing sprawl, reducing congestion, increasing pedestrian activity, enhancing transit ridership, increasing economic development potential, realizing environmental benefits, and building sustainable communities.

Transit-supportive land uses are most often part of a coordinated planning effort. This generally begins with the identification of locations along transit routes where higher density is desirable or where the integration of transit and land use planning can offer higher benefits for the community and development project overall. In other words: development that may be supported by transit and that, in turn, may support transit.

As part of the Transit Master Plan, an initial analysis was conducted of land use issues and opportunities related to the “transit-oriented” or “transit-supportive” developments within Hood River County. This full analysis as well as a tool kit for local planners can be found on the CAT TMP Website at www.engagecat.org.

The following provides a summary of the potential locations within each of the five focus areas that may offer the opportunity for some simple transit-supportive planning strategies that can link new development more effectively to transit or more complex strategies like transit-oriented or joint-development projects.

CASCADE LOCKS

Land within the Cascade Locks UGB has a wide range of zoning designations. Portions of the City are developed, though there are areas of vacant land that have significant opportunity for future development.

The City of Cascade Locks is part of a set of State-run Enterprise Zones in Hood River County. The City and Port sponsor the Cascade Locks Enterprise Zone, which was designated on July 2, 2021, and will end on June 30, 2025. Local property taxes are abated for new businesses in this zone for a specified number of years.

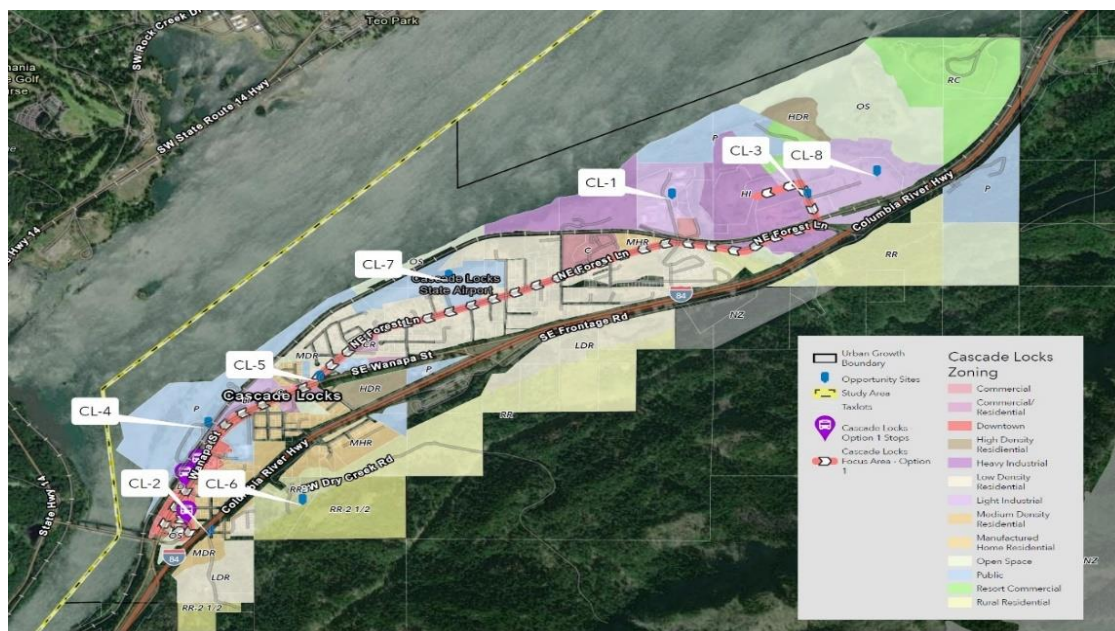
Opportunity for Transit Supportive Development in Cascade Locks

The current and future opportunities for transit-oriented development in Cascade Locks are listed and identified in the map on the following page:

- **CL-1.** Grain Integrative Healthcare. Currently operating several days a week.
- **CL-2.** Bridge of the Gods Trailhead. Popular recreational destination, new parking area permitting underway.

- **CL-3.** Ongoing development of Bear Mountain Business Park, largely industrial users.
- **CL-4.** Marine Park entrance. Popular recreational destination.
- **CL-5.** WaNaPa Street/Forest Lane. Modest infill and development likely along Forest Lane, including new group homes. Existing subsidized units on Belle Street/Edgewood Avenue.
- **CL-6.** Dry Creek Road, where approximately 80 acres could potentially be developed for housing, roughly doubling the City's housing stock. These units are likely to be high-value homes.
- **CL-7.** Airport area, where there are approximately 20 developable acres in the long term.

FIGURE 12: POTENTIAL TRANSIT SUPPORTIVE SITES IN CASCADE LOCKS



HOOD RIVER EAST

The Hood River East contains the central and eastern portions of the City of Hood River. It is roughly coterminous with the City's eastern and southern UGB. The focus area is approximately 2,500 acres in size.

Opportunity for Transit Supportive Development in Hood River East

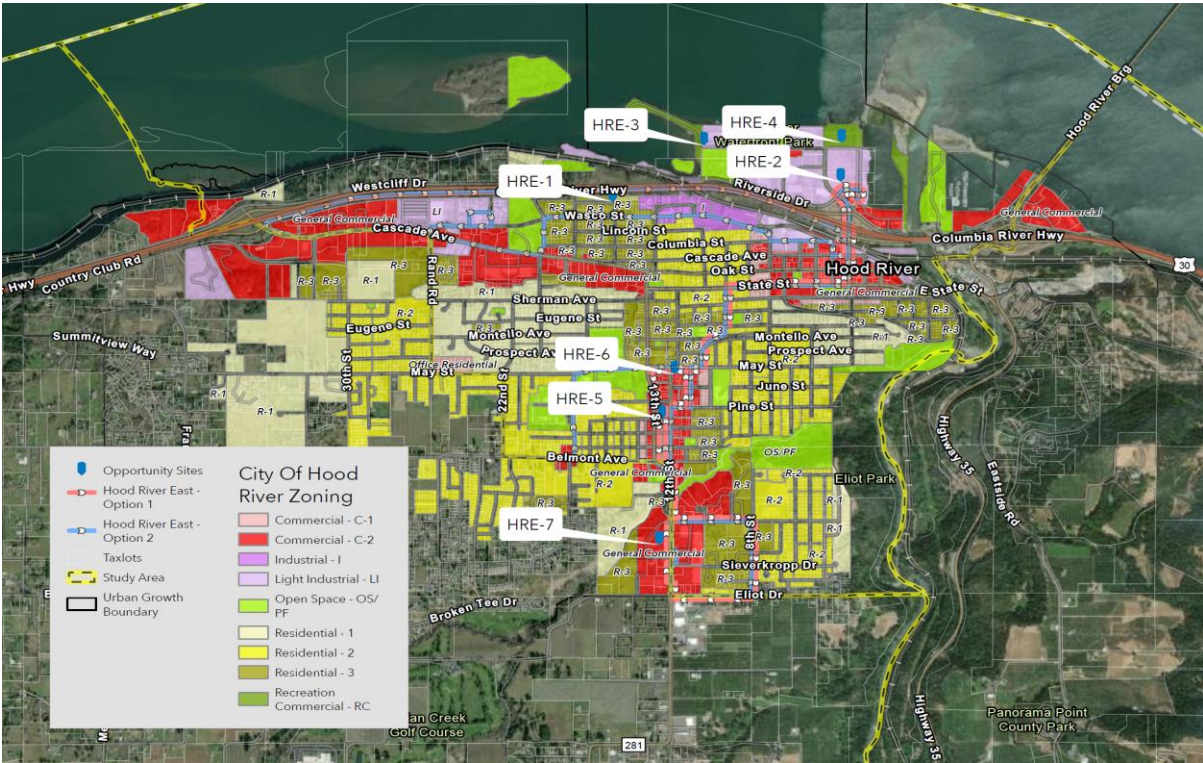
The current and future opportunities for transit-oriented development in Hood River East are listed below and identified in the map on the following page:

HRE-1. HRE 1 – An MCHA affordable housing development (Rio Bella) on Hope Avenue at Wasco Street is more than a half mile from the nearest existing stops. A stop near this location could improve transit access.

HRE-2-4. Hood River Waterfront, home to many large employers and vacant port-owned land slated for additional employment/hospitality growth. “Lot 1” is perhaps the most significant development opportunity in this area and a mobility hub is envisioned there. Also on the Hood River Waterfront, the west end of Portway features warehousing and recreation. Particularly for the westernmost reaches of Portway used for recreation, Port staff suggested considering extending weekend service to this area. Given the large amount of recreation on the Waterfront – especially at the Event Site, where there is limited parking – the question arose about whether new or modified transit vehicles could accommodate more gear (e.g., bikes, water and wind sport gear).

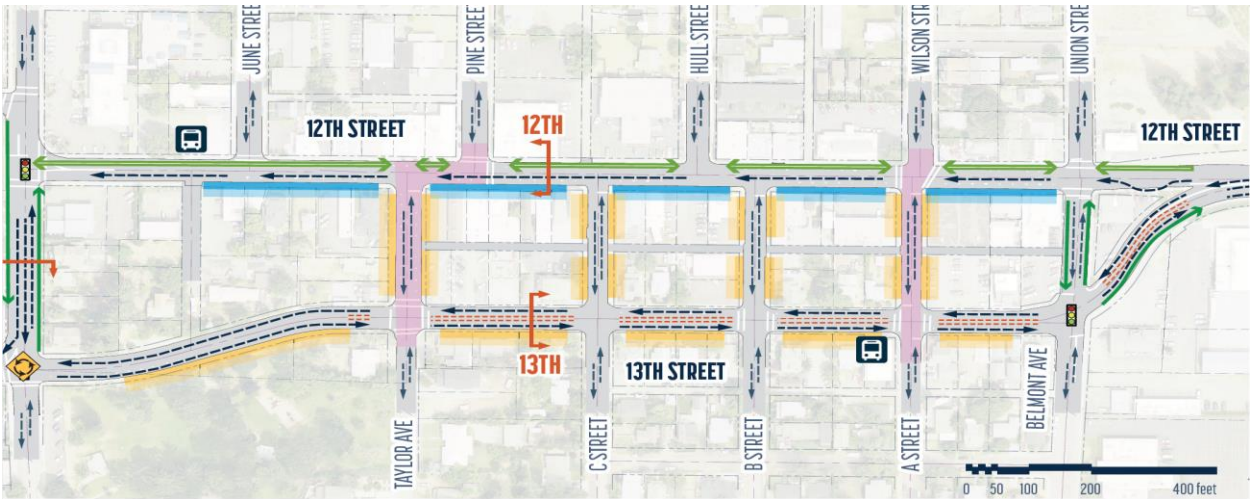
HRE-5-7. The Heights Streetscape Plan area, 12th and 13th Streets from May Street to Belmont Avenue – The plan addresses potential future bus stops and crossing alignments this planning area should be tracked for transit-supportive development and redevelopment opportunities. The Heights district and nearby commercial land to the south is designated as an Enterprise Zone and is the subject of current planning using City urban renewal funds, which could be a boon to potential transit-supportive development in the area. The preferred alternative for the Heights Streetscape Plan is shown on the following page.

FIGURE 13: POTENTIAL TRANSIT SUPPORTIVE SITES IN HOOD RIVER EAST



Below is the preferred alternative for the Heights Streetscape and is the alternative upon which the Final Plan will be based.

FIGURE 14: HOOD RIVER HEIGHTS STREETSCAPE PREFERRED DESIGN



HOOD RIVER WEST

The Hood River West Focus Area contains about 17,500 acres. Most of the land in the focus area is unincorporated county land, much of which is within the Columbia River Gorge National Scenic Area and does not currently have any significant development and is not expected to experience any significant growth during the Transit Master Plan time horizon. Thus, the focus on land use conditions in this area is targeted to the area within and adjacent to the Hood River UGB.

Opportunity for Transit Supportive Development in Hood River West

The current and future opportunities for transit-oriented development in Hood River West are listed below and identified in the map on the following page:

HRW-3. Hood River West also includes the Cascade Avenue Streetscape Plan area, a corridor from I-84 Exit 62 to 13th Street that serves as the western gateway to Hood River and as the main street for nearby neighborhoods. The plan recommended implementation measures such as one lane in each direction for most of the corridor, continuous sidewalks, separated bicycle facilities, raised medians to provide protected crossings for pedestrians and bicyclists, and transit/bus stop design specifications. Project staff have reported that most of the mixed-use and transit-oriented development opportunities are anticipated in the west end of this corridor.

HRW-4. Ken Jernstedt Airfield. The airfield was identified as a potential site for modest employment growth that may be appropriate for a potential bus stop on the Upper Valley service. The site also includes the Western Antique Aeroplane and Automobile Museum (WAAM). When events bring a large volume of visitors to the airfield in summer and fall, service to the airfield could serve both staff and visitors in tandem.

HRW-5. Belmont Extension. Street extension to Post Canyon Drive. Plans detailed in the City's Transportation System Plan. This extension may have implications for future routing/stop locations.

HRW-6. Post Canyon Seven Streams Trailhead. Post Canyon is a recreational amenity that faces parking challenges at times of peak demand. The site may be appropriate for transit service focused on moving hikers and mountain bikers (and their equipment).

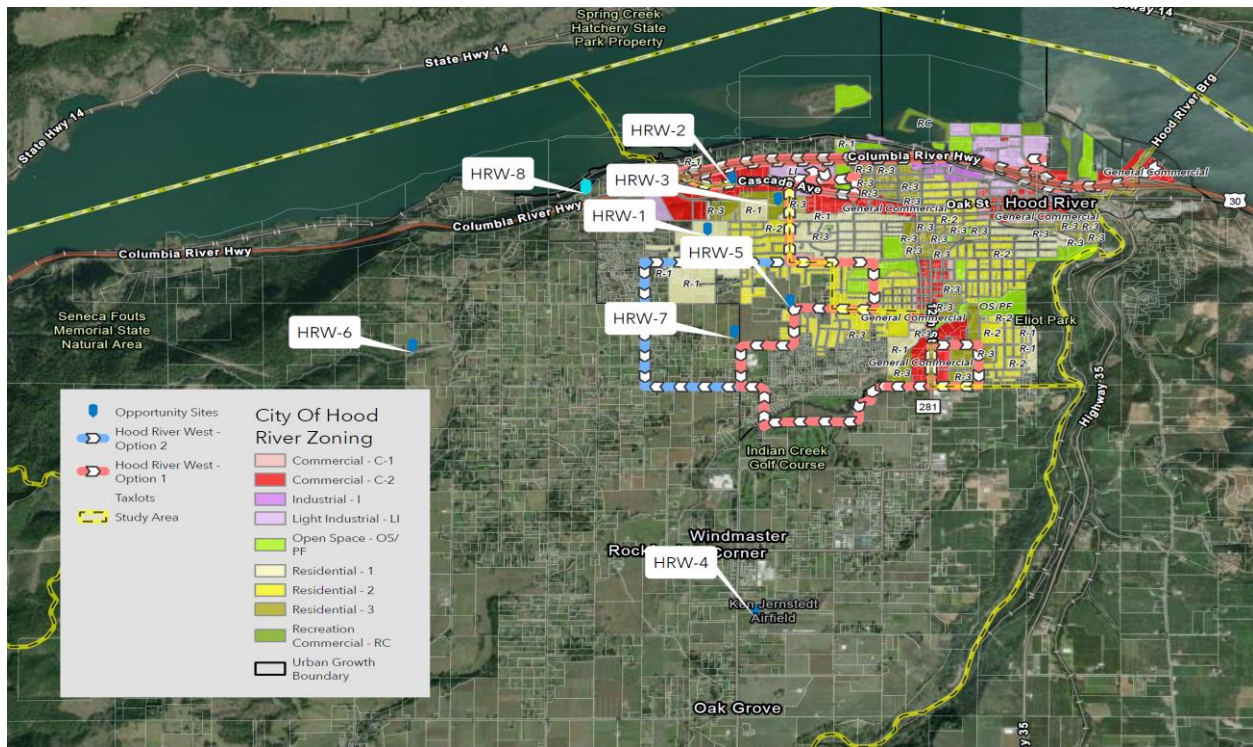
HRW-7. Westside Park. The Hood River Parks & Recreation District has acquired 20 acres of land on the west side of Hood River for future park use.¹

HRW-8. Ruthton Park and Ruthton Point. Just west of the City of Hood River, north of I-84, a section of the Historic Columbia River Highway is planned to connect to the Historic

¹ <https://hoodriverparksandrec.org/westside-park>

Highway State Trail. This trail segment would extend eastward from Mitchell Point, cross underneath I-84, and proceed east to Hood River. Ruthton Park may be an opportunity for transit connections to the Historic Highway State Trail.

FIGURE 15: POTENTIAL TRANSIT SUPPORTIVE SITES IN HOOD RIVER WEST



ODELL AND LOWER HWY. 35

The Odell/Lower Hwy 35 area features the Census Designated Place (CDP) and the unincorporated community of Odell, which has a population of roughly 2,400. Pine Grove, an unincorporated community with a small commercial area, is also found in this focus area. Land in the area is otherwise mostly farmland – zoned Exclusive Farm Use (EFU) and largely in fruit production.

Opportunity for Transit Supportive Development in Odell/Lower Hwy 35

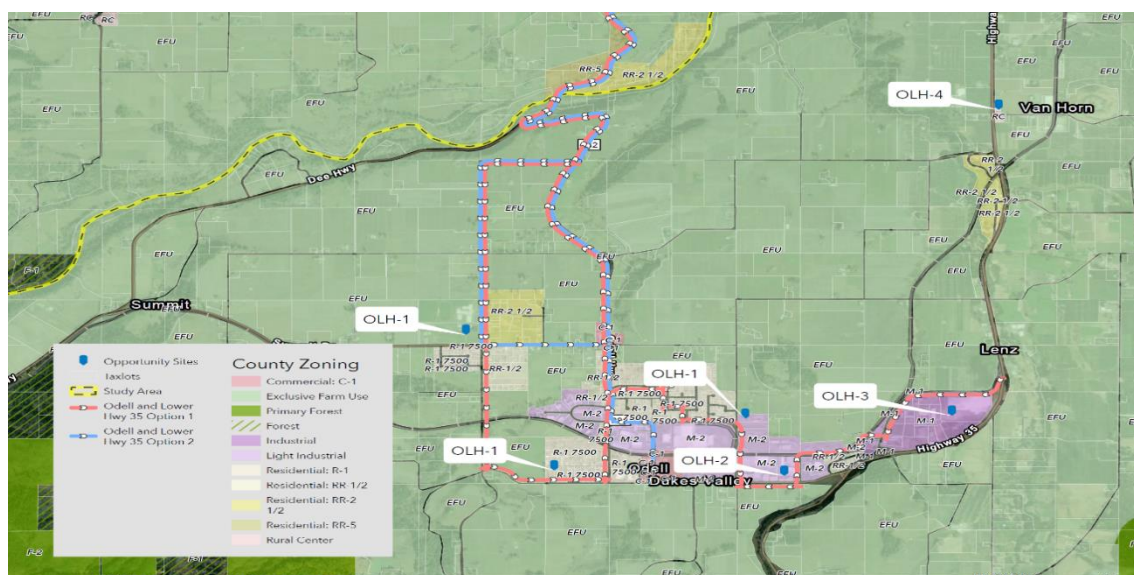
The current and future opportunities for transit-oriented development in Odell / Lower Hwy 35 are listed below and identified in the map on the following page.

OLH-1. Depending on the types of employers that locate in Odell, new development could present an opportunity for new transit service as well as an opportunity to provide transit amenities that serve Odell more broadly. A circulator loop has been suggested by stakeholders. There are also several residential parcels that remain unplatted on the east side of Odell Highway, and near Wy'east Middle School. These sites represent the possibility for a modest increase in housing and population in Odell. The MCHA Executive Director also indicated interest in ongoing coordination with the County regarding affordable housing development in Odell, which would benefit from being transit-supportive development served by transit.

OLH-2 and OLH-3. There are potentially several sites in Odell that could be developed or redeveloped with significant employment uses. This includes the Neal Creek industrial area on the east end of Odell, which currently features large employers such as Cardinal Glass. Additionally, the Port of Hood River owns and has remediated a former mill site adjacent to rail and is expected to be redeveloped in the future.

OLH-4. A rail line extends from Downtown Hood River to Pine Grove, mostly as a tourist/visitor service and periodically as a commercial service. Depending on the scale and popularity of the visitor service, some measure of transit-oriented development – a stop, supportive development, and amenities – may be warranted.

FIGURE 16: TRANSIT SUPPORTIVE SITES IN ODELL/LOWER HWY 35



PARKDALE AND UPPER HWY. 35

Parkdale and Upper Hwy 35 focus area contains the southernmost portion of Hood River County, including the unincorporated communities of Parkdale and Mt. Hood, and several ski destinations in the vicinity of Mt. Hood. Parkdale has a population of roughly 300 people, as does the community of Mt. Hood.

Opportunity for Transit Supportive Development in Parkdale/Upper Hwy 35

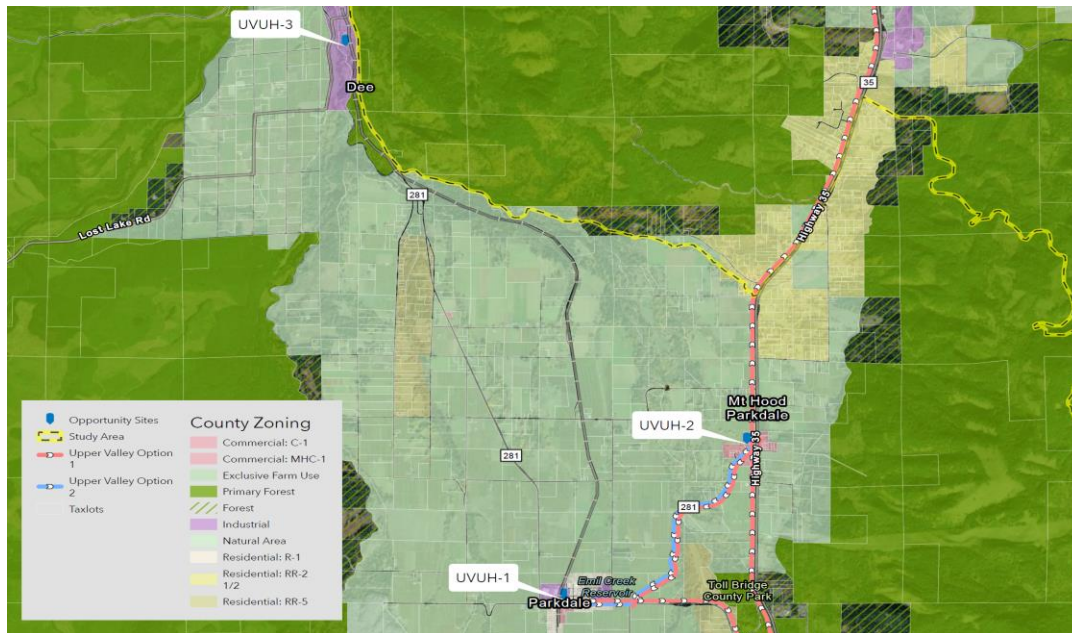
The current and future opportunities for transit-oriented development in Parkdale and Upper Hwy 35 are listed below and identified in the map on the following page

UVUH-1. Due to the rural nature of Focus Area 5, significant new development is unlikely. In the Parkdale area, modest redevelopment of employment uses, and small-scale residential development may occur over time. In Parkdale, there are several large residential parcels that could be subdivided under their current zoning designation; however, infrastructure constraints and other factors may limit this development. In addition, land in the vicinity of Baseline Drive and Clear Creek Road/2nd Street in Parkdale has commercial C-1 zoning, though parcels south of Baseline Drive have agricultural or residential uses today. Some additional commercial development in this area, which could be transit-oriented in a small community manner, is possible.

UVUH-2. Consider a stop for the community of Mt. Hood, at its junction with Hwy 35.

UVUH-3. In the very long term, County staff suggested monitoring the small community of Dee for potential transit service and stop (for employees) if the mill site there is redeveloped.

FIGURE 17: TRANSIT SUPPORTIVE SITES IN PARKDALE AND UPPER HWY 35



FARE AND PRICING ADAPTATION STRATEGIES

Fare and pricing adaptation strategies alter the absolute or relative price or cost of transit services for existing or prospective riders; and/or make transit fares easier to use/access. While a few fare or pricing programs can be targeted to specific areas or target markets (as noted in the examples below) most of the fare and pricing adaptation strategies would require systemwide implementation.

CAT has implemented several of these types of strategies over the last five years including:

- **Deep-discounted passes:** CAT implemented the CAT Annual GORge Pass in 2020 and subsequently expanded the annual pass program to a Gorge-wide program in 2021. This was followed by the CAT Day Pass in 2021 which was coordinated with the Multnomah Falls permit program. Both programs have been widely successful and increased overall revenue by 300%.
- **Expansion of sales outlets (online):** In 2018 CAT implemented an online fare program, which allowed CAT riders for the first time to purchase fares online using a credit card. Today 70% of CAT riders use online fare technology over physical passes or individual fares.

-
- **Cooperative programs:** CAT has developed a wide variety of cooperative programs with local businesses organizations, and agencies—including the Hood River Valley School District Free Student Pass Program, the Gorge Transit Connect Program for low-income residents (with local partner organizations) and the Downtown Pass Program with the City of Hood River. These programs have allowed CAT to meet specific mobility goals for targeted markets and address unique community goals for specific areas.

CAT could look to further enhance or expand fare and pricing strategies that can enhance access, increase awareness, and foster new ridership, including:

- **Onboard dynamic fare payment program.** A dynamic-fare payment option allows people to use a credit card or prepay fare card to purchase their fares. This type of program can also link with other local initiatives (parking management, bridge tolls, e-bikes, neighboring transit agencies, etc.) to offer incentives for transit use and/or to create comprehensive transportation or “mobility as a service” options.
- **Free-fare transit for local trips (e.g., trips within Hood River County)** – Free fare transit may enhance local ridership, but, if implemented, should focus on local Hood River routes and not the more costly long-distance or intercity routes.
- **Cooperative programs in focus areas.** Cooperative programs could be pursued with other agencies, businesses, or communities to bolster or facilitate the implementation of new services throughout Hood River County.

BUS STOPS AND AMENITIES

Bus stops are the front door to the CAT fixed-route system. They are where most riders board or wait for services. Great bus stops are visible, friendly, comfortable places to wait, and are surrounded by safe and accessible walking conditions. Numerous studies show how important stops are to:

1. Overall customer satisfaction,
2. Marketing the existence and quality of services, and
3. Creating spaces that offer and connect transit to the community served.

The approach to bus stop placement and amenities has moved at a much slower pace than transit expansion. Stops within Hood River County are few, and those that are considered permanent or formalized bus stops are even fewer. In large part this has been driven by a lack of clear and consistent policy direction from local jurisdictions on where and how to place stops, and because CAT has never published a bus stop plan that clearly establishes our goals or interests.

The following outlines typical stop criteria, amenities, and maintenance considerations that can be detailed in a bus stop and amenities plan.

TABLE 3: CRITERIA FOR PLACEMENT OF BUS STOPS IN HOOD RIVER

Stop Type	Criteria	Basic Amenities	Other Amenities	Maintenance
Standard Stop	Every stop that is not sheltered.	Pole & sign, schedule information	Garbage can, bench, real-time information	As needed
Shelter Stop	Minimum of 10 BR/day or 5/BR if serving seniors or business is willing to sponsor stop	Pole & sign, real-time schedule information, shelter, bench & garbage can	Sidewalk access, curb cuts, ADA pad, bike racks.	At least twice a month garbage removal & cleaning. More frequently if required
Mobility Hub	2 or more routes serve stop & 15BR/day or linkages with 2 or more first/last mile options	Pole & sign, real-time schedule information, shelter, bench, garbage can, bus layover, bike parking	Sidewalk & bike lane access, curb cuts, ADA pad, bus pull out, indoor waiting, restrooms, park & ride	Bi-weekly garbage removal & cleaning. More frequently if required.

BR – Boarding Rides



MARKETING AND INFORMATION

Often overlooked in the day-to-day of transit operations is the importance of providing information and of marketing transit to the broader community. This not only ensures that the community knows what services are available to them, but also how those services are oriented towards meeting their specific needs.

From employees to senior citizens, recreationalist to cost savers, youth to environmentalists, everyone has a unique reason to travel. Identifying the need and channeling the transit “brand” to capture the community’s attention around key values helps to build trust in transit.

KEY ELEMENTS OF A TRANSIT MARKETING PLAN

Marketing is an essential investment for a transit agency. By improving the public image of transit services, more riders are attracted, leading to higher revenue and greater demand. This, in turn, increases the likelihood of service expansion and can drive a positive feedback loop of growing demand and improved service quality.

Three components are critical to an effective transit marketing plan:

Branding – Agency branding includes logos, colors and taglines. In 2018, CAT rebranded its design and communication platform, including a new look and feel (CAT logo, colors, etc.) and messaging. The newly rebranded CAT has enhanced our image and made us more visible with the Hood River County community.

MARKETING STRATEGIES

- **Social Media Campaigns** offer an effective way to communicate agency news, service updates, and seasonal changes. A formalized social media plan which incorporates larger messaging – could be an effective part of a marketing campaign.
- **Outreach Events** can focus on a broad or narrow portion of CAT’s service area. Some events, like Hops Fest or Cider Fest may cater to both local and regional markets.
- **Individualized marketing** in transit provides a way to leverage data and technology to deliver specific information and options about services to specific individuals within the area.
- **Regional marketing campaign** - CAT has collaborated with partners to launch a wide variety of specific regional or corridor campaigns around transit (e.g., GORge Pass, Waterfall Corridor Action Plan, etc.). These types of regional marketing campaign can complement and reinforce more specific agency goals.
- **Travel training** can be used to help train riders and potential users to feel comfortable riding the bus. They teach how to read a schedule, what fare to pay, what a stop looks like or how to flag a bus. A travel training program can either be implemented at individual sites or as a “train the trainer” program.
- **Transportation coordinator programs** are designed to create, manage, and promote commuter benefits throughout a worksite or organization. This may include everything from facilitating ride-matching programs, to providing incentives for alternative transportation use, to trip planning or working with transit agencies or city staff to advocate for additional services.

Digital presence - A digital presence is critical for engagement in today's information age. Even in a largely rural county like Hood River, most people get their information from their phone, tablet, or computer. As part of the rebranding campaign CAT did a formal upgrade to its website. Keeping it modern, easy to use, and relevant is key to the agency's strategy going forward.

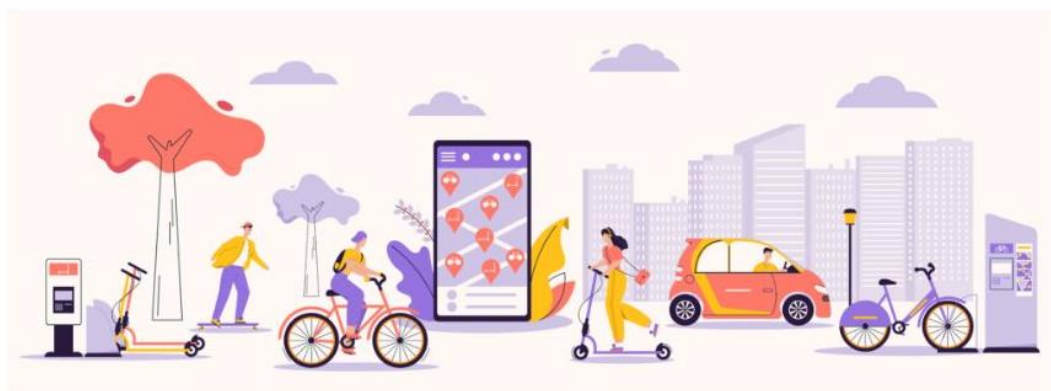
Community Outreach - CAT has actively used community outreach events, targeted outreach campaigns, and other types of community engagement strategies to connect with riders and highlight CAT's commitment to broader community goals and concerns. These types of community outreach strategies can be flexibly used to increase targeted or specific information to a particular community or used more generally to build ridership and awareness overall.

MICRO-MOBILITY OR LAST MILE OPTIONS

Micro-mobility strategies include options like walking, biking, or the use of small low speed motorized vehicles such as scooters, EV bikes, kickboards etc. to get to or from a transit center or hub.

First/last-mile strategies include more formalized programs like vehicle sharing (including carshare, bike or e-bike share, micro-transit, ride-hailing, or autonomous shuttles).

For the community to embrace micro-mobility or first/last-mile options it is critical that neighbors have an opportunity to weigh in on what options could look like in their area.

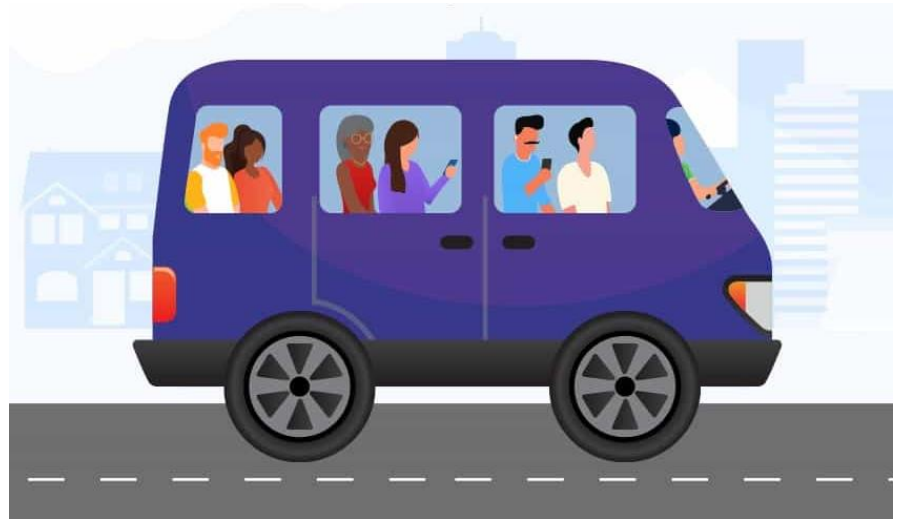


NON-PEAK SHIFT OR OFF HOUR OPTIONS

In rural Hood River County, fixed-route public transit may not be appropriate for serving early or late-night travel needs. Shift or off-hour options in this rural area may be best served with private providers who are supported either through public technology, infrastructure, or operational resources.

Some examples of mobility options that address these “hard to serve” needs include:

Carpool/vanpool programs - CAT supports MCEDD's Mobility Management and Commute Options program to manage ride-matching services, offer vanpool subsidies, and provide services such as guaranteed ride home.



Taxi subsidy programs - Taxi subsidies use public funds to support private transportation providers to offer shared-ride services at specific times of day or to specific users for localized use.



COMMUNITY INPUT AND SERVICE SCENARIOS

TO ENSURE THIS DOCUMENT REPRESENTED THE DIVERSE COMMUNITY INTERESTS OF HOOD RIVER COUNTY, THE TRANSIT MASTER PLAN (TMP) DEVELOPED AND IMPLEMENTED AN EXTENSIVE AND INCLUSIVE PUBLIC ENGAGEMENT PROCESS.

Outreach efforts were tailored to reach people in practical and convenient ways as to reflect the opinions from the wide spectrum of current and potential system users, Hood River County's jurisdictions, tribes, local and regional businesses, social service agencies, educational institutions, and recreation stakeholders.

Gaining input through diverse methods and strategies included partnering with local human service organizations to reach historically underrepresented voices, going to where people gathered (school events, grocery stores, places of work, coffee shops, public meetings, and community gatherings) and capturing current transit riders on-board intercept surveys.

The complete TMP Public Outreach Summary (including survey results and data) may be found at the CAT TMP Website: www.engagecatbus.org.

The public involvement goal for the TMP process was to:

Provide Hood River County stakeholders meaningful and easily accessible input opportunities throughout the TMP process with an intentional focus on broader involvement by historically marginalized communities, including but not limited to low-income individuals, youth, people with disabilities, seniors, immigrants, and Limited English Proficiency individuals.



The Transit Master Plan Public Involvement process had three distinct phases:

- Identification of Community Values & Opportunities
- Service Options Development and Review
- Draft and Final Plan Review

The table on the following page illustrates the phases and outreach methods.

PHASE ONE: IDENTIFICATION OF COMMUNITY VALUES AND OPPORTUNITIES

CAT staff and their public involvement consultant launched the public input process with two initial overarching questions to community members:

- What value does transit bring to your community?
- What are your priorities for transit and its future?

To gather this input, project staff developed an online bilingual survey, open from February until July 2022, and available on the project website and via hard copy surveys.

Examples of additional outreach occurred at public meetings, through in-person outreach at coffee shops and grocery stores, intercept surveys on buses, and via community partnerships to reach Hood River County's Spanish speaking community members.

On the following page is a summary that highlights the dominant themes from responses to the Community Values & Opportunities Survey.

TMP PUBLIC INVOLVEMENT SIX CORE OPERATING PRINCIPLES

PUT THE PASSENGER FIRST

Defining the community needs and matching them with the best-suited opportunities to enhance access, reliability, frequency, safety, and simplicity, resulting in ride comfort and quality.

MAKE PARTICIPATION EASY AND MEANINGFUL

Providing accessible, unique, and tailored strategies to engage community members — with a focus on those historically marginalized in past planning efforts — with creative ways to help CAT define the public transit issues and concerns that matter most.

ENGAGE PARTNERSHIPS WITH RECIPROCITY

Engaging current and potential partners to help shape the future of transit services to help them achieve their goals in the Gorge including cities, counties, Ports, Business Associations, Chambers, Gorge Tourism Alliance, neighborhood groups, and other regional players like State and Federal Agencies Mid-Columbia Economic Development District (MCEDD), TriMet and Portland Metro.

INTEGRATE REGIONAL OPPORTUNITIES

Identifying critical regional coordination and integration opportunities, with a focus on significantly enhancing the linkages between current bike and pedestrian initiatives, the Hood River Bridges, local communities, and regional transfer centers. The update will also address regional coordination and integration strategies between HRCTD and other local providers.

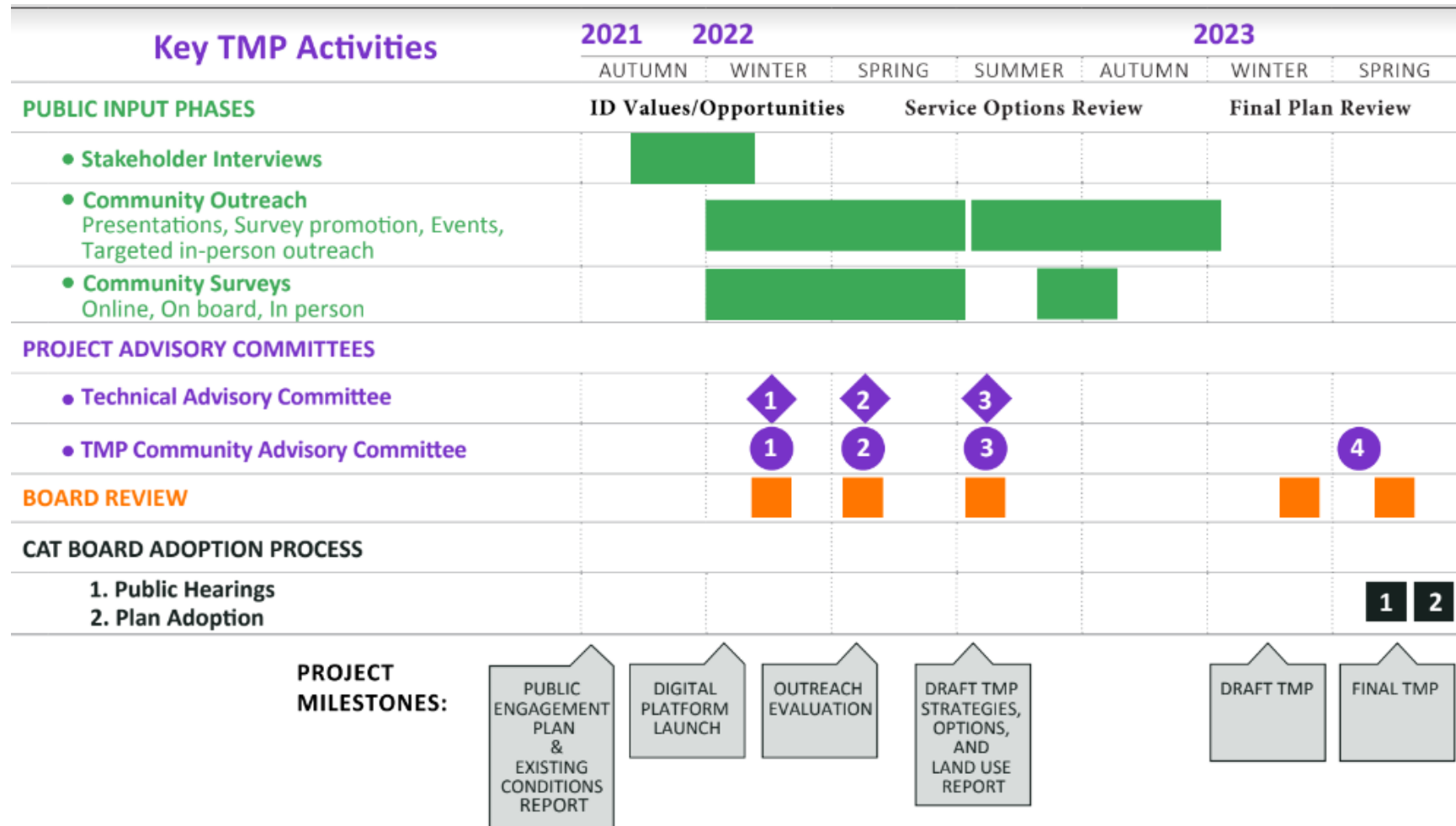
IDENTIFY SHORT-TERM IMPROVEMENTS THAT REFLECT THE LONG-TERM VISION

Modifying the transit network in Hood River County must also logically integrate with the longer-term vision and strategies.

FOCUS ON IMPLEMENTATION

Create a plan that provides a clear direction and concrete actionable goals.

TABLE 4: PUBLIC ENGAGEMENT PROCESS FOR THE HRCTD TRANSIT MASTER PLAN



The full report may be found on the CAT TMP website: engagecatbus.org. It is important to note that integrated into the report findings are responses from paper surveys. The paper surveys required a few of the online questions to be streamlined, combined, or omitted to make it easier for paper respondents. Copies of both the online and paper survey questions are available upon request.



SURVEY #1 RESPONSE SUMMARY

The most valued community elements that resonated throughout each of the five focus areas included:

- Access to recreational opportunities,
- A vibrant local business community, and
- Strong civic engagement and connections throughout the County

Respondents felt the current transit system supported these values by:

- Offering safe and climate-friendly ways to travel and
- Allowing people to connect with others in Hood River County.

In the future respondents felt transit should focus on allowing residents and visitors to move throughout the community without a car. To get there, respondents felt CAT should focus on:

- Expanding routes throughout the County,
- Increasing service hours and days
- Making bus stops more visible and safer to access.

OTHER IMPORTANT TAKE AWAYS

- Regional access was an important concern for most respondents, either through expanding services to areas outside Hood River County or increasing the hours or frequency of service.
- Information on routes, schedules, and bikes on buses needs to be an ongoing focus for the district.

481	Total Respondents
60%	Live in Hood River County
34%	Non-White
83%	Between ages of 25-64



-
- Transportation options (e.g., bike-share, car-share, or shared-ride taxi and vanpools) should be considered throughout the County for a variety of travel needs.

PHASE TWO: SERVICE OPTIONS DEVELOPMENT AND REVIEW

Based on input from the Values & Opportunity phase, the CAT team developed a range of transit service options. The options stem from the planning context of:

- Community Survey #1 crosstab and data analysis from the five-focus areas
- Staff identified operational issues or concerns
- Local feedback on community-focused support strategies

Highlighted in table on the following page are the key considerations staff used in the development of transit service options. Each focus area offered two service options to select from.

























To understand community preferences, Survey #2: Community Service Scenario presented the potential service options by focus areas for review and input. Maps of service options by focus areas and the associated survey questions can be found on the CAT TMP Website at www.engagecatbus.org.

Adhering to the previous survey approach, the online bilingual survey was available online and via paper survey copies. In addition to media releases, email updates, presentations, and community signage, targeted outreach by project team was once again focused on going where the people were: on buses, at coffee shops, at work, libraries, and grocery stores.

The full data summary and copies of the online and hard paper copies may be found on the CAT TMP Website at www.engagecatbus.org.

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TABLE 5: LOCAL SERVICE SCENARIOS AND SUPPORT STRATEGIES OPTION DEVELOPMENT TABLE

HOOD RIVER EAST	HOOD RIVER WEST	ODELL / LOWER HWY 35	PARKDALE / UPPER HWY 35	CASCADE LOCKS
Community Priorities <ul style="list-style-type: none"> Extended service hours - evenings (6-10pm) & weekends. More identifiable bus stops - formalize on-street bus stops. More frequent service - focus on AM/PM commute times 	Community Priorities <ul style="list-style-type: none"> Expanded services - more routes in unserved areas. Extended hours - particularly weekend service More identifiable bus stops - formalize on-street bus stops. 	Community Priorities <ul style="list-style-type: none"> Expanded service - directly serve more destinations on westside. Extended hours - commute times, weekends, and evenings. More identifiable bus stops - formalized bus stops on-street. More frequent service - focus on AM/PM commute times 	Community Priorities <ul style="list-style-type: none"> Expanded services - directly serve more areas in the upper valley. More frequent service and extended hours - increase the number of weekday trips. More identifiable bus stops - formalize on-street bus stops. 	Community Priorities <ul style="list-style-type: none"> Expanded hours (intercity) - expand commute & evening service on CGE services More frequent service (intercity) - increase frequency on CGE services. More identifiable bus stops - formalize on-street bus stops.
Operational Issues <ul style="list-style-type: none"> Circulator route - creates unnecessary trip length. Realigned eastside services could allow for higher frequency levels and allow for easier expansion throughout Hood River as the area grows 	Operational Issues <ul style="list-style-type: none"> Circulator route - creates unnecessary trip length. Realigned services could allow for easier expansion in westside as the area grows Constrained by lack of formalized intersection at Rand Road & stop signs at key westside intersections 	Operational Issues <ul style="list-style-type: none"> Ridership is limited by deviated nature of the existing service and the lack of formalized stops. Current service area may be too large to serve Odell effectively 	Operational Issues <ul style="list-style-type: none"> Small rural nature of community makes area hard to serve efficiently. Micro-mobility or first/last mile options could offer more flexible and efficient local access for the community. 	Operational Issues <ul style="list-style-type: none"> Regional service have done well in Cascade Locks, but localized services are not well used. More identifiable stops may help, but micro-mobility or first/last mile options could offer more flexible and efficient local access for the community.
Potential Support Services <ul style="list-style-type: none">  Integrate TOD into City development toolkit & create five mobility hubs.  Formalize bus stops & amenities at hubs & key stops.  Establish (ETC) programs in downtown  Enhance access at five mobility hubs with micro-mobility & last mile options..  Establish off-shift & local late night transportation options. 	Potential Support Services <ul style="list-style-type: none">  Integrate TOD into development toolkit & create one mobility hub.  Formalize bus stops & amenities at hub & key stops.  Create individualized marketing program for new service areas  Enhance access at the mobility hub with micro-mobility & last mile options.. 	Potential Support Services <ul style="list-style-type: none">  Create 2 mobility hubs in Odell & Odell at Hwy 35.  Formalize bus stops & amenities at hubs & key stops.  Create individualized marketing program for new services  Enhance access at the mobility hubs with micro-mobility & last mile options..  Establish off-shift transportation options for orchards & packing houses 	Potential Support Services <ul style="list-style-type: none">  Create 2 mobility hubs in Parkdale & Mt.Hood at Hwy 35 .  Formalize bus stops & amenities at mobility hubs.  Enhance access at the mobility hubs with micro-mobility & last mile options..  Establish off-shift transportation options for orchards & packing houses 	Potential Support Services <ul style="list-style-type: none">  Integrate TOD into City development toolkit & create one mobility hub.  Formalize bus stops & amenities at hub & key stops.  Create individualized marketing program for new services  Enhance access at the mobility hubs with micro-mobility & last mile options.

REGIONAL SERVICES

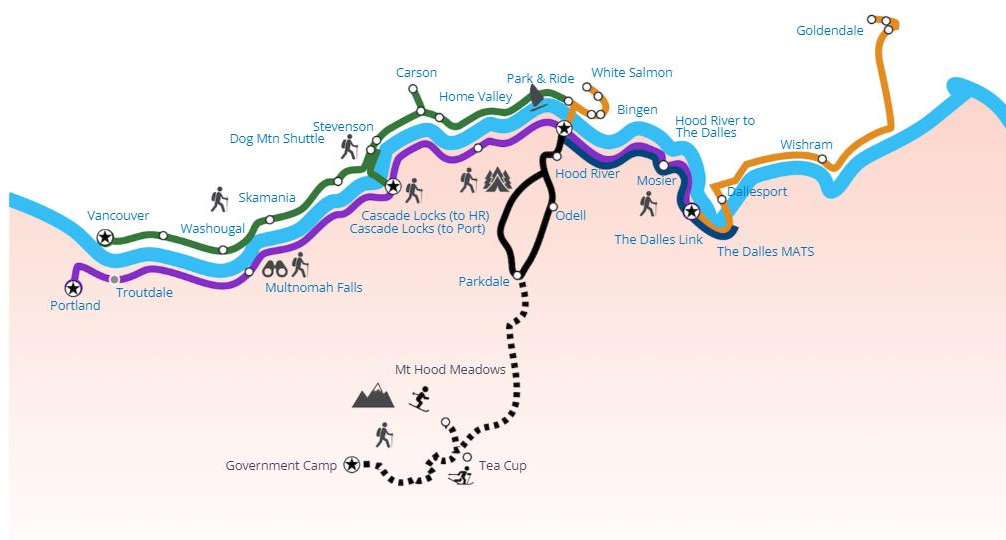
As noted, CAT runs services on two regional corridors: Hwy. I-84 – (Columbia Gorge Express) and Hwy. 35 (Gorge-to-Mountain Express). For these services CAT currently receives federal and state funds (with a limited local match). Ridership on both these routes has been increasing rapidly.

Community Priorities - As ridership trends have demonstrated, CAT regional services are a key part of mobility and access in the Columbia River Gorge. Survey results reinforced the importance of these two regional routes. In fact, we received the most responses from the community on these two services.

The three main community priorities for these regional routes included:

- Extended hours – overwhelming priority was for later evening service (weekdays and weekends).
- Frequency of service – increased service frequency throughout the day.
- More identifiable bus stops – focus was on new or formalized stops at trailheads.

Operational Issues – The focus regarding both regional corridors will be on stops and frequency. It should be noted that the more stops that are made on a corridor the longer it will take to reach destinations down the line, and the cost to serve the corridor can increase. Alternatively, CAT can work with partners to provide options at the existing stops and offer micro-mobility or first/last-mile options to access other areas.



SERVICE SCENARIOS FOR OTHER GORGE COMMUNITIES

The CAT service area is Hood River County. However, the Board and staff have been aware that coordination and access within the Gorge is key to the district's current and growing ridership.

In FY2019 State and Federal resources were made available to the District and CAT assumed the role of regional service provider for the I-84 and Hwy. 35 corridors. In addition, CAT has provided temporary and limited services across the river when requested, and partner funds were available for such services.

CAT is open and ready to explore a larger more expansive role for transit service provision in the Gorge but cannot do so using resources that are dedicated to Hood River County.

If a more cohesive and comprehensive set of services in the Gorge are to be successful, joint, and coordinated efforts between CAT, neighboring transit providers, and local decision-makers will need to offer viable, win/win solutions. This requires the development of solutions that can ensure all Gorge areas are effectively contributing long-term to expansion efforts. CAT hopes such guidance will come from MCEDD's Gorge Regional Transit Strategy.

SURVEY #2 RESULTS: COMMUNITY SERVICE SCENARIOS

The second TMP survey asked people to select and comment on the service scenarios for the focus areas where they used (or would like to use) transit.

For each focus area that was selected the survey takers were provided a brief overview of the planning context CAT used to develop the options,

descriptions of each option, and the primary difference to today's service.

229

Total Respondents

28%

Non-White

75%

Between ages of 25-64

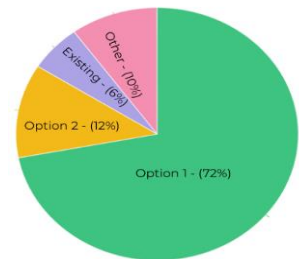
The graph shows the number of survey respondents that weighed in on the proposed options in the five focus areas.



Outlined below are the community preferences by focus area that were reflected in survey responses. Full survey responses can be found in the Appendix.

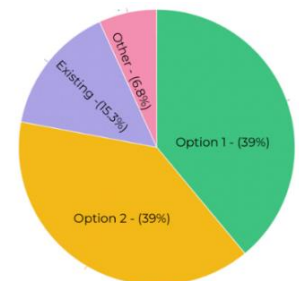
CASCADE LOCKS

Survey respondents overwhelmingly chose 'Option #1: the Formalized Local Deviated Fixed Route for Cascade Locks,' indicating they believed a local deviated fixed-route option would offer the most flexibility and access for the community.



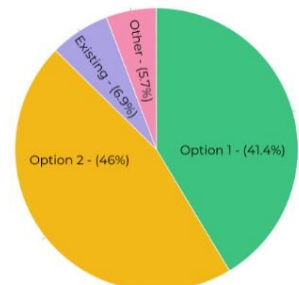
HOOD RIVER EAST

Survey respondents were split between options 1 and 2 in Hood River East. Slightly more respondents believed Option 2: Linear Route Option would allow for increased frequency and improve access to downtown.



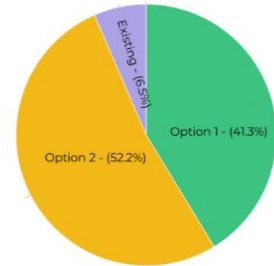
HOOD RIVER WEST

Survey respondents were split between options 1 and 2 in Hood River West. Slightly more respondents believed Option 2: Westside Rural Access offered greater mobility and access to Hood River West.



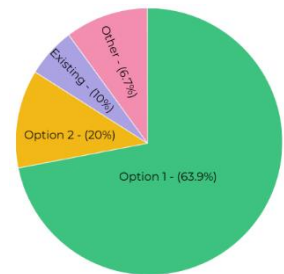
ODELL / LOWER HWY 35

The majority of survey respondents the Odell/Lower Hwy 35 focus area liked Option 2: Fixed Route with Shared Mobility Services though it was closely followed by Option 1: Odell Focused Deviated Fixed Route.



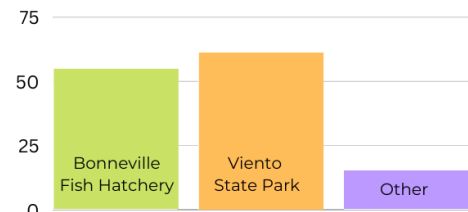
PARKDALE / UPPER HWY 35

Most survey respondents preferred Option 1: Fixed Route with Shared Mobility Services and Mobility Hubs. However, it should be noted that several respondents noted they did not fully understand the options as described in the survey. Staff believes additional outreach is warranted before changes are made to the service in this area.



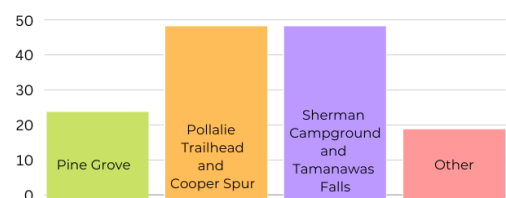
REGIONAL - COLUMBIA GORGE EXPRESS

Survey respondents were asked to weigh in on three proposed stops for the Columbia Gorge Express (I-84 Corridor) and any thoughts on additional stops. Results for the proposed stops in the survey are outlined in the graph below.



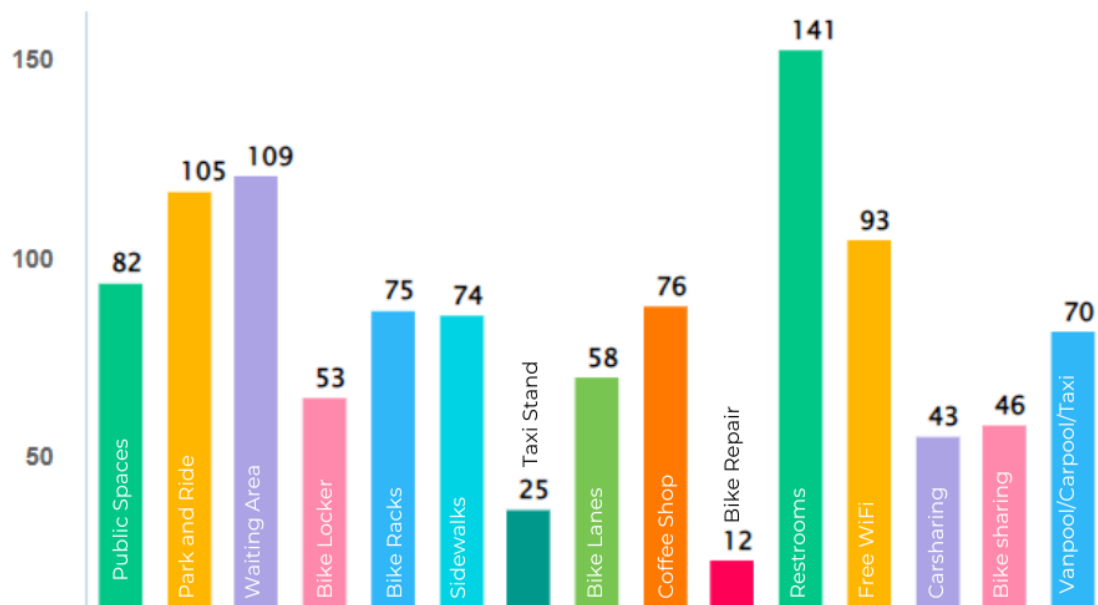
REGIONAL - GORGE-TO-MOUNTAIN

Survey respondents were asked to weigh in on three proposed stops for the Gorge-to-Mountain (Hwy 35) and any thoughts on additional stops. Results for the proposed stops in the survey are outlined in the graph below.



MOBILITY HUBS IN THE COMMUNITY

The final question asked survey respondents to identify the type of amenities and services they would like to see at a mobility hub near them. The graph below shows the priority for those responding. However, it's important to note that more planning and community input will be needed on services and amenities as specific hubs are located.



DRAFT AND FINAL PLAN REVIEW

The draft and final review process occurred over two months. The final Board adoption process took place in the spring of 2023. Before the formal Board adoption, the CAT TMP Master staff presented the draft plan for review by its Technical Advisory Committee and the Citizen Advisory Committee. Additionally, CAT staff offered presentations to the Hood River County Board of Commissioners, the City of Hood River, the City of Cascade Locks, the Gorge Health Equity Collaborative, the Hood River Chamber, and One Community Health Board. Two formal public hearings conducted by the HRCTD Board occurred at their April and May meetings.



10-YEAR SERVICE PLAN

THE 10-YEAR PLAN IS BASED ON A COMPREHENSIVE NETWORK OF LOCAL AND REGIONAL SERVICES.

Each route within the 10-year vision is designed to build upon the others to create an integrated system for all residents and visitors – thereby creating a network that not only supports local mobility and access goals within the County but offers a sustainable visitor experience and creates new economic opportunities within Gorge communities.

The plan incorporates the community preferences for routing including revising options to better meet concerns. Included in the vision are two new routes within the City of Hood River, routing modifications and frequency improvements on four existing routes (Columbia Gorge Express, City Route, Upper Valley and Gorge to Mountain). Two new flexible service options within the communities of Cascade Locks & Parkdale as well as several seasonal partnerships including the fruit loop shuttle, expanded winter service on Gorge to Mountain, expanded summer service on Columbia Gorge Express and the Dog Mountain shuttle.

In addition, the map identifies additional critical out-of-district transit options that given political interest and funding could easily be incorporated into CAT's regional network including White Salmon/Bingen, The Dalles and Skamania County. Should this be an outcome of the Gorge Regional Transit Strategy, CAT will look to amend this plan to address these services.

SERVICE LAYERS

The transit vision within Hood River County is based on the creation of layers of service. Each of the layers play a specific role and is targeted towards distinct movements with different levels of service. Each layer works with the others to provide a complete network of services.



Regional Services – Regional services are intracity services that connect Hood River County to other communities outside the Gorge along the I-84 or State Highway 35. The goal is 90 minutes frequency throughout the year with 60-minute frequency during the peak visitor times.



Local Services - Local service is focused on routes that connect different areas of a community where usage has been growing. The goal of this service is 30 minutes during the weekdays and a minimum of one weekend day each week.



Community Services – Community services are provided in areas where housing density is low but there is a desire for access to shopping or services within their area. These services are flexible (deviated or scheduled) and maybe provided by a private provider. They allow for connections to local or regional services at the nearest transfer point.



Seasonal Services – Seasonal services recognizing the importance of the visitor travel to the Gorge. Seasonal services currently exist in some areas while some routes see frequency increases during peak visitor times. Other areas offer the opportunity to enhance car-free access in the Gorge. CAT will need to secure specific funds to meet these needs.



Other Connections – Other connections include those routes that offer access to other communities outside of Hood River County but in the Gorge. These connections may be provided by other providers or by CAT, if funding from these communities is made available.

The map on the following page outlines the plan changes and provides a glimpse of when and where changes will occur. The phased implementation section that follows outlines what timeline for these changes more clearly.

FIGURE 18: 10 YEAR SERVICE PLAN

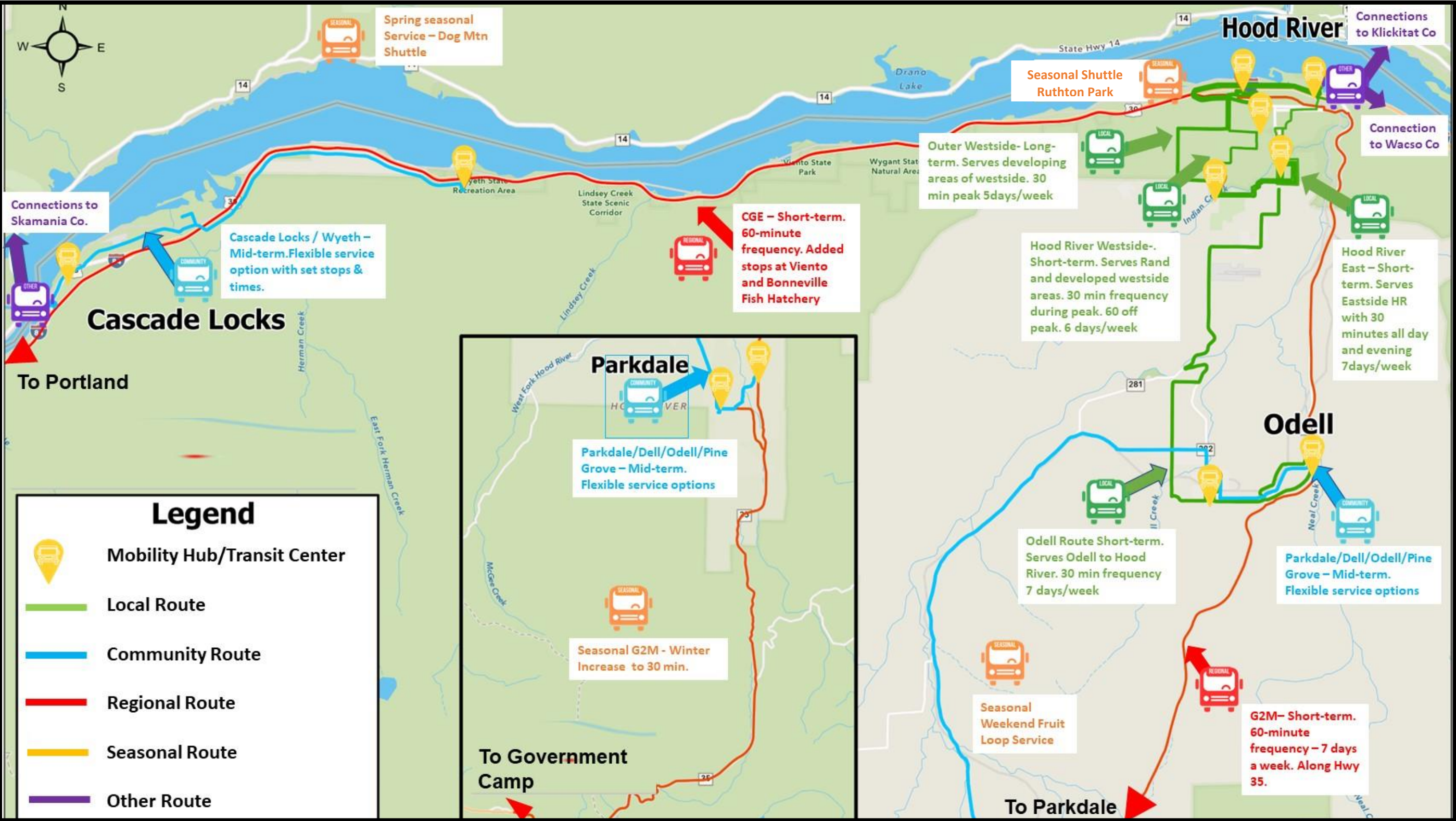


TABLE 6: SERVICE IMPROVEMENTS

Route	Days & Hours of Service	Frequency	Vehicles Required	Annual Service Hours	Proposed Changes	Days & Hours of Service	Frequency	Vehicles Required	Annual Service Hours
Columbia Gorge Express (Year Round)	Weekdays: 6:30 am - 6:30pm Weekends: 6:30 am - 7:30pm	Every 90 min.	2	7800	No Changes			2	7800
Gorge to Mountain (Year Round)	No Current Service					Weekdays: 8:00 am - 5:00 pm Weekends: 8:00 am - 5:00 pm	Every 120 min	1	3600
Upper Valley	Weekdays: 7:00 am - 6:30pm	Every 60 min.	1	2150	Limits deviations & formalizes route & stops	Weekdays: 6:00 am - 7:30pm Saturday Only: 10:00am - 6:30pm	Every 60 min.	1	3300
Hood River City Route	Weekdays: 7:45 am - 7:15pm Weekends: 10:00 am - 7:15pm	Every 45 min	1	4750	Route is split into Hood River East & Hood River West Services				
Hood River Connect	Weekdays: 9:30 am - 4:00pm Weekends: 9:30 am - 4:00pm	Every 90 min.	1	650	Route is replaced by HR East & HR West				
Hood River City East	No Current Service				Creates linear route on Eastside of Hood River	Weekdays: 6:30 am - 6:30pm Weekends: 10:00 am - 6:30pm	Every 30 min	1	4300
Hood River City West	No Current Service				Creates linear route on Westside of Hood River	Weekdays: 6:30 am - 6:30pm Saturday Only : 6:30 am - 6:30pm	Every 30 min	1	3600
Outer Westside Hood River	No Current Service				Provides peak hour service to outer westside neighborhoods, high school and connects westside to other services)	Weekdays: 7:30 am - 10:30 am and 3:30 pm - 6:30 pm	Every 60 min.	1	1800
Cascade Locks	Weekdays	2 trips daily	1	Included in DAR	Localized flexible services	Weekdays	Varies		
Parkdale	Weekdays	3 trips daily	1	Included in Upper Valley	Localized flexible services	Weekdays	Varies		
Countywide Dial-A-Ride	Weekdays: 8:00 am - 5:00pm	Scheduled	1	2880	Add weekends	All days	Scheduled	2	2880
The Dalles	Weekdays: 6:45 am - 6:15pm Weekends: 7:00 am - 5:15pm	4 trips weekdays	1	1200	The Dalles	Weekdays: 6:45 am - 6:15pm Weekends: 7:00 am - 5:15pm	4 trips weekdays	1	1200
Current Totals			10	18230	Proposed Totals			9	27280
Seasonal Service	Days & Hours of Service	Frequency	Vehicles Required	Annual Service Hours	Proposed Changes	Days & Hours of Service	Frequency	Vehicles Required	Annual Service Hours
Hood River City East	No Current Service				Provides later service in the eveing during the summer.	Weekdays: 6:30 am - 9:30pm Saturdays: 10:00 am - 9:30pm	Every 30 min	1	300
Winter Gorge to Mountain (December - March)	Weekdays: 6:30 am - 6:30pm Weekends: 6:30 am - 6:30pm	Every 60 min peak; every 2 hrs off peak	2	1600	Becomes a supplement service to year-round G2M	Weekdays: 6:30 am - 6:30pm Weekends: 6:30 am - 6:30pm	Every 30 min peak; every 2 hrs off peak	1	1600
Columbia Gorge Express Summer Enhancements to Cascade Locks (April through September)	Weekdays: 9:00 am - 7:00 pm Weekends: 9:00 am - 7:00 pm	approx 60 min	1	2000	Provides additional frequency to the CGE during peak tourist months - runs all the way to Hood River	Weekdays: 9:00 am - 7:00 pm Weekends: 9:00 am - 7:00 pm	Every 45 min.	2	3900
Dog Mtn Shuttle	Weekends 8:00 am - 5:00 pm	Every 30 min	2	750	No Changes			2	750
Fruit Loop Shuttle	No Current Service				Coordinate shuttle with Odell Service	Weekdays 10am- 4pm	Every	1	500
Current Totals			5	3600	Proposed Totals			7	5500
Other Gorge Services	Days & Hours of Service	Frequency	Vehicles Required	Annual Service Hours	Proposed Changes	Days	Frequency	Vehicles Required	Annual Service Hours
White Salmon /Bingen	No Current Service				CAT willing to look at contract options as political interest and funding is made available				
The Dalles	No Current Service				CAT willing to look at contract options as political interest and funding is made available				
Stevenson / Skamania County	No Current Service				CAT willing to look at contract options as political interest and funding is made available				

MOBILITY HUBS AND LOCATIONS

First and last mile and micro-mobility strategies refer to services, programs, and facilities aimed at increasing access to transit within an area by expanding the reach of transit service. Mobility Hubs provide focus for transportation options within a community and work to provide easy connections between different types of options, including transit, micro-mobility, and on-demand services.

Mobility hubs may be co-located with transit centers or at stops where routes intersect. In each case, the mobility hub offers a clear access point for transit within the surrounding community. Additional mobility options presented at these hubs expand access to transit, and hubs typically include physical amenities and digital information or fare options that make access to these services seamless and easy to navigate.

The different types of mobility hubs referenced in this plan include:

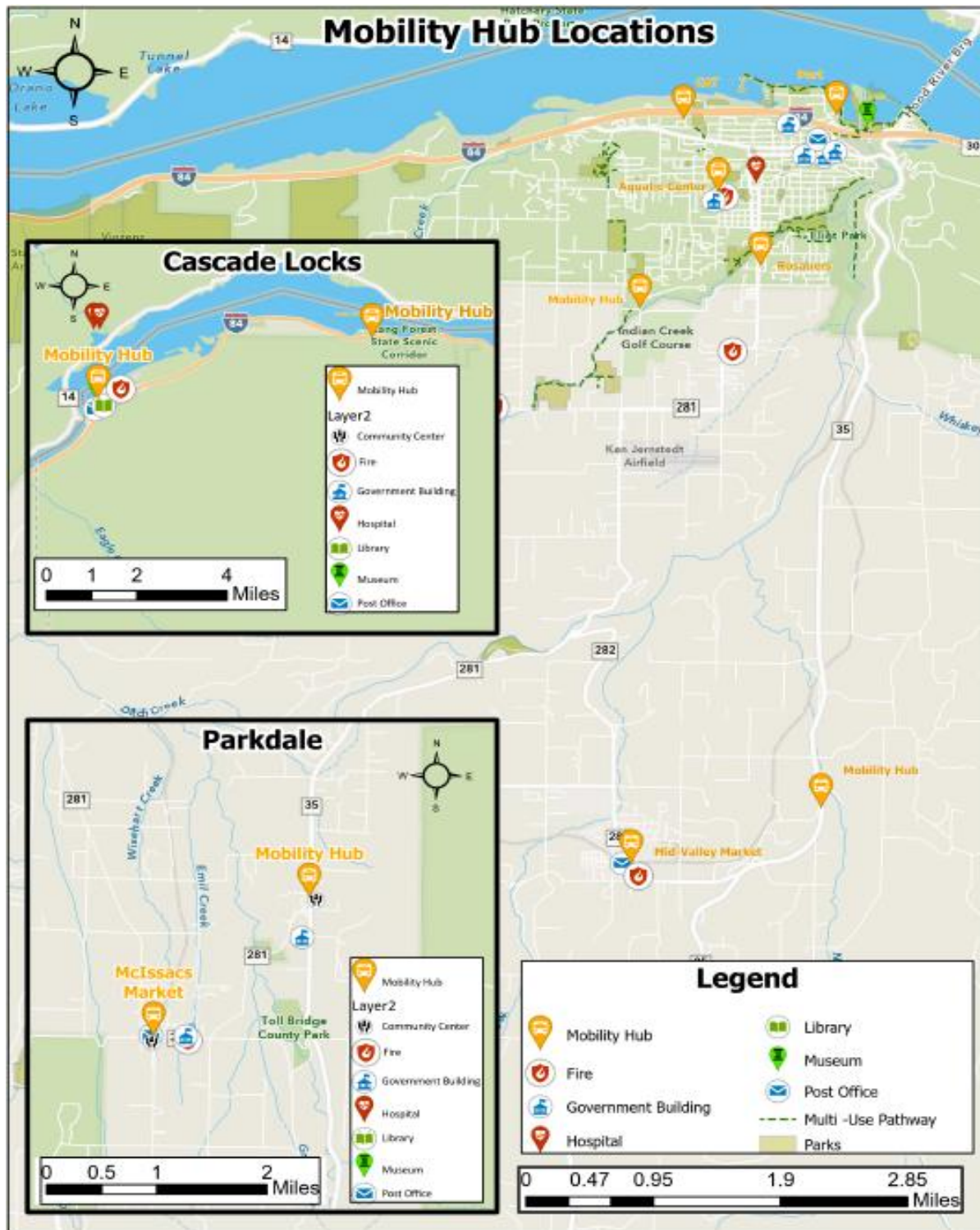
- **Transit Center-mobility hubs** are the primary locations where bus routes converge, and buses can layover between trips. Most frequently transit centers are located on land owned by the transit agency or other public facilities.
- **Regional mobility hubs** provide additional transfer locations along major corridors– typically they provide a higher level of amenities than community mobility hubs including park and rides, restrooms, bike lockers, etc. Regional mobility hubs may be created in association with public facilities or may be established through a cooperative agreement or joint-development agreement with a private landowner.
- **Community mobility** hubs typically can be found where two or more routes intersect – they are designed to be a focal point for neighborhoods or community areas within a 1-mile (20-minute walk) radius. Given their location, the focus is likely to be on bikes and pedestrian amenities and may be a good area for car-sharing, bike-sharing, or taxi pick-up area.

The table on the following page outlines the general locations and types of mobility hubs proposed for each of the five areas and identified on the map on page X.. The proposed services directly reflect the input received from the community on the types of services or amenities they'd like to see in their area.

TABLE 7: LOCATION OF HUBS

Location	Type	Associated Land Use	Examples of Mobility Services	Technology
CAT - 224 Wasco Loop	Transit Center	Primary Transit Center for CAT. Serves all routes and connections to other regional partners.	Park & ride, drop off area, shared mobility options (car-sharing, bike share), pedestrain/bike path connections, long-term bike parking, indoor waiting area with restrooms, and bus layover space	WiFi, Real-time, dynamic onboard fare payment system, customer service and in-person ticket sales
Port Transfer 2nd & Anchor Way	Regional Hub	Regional transfer center for multiple transit providers, out of district routes and local routes. Key access point for Hood River Event and businesses	Bus layover space, passenger waiting area with shelters and benches, art, pedestrian/bike path connections, short-term bicycle parking and with vehicle parking available nearby.	WiFi, Real-time, dynamic onboard fare payment system, customer service and in-person ticket sales
4th & State	Community Hub	Downtown activity center	Passenger waiting areas with shelters and benches, pedestrian/bike path connections, shared mobility options (car-share, bike share), and short-term bike parking	Real-time, dynamic onboard fare payment system
Aquatic Center (May near 18th)	Community Hub	Focal point for May Street Neighborhoods	Passenger waiting areas with shelters and benches, pedestrian/bike path connections, shared mobility options (car-share, bike share), and short-term bike parking	Real-time, dynamic onboard fare payment system
Rosauers (12th Avenue & Hood River Mall Area)	Regional Hub	Transit Center and focal point for Sieverkropp Neighborhood	Bus layover space, passenger waiting area with shelters and benches, art, pedestrian/bike path connections, short-term bicycle parking and with vehicle parking available nearby.	Real-time, dynamic onboard fare payment system
Indian Creek & Arrowhead	Community Hub	Focal point for Indian Creek Road Neighborhood & HRVSD High School	Passenger waiting areas with shelters and benches, pedestrian/bike path connections, shared mobility options (car-share, bike share), and short-term bike parking	Real-time, dynamic onboard fare payment system
Odell (Mid-Valley Market Area)	Community Hub	Focal point for the community of Odell	Passenger waiting areas with shelters and benches, pedestrian/bike path connections, shared mobility options (car-share, bike share), and short-term bike parking	Real-time, dynamic onboard fare payment system
Neal Creek Road (Hwy 35 & Neal Creek Area)	Regional Hub	Connects Odell with Hwy 35 and quick access to downtown Hood River	Transit Oriented Development - Industrial Park & ride, drop off area, shared mobility options (car-sharing, bike share), pedestrain/bike path connections, long-term bike parking, indoor waiting area with restrooms, and bus layover space	WiFi, Real-time, dynamic onboard fare payment system, customer service and in-person ticket sales
Parkdale (McIssacs Market Area)	Community Hub	Focal point for community of Parkdale	Passenger waiting areas with shelters and benches, pedestrian/bike path connections, shared mobility options (car-share, bike share), and short-term bike parking	Real-time, dynamic onboard fare payment system
Mt Hood (Mt Hood Towne Hall Area)	Regional Hub	Transfer Center for Parkdale and Gorge to Mountain buses. Quick access to downtown Hood River.	Transit Oriented Development - Mixed Use, park & ride, drop off area, shared mobility options (car-sharing, bike share), pedestrain/bike path connections, long-term bike parking, indoor waiting area with restrooms, and bus layover space	WiFi, Real-time, dynamic onboard fare payment system, customer service and in-person ticket sales
Wyeth (I-84 & Wyeth Exit Area)	Community Hub	Focal point for Wyeth State Park and Native American In Lieu of Site	Passenger waiting areas with shelters and benches, pedestrian/bike path connections, shared mobility options (car-share, bike share), and short-term bike parking	Real-time, dynamic onboard fare payment system
Cascade Locks (Wa-Pa-Na Downtown Area)	Regional Hub	Focal point for the community of Cascade Locks	Gateway to Hood River County Transit oriented Development - mixed use, bus layover space, passenger waiting area with shelters and benches, art, pedestrian/bike path connections, shared mobility (car-share, bike share, taxis), short-term bicycle parking and with vehicle parking available nearby.	WiFi, Real-time, dynamic onboard fare payment system, customer service and in-person ticket sales
Cascade Locks (Forest Lane)	Community Hub	Focal point for the Port of Cascade Locks Business Park	Passenger waiting areas with shelters and benches, pedestrian/bike path connections, shared mobility options (car-share, bike share), and short-term bike parking	Real-time, dynamic onboard fare payment system

FIGURE 19: MOBILITY HUB LOCATIONS



0-1 year
IMMEDIATE

Preparing for
growth

1-4 years
SHORT-TERM

Route and
frequency
improvements

4-8 years
MID-TERM

Community
connections and
hub development

8 + years
LONG-TERM

Looking toward
the future

PHASED IMPLEMENTATION

THE PHASED IMPLEMENTATION OF THE TRANSIT MASTER PLAN OFFERS A BLUEPRINT FOR THE GROWTH AND EVOLUTION OF THE TRANSIT NETWORK IN HOOD RIVER COUNTY AND BEYOND

Four implementation phases have been proposed to allow for a logical sequencing of the services:

- Immediate (0-1 year)
- Short-term (1-4 years)
- Mid-Term (4-8 years)
- Long-term (8+ years)

The changes outlined on the following page also highlight what elements will be needed for implementation to occur. Some changes will be more challenging than others, either based on required jurisdictional partnerships or the need to secure funding.

Each phase has a focused strategy as noted in the phasing diagram to the left.

PHASE I – IMMEDIATE IMPLEMENTATION (0-1 YEAR)

The focused strategy for the first year of the plan implementation is to ensure processes, funding, partnerships, and infrastructure are in place to allow the district to move forward with plan goals.

Some critical projects for focus in the immediate term include:

- Real-time Signage on key bus stops
- On-Board Dynamic Payment
- Formalized bus stops at Hood River downtown & heights sites
 - 4th & Cascade
 - 4th & State
 - 12th & Hood River Shopping Mall
 - Port Transfer site
- Work with the cities and county of Hood River to establish a standard operating procedure and decision-making process for the designation of bus stops in each community area.
- Enhancements for Passenger Boarding & ADA stop infrastructure
 - CAT Transit Center
 - Mid-Valley Market
- Secure Planning Grants
 - New Corridor Stop Identification Planning and Pre-Engineering of Bus Stop Options for Hwy 35 and I-84
 - Mobility Hub & Individualized Marketing Plan Planning
 - TOD Planning for Parkdale, Cascade Locks & Odell
- Secure Vehicle Replacements and Other Infrastructure
 - FTA 5339, 5310 & 5311 Grants
 - No and No-Low Emissions
 - Blue Sky Grants

Transit Service Enhancements

Hood River East - Interim Peak Hour Service (Map on the following page)

Enhancements to the Hood River East route during peak commute hours with a 15-minute frequency between Rosauers and the Port of Hood River. This is a precursor to split the route between Hood River East and Hood River West route which will be made in the short-term

Implementation is dependent on:

- The City's approval of formalized stops for the north & south side of State Street at 4th.

FIGURE 20: HOOD RIVER EAST - INTERIM



PHASE 2- SHORT-TERM IMPLEMENTATION (1-4 YEARS)

The focus for the short-term implementation strategy is on frequency enhancements and changes to existing fixed-route services both within Hood River County and regionally that can be done within existing or identified resources.

In addition, the short-term will begin planning and securing funding for infrastructure, hub, and flexible first/last and micro-mobility service development.

Some critical projects for focus in the short-term include:

- Formalize bus stops & infrastructure improvements for new routes or new stops.
- Develop individual plans and identify partnerships, infrastructure, and funding for the implementation of:
 - Mobility Hub & Individualized Marketing Plan Planning
 - TOD Planning for Parkdale, Cascade Locks & Odell
- Explore options for flexible first/last and micro-mobility development
- Identify local (or statewide) public/private transportation partnership opportunities.
- Secure Vehicle Replacements and Other Infrastructure
 - 5339 Grants
 - No and No-Low Emissions

Transit Service Enhancements

Columbia Gorge Express

CAT will enhance summer services on the Columbia Gorge Express with additional stops at Bonneville Fish Hatchery (exit 40) and Viento State Park (exit 56) and a 60?-minute frequency from Portland to Hood River.

Implementation is dependent upon:

- Partnerships with ODOT, and other State and Federal Partners to secure bus stop site at Viento & Bonneville Hatchery exits
- ODOT funding for service enhancements on the I-84 corridor.

Hood River – Odell Route (Map with hub locations follows)

CAT will shorten and formalize the Upper Valley deviated fixed route which will provide more stops along Hwy 281 and increase stops within the community of Odell. Coupled with these changes will be more frequent midday Dial-A-Ride options within

the Parkdale / Dee area. This will maintain connections for these residents to Hood River.

Implementation is dependent on:

- The identification & development of formalized stops along Hwy 281 and within the Odell community as well as turn-around options & associated stops near the Hospital in Hood River.
- In coordination with other agencies (e.g. The Next Door, Hood River Valley School District, One Community Health, etc), the development and implementation of a strategic individualized transit marketing plan for the Upper Valley area associated with changes slated for late FY24 launch.

Parkdale/Dee/Odell - Deviated Fixed (Map with proposed hub locations)

With the implementation of the new Hood River – Odell Route, CAT will also offer limited deviated fixed-route service from Parkdale/Dee to the Odell stop during the midday.

Implementation is dependent on

- Implementation of the Hood River – Odell Route

Gorge to Mountain

CAT will begin all-year service with a 2-hour frequency from Hood River to Government Camp

Implementation is based on

- Identification with ODOT & US Forest Service of formalized stops along Hwy 35 and/or at a minimum some proposed temporary stop placements at key summer destinations along Hwy 35.
- FHWA flap grant funding approval for the year-round enhancements.

Hood River East (Map with proposed hub locations)

The Hood River East route is a split of the current City Route at a 30-minute frequency. This new split route would serve from Rosauers to CAT via the Port of Hood River.

Implementation is dependent upon:

- The City's approval of formalized stops at the north & south side of Cascade Street at 4th

-
- New stop identification & placement along the rest of the route
 - In coordination with other agencies (e.g., City, Mid-Columbia Housing Authority, Chamber & downtown businesses, etc.), the development, and implementation of a strategic individualized transit marketing plan for the Hood River East/West area associated with the new East / West Hood River routes.

Hood River West (Map with proposed hub locations)

The Hood River West route is the second half of the split City Route which also would offer a 30-minute frequency. This split route would serve Rosauers to the Port via CAT on the westside of town.

Implementation is dependent upon:

- Completion of Rand / Cascade Intersection Improvements
- New stop identification & placement along the route
- Stops sign or turning safety improvements at
 - May & Rand
 - Belmont and 22nd
 - Indian Creek Road & Brookside
- In coordination with other agencies (e.g., City, Food Bank, Hood River Valley High School, Columbia Gorge Community College, Senior Center, etc.) the development, and implementation of a strategic individualized transit marketing plan for the Hood River East/West area associated with the new East / West Hood River routes.

FIGURE 21: HOOD RIVER - ODELL ROUTE & HUB LOCATIONS





FIGURE 23: HOOD RIVER EAST ROUTE

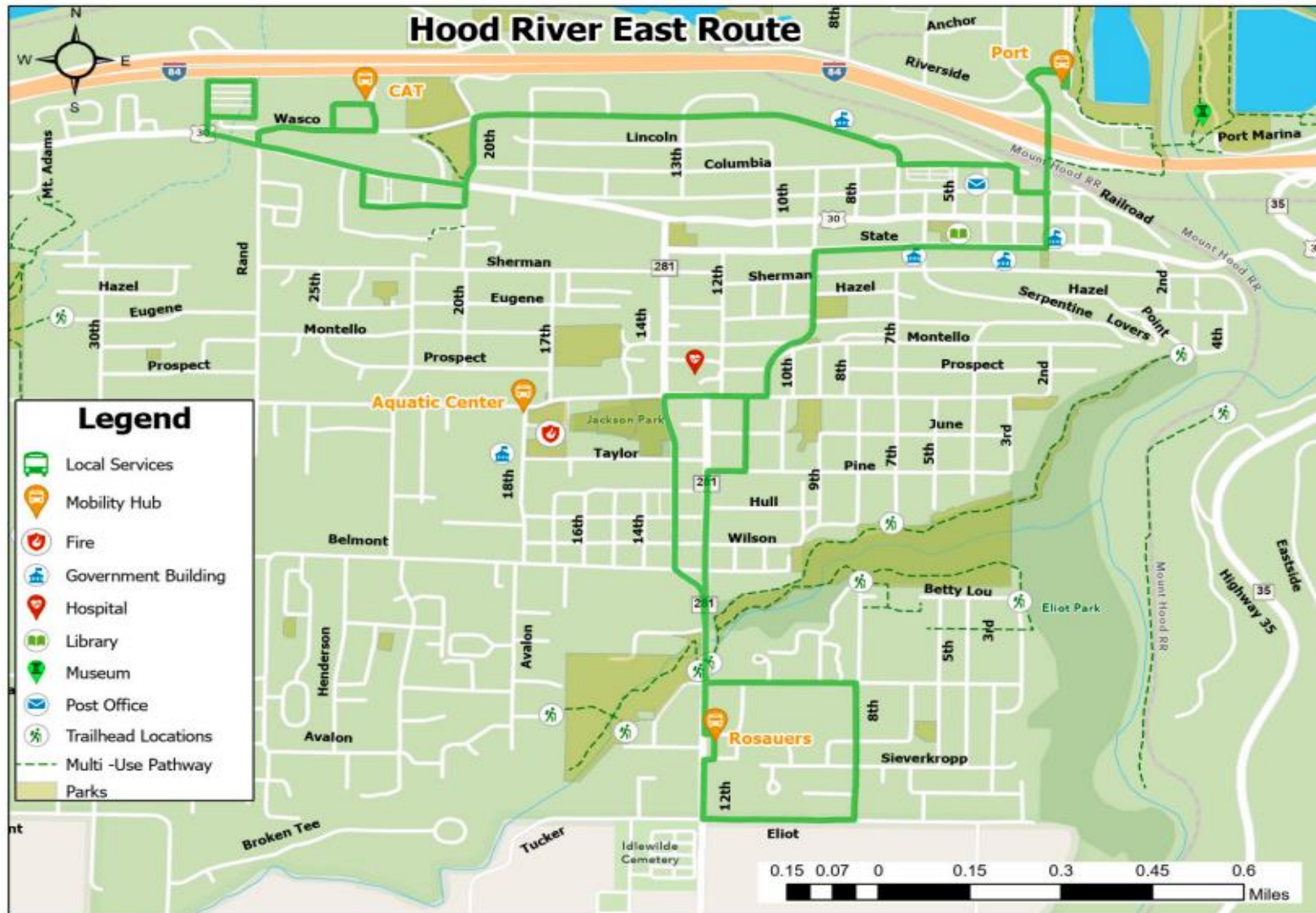


FIGURE 24: HOOD RIVER WEST ROUTE

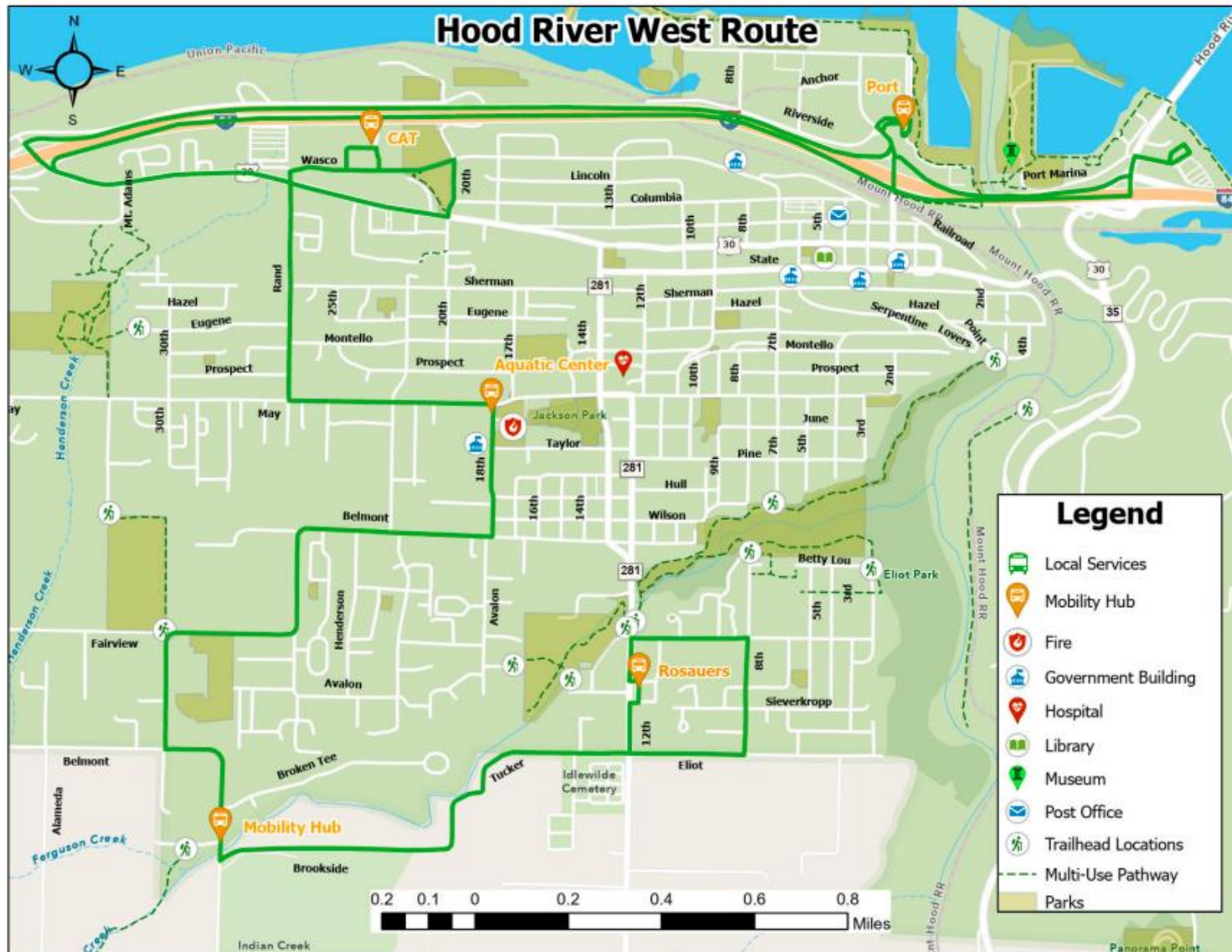
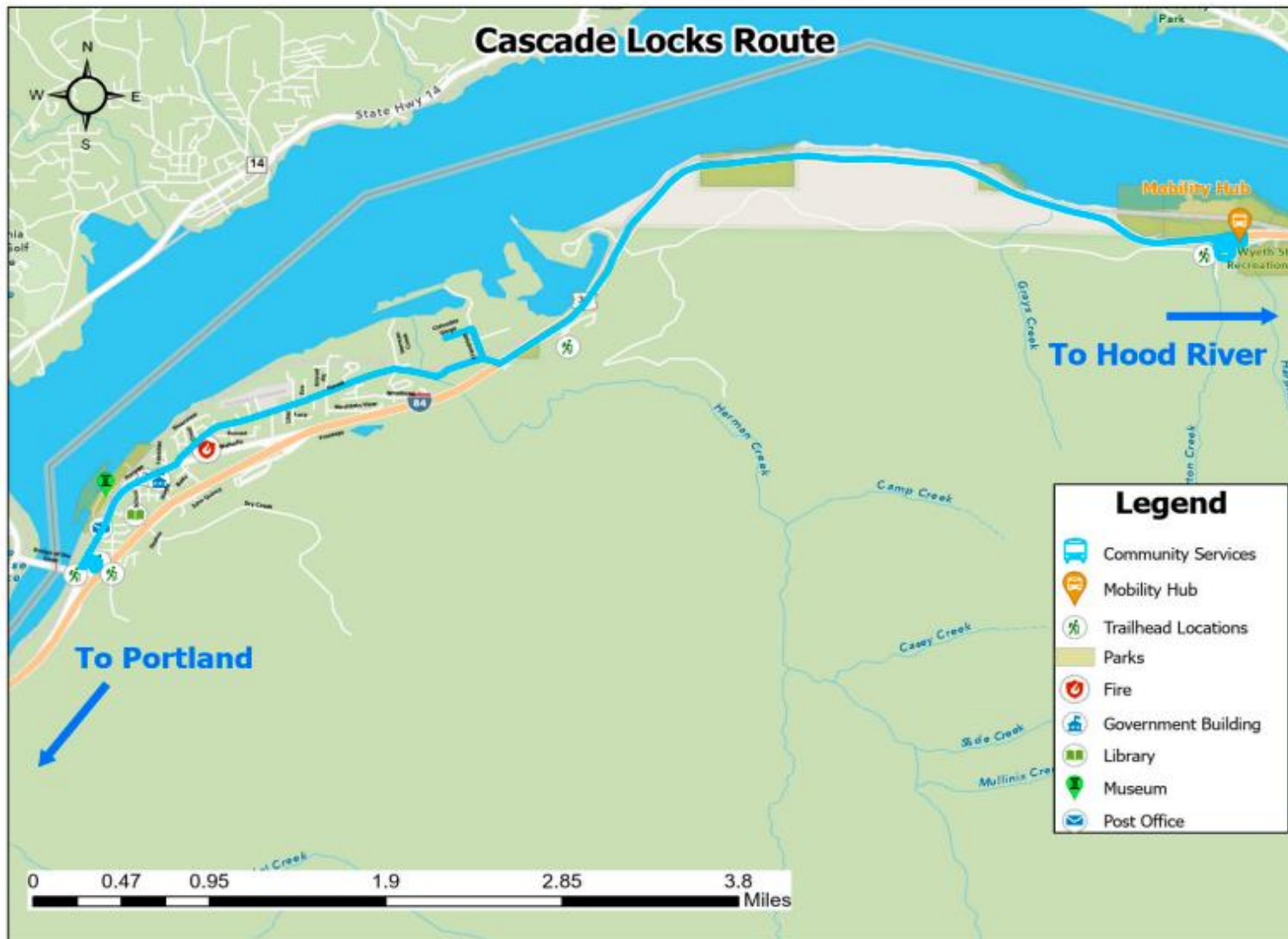


FIGURE 25: CASCADE LOCKS COMMUNITY ROUTE



PHASE 3 – MID-TERM IMPLEMENTATION (4-8 YEARS)

The focus of the mid-range implementation strategy will be on ensuring the transit system links services to the community and supports and enhances the economic development of each of the five areas. This includes:

- Formalizing implementation of hubs and working with developers planning for Transit Oriented Development (TOD) infrastructure associated with the service areas.
- Supporting and working with local businesses, private providers, and community agencies to secure and access funds to foster hub development.
- Envisioning, securing funds and implementing micro-mobility and first/last mile options for the hubs that enhance mobility and complement existing transit services at the hub areas.
- Secure Vehicle Replacements and Other Infrastructure
- Finalize plans for Cascade Locks and Parkdale routes long-term.

Transit Service Enhancements

No new services or service changes are planned for the mid-range implementation phase, though CAT may opt to enhance route frequency on adjust existing routes to meet demand or provide additional focus at hub locations.



PHASE 4 – LONG-TERM IMPLEMENTATION (8+ YEARS)

The focus of the long-range implementation strategy will be on planning for the future. Key to that strategy will be reviewing ridership data, assessing development and growth, and gauging the potential opportunities for transit services expansion along new routes or lines including options with the Hood River Railway to Odell/Parkdale or passenger rail along the Gorge Union Pacific line.

Any service enhancement, route adjustments, or system expansions are likely to follow local development patterns and ridership demand. The only planned expansion during this timeframe is highlighted below:

Transit Service Enhancements

Outer Westside Hood River

The outer westside route would run from the high school to the Port during weekday peak commute hours along Hood River's outer westside area.

Implementation dependent upon:

- Increased residential development
- Community demand for services



FIGURE 26: OUTER WESTSIDE ROUTE



FINANCING THE PLAN

THE FIVE-YEAR FINANCIAL PLAN (FY24-Y29) IS DESIGNED TO SUPPORT THE ONGOING STABILITY OF THE CAT TRANSIT SYSTEM.

Financial planning for the district is done on an ongoing basis, and not just as part of the HRCTD's annual budget process. Comprehensive financial planning, combined with ongoing forecasting, allows the system to respond effectively to changes in the economic environment, without detrimental impacts to existing services.

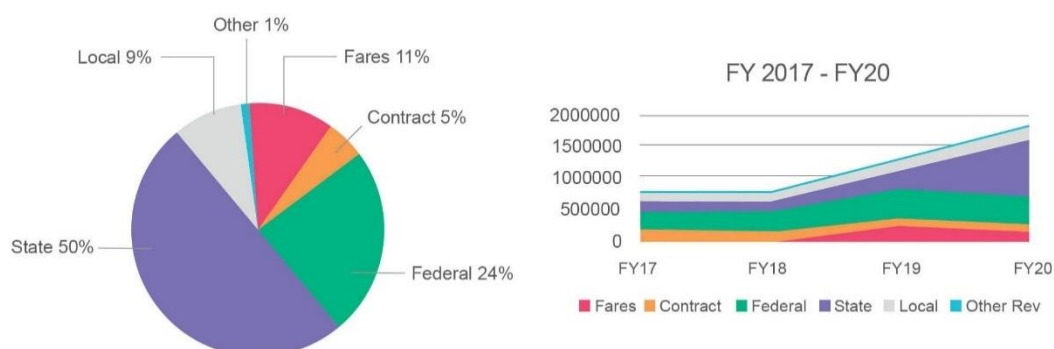
Anticipation of changes in financial conditions and forecasting beyond the current year enables the transit system to project sustainable levels of transit service and to accelerate (or delay) new service implementations based on these changing conditions.

This section highlights the current district resources and then outlines what operational and capital resources are likely to be needed for the district to implement their plan.

CURRENT DISTRICT RESOURCES

HRCTD services are currently funded through a mix of revenue sources, including federal funds, local funds, state funds, local fares, advertising, and occasional one-time revenues. These funding sources fluctuate year-by-year, based on available grants, capital needs, partnerships, or other factors. As shown in figure X below, the majority of HRCTD's funding comes from federal and state sources.

FIGURE 27: REVENUES AND FUNDING SOURCES



In 2020, HRCTD spent just over \$1.8 million to operate services (capital not included). As the table on the previous page indicates, the budget has increased by 50% since

FY 2017. In large part these increases are related to grant funding the district has secured for regional services over the past three years. Over the past four years, local revenues have made up a smaller share of the total CAT budget – going from 19% to 9% of the budget. This is consistent with the expanse in regional services (largely not funded through local funds).

The district budget is dependent upon two different sources of income:

1. Those resources that come directly to the district either through local taxes, farebox revenues or from federal and state grant allocation formula funds, and,
2. Those resources that come to the district from a competitive grant process.

These two allocation types, provide a clear spending delineation. An overview of the formula and discretionary grants available to the district are highlighted below

It should be noted that the district cannot meet its long-term goals without pursuing both direct/formula funds and competitive grant sources. The integration of these two sources had been key to district expansion efforts and key to ensuring ridership continues on an upward trend.

While direct/formula funds support the base of services in Hood River County, the largely regional focus for other competitive grant sources has allowed our small agency to successfully secure new and additional funds. This combination offers not only a service benefit but also offers a funding integration that supports the expansion. Of local services - Perhaps the best example of this is around weekend and evening services. Had the district not received regional funds to help pay for staffing to run regional visitor services on the evening and weekends, HRCTD would not have had the resources to provide evening and weekend services on the Hood River and Cascade Locks routes. Further expansion and resource integration should offer such benefits in other areas of the district as well.

FIVE-YEAR FINANCIAL PLAN

This financial plan identifies operational and capital expenditures that will be required over the next five years to implement the service vision and highlights resources for plan implementation. The full five-year financial plan is presented in a table page 82. What follows is a more detailed overview of the necessary operating and capital expenditures and resources that will be required to meet the vision.

FIVE YEAR OPERATING PLAN

The role of a five-year operating plan is to identify and prioritize the operational requirements necessary to carry out the vision while managing the growth and sustainability of the system over the five-year period.

The proposed increases in operational and administrative costs in the plan reflect the needs required to realize the district's vision. They should provide the district a clear picture of what additional funds need to be secured to move the plan forward.

Planning and marketing activities have been identified as a key part of the successful implementation of the service improvements and, as such, have been specifically called out as "special" line items in the financial plan. The budget reflects the best guess at when such funding might be made available. Once funding sources are secured, these administrative and operational needs can then be accurately reflected in the annual budget process.

A list of the plans and marketing elements that have been included in the five-year financial plan include:

- Port Transfer Center Plan (FY 24) – Incorporating a CAT transfer center in the planning for Lot 1 in the Hood River Port Area
- CAT Facility Plan (FY 24) – Planning for the short and long-term CAT administrative and operational needs. This is critical seeing as the district's transition to an EV fleet (see capital plan below) may require some facility expansion, particularly as it relates to bus storage within the five year timeframe.
- Planning and Engineering for Stops on Hwy 35 (FY25) – Planning and engineering work for the location of new stops along Hwy 35
- Transportation Oriented Development & Mobility Hub Planning (FY26) – Community involvement, partnership development and site design and costing for TOD and Mobility Hub options in Hood River County.
- Community Services Planning Parkdale & Cascade Locks (FY27) – In depth planning with the communities of Parkdale and Cascade Locks for the type of services that will offer the most access and mobility for residents.
- Individualized Marketing Plans (FY 25, 26, 27 and 28) Provide individualize marketing plans and ways to social media and online information for areas surrounding new services as well as on-going promotion of the overall system.

TABLE 8: HRCTD TRANSIT MASTER PLAN - FIVE YEAR FINANCIAL PLAN

Revenues						
REVENUES	FY24	FY25	FY26	FY27	FY28	FY 29
Fare Revenue	\$ 216,000.00	\$ 226,800.00	\$ 238,140.00	\$ 250,047.00	\$ 262,549.35	\$ 275,676.82
Property Tax	\$ 210,000.00	\$ 220,500.00	\$ 231,525.00	\$ 243,101.25	\$ 255,256.31	\$ 268,019.13
Federal Revenue Operating	\$ 425,848	\$ 526,140.40	\$ 541,924.61	\$ 558,182.35	\$ 614,000.59	\$ 632,420.60
Federal Revenue Capital	\$ 1,249,322	\$ 1,921,465.50	\$ 4,140,300.00	\$ 602,520.21	\$ 1,814,400.00	\$ 222,000.00
State Revenue Operating	\$ 1,809,537	\$ 1,388,759	\$ 1,652,898	\$ 1,722,898	\$ 1,552,898	\$ 1,652,898
State Revenue Capital	\$ 180,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 100,000
Other Revenue (Contract, Ad buys, Vehicle Sales,, Etc.)	\$ 144,224	\$ 165,858	\$ 190,736	\$ 219,347	\$ 252,249	\$ 295,131
CAT Reserve Funds or STIF Carryover	\$ 1,200,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total	\$ 5,434,931.00	\$ 5,559,522.50	\$ 8,105,523.85	\$ 4,706,095.49	\$ 5,861,352.93	\$ 4,446,145.50
Expenses						
OPERATING MATERIALS AND SERVICES	FY24	FY25	FY26	FY27	FY28	FY 29
5005 Vehicle Expenses	\$ 7,200	\$ 9,360	\$ 10,296	\$ 10,605	\$ 10,923	\$ 11,251
5015 - Fuel	\$ 312,000	\$ 343,200	\$ 283,200	\$ 191,696	\$ 97,447	\$ 60,370
5020 - Operation Expenses	\$ 169,000	\$ 185,900	\$ 158,015	\$ 142,755	\$ 127,038	\$ 130,849
5100 - Communication Expense	\$ 69,850	\$ 76,835	\$ 84,519	\$ 84,519	\$ 84,519	\$ 84,519
5200 - Vehicle Insurance	\$ 45,000	\$ 49,500	\$ 50,985	\$ 52,515	\$ 54,090	\$ 55,713
5500 - Driver Expenses	\$ 15,000	\$ 19,500	\$ 20,085	\$ 20,688	\$ 21,308	\$ 21,947
5600 - Advertising & Marketing	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020	\$ 46,371
5700 - Grant / Contract Match Funds	\$ 350,000	\$ 385,000	\$ 396,550	\$ 408,447	\$ 620,700	\$ 589,321
	\$ 1,008,050	\$ 1,110,495	\$ 1,046,086	\$ 954,933	\$ 1,061,045	\$ 1,000,341
ADMINISTRATIVE MATERIALS AND SERVICES						
7003 - Building Expenses	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020	\$ 46,371
7100 - Office Supplies & Expense	\$ 18,000	\$ 18,540	\$ 19,096	\$ 19,669	\$ 20,259	\$ 20,867
7300 - Professional Fees	\$ 110,000	\$ 113,300	\$ 116,699	\$ 120,200	\$ 123,806	\$ 127,520
7400 - Other Administrative Expense	\$ 12,700	\$ 13,081	\$ 13,473	\$ 13,878	\$ 14,294	\$ 14,723
	\$ 180,700	\$ 186,121	\$ 191,705	\$ 197,456	\$ 203,379	\$ 209,481
PLANNING AND SPECIAL PROJECT EXPENSES						
7300- Planning (Staff & Contracting)	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000
5300 - Marketing / Special Project			\$ 200,000	\$ 200,000		\$ 200,000
0000-Transportation Option Implementation	\$ 220,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	\$ 270,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 200,000	\$ 300,000
ADMINISTRATIVE PERSONNEL SERVICES						
8003 - Admin Wages	\$ 239,563.0	\$ 246,749.9	\$ 259,087.4	\$ 266,860.0	\$ 274,865.8	\$ 283,111.8
8030 - Admin ER Taxes	\$ 36,025.0	\$ 37,105.8	\$ 38,961.0	\$ 40,129.9	\$ 41,333.8	\$ 42,573.8
8080 - Admin Benefits	\$ 22,049.0	\$ 22,710.5	\$ 23,846.0	\$ 24,561.4	\$ 25,298.2	\$ 26,057.2
	\$ 297,637	\$ 306,566	\$ 321,894	\$ 331,551	\$ 341,498	\$ 351,743
DIRECT SERVICE PERSONNEL SERVICES						
8103 - Direct Service Wages	\$ 1,070,261	\$ 1,102,369	\$ 1,295,440	\$ 1,418,212	\$ 1,460,758	\$ 1,504,581
8130 - Direct Service ER Taxes	\$ 165,481	\$ 170,445	\$ 175,559	\$ 180,826	\$ 186,250	\$ 193,700
8180 - Direct Service Benefits	\$ 181,277	\$ 186,715	\$ 192,317	\$ 198,086	\$ 204,029	\$ 212,190
	\$ 1,417,019	\$ 1,459,530	\$ 1,663,315	\$ 1,797,124	\$ 1,851,037	\$ 1,910,471
CAPITAL OUTLAY						
Local Match (All Capital)	\$ 158,020.00	\$ 213,950.00	\$ 100,000.00	\$ 100,000.00	\$ 150,000.00	\$ 150,000.00
Vehicle	\$ 1,150,000.00	\$ 1,731,050.00	\$ 3,730,000.00	\$ 542,811.00	\$ 1,620,000.00	\$ 200,000.00
Technology	\$ 30,000.00					
Stop Amenities	\$ 192,000.00	\$ 100,000.00	\$ 225,000.00	\$ 25,000.00	\$ 225,000.00	\$ 25,000.00
	\$ 1,530,020	\$ 2,045,000	\$ 4,055,000	\$ 667,811	\$ 1,995,000	\$ 375,000
Total	\$ 4,703,426.00	\$ 5,307,711.68	\$ 7,678,000.00	\$ 4,348,874.25	\$ 5,651,959.59	\$ 4,147,035.61

CAPITAL PLAN

Guided by the 10 Year Service Plan, the Capital Plan is the first step in identifying and prioritizing capital needs to help guide future investment. The purpose of the Capital Plan is to provide a prioritized list of capital needs over a 5-year timeframe. It is designed to retain customers while supporting employees and maintaining safety, security as well as environmental and fiscal sustainability as an agency.

This fiscally unconstrained capital investment plan has been incorporated into the five-year plan. Potential grant resources to cover those needs are outlined below. Once funding sources are secured the identified capital needs can be more accurately addressed in the annual budget process.

The Capital Plan is divided into four main categories of capital investment including:

- Vehicles
- Innovation / Technology
- Stop Amenities
- Mobility Hubs & Other Transit Facilities

VEHICLES

In 2018 Hood River County adopted an Energy Plan. The plan is designed to reduce energy costs, energy dependence and increase the community's resilience to warming temperatures and both natural and human-caused disasters.

The plan recommends that Hood River government bodies begin to address these risks by looking at their energy use and determining ways to run their operations more efficiently and cost-effectively.

HRCTD has been preparing to move towards a zero-emission fleet by 2035. In 2020, our (4) chargers were installed in anticipation of the district's first two electric vehicles (one cutaway and one van) which received State funding and were ordered for delivery in 2021. Unfortunately, COVID supply chain issues have delayed delivery until 2024 or beyond. This has not only delayed the district's ability to move towards a zero-emission fleet but has created an aging fleet. The majority of the larger vehicles in the current fleet are past their useful life as defined by ODOT. CAT currently has a total of 19 vehicles which are outlined in the table on the following page. Also, in

partnership with the City of Hood River, CAT leases a trolley for use during the summer. The trolley runs as a “fun” summer vehicle on the City Route.

TABLE 9: CURRENT VEHICLES IN THE FLEET (AS OF MARCH 15, 2023)

Current Fleet							
Bus Number	Year of mfg.	Veh. Category Useful Life	Make	Model	Capacity	Wheelchair Positions	Fuel Type
121	2019	4 yr/ 100K	Dodge	Van	4	2	Gas
193	2013	5 yr/ 150K	Ford/ Elkhart	E-450	14	2	Gas
124	2023	4yr/100K	Ford	EV-Van	6	2	EV
198	2019	5yrs/150k	Ford	E450	16	2	Gas
199	2019	5yrs/150k	Ford	E450	16	2	Gas
200	2018	5yrs/150k	Chevy	Arboc	12	2	Gas
201	2018	5yrs/150k	Chevy	Arboc	12	2	Gas
204	2023	5yrs/150k	Ford	G4500	14	2	Gas
205	2023	5yrs/150k	Ford	G4500	14	2	Gas
206	2008	10yrs/350	Gillig	30'	28	2	Diesel
207	2008	10yrs/350	Gillig	30'	28	2	Diesel
208	2008	10yrs/350	Gillig	30'	28	2	Diesel
212	2009	12yrs/500	Gillig	40'	42	2	Diesel
213	2009	12yrs/500	Gillig	40'	42	2	Diesel
214	2009	12yrs/500	Gillig	40'	42	2	Diesel
215	2009	12yrs/500	Gillig	40'	42	2	Diesel
216	2008	12yrs/500	Gillig	40'	42	2	Diesel
469	2019	10yrs/350	International	30'	35	2	Diesel
470	2019	10yrs/350	International	30'	35	2	Diesel

The next five-year vehicle replacement plan is provided in the table on the following page. As you can see from Table 10, CAT hopes to have a fully electric fleet by 2036. How the district plans to transition is outlined in our March2023 Zero Emission Transition Plan (ZETP) Using this ZETP as a guide, the upcoming section outlines the requirements for fast charging technology and other necessary infrastructure that required for the transition.

TABLE 10: PROPOSED FIVE YEAR VEHICLE REPLACEMENT SCHEDULE

Current Fleet			Estimated Replacement Year and Vehicle Replacement Type							
Bus Number	Year of mfg.	Veh. Category Useful Life	Awaiting delivery in 2023	2024	2025	2026	2027	2028	2029	2030
121	2019	4 yr/ 100K			EV-Van					
193	2013	5 yr/ 150K	EV-Van					EV-Van		
124	2023	4yr/100K					EV-Van			
198	2019	5yrs/150k		EV-Cutaway					EV-Cutaway	
199	2019	5yrs/150k		EV-Cutaway					EV-Cutaway	
200	2018	5yrs/150k			EV-Cutaway					EV-Cutaway
201	2018	5yrs/150k							EV-Van	
204	2023	5yrs/150k								EV-Van
205	2023	5yrs/150k								EV-Van
206	2008	10yrs/350				35'-EV				
207	2008	10yrs/350				35'-EV				
208	2008	10yrs/350								35'-EV
212	2009	12yrs/500				40'EV				
213	2009	12yrs/500				40'EV				
214	2009	12yrs/500								40-EV
215	2009	12yrs/500								35'EV
216	2008	12yrs/500								40'-EV
469	2019	10yrs/350			30' Diesel					
470	2019	10yrs/350			30' Diesel					

INNOVATION / TECHNOLOGY

In previous section of the report, we have highlighted some of the technological innovations that the district has been pursuing including real-time information, scheduling software updates, and onboard fare payment options. Most of these projects have been funded in 2023 and will be implemented in late FY 2023 or early FY2024.

Some additional technology upgrades are outlined below. These are included in the financial plan under Capital Outlay, however some of the improvements are pending grant funding.

- **Automated Passenger Counters** - Automated Passenger Counters (APC) are electronic devices that are used on transit vehicles to accurately track riders boarding and alighting from the vehicle.
- **Overhead Pantograph Chargers** – Pantograph chargers are mounted, overhanging structures that can lower electrified contacts onto buses below, charging the bus in a matter of minutes.

STOP AMENITIES

Over the next five years CAT will be working with local and county planners to formalize all the fixed-route bus stops within Hood River County. The type of stops and associated improvements are outlined on page 14. The five-year financial plan assumes that the majority of stop expenditures will happen just prior to service implementation. Below is a list of existing stop locations and types to be upgraded over the next five years:

TABLE 11: PROPOSED EXISTING STOP IMPROVEMENTS

STOP NAME	CURRENT SIGNAGE	TYPE OF STOP	UPDATES NEEDED
18 th & May	Temporary	Community Hub	Add Formal stop/bench
12 th & Rosauers	Temporary	Regional Hub	Shelter
11 th & May Street	Temporary	Standard	Formalize stop
State & 4th	Temporary	Community Hub	Formalize stop
Portway & 8th	Temporary	Standard	Formalize stop
Columbia & 4th	Temporary	Standard	Move to Cascade
McIssacs (Parkdale)	Temporary	Community Hub	Formalize stop
Mid Valley Market	Temporary	Community Hub	Formalize

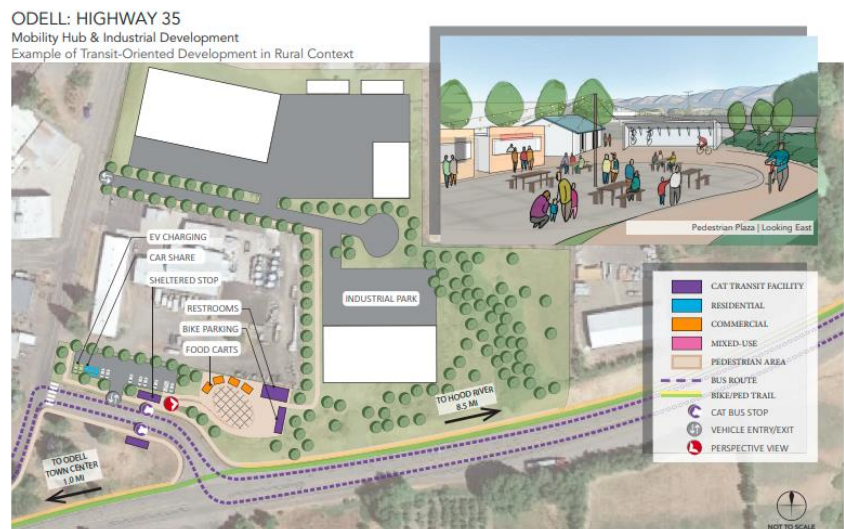
MOBILITY HUBS AND TRANSIT FACILITIES

The focus for major capital construction projects over the next five years will be on planning. The financial plan reflects this emphasis through an on-going investment in planning for mobility hubs, stop placement, transfer centers, transit-oriented development, and district facility development. While the outcome of these planning efforts could foster capital partnerships, projects or other investments within the five-year period – the current five-year plan has not included these costs.

TRANSIT SUPPORTIVE LAND USE TOOL KIT

The transit supportive land use analysis led to the development of a transit supportive land use tool kit. The tool kit is designed to provides local governments, advocates, and developers in Hood River County with strategies for integrating land use and transportation planning.

The Toolkit includes policy and regulatory tools that have successfully been implemented throughout Oregon and offers conceptual drawings and development examples from other rural communities in the Gorge.



Sketch courtesy of MIG