Council work session agenda

Metro

Tuesday, February 10, 2026	**10:30 AM**	**Metro Regional Center, Council Chamber;**
		https://zoom.us/j/615079992 (Webinar ID:
		615079992) or 253-205-0468 (toll free),

This Council work session will immediately follow the joint MERC and Council work session.

The Council work session will immediately follow the Joint Metropolitan Exposition Recreation Commission (MERC) + Council work session. Agenda item times are estimated and the order of items may be subject to change.

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber. You can join the meeting on your computer or other device by using this link: https://zoom.us/j/615079992 (Webinar ID: 615 079 992)

1.   **Call to Order and Roll Call**

2.   **Work Session Topics:**

   2.1   Draft Regional Transportation Demand Management   26-6436
          Strategy

          Presenter(s):   Noel Mickelberry, Senior Transportation Planner
                           Jean Senechal-Biggs, Resource Development Manager

          Attachments: Staff Report
                           Attachment 1 - Draft TDM Regional Strategy
                           Attachment 2 - Summary of Proposed Updates to the RTP
                           Attachment 3 - Interim TDM Strategy Engagement Report

3.   **Chief Operating Officer Communication**

4.   **Councilor Communication**

5.   **Adjourn**

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January 2021

600 NE Grand Ave.
Portland, OR 97232-2736
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File #: 26-6436　　　　　　　　　　　**Agenda Date:** 2/10/2026

Draft Regional Transportation Demand Management Strategy

Noel Mickelberry, Senior Transportation Planner
Jean Senechal-Biggs, Resource Development Manager

DRAFT REGIONAL TRANSPORTATION DEMAND MANAGEMENT STRATEGY

Date: January 22nd, 2026
Department: Planning, Development and Research
Meeting Date: February 10th, 2026

Prepared by: Noel Mickelberry, she/her, Senior Transportation Planner

Presenter(s):
Noel Mickelberry, she/her, Senior Transportation Planner
Jean Senechal Biggs, she/her, Resource Development Manager

Length: 30 minutes

ISSUE STATEMENT

The Regional Transportation Demand Management (TDM) Strategy is a topical plan of the Regional Transportation Plan (RTP) and establishes a coordinated regional approach to TDM policies, programs, and services that support people to walk, bike, roll, take transit and share rides. In addition, the Regional TDM Strategy provides the framework for Metro's Regional Travel Options (RTO) program activities and approximately $4 million in annual investments. Metro funds the RTO program through Metro's Regional Flexible Fund Allocation (RFFA), as well as state grant funds dedicated to travel options.

Following two years of engagement and strategy development, a 30-day public comment period on the Draft Regional TDM Strategy is underway. Staff will present the draft strategy to the Metro Council on February 10, 2026, in advance of a public hearing on February 12, 2026. In March, staff will brief Councilors on the revised strategy and the results of the public comment period. Staff anticipate returning to Council to request adoption in April 2026.

ACTION REQUESTED

Provide input on the Draft Regional TDM Strategy (Attachment A), including the proposed updates for the 2028 Regional Transportation Plan (RTP) (Attachment B). Chapter 3 of the RTP defined an initial regional TDM concept and policies, and Chapter 8 of the RTP identifies developing a Regional TDM Strategy as an implementation action – which this action fulfills and refines the TDM concept and policies in the RTP.

IDENTIFIED POLICY OUTCOMES

The Draft Regional TDM Strategy and corresponding updates to the RTP will guide how Metro invests in TDM, support integration of TDM into local planning processes and capital projects and provide a framework to monitor and measure performance of TDM in the region. TDM policies, programs, and investments play an important role in advancing all five RTP goals: Mobility Options, Safe System, Equitable Transportation, Thriving Economy, and Climate Action and Resilience.

The Regional TDM Strategy proposes updates to TDM policies, definitions, and Climate Smart Strategy implementation monitoring measures for the 2028 RTP Update. The updated TDM policies are listed below, with the full summary of RTP updates and additional details on supporting strategies, implementation roles, complementary policies and implementation examples in Attachments A and B.

- **Policy 1: TDM Policy, Planning, and Funding:** Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding.

- **Policy 2: Financial Incentive Programs:** Expand access to existing financial programs and establish new programs to reach more people.

- **Policy 3: Place- and Event-Based TDM Programs:** Deliver programs that meet the unique needs of specific locations and communities.

- **Policy 4: Community-Centered and Inclusive TDM Programs:** Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities.

- **Policy 5: Adaptive and Resilient TDM Programs:** Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

POLICY QUESTION(S)
- Do the proposed TDM policies resonate as the right mix of priority TDM policy elements?
- Are there TDM policies or strategies that you would like to learn more about?
- Are there any changes to the proposed policies or strategies you would like to see made?

POLICY OPTIONS FOR COUNCIL TO CONSIDER
The Regional TDM Strategy makes recommendations for updates to TDM-related policies, definitions and Climate Smart Strategy implementation monitoring measures for the 2028 update to the Regional Transportation Plan, summarized in Attachment B. This work session provides an opportunity for Metro Council to learn about the proposed updates from the Regional TDM Strategy and provide input during the public review period.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION
Regional Transportation Plan: The Regional TDM Strategy supports regional coordination and guidance for TDM in the region, which support all five RTP goals by promoting an increased use of travel options, reducing vehicle miles traveled, removing barriers to transportation, improving access to jobs, and reducing emissions from single occupancy vehicle trips. The Regional TDM Strategy proposes updates to the TDM policies in the RTP and is an implementation action identified in Chapter 8 of the 2023 RTP.

Regional and State Policies: TDM also supports delivering and meeting requirements of several other state and regional policies and rules. TDM is identified as a system completion measure under Metro's Regional Mobility Policy and is incorporated into state Transportation Planning Rule as a required component in Transportation System Plans. The Regional TDM Strategy identifies updates to the implementation monitoring measures for Policy 6 of the Climate Smart Strategy and supports Metro's federally mandated Congestion management Process, along with implementation of Oregon Transportation Plan and Oregon Highway Plan policies, as an implementation strategy prior to adding roadway capacity. TDM programs in the region also support implementation of DEQ's Employee Commute Option (ECO) rule.

Anticipated Effects: Following adoption of the Regional TDM Strategy and resolution, Metro staff will integrate the adopted TDM policies and strategies into the RTO Work Program. This includes incorporation of the policies and strategies into our grant program and also identifying near-term priority strategies for RTO staff to lead and develop in coordination with partners. Chapter 5 of the Regional TDM Strategy details the components and development of the RTO Work Program.

BACKGROUND

The Regional TDM Strategy builds on a history of the RTO Program Strategy, which Metro has developed since 2003. With the inclusion of new TDM policies in the 2023 Regional Transportation Plan, and TDM being added as a component of system completion through the Regional Mobility Policy, the development of a more expansive Regional TDM Strategy was identified as an implementation action in Chapter 8 of the 2023 RTP.

Engagement: Over the two years of strategy development, the project team engaged with regional TDM providers, technical experts, and people who use travel options throughout the region, with the public comment period as the final step in the strategy development process. The Interim Engagement Report, summarizing engagement activities to date, is included as Attachment C.

During Phase 1 of the project, the Regional TDM Needs Assessment, Metro reviewed previous engagement with community members from the 2023 RTP process, assessed the current state of TDM in the region through topical and peer agency research, evaluated the RTO grant program and held focus groups with audiences who did not already engage directly with RTO. Findings from this phase documented regional needs and established an evidence-based foundation for the Regional TDM Strategy. The project team last came to Council in July 2025 to introduce the project, share the results of Phase 1 and gather input on the initial TDM policy concepts.

Phase 2 synthesized input and recommendations from Phase 1 into the Regional TDM Strategy, with the support of a TDM Technical Work Group that included regional TDM practitioners, jurisdictional planning staff, state agency staff, and Metro staff from the Planning, Development, and Research Department. Staff also conducted a public input survey which received over 400 responses to help prioritize activities within each policy area.

Timeline of next steps for Council:

Activities	Date
Public comment period	January 12th – February 13th 2026
Council work session: Draft strategy	February 10th, 2026
Council meeting: Public hearing	February 12th, 2026
Councilor briefings: Revised strategy	March 2026
Metro Council: Action to adopt, following TPAC & JPACT recommendation	April 23rd, 2026

ATTACHMENTS

1. Draft Regional TDM Strategy
2. Summary of proposed updates to the RTP
3. Interim TDM Strategy Engagement Report

Regional Transportation Demand Management (TDM) Strategy

January 12, 2026: PUBLIC REVIEW DRAFT

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Appendix B: Regional TDM Needs Assessment Report

Appendix C: Regional TDM Research and Evaluation – Phase 1

Appendix D: Regional TDM Strategy Engagement Report – Phase 1 and 2

EXECUTIVE SUMMARY

Metro's 2023 Regional Transportation Plan (RTP) formalized Transportation Demand Management (TDM) as a regional policy concept and identified the need to develop a Regional TDM Strategy to further define TDM policies and strategies for the greater Portland region. The Regional TDM Strategy advances the vision and goals of the RTP, sets clear and consistent TDM policy guidance for the region, and identifies specific TDM strategies to support implementation within each policy area.

TDM encompasses a range of programs and strategies aimed at influencing travel behavior, specifically reducing the demand for driving alone and encouraging the use of more sustainable, efficient, and shared modes of transportation. TDM addresses key behavioral, informational, and social barriers to travel, such as affordability, safety, and access. **Chapter 1** provides a detailed definition of TDM, including three core elements to inform delivery by Metro and partners in alignment with the policy context defined in the Regional TDM Strategy.

The Regional TDM Strategy was developed over two years (2024-2025) using a two-phased approach. In Phase 1, Metro assessed the current state of TDM in the region through topical and peer agency research, evaluation of the Regional Travel Options (RTO) grant program—which funds and delivers TDM services across the region— and targeted focus groups. Findings from this phase documented regional needs and established an evidence-based foundation for the Regional TDM Strategy. Phase 2 synthesized input and recommendations from Phase 1 into the Regional TDM Strategy, with the support of a TDM Technical Work Group that included regional TDM practitioners, jurisdictional planning staff, state agency staff, and Metro staff from the Planning, Development, and Research Department. Chapter 1 provides additional detail on each phase, and **Appendices B, C & D** include the full Regional TDM Needs Assessment, research and evaluation deliverables, and engagement reports.

The Regional TDM Strategy process began following profound disruptions to travel patterns from the COVID-19 pandemic, challenging the traditional approaches to TDM that have been relied upon for decades. Shifts to remote work impacted programming that targeted peak hour commute trips, prompting the need for new TDM approaches for workers and employment sites. Post-pandemic travel patterns also saw increases in trips during off-peak hours for recreation and essential needs, revealing the need for TDM programming to develop program models to support these new trips. In addition, agencies in the region are tasked with advancing TDM not only through program delivery, but also through climate and mobility directives to integrate TDM into planning processes and to measure progress toward reducing vehicle miles traveled and advancing transportation equity. The Regional TDM Strategy guides TDM work in the region to both respond to historic changes and to build resilience, affirming Metro's commitment to enhancing travel options for the diverse communities and contexts across the region. **Chapter 2** details the regional and state policy framework for the Regional TDM Strategy.

Chapter 3 of the Regional TDM Strategy updates the TDM Policies defined in the 2023 RTP. The updated policies respond to needs identified in Phase 1 and to state and regional policy directives guiding TDM implementation. The five policies are:

- **Policy 1: TDM Policy, Planning, and Funding:** Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding.

- **Policy 2: Financial Incentive Programs:** Expand access to existing financial programs and establish new programs to reach more people.

- **Policy 3: Place- and Event-Based TDM Programs:** Deliver programs that meet the unique needs of specific locations and communities.

- **Policy 4: Community-Centered and Inclusive TDM Programs:** Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities.

- **Policy 5: Adaptive and Resilient TDM Programs:** Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

In addition to defining new policies, Chapter 3 describes a framework for delivery by identifying supporting strategies within each policy area and key implementation roles by state, regional and local partners. The success of TDM also depends on complementary efforts, defined within each policy area, to elevate coordination opportunities and to highlight the interdisciplinary nature of TDM implementation.

Another key component of the Regional TDM Strategy is to update and refine how TDM is measured in the region to support state-mandated policies under the 2022 Climate Friendly and Equitable Communities (CFEC) rulemaking and Transportation Planning Rule (TPR). **Chapter 4** of the Regional TDM Strategy identifies new Regional TDM Performance Metrics in alignment with Metro's Regional Mobility Policy and Climate Smart Strategy that measure the region's progress toward these requirements. In addition, the Regional TDM Strategy includes an evaluation approach that will inform Metro's RTO grant program activities and regionally delivered services in alignment with state and regional TDM policy. **Chapter 5** details the framework for updating Metro's RTO Work Program to respond to the policies, strategies & performance measurement approach identified in the Regional TDM Strategy.

Metro developed the Regional TDM Strategy during a period of significant uncertainty in transportation funding – at national, state and local levels. With rapidly changing federal priorities as the Infrastructure Investment and Jobs Act (IIJA) sunsets, and declining state revenues from gas taxes as a primary funding mechanism, there is a need to reform transportation funding models. Declining revenues also impact transit service, a critical mode for TDM programming and incentives. **Chapter 6** of the Regional TDM Strategy outlines opportunities for TDM integration as local, regional and state jurisdictions seek new revenue sources to invest in transportation options.

As the region moves into the 2028 RTP update, the Regional TDM Strategy provides a clear and consistent framework for TDM program delivery and coordination with transportation investments, planning, and policy – with a full summary of proposed updates for the 2028 RTP included in **Appendix A**. Even amid uncertainty, TDM offers a cost-effective and critical avenue to reduce emissions, promote better air quality, and improve transportation options in the region by addressing affordability, access, and shifting demand.

ACKNOWLEDGEMENTS

Metro Staff Support

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CHAPTER 1: INTRODUCTION

This chapter provides context for the Regional Transportation Demand Management (TDM) Strategy, including introducing the concept of TDM; Metro's leadership role in advancing TDM planning, funding, and implementation; and the activities and engagement that went into the development of the Regional TDM Strategy.

The Regional TDM Strategy is a topical plan of the Regional Transportation Plan (RTP). It defines regional policies and strategies to advance TDM in coordination with partners and through Metro's Regional Travel Options (RTO) program, which provides funding and coordination for TDM efforts for the region. In addition, the Regional TDM Strategy identifies new and updated regional performance measures to assess impact and progress toward RTP goals and objectives. A summary of the proposed updates to Metro's RTP identified in the Regional TDM Strategy are included in **Appendix A.**

What Is Transportation Demand Management (TDM)?

Transportation Demand Management (TDM) encompasses a range of programs and strategies aimed at influencing travel behavior, specifically reducing the demand for driving alone and encouraging the use of more sustainable, efficient, and shared modes of transportation. TDM focuses on **managing *how, when, and if* people travel** to make the existing system work better.

The primary objectives of TDM are to enhance mobility, improve the efficiency of the transportation system, promote better air quality, reduce the prevalence of single-occupancy vehicles, and decrease demand on the transportation system.

TDM addresses key behavioral, informational, and social barriers to travel, such as affordability, safety, and access. By providing tangible, reliable, and equitable travel options, TDM is an essential part of meeting Metro's mobility, safety and climate goals (further discussed in **Chapter 2: Policy Framework**).

Defining TDM

The Regional TDM Strategy defines three core elements of TDM:

TDM Policy & Planning

TDM Policy & Planning sets the stage for successful implementation of both TDM Programs and TDM Supportive Design and Infrastructure. TDM efforts are most successful when integrated into policy and planning processes.

- **TDM Policy:** This includes both the implementation of existing policies that support TDM and the development of new policies that advance TDM efforts at the state, regional and local levels. TDM policy work requires coordination across jurisdictions, between TDM practitioners, with private entities who may be subject to policy requirements, and among policymakers.

- **TDM Planning:** Local jurisdictions can embed TDM into their long-range plans to ensure robust implementation and coordination with capital projects. This happens through Transportation System Plans and Comprehensive Plans. Through a new requirement in the state Transportation Planning Rule,

planning for TDM is a growing body of work that will require dedicated resources, guidance and technical assistance for successful implementation. (See Chapter 2 for more details on the state requirements.)

TDM Programs

This TDM element focuses on behavioral interventions – the direct interaction, education, and incentive-based work needed to influence travel choices and reduce single-occupancy vehicle trips. TDM Programs include:

- **Education and hands-on training:** Educating people about the choices available to them and the benefits of travel options and providing tools for trip planning.

- **Marketing, promotion and events:** Creating the social infrastructure for choosing travel options through efforts to promote, market and design events around walking, biking or taking transit—such as community walks and rides or marketing campaigns alongside new transit service or infrastructure improvements.

- **Financial incentives and subsidies**: Offering financial perks, such as transit passes or vanpool programs, or time savings for choosing travel options, such as preferred parking for carpool participants.

A typical TDM program involves working with a defined audience that has similar travel needs or lives in a specific community. TDM programs are developed and staffed by professionals trained in understanding the travel needs of various groups, such as commuters or students, and creating methods to help them make those trips without the need for a single-occupancy vehicle trip. This work can take many forms, from participation in Get There Oregon, a statewide program provided by the Oregon Department of Transportation (ODOT) and dedicated to facilitating travel options use, to a localized outreach effort specific to a single housing development.

Active involvement in delivering TDM programming is needed at the state, regional, and local levels. Certain programs are most effective when developed and led by local governments, school districts, Transportation Management Associations (TMAs), employers, or community organizations. Others are better conducted on a state or regional scale.

TDM Supportive Design and Infrastructure

TDM supportive design and infrastructure includes the amenities that make choosing travel options practical, safe, comfortable and attractive. These amenities are outside of the design of the streetscape itself (i.e. sidewalks, bike lanes, transit stops) and instead focuses on enhancing the experience for travel options users. Key examples include:

- **End-of-Trip Facilities:** Secure bike racks, lockers, repair stations, and shower/changing rooms that address the needs of travelers.

- **Wayfinding:** Clear signage and print, digital and app-based maps that help people walking, cycling, or using transit navigate the system easily and safely, reducing uncertainty and encouraging use of these travel options.

- **Demonstration projects:** Event-based or temporary projects that show residents, employees or families the opportunities associated with active travel by making short-term changes that inspire travel options use and demonstrate the potential of permanent investments.

By investing in physical amenities or including these components into the design of larger transportation projects, these elements can directly lower the effort and friction associated with choosing travel options, maximizing the return on investment for both the larger capital investment and any supportive TDM programming efforts.

Complementary Policies & Investments

The region's overall success in reducing drive alone trips will require complementary policies and capital investments that are considered *outside* how TDM is defined through the Regional TDM Strategy. These complementary efforts set the physical, operational, and financial context within which Metro's core TDM programs and infrastructure operate.

For example, building new or improved active transportation infrastructure or adding new or improved transit services provides an opportunity to make people aware of and encourage them to use the new travel options available to them. In addition, state and regional policy encourages implementing TDM activities before investing in roadway widening projects that expand vehicle throughput as a mechanism to reduce demand.

As the region considers additional strategies for reducing auto trips, such as roadway pricing and parking management, TDM programs and activities that promote and provide travel options are an important component in enhancing people's mobility when these strategies are implemented. While complementary elements like transportation pricing are often included in TDM definitions at the local level, Metro's RTP has defined separate transportation pricing policies and strategies. Metro's Pricing policies identify TDM as a critical component, detailed further in **Chapter 2: Policy Framework.**

Metro's Role in TDM

As the metropolitan planning organization and regional government for the greater Portland area, Metro plays a unique role in advancing TDM. Metro connects state policy direction, such as the Climate-Friendly and Equitable Communities rules and the Oregon Transportation Planning Rule, and regional policies, such as the Regional Transportation Plan and Regional Mobility Policy, with investments in on-the-ground implementation by cities, counties, and community partners.

A significant portion of the region's current TDM activities are coordinated through the [Regional Travel Options (RTO)](#) program. Through the RTO program, Metro defines regional TDM priorities, administers grant funding, and provides technical assistance to collectively support vehicle miles traveled reduction and mode shift goals established in the RTP. The RTO program acts as a critical link, translating regional policy into actionable programs through funding, technical assistance, and direct service delivery in partnership with local jurisdictions including cities, counties, K–12 schools and districts, higher education institutions and nonprofit community-based organizations.

The RTO program is primarily funded through Metro's Regional Flexible Funding Allocation (RFFA), which supports regionwide programming and planning activities that advance federal, state, and regional goals for creating a multimodal transportation system. These efforts help the region meet federal air quality regulations and comply with state mandates to reduce greenhouse gas emissions from vehicles.

Additionally, ODOT contributes funding for programming, marketing, and community outreach that supports Metro's role in delivering regional commute-focused efforts under the [Get There Oregon](#) brand. For more detailed information regarding existing funding for TDM in the region, see **Chapter 6: TDM Funding and Investment.**

RTO Program Areas

Metro's RTO program takes an "all trips" approach to TDM programs, focusing on the following three program areas that encompass the trips people take to meet their needs in the region:

- **Commute:** Focus on reducing single occupancy vehicle (SOV) trips to work and colleges or universities. In the Metro region, this programming is delivered by a variety of transit providers, local jurisdictions, transportation management agencies (TMAs), non-profit organizations, and "in-house" transportation coordinators at employers. These programs help identify worksite commute solution plans, provide on-site events and outreach, or support employee trip planning and ride matching.

- **Community:** Provides support for residents and families for trips outside of work and school – such as essential destinations like healthcare as well as recreational trips to parks or social activities. Examples of programming to support these trips comes in the form of community walking and rolling events or campaigns, trip and route planning to-and-from key destinations, and increasing access to active transportation investments with outreach, engagement, and supportive infrastructure.

- **Safe Routes to School (SRTS):** Focuses on trips for school by pre-K12 students and families - whether by bike, bus, scooter, or mobility device. SRTS programs provide education and encouragement activities to help children and caregivers travel safely to and from school using these modes. SRTS programs can increase physical activity, reduce congestion, boost academic performance, improve health, and provide affordable travel options for families.

RTO Program Activity Types

There are four primary activity types through which Metro's RTO program coordinates and supports regional TDM efforts:

- **Grantmaking & Resource Distribution:** Activities related to the RTO grant solicitation process and ongoing work with grant-funded partners to manage and deliver TDM activities and programs.

- **RTO Programming & Direct Services:** Activities RTO staff lead to develop programs and engage directly with community.

- **Research & Evaluation:** Activities related to Metro RTO travel options research or evaluation of program outcomes.

- **Policy & Partnerships**: Activities that involve coordination with partners and where Metro could have influence on policy outcomes but may not be final decision-makers.

Regional TDM Strategy & Regional Travel Options Program Strategy

Metro's RTO program has been guided by an RTO Strategy since 2003, updated every 5-10 years. The RTO Strategy has served primarily as a grantmaking strategy document, guiding the allocation of regional flexible funding to the RTO program to support TDM activities that improve system efficiency and help meet regional goals and objectives.

Since the last RTO Strategy update in 2018, regional and state policy have identified the need for greater regionwide coordination on TDM policy, planning and programming. **Chapter 2: Policy Framework** details the specific TDM-related policies at the regional and state level that set the policy framework for the development of the Regional TDM Strategy and **Chapter 5: Metro RTO Work Program** details how Metro's RTO program will support implementation. The Regional TDM Strategy will now provide TDM guidance for the region at-large, as well as providing the framework to guide the investments and activities of Metro's RTO Program.

Regional TDM Strategy Development Process

The process to develop the Regional TDM Strategy was a comprehensive, two-phase effort that expanded the region's TDM approach to develop a policy and implementation framework for both Metro and regional partners and TDM practitioners. This process was built from regional and state policy direction and community engagement to result in a strategy that is equitable, evidence-based, and responsive to evolving travel patterns.

Phase 1: Assessment

Phase 1 of the Regional TDM Strategy development process focused on assessing the current state of TDM in the region, identifying critical service gaps, and documenting regional needs to provide the evidence-based foundation for the strategy. This phase was conducted between April 2024 and February 2025. The Regional TDM Needs Assessment **(Appendix B)** served as the final deliverable of Phase 1, with nine themes identified for integration into the Regional TDM Strategy. This process identified the gap between current TDM services and desired regional outcomes, pinpointing specific challenges and opportunities necessary for effective strategy development. Its primary purpose was to elevate key themes across all assessment activities and provide the project team with evidence-based insights to inform strategic decision-making in the development of the Regional TDM Strategy.

Phase 1 was informed by the following activities:

- **Materials Review and Background Research:** Review of existing TDM plans and policies at Metro, TDM best practices and challenges, and findings from two informational interviews with TDM programs at peer agencies around the country.
- **2019–2023 RTO Program Evaluation:** An evaluation of the 2019–2023 RTO grant cycle reviewed the program's impact, identified program strengths and weaknesses, and produced recommendations for future grantmaking, data collection, and evaluation processes.

- **Past Engagement Review:** A synthesis of feedback collected through previous planning efforts, including the 2023 RTP engagement, the 2022 RTO Racial Equity Strategy, and RTO Racial Equity Learning Cohort input. This review identified key insights that community members had already shared about barriers and opportunities related to travel options access and use.

- **TDM Practitioner Survey:** Staff who deliver TDM programs across the region weighed in on TDM needs, gaps, and opportunities.

- **Targeted Focus Groups:** Metro conducted three focus groups in January 2025 to learn from key audiences how to better tailor TDM support and to gain a deeper understanding of barriers to accessing travel options. These focus groups included commute benefit providers at large and small employers, affordable housing resident service coordinators, and school-based staff in Forest Grove.

- **Topic-Specific Research:** Research on national best practices regarding TDM responses to changes in flexible work patterns and methods for measuring the long-term impact of TDM interventions.

Phase 2: Strategy Development

Phase 2 synthesized the input and recommendations developed in Phase 1 into the Regional TDM Strategy. The strategy development process led to recommended updates to TDM-related objectives, policies, and performance measures in the RTP, as detailed in **Appendix A.**

Phase 2 included the following activities to support the strategy development process:

- **TDM Technical Work Group (TWG):** Metro convened the TDM Technical Work Group (TWG) for the project and the group's insights were instrumental in shaping the final strategy. This group provided specific, collaborative input on TDM Needs Assessment outcomes and helped finalize TDM Policies & Strategies. The TWG drew membership from the following key audiences: Regional TDM practitioners, jurisdictional planning staff, state agency staff, and Metro staff from Planning, Development, and Research.

- **Travel Options Survey:** Metro conducted a survey to better understand the public's prioritization of key activities, destinations, and approaches to TDM. The survey sought feedback on themes identified through the TDM Needs Assessment and priorities elevated by the TWG. Metro promoted the survey to reach people across the region and received over 400 responses.

- **RTO Partner Workshops:** RTO partners participated in two in-person workshops on the Regional TDM Strategy—one at the beginning of the process, and one following the TWG meetings and travel options survey. Over 50 representatives of RTO-funded TDM programs participated in each workshop.

- **Regional Decision-Makers Engagement:** The Regional TDM Strategy team presented to regional decision-makers at key intervals throughout the strategy development process including presentations at Transportation Policy Alternatives Committee meetings and workshops, meetings of the Joint Policy Advisory Committee on Transportation, and the Metro Council. In addition, the Regional TDM Strategy team presented at County Coordinating Technical Advisory Committees and County Coordinating

Committees – made up of local agency staff and elected leaders – to inform and provide comment on the draft strategy.

- **Public Comment Period:** Metro conducted a public comment period on the draft Regional TDM Strategy from January 12 until February 13, 2026. Metro staff will document the comments and proposed changes through a public comment report for consideration by regional decision-makers.

The research and evaluation deliverables and engagement summaries from both Regional TDM Strategy project phases are summarized in **Appendix C** and **Appendix D**, respectively.

Document Organization

- **Executive Summary**

- **Acknowledgments**

- **Chapter 1: Introduction:** Introduces and provides context for the development of the Regional TDM Strategy.

- **Chapter 2: Policy Framework**: Describes how TDM fits into, informs and supports Metro's Regional Transportation Plan as well as State of Oregon transportation policies and rules.

- **Chapter 3: TDM Policies and Strategies**: Provides TDM policy direction and specific strategies for Metro and partners to conduct TDM in the greater Portland region.

- **Chapter 4: Performance Monitoring and Measurement:** Identifies Metro's approach to regional performance monitoring and measurement, and to track progress of Metro's RTO investments toward TDM policies and strategies.

- **Chapter 5: Metro RTO Work Program:** Introduces how Metro's RTO program will develop implementation actions in alignment with TDM policies, strategies and performance measurement approach.

- **Chapter 6: TDM Funding and Investment**: Overview of existing TDM funding sources and levels, as well as considerations for potential new sources of funding.

CHAPTER 2: POLICY FRAMEWORK

This chapter describes adopted regional and state policies and rules related to Transportation Demand Management (TDM). Regional and state policy provide the foundation for the Regional TDM Strategy. Through the Regional TDM Strategy process, updates to RTP policies, definitions and performance targets have been identified in subsequent chapters. A summary of the proposed updates to the RTP identified in the Regional TDM Strategy are included in **Appendix A.**

Regional Policy Guidance: Regional Transportation Plan (RTP)

The Regional Transportation Plan (RTP) provides the overarching policy framework for the region's transportation system. The Regional TDM Strategy directly responds to the RTP, proposes updates and clarifications where needed, and translates policy into guidance for practice. The following section identifies each area of the RTP that includes TDM elements.

RTP Chapter 2: Our shared vision and goals for transportation

Goals & Objectives: The Regional TDM Strategy is a topical plan of the RTP and TDM plays a role in advancing all five RTP goals, as described in **Table 1.**

Table 1: TDM role in advancing RTP goals

RTP Goal	TDM Role in Advancing RTP Goals
Goal 1: Mobility Options	TDM efforts are clearly defined in Objective 1.1 Travel Options, which aims to increase the proportion of trips made by walking, bicycling, shared rides, and use of transit while reducing vehicle miles traveled (VMT). TDM helps people get around the region more easily by encouraging them to choose options like carpooling, biking, walking, or taking transit instead of driving alone.
Goal 2: Safe System	TDM supports safety with programs and education that teach people how to travel safely and comfortably and help reduce VMT. Fewer vehicles on the road, in turn, correlate with fewer fatal crashes and severe injuries.
Goal 3: Equitable Transportation	TDM improves mobility by removing barriers to travel options, particularly those related to cost, access, and knowledge. TDM programs can tailor services to specific audiences, particularly those facing transportation barriers including kids, older adults, people with disabilities, non-English speaking communities, and low-income families.
Goal 4: Thriving Economy	TDM supports a thriving economy by improving access to jobs, enhancing network reliability, and reducing household transportation costs. At employment sites, TDM efforts promote worker stability and retention. TDM programs also collaborate with businesses that provide travel-related services, enhancing the local economy.
Goal 5: Climate Action and Resilience	TDM encourages shifts from single-occupancy vehicle trips to walking, biking, transit, and shared modes, reducing VMT and associated greenhouse gas emissions. These reductions are essential to meet state-mandated climate targets. TDM also supports adaptation and resilience by making the transportation system more flexible and less dependent on any single mode or energy source.

RTP Chapter 3: System policies to achieve our vision

- **Regional Transportation Demand Management Concept & Policies***:* The 2023 RTP elevated and formalized TDM by defining a TDM concept and system policies. In addition to the TDM concept and policies, the 2023 RTP identified the development of the Regional TDM Strategy as a near-term implementation action for Metro in Chapter 8.

  - A key outcome of the Regional TDM Strategy is an update to the TDM concept and policies, defined in **Chapter 3: TDM Policies and Strategies**, with all RTP proposed RTP updates detailed in **Appendix A.**

- **Climate Policies & Climate Smart Strategy:** The **2014 Climate Smart Strategy** outlines policies and actions to reduce greenhouse gas emissions from vehicles in the Portland metro area, developed in response to a 2009 Oregon legislative mandate. The Climate Smart Strategy sets the framework for the corresponding Climate policies in the RTP. TDM is identified in Policy 6; Provide information and financial incentives to expand the use of travel options and reduce vehicle miles traveled. In addition, the Climate Smart Strategy identifies actions and implementation monitoring measures for each policy, as well as 2035 targets for each implementation monitoring measure. During the 2028 RTP update, Metro will update the Climate Smart Strategy and intends to recommend revisions to the implementation monitoring measures to better align with local and regional agency roles and with available data.

- o The proposed updates to the Policy 6 implementation monitoring measures are detailed in **Chapter 4: Performance Monitoring and Measurement**, and with all proposed RTP updates detailed in **Appendix A.**

- **Regional Mobility Policy***:* The 2023 RTP updated the Regional Mobility Policy, Metro's policy framework that guides how the Portland region plans for and evaluates transportation needs and investments. The Regional Mobility Policy represents a fundamental shift in how mobility is defined and measured, moving the region away from a focus solely on accommodating vehicle throughput toward a system-level approach that prioritizes multimodal access and climate goals. The Regional Mobility Policy established two new performance measures that TDM directly supports **(Table 2).**

Table 2. 2023 RTP mobility performance targets relevant to TDM

Performance measure	Performance targets and thresholds
Vehicle Miles Traveled (VMT) per capita for household-based trips	20% reduction by 2035, 25% reduction by 2040, 30% reduction by 2045, and 35% reduction by 2050 (from 2005 levels).
System Completeness	Complete networks and systems for walking, biking, transit, vehicles, and freight and implement strategies for managing the transportation system and travel demand. The planned system will be defined in the RTP and local transportation system plans (TSPs). The RTP and local TSPs may not achieve system completion for all modes to target levels but the RTP and local TSPs should identify future intent for all facilities given constraints and trade-offs. For plan amendments, the target is 100% of planned system OR reduced gaps and deficiencies.

The addition of system completion as a mobility performance measure led to the development of regional policy guidance for local jurisdictions to integrate TDM into their system plans and plan amendments. Metro's System Completeness Guidance and associated Toolbox include a handbook for jurisdictions in the Portland area to plan, implement, and monitor TDM and Transportation System Management and Operations (TSMO**)** networks. Its purpose is to support the Regional Mobility Policy outlined in the RTP by helping jurisdictions optimize their transportation systems to reduce VMT, improve multimodal connectivity, and enhance system reliability.

The RTP's definition for TDM and TSMO system completion uses a context-specific, process- based framework to plan for TDM that includes baseline, defined, and optimized criteria **(Table 3).**

Table 3.TDM and TSMO system completion framework

Criteria	Description
Baseline	Jurisdictions identify and prioritize projects to address gaps in the TDM/TSMO network and services.
Defined	Jurisdictions implement priority projects with clear goals and objectives and monitor their progress.
Optimized	Jurisdictions monitor the effectiveness of projects against stated goals and objectives and iterate and refine their system plans over time.

- **Congestion Management Process:** Metro's RTP includes the region's Congestion Management Process (CMP), a **federally-required process** that provides accurate, up-to-date information on transportation system performance and assesses alternative strategies for congestion management that meet State and local needs—including system and demand management strategies that can be used manage congestion without adding roadway capacity, consistent with the Oregon Transportation Plan, Regional Mobility Policy and Regional Transportation Functional Plan. The RTP contains a toolbox of potential CMP strategies that jurisdictions should consider prior to roadway widening or other capacity projects. There are a wide range of strategies to apply based on the context of the project or at a region-wide scale. In addition, the RTP Regional Motor Vehicle Network Policies identify the same target in Policy 10: Prior to adding new arterial street capacity beyond the planned system of motor vehicle through lanes, jurisdictions must demonstrate that system and demand management strategies cannot adequately address identified needs consistent with the Congestion Management Process and Regional Mobility Policy.

- **Pricing Policies:** The RTP details specific policies and implementation actions in relation to transportation pricing that can reduce congestion, vehicle miles traveled and improve equitable distribution of burdens and benefits. The actions include TDM efforts, with cross references to the Congestion Management Process and Climate Smart Strategy. As detailed in Chapter 1, pricing is often considered within the definition of TDM – however, pricing policies are distinct within the RTP, with TDM actions critical to success of implementation. **(Table 4).**

Table 4. RTP pricing policies and actions relevant to TDM

RTP Pricing Policy	RTP Pricing Policy Actions
Policy 1: Use pricing to improve reliability and efficiency of the transportation network, reduce VMT per capita, and increase transportation options.	**Action 5:** Consider non-infrastructure opportunities to encourage mode shift and reduce VMT per capita, including: commuter credits, funding for transit passes, bikeshare and/or micromobility subsidies, partnerships with employer commuter programs and carpooling/vanpooling.

RTP Pricing Policy	RTP Pricing Policy Actions
Policy 2: Center equity and affordability into pricing programs and projects from the outset.	**Action 7:** Reinvest a portion of revenues from pricing into communities with high proportions of people with low-income and people of color, and/or in Equity Focus Areas, consistent with Federal and State law. Use of these revenues should meet the transportation-related needs identified by the equity communities and people most impacted. Examples include commuter credits and free or discounted transit passes, or improved transit facilities, stops, passenger amenities and transit priority treatments.
Policy 5: Reduce greenhouse gas emissions and vehicle miles travelled per capita while increasing access to low-carbon travel options.	**Action 4:** Develop and implement pricing so that it addresses and supports the Climate Smart Strategy and regional climate policies, including through the Congestion Management Process (CMP).

State of Oregon Policy Guidance

The following State of Oregon policies, plans and rules include TDM components and the Regional TDM strategy incorporates specific measurement, activities, or coordination to deliver on those components.

Transportation Planning Rule 660-012

Updates to the state [Transportation Planning Rule (TPR)](#) through the Climate Friendly and Equitable Communities rulemaking led to new requirements of local jurisdictions to integrate TDM into their transportation planning processes (660-012-0020 – Elements of Transportation System Plans). The Regional TDM Strategy provides the framework for Metro to support local TSP processes in meeting this new state guidance.

The TPR identifies specific TDM actions for local jurisdictions developing TSPs and specifies that all TSPs within the Portland metro area should include a travel options element in subsection 660-012-014 – Transportation Options Planning.

Three specific elements must be identified in the TDM or travel options element of TSPs, as specified in TPR Section 660-012-0145: Transportation Options Planning **(Table 5).** These are reflected in interim guidance developed for jurisdictions by Metro to support implementation.

Table 5. Transportation options plan elements required per TPR

Transportation Planning Rule Section 660-012-0145

Transportation Options Planning Element of a Transportation System Plan (TSP)	**Existing programs, services, and projects.** Cities and counties shall coordinate with transportation options providers, public transportation service providers, state agencies, and other cities and counties to identify the existing programs, services, and projects, which shall include education, encouragement, and other transportation demand management programs and services that focus on forms of transportation other than single-occupant vehicles, transportation demand management programs and policies that discourage the use of single-occupancy vehicles, and transportation options needs of underserved populations.
	The future transportation demand management needs. Cities and counties shall coordinate with transportation options providers, public transportation service providers, and other cities and counties to identify these needs, including commute trip reduction consultation and promotion of programs such as the provision of transit passes and parking cash-out, physical improvements such as carpool parking spaces and park and ride locations, and regional solutions for intercity travel.
	A trip reduction strategy for large employers.

Oregon Department of Environmental Quality (DEQ) Employee Commute Options (ECO) Program

The Oregon DEQ's Employee Commute Options (ECO) program is a mandatory program for large employers in the greater Portland area. Under this program, employers with more than 100 employees must provide commute options to employees designed to reduce the number of cars driven to work. ECO is one of several strategies included in the Ozone Maintenance Plan for the Portland Air Quality Maintenance Area. The Ozone Maintenance Plan will keep the area in compliance with the federal ozone standard. Employers must provide commute options that have the potential to reduce employee commute auto trips by 10% within three years of its baseline survey. Employers must continue to provide commute options that have the potential to achieve and maintain the reduced auto trip rate. Options are available for emission reduction measures, credits for past actions, and exemptions.

Given Metro's role in funding and supporting commute trip reduction policy, coordination with ECO implementation is critical. DEQ, TriMet, and Transportation Management Associations (TMAs) are the primary partners who support employers with ECO, and the data provided by employers can help Metro and partners better understand commute travel behavior to tailor programming to better support trip reduction.

Oregon Transportation Plan

The purpose of the [Oregon Transportation Plan (OTP)](#) is to define the long-range transportation policy for the movement of people and goods across the state and set the framework for policies and strategies from the present day to 2050. The OTP is the overarching transportation plan for Oregon's entire transportation system that supports people biking, walking or rolling, driving, or riding in cars, buses, trains, or planes to their destinations.

The role of TDM in the OTP is identified in multiple places, particularly in the mobility goal of the OTP as a specific approach to address demand prior to adding new motor vehicle capacity—as part of Objective MO.2 to reduce the per capita VMT for passenger vehicles in the state. This carries forward in the Oregon Highway Plan Policy 1G, Regional Transportation Functional Plan Section 3.08.220 and Metro's Congestion Management Process.

Oregon Transportation Options Plan

The [Oregon Transportation Options (TO) Plan](#) is a topical plan under the OTP. It establishes a vision and policy guidance to advance the state's transportation options program. It also identifies ways to integrate transportation options into transportation planning and investments. Additionally, the Oregon TO Plan identifies regional level implementation activities, including identifying transportation options as a mitigation measure in travel demand scenarios in the RTP and using transportation options as a strategy toward meeting greenhouse gas reduction goals.

CHAPTER 3: TDM POLICIES AND STRATEGIES

This chapter outlines the implementation framework for TDM in the region and reflects an update to the TDM policies in the 2023 Regional Transportation Plan (RTP). This chapter defines five TDM policies that provide guidance for how TDM efforts will be implemented across the region.

The TDM policies and strategies defined in this chapter represent the primary ways that TDM efforts will advance the five RTP Goals - Mobility Options, Safe Systems, Equity & Access, Thriving Economy, and Climate Action & Resilience. Each supporting strategy contributes to each RTP goal's objectives, considering both the scale of influence and the type of benefits delivered. The five TDM policies are listed in **Table 6.**

Each policy area includes the following components:

1. A policy statement and description of the policy

2. Desired outcomes of the policy – a brief statement summarizing the intended benefits

3. Identified needs and opportunities within each policy area from the Regional TDM Needs Assessment

4. Key strategies to implement the policy and address needs, challenges, and opportunities

5. Implementation roles for state, regional and local partners to deliver each strategy

6. Examples from local and national programs to provide context for strategies within each policy area and support effective implementation.

7. Complementary state, regional, or local policies and strategies that:

   o Identify specific actions that advance TDM; and/or

   o Have been identified as necessary for success of TDM.

Policy #	Policy Statement
TDM Policy 1	**TDM Policy, Planning, and Funding**: Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding.
TDM Policy 2	**Financial Incentive Programs**: Expand access to existing financial programs and establish new programs to reach more people.
TDM Policy 3	**Place- and Event-Based TDM Programs**: Deliver programs that meet the unique needs of specific locations and communities.
TDM Policy 4	**Community-Centered and Inclusive TDM Programs:** Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities.
TDM Policy 5	**Adaptive and Resilient TDM Programs:** Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

Defining Implementation Roles

The Regional TDM Strategy intends for state, regional, and local implementers to determine the specific activities needed to advance TDM policies and strategies for the communities that they serve. To clarify responsibilities and foster effective collaboration, each strategy in this chapter is assigned one or more of the following roles:

- **Lead:** The *Lead* is the entity with primary responsibility for a strategy's success. The *Lead* is the main driver and is accountable for a project or program's direction and outcomes. The *Lead* role involves:
    - **Direct:** Set the overall vision, goals, and scope.
    - **Fund**: Contribute funds or resources through securing and managing the budget and staff.
    - **Manage:** Oversee implementation, ensuring deadlines are met, issues are resolved, and measuring progress.

- **Partner:** A *Partner* is a key collaborator who shares responsibility with the lead. *Partners* are essential for the project's success and often bring unique expertise, resources, or authority to the table. The *Partner* role includes:
    - **Participate:** Contribute directly to the implementation of the strategy.
    - **Collaborate:** Share accountability for the project's success and outcomes.
    - **Execute:** Carry out specific tasks or subprojects as part of the overall strategy and supporting the measurement of progress.

- **Support:** A *Support* role provides assistance and expertise to the lead and partners but does not have primary responsibility for the strategy's success. Their contributions are valuable but often advisory or supplementary in nature. The *Support* role involves:
  - **Analyze:** Offer specialized knowledge or data.
  - **Advise:** Provide guidance and feedback.
  - **Contribute:** Contribute a specific resource, such as information, data, or funding, without managing the project itself.
- **Develop:** Strategies that require additional development, coordination or exploration before implementation will include a *Develop* role. All *Develop* roles are assigned to Metro, with the expectation that leadership will transition to other implementers and potentially identified through the development process. *Partner* and *Support* roles are also identified under strategies with a *Develop* role but may not have an identified *Lead*. The *Develop* role includes:
  - **Convene:** Bring partners together to discuss the strategy and develop a plan for implementation.
  - **Explore:** Perform additional research or engagement to better define implementation roles and actions.
  - **Create:** Develop a program plan or list of actions and partners needed to implement the strategy.

The roles for each strategy are organized by the different scales of implementation – state, regional, or local. There may be more than one Lead role identified, particularly if leadership for a given strategy is needed at multiple scales. Both public and private partners are listed as having implementation roles.

Chapter 5: Metro RTO Work Program provides an implementation framework for all strategies with an identified role for Metro. Staff will use the work program framework to define the specific actions that the Regional Travel Options (RTO) program will take to advance the Regional TDM Strategy, with priority strategies identified for Metro to advance in the near and long term.

Policy 1: TDM Policy, Planning, and Funding

Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding.

This policy focuses on strengthening the framework for funding and coordination of TDM across local, regional, and state levels by embedding TDM into transportation plans, funding priorities, and policy development. Metro acts as a regional coordinator, bringing together and streamlining TDM information and resources to prevent duplication of efforts and encourage collaboration among community-based organizations, employers, and jurisdictions. To implement new rules at the state and regional level, an increased level of coordination, support, and focus on how TDM is delivered in the region is required.

> **Policy 1 Desired Outcomes**
>
> Policy alignment across jurisdictions provides a framework for consistent and equitable TDM implementation. When TDM is embedded into transportation planning and funding priorities through coordinated policy development, programs become more stable, scalable, and impactful. Over time, these changes will increase the effectiveness of TDM strategies, reduce single-occupancy

Needs & Opportunities:

- **Funding:** TDM efforts rely on a narrow set of revenue streams, limiting the ability to expand or innovate in response to changing community needs. The current funding available in the region is not expected to increase given uncertainty at the state and federal levels for transportation funding overall. In addition, there is a tension between maintaining funding for existing TDM programming and expanding TDM funding to new partners to support community needs or meet new policy expectations.

- **Capacity**: Jurisdictions and organizations may not have the programmatic support needed at the local level to integrate new TDM guidance into transportation system plans, and agencies may not have the staff or partnerships to lead and support implementation following the planning process.

- **Collaboration:** Existing policies with strong potential—such as the DEQ Employee Commute Option (ECO) rule—can be leveraged through further coordination on data collection and employer engagement. In addition, there is opportunity to develop new state, regional and local transportation and land use policies, development code, and regulations to advance TDM, requiring coordination and collaboration across organizations to develop and implement.

Strategies and Implementation Roles

Strategy #	Strategy	State-Level Implementers	Regional-Level Implementers	Local-Level Implementers
1A	**Integrate TDM strategies into transportation system plans, pricing and parking programs, and major capital projects.**	ODOT, DLCD, DEQ[1] – *Partner*	Metro – *Develop* Transit providers – *Lead*	Cities/Counties, Parks districts – *Lead*

[1] ODOT: Oregon Department of Transportation; DEQ: Department of Environmental Quality; DLCD: Department of Land, Conservation and Development

Strategy #	Strategy	State-Level Implementers	Regional-Level Implementers	Local-Level Implementers
1B	**Implement stable, ongoing funding for local and regional TDM programs.**	ODOT – *Partner*	Metro – *Lead*	Cities/Counties – *Partner*
1C	**Establish consistent data collection methods to measure and report on the impact of regional TDM strategies.**	ODOT, DEQ - *Partner*	Metro – *Lead* Transit providers – *Partner*	Cities/Counties – *Partner* TMAs, CBOs[2] – *Partner*
1D	**Leverage technology platforms to advance TDM by improving the user experience and enabling seamless travel across modes and jurisdictions.**	ODOT – *Support*	Metro– *Develop* Transit providers - Partner Private technology providers – *Lead*	Cities/Counties – *Partner* Shared mobility providers – *Lead*
1E	**Develop a regional, public-facing online directory of TDM services with resources tailored for a variety of audiences, including schools, employers, and local planners.**	ODOT – *Partner* DEQ – *Support*	Metro – *Lead* Transit providers – *Partner*	CBOs, TMAs employers, school districts, Cities/Counties – *Partner*

Implementation Examples

- **San Diego's Complete Communities – Providing Mobility Options:** Strategy 1A and 1B Example

  The City of San Diego's Complete Communities: Mobility Choices program is a regulatory and investment framework designed to fundamentally shift the city's approach to transportation, aligning development with its Climate Action Plan goals. The program mandates that new development projects either implement TDM measures on site to reduce vehicle miles traveled (VMT) or pay an in-lieu fee. Developers satisfy requirements by earning "mobility points" for providing on-site amenities such as free or discounted transit passes, bikeshare memberships, carshare credits, or mobility infrastructure. The program ties mobility funding to development resulting in access to affordable low-carbon travel options. The funds collected through the in-lieu fee are strategically used by the City to construct sustainable transportation infrastructure including bicycle lanes, improved pedestrian walkways, and transit stop enhancements.

- **Portland's "Lotería Go!" – Implementing culturally and community specific TDM efforts with new capital investments:** Strategy 1A Example

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[2] TMA: Transportation Management Association; CBO: community-based organization

The Lotería Go initiative is an interactive community game to celebrate the completion of road safety projects. The program is based on a traditional Mexican game– Lotería, which is like bingo, but uses images on a deck of cards instead of balls with numbers. Lotería Go is a super-sized version of this that gets people outside and walking to neighborhood parks by finding the posted cards along recently improved walking and biking routes. By increasing foot traffic and encouraging multimodal exploration through gamified experiences, programs like Lotería Go can strengthen community ownership of mobility improvements and increase awareness and use of travel options alongside new active transportation investments. In 2023 this program reached over 30,000 neighbors and survey respondents indicated an increased interest in driving less following participation and that the new road projects improved people's feeling of safety and experience walking in their neighborhood.

Complementary Policies and Strategies

- **Climate Friendly and Equitable Community Rules/Transportation Planning Rule:** Provides the state mandate that local TSPs must demonstrate how they will reduce per-capita VMT and greenhouse gas emissions with the inclusion of a travel options (or TDM) plan.

- **Regional Mobility Policy Update**: Requires TDM integration into local TSPs and establishes TDM System Completion (Objective 1.2) as a core compliance metric.

- **DEQ Employee Commute Option (ECO) Program:** Provides a complementary, implementation-level mechanism requiring large employers to reduce drive-alone commuting.

- **RTP Transportation System Management and Operations Policies, Policy 4:** Refers to the provision of real-time traveler information data across devices and at physical locations that is comprehensive in serving the needs of people, businesses, and freight movement.

- **RTP Emerging Technology Policies, Policy 3 - Information:** Directs the use of the best available data to empower travelers to make travel choices and to plan and manage the transportation system.

- **Parking and Curbside Management:** These strategies typically occur at the local level and define where micromobility devices can be parked, staged, and accessed, as well as parking policies that may direct funding to support travel options programs and influence travel choices and traveler behavior.

- **RTP Transit Network Concept and High-Capacity Transit Strategy: The** RTP defines a regional transit network concept that connects centers and places in alignment with the 2040 Growth Concept. The High-Capacity Transit Strategy identified priority areas for investments in public transportation that moves a lot of people quickly and often—think MAX light rail, streetcar or bus rapid transit service—that would provide the most benefit to the most people. These investments will focus on equity and affordable housing in high-capacity transit areas and help to complete a vision for an integrated regional transportation system.

Policy 2: Financial Incentive Programs

Expand access to existing financial programs and establish new programs to reach more people.

This policy focuses on advancing programs to reach more people and expand existing incentive programs. Transit pass programs and financial incentives are proven ways to increase transit ridership and improve access and mobility. By piloting new incentive models, the region can continue to encourage mode shift, reduce transportation costs, and support equitable access to travel options. The 2025 TDM Needs Assessment & Travel Options Survey found that existing transit pass programs can be challenging to administer but there is broad demand for these programs.

> **Policy 2 Desired Outcomes**
>
> Financial incentives for travel options—such as transit fare or e-bike subsidies, or carpool rewards—lower the cost of sustainable travel, making it more competitive and accessible, and have a proven impact on travel behavior. Improving access and expanding financial incentive programs for travel options can result in increased mobility for community members and mode shift away from single-occupancy vehicles.

Needs and Opportunities:

- **Flexible Programs:** Employers and higher education providers seek more flexibility in pass programs to serve a more diverse range of employees, including hybrid workers and day passes for site staff for whom the cost of a universal pass is difficult to justify. Community-based groups have requested additional support to effectively manage enrollment in reduced fare programs, as well as access data to assess usage and need.

- **Non-Commute Benefits:** As regional TDM programs work to encompass an "all-trips approach," there is a gap for people who do not have access to commute benefit programs through their work or who may primarily travel for other needs. Beyond transit passes, other incentive programs to improve access to travel modes have also seen success in mode-shift, such as Portland's **Transportation Wallet** program or "earn a bike" programs.

- **Addressing Cost Barriers:** For many people, the cost of transportation is a significant obstacle to accessing jobs, services, and daily needs. Financial incentive programs help bridge this gap by reducing out-of-pocket expenses for existing travel services and improving access to essential equipment needed to participate in travel options. This is especially relevant for bicycling, where the up-front cost of a bicycle and safety gear can be prohibitive for many households.

Strategies and Implementation Roles

Strategy #	Strategy	State-Level Implementers	Regional-Implementers	Local - Level Implementers
2A	**Improve access to and streamline administration of transit pass programs that reach employees, community members, and students.**	ODOT – *Support*	Metro – *Develop* Transit providers – *Lead*	Cities/Counties, TMAs, CBOs – *Partner* Employers, school districts – *Support*

Strategy #	Strategy	State-Level Implementers	Regional-Implementers	Local - Level Implementers
2B	Develop new and expand existing programs that advance universal basic mobility.	ODOT – *Support*	Metro, Transit Agencies – *Partner*	Cities/Counties - *Lead* TMAs, CBOs, private sector operators – *Partner*
2C	Research and pilot new incentive programs that encourage mode shift and support existing travel options users.	ODOT – *Support*	Metro – *Develop* Transit providers– *Partner*	Cities/Counties, TMAs, CBOs – *Lead*
2D	Expand programs that provide children and adults access to bicycles and scooters through earn-a-bike programs, vouchers, and subsidies.	ODOT – *Support*	Metro – *Develop*	Cities/Counties, school districts, CBOs – *Lead*
2E	Expand employer parking cash-out programs to incentivize travel options at work sites.	ODOT, DEQ - *Support*	Metro – *Partner*	Employers – *Lead* Cities/Counties, TMAs – *Partner*

Implementation Examples

- **Minneapolis Metro Transit Residential Pass Program:** Strategy 2A Example

Metro Transit in Minneapolis, MN operates the [Residential Pass Program](#) that offers multifamily housing developments with over 10 units the option to purchase transit passes for $14 per month per pass. This is an 88% discount from the full price of $120 per month for each pass. The management company must commit to one year and supply one Go-To Card for each unit at their complex. They can offer this service at their own expense or charge the value of the cards back to the resident. They cannot charge more than what they are being charged. This program pays for itself with the requirement that a pass for every unit is purchased for the entire year.

- **City of Oakland Universal Basic Mobility Pilot:** Strategy 2B Example

  The City of Oakland's **Universal Basic Mobility (UBM) pilot** was a targeted multimodal incentive program designed to address transportation inequities in communities with limited access to affordable and reliable transportation. The pilot provided income-eligible residents with prepaid mobility credits that could be used across public transit and shared mobility services, reducing cost barriers to everyday travel.

  By offering flexible, user-directed funds rather than mode-specific subsidies, the program expanded participants' access to jobs, food, healthcare, and other essential destinations. Evaluation findings showed increased use of transit and shared modes, reduced reliance on personal vehicles, and improved perceptions of mobility choice and access, demonstrating how bundled, income-based mobility benefits can support more equitable travel outcomes.

> **Universal Basic Mobility (UBM**) is the concept of providing a foundational level of mobility to all members of society, regardless of factors such as geographic location or income level, through partnerships and policies.
>
> **What UBM Is _Not_**
>
> There is no "one-size-fits-all" UBM solution. How UBM initiatives are financed, for instance, may vary from one implementation to the next. UBM is not necessarily a free mobility system; It could be completely, partially, or not at all subsidized for the users.
>
> Definition from ITS America

Complementary Policies and Strategies

- **RTP Climate Policies, Policy 6:** Provide information and financial incentives to expand the use of travel options and reduce VMT.

- **Climate Smart Strategy, Policy 7: Parking Management:** Describes potential policies that regulate parking costs or supply at destinations and provide financial incentives (e.g., transit passes and parking cash-out and employer buy-back programs) to make sustainable modes more competitive.

- **Metro Comprehensive Climate Action Plan:** Calls for offering discounted transit passes as a key transportation action to reduce greenhouse gas emissions, with Metro's RTO program, transit agencies, and local employers as key partners.

- **RTP Transportation Equity Policies, Policy 3:** Eliminate transportation-related disparities and barriers for communities of color and people with low income through transportation investments.

- **E-Bike Voucher Programs and Policies:** Programs and policies that reduce the up-front cost of e-bike ownership and encourage adoption among a broader range of users, directly supporting mode shift and equitable access to low-carbon travel. In Oregon, these happen at the local level and are also being discussed at the state level.

- **Shared Micromobility Policies and Programs:** Shared micromobility policies and programs provide the regulatory and partnership framework to manage bikeshare and e-scooter share systems, integrate them with transit and TDM programs, and ensure equitable and safe service delivery across the region.

Policy 3: Place- and Event-Based TDM Programs

Deliver programs that meet the unique needs of specific locations and communities.

This policy focuses on designing TDM programs that address the unique needs of specific locations and communities—such as schools, major events and destinations, and new active transportation capital projects and transit service. The rationale is rooted in the recognition that travel behavior is strongly influenced by the characteristics of places and events, and that targeted TDM interventions can effectively manage demand, increase mode shift, and improve access where transportation needs are most acute.

> **Policy 3 Desired Outcomes**
>
> Travel behavior is strongly influenced by the characteristics of a location, community or the activity leading to a travel need. Targeted TDM interventions can effectively manage demand, increase mode shift, and improve access where transportation needs are most acute.

Needs & Opportunities:

- **Managing Demand and Providing Transportation Choices:** Major destinations, including airports, event venues, and health care centers, are often located where existing transportation choices don't always meet individual trip needs. As a result, both travelers and workers have difficulty accessing travel options and may choose to drive alone. Major one-time events also provide an opportunity to work with event coordinators to support shifting attendees' travel choices, as well as provide relief for the neighboring community which may be impacted by the increased vehicle traffic. Building demand for sustainable travel options faces persistent challenges, most notably the widespread availability of free and/or abundant parking. This emerged across all Regional TDM Needs Assessment activities as a universal barrier to shifting travel behavior

- **School-Focused Programs:** School-focused programs are growing in popularity, but many students and families still face barriers to using travel options to school. For instance, parents and caregivers have concerns that their children are not safe waiting for the bus or traveling by active modes to school. Investing in creative solutions to support student safety on the trip to school through adult-led crossing guards or paid walking school bus leaders are ways that local efforts can directly impact the type of trip taken to school. In addition, school bus ridership is often not included in traditional Safe Routes to School programming, but it can be a critical way for students to travel to school without driving – particularly for those who live too far to walk or bike - but it is often underutilized.

- **Multifamily Housing-Focused Programs:** Working with community-based organizations (CBOs) and multifamily housing providers, TDM practitioners may be able to better serve families living in affordable housing and deliver programs to those who need it. In addition, as Metro and other agencies invest in transit-oriented development—both affordable and market-rate—there is an opportunity to use TDM to encourage transit use at these locations that are already well served by transit. In addition, many families living in affordable housing may have employment that doesn't offer traditional commute benefit programs, so offering TDM programs where there is a dense population of residents to receive information, and services may be a more effective way to support their travel needs.

Strategies and Implementation Roles

Strategy #	Strategy	State-Level Implementers	Regional-Level Implementers	Local-Level Implementers
3A	**Design TDM programs that provide targeted support for travelers and workers at high-demand locations.**	ODOT – *Support*	Metro, transit providers – *Partner*	Major Institutions – *Lead* Cities/Counties, Parks districts – *Partner*
3B	**Support demonstration projects and quick-build efforts that activate and enhance active transportation—such as Better Block, School Streets, and school circulation improvements.**	ODOT - *Support*	Metro – *Partner*	Cities/Counties – *Lead* School districts and CBOs – *Partner*
3C	**Develop sustainable support to increase adult-led walking and rolling programs and school bus ridership at schools.**	ODOT – *Partner*	Metro – *Develop*	Cities/Counties, CBOs, school districts – *Partner*
3D	**Develop a coordinated approach to improve micromobility parking and storage, prioritizing secure storage at multifamily housing and parking at key destinations.**	ODOT – *Support*	Metro – *Develop*	Cities/Counties, major institutions, multifamily housing providers, CBOs – *Lead*
3E	**Expand employer-focused bike commute encouragement, education and incentive programming.**	ODOT – *Partner*	Metro – *Partner*	Cities/Counties, employers, TMAs, CBOs– *Lead* Shared micromobility providers - *Partner*

Implementation Examples

- **City of Tigard's Power to the Pedal E-Bike Lending Library:** Strategy 3A and 3D Example

    The City of Tigard's Power to the Pedal program is a pilot e-bike lending library operated in partnership with Westside Transportation Alliance (WTA) at two multifamily affordable housing locations. By placing shared e-bikes directly where residents live, the program serves residents where they are and removes common barriers to biking such as cost, storage, and uncertainty about whether biking is a practical option. Much like the BIKETOWN program serving the Portland area, the program approach enables residents in Tigard to test e-bikes for commuting, errands, and daily trips. This place-based, partnership-driven approach helps expand access to affordable transportation options and supports practical, low-barrier behavior change over time.

- **TriMet Ticket2Ride Program:** Strategy 3A Example

  Ticket2Ride is TriMet's partnership program with destination venues to integrate transit fare with digital tickets to specific events. Currently, TriMet partners with [Providence Park](#) and the Oregon Zoo to offer Ticket2Ride for select major events. Incentivizing transit to event venues at no cost to the consumer is an effective method to center travel options in marketing campaigns, promote transit use outside of event days, and reduce vehicle congestion and unsafe driving behaviors often associated with major events.

- **Oregon Walks Walking School Bus Program:** Strategy 3C Example

  Oregon Walks designed their [Walking School Bus Program](#) to develop community transportation leaders (called School Liaisons) to learn about, create, and deploy sustainable walking school buses at elementary schools across the region. The School Liaisons lead the coordination of walking school buses for their designated neighborhood school, including recruiting volunteers, training community members and coordinating consistent walking programming. Oregon Walks provides School Liaisons with training in areas such as community engagement, safety, and route planning and they are equipped with a walking kit and safety gear. Throughout the program, School Liaisons receive monthly one-on-one goal setting support and attend monthly cohort training meetings.

Complementary Policies and Strategies

- **Transit-Oriented Development:** By locating affordable and multi-family housing close to transit, there is an opportunity to implement TDM strategies that can further incentivize and increase transit use. Requiring developers to incorporate TDM measures such as secure bike parking, real-time transit arrival screens or integrated transit pass programs into housing developments—rather than investing in costly parking infrastructure—helps lower housing costs and promotes equitable, sustainable communities.

- **Metro Regional Transportation Safety Strategy:** Identifies regional safety policies, strategies and actions including identification of High Injury Corridors and intersections. The RTP aims to reduce fatal and serious crashes, and place-based TDM can support identifying needed safety improvements.

- **RTP Climate Policies, Policy 7:** Identifies the need to manage parking supply at mixed-use centers and corridors and reduce the amount of land dedicated to parking to increase multimodal trips and reduce vehicle miles traveled.

- **Event Management Plans:** Specific, temporary management strategies that create opportunities to mandate or incentivize mode shift for large gatherings.

- **Safe Routes to School Plans:** Often developed at the school, district, or local jurisdiction level, these plans identify specific infrastructure improvements determined by the school community as places with known safety issues and where children and families do not feel safe, as well as programmatic needs to better support families walking, biking and rolling to school.

- **Bike Parking Code Requirements or Design Standards:** These requirements typically occur at the local level and expand access to secure, visible, and convenient parking at destinations, addressing one of the primary deterrents to micromobility use.

Policy 4: Community-Centered and Inclusive TDM Programs

Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities.

This policy focuses on designing TDM programming with and for the communities served, directly addressing disparities and fostering inclusion. Equitable access to travel options requires programs that are welcoming, safe, and responsive to the needs of the greater Portland region's diverse communities. While efforts to encourage more inclusive and representative programs and services have been advanced through updates to the RTO grant program since the 2018 Regional Travel Options Strategy and the 2022 RTO Racial Equity Strategy, additional investment and coordination is needed.

> **Policy 4 Desired Outcomes**
>
> TDM programs are more effective when they are built with, and for, the communities they serve. TDM programs that emphasize inclusion can remove barriers to participation and support equitable access to travel options, resulting in increased mobility and more resilient communities.

Needs & Opportunities

- **Safety:** Safety concerns in public spaces and fears linked to an individual's identity limit the ability of some communities to feel comfortable participating in travel options—or even attend events and activities held in public. Community-led solutions are needed to address safety and security concerns in the public realm, which directly influences transit ridership and the broader use of travel options.

- **Culturally Specific Programs:** Culturally specific programs are intentionally designed to reflect the values, languages, and lived experiences of specific communities. These programs help build trust, improve participation, and ensure travel options are accessible and relevant to the people they intend to serve.

- **Education & Hands-On Training:** Knowledge and skill development supports individuals in gaining the confidence and tools needed to use travel options safely and effectively. This includes activities such as personalized trip planning, group-based education, and learn-to-ride programs.

Strategies and Implementation Roles

Strategy #	Strategy	State-Level Implementers	Regional-Level Implementers	Local-Level Implementers
4A	Expand access to personalized trip planning and tailored resources to help community members feel confident using travel options.	ODOT – *Support*	Metro, transit providers – *Partner*	TMAs, CBOs – *Lead* Cities/Counties – *Partner*
4B	Invest in community-identified solutions that advance personal safety and security while traveling in public spaces.	ODOT - *Support*	Metro – *Develop* Transit providers – *Partner* CBOs – *Lead*	Cities/Counties, TMAs – *Partner*

Strategy #	Strategy	State-Level Implementers	Regional-Level Implementers	Local-Level Implementers
4C	**Increase active transportation group programming that removes barriers and fosters connected communities.**	ODOT - *Support*	Metro – *Partner*	CBOs – *Lead* TMAs – *Partner* Cities/Counties – *Support*
4D	**Advance education efforts that teach children and adults how to ride a bike.**	ODOT, ODE[3] – *Partner*	Metro – *Develop*	Cities/Counties, school districts, CBOs – *Partner*
4E	**Enhance and expand partnerships between TDM service providers and culturally specific organizations[4].**	ODOT – *Support*	Metro – *Develop*	Cities/Counties, school districts – *Partner* CBOs – *Partner*

Implementation Examples

- **Beyond Traffic Safety: Building Community Belonging and Safety in Public Spaces:** Strategy 4C Example

  PBOT partnered with the Division Midway Alliance on the [Beyond Traffic Safety](#) project to document community members' experiences and reflections on what personal safety means to them and to identify ways government agencies and community-based organizations can engage to make public spaces safer. The Division Midway Alliance led the community engagement process through their cultural liaison model, with liaisons who speak Bhutanese, Chinese, Karen, Spanish, and Vietnamese recruiting participants and facilitating focus groups. These focus groups, which also included youth, informed the development of a Personal Safety Toolkit that identifies infrastructure tools and community programming.

- **WeBike Program by The Street Trust – Creating a Gender-Inclusive Space with Bicycling:** Strategy 4D Example

  [WeBike](#) is The Street Trust's program to inspire more trans people, gender non-conforming people, Two Spirit people, and women (both trans and cis) to incorporate a bike into their lives and use biking to meet their transportation needs and personal goals. The program aims to dismantle barriers to cycling through group rides, knowledge-sharing events, meet and greets, and mentorship. In addition to in-person events and activities, they have an active online community for members to share resources and connect with one another.

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[3] ODE: Oregon Department of Education

[4] Culturally specific organizations provide programs or services to a cultural community of people with shared values, traditions, languages, food, or customs. Culturally specific organizations deliver programs in ways that are relevant, approachable and cultivate a sense of belonging.

Complementary Policies and Strategies

- **Public Health Policies or Initiatives:** These policies can support TDM by engaging communities to address health disparities, promoting active transportation like walking and biking, and targeting improvements in neighborhoods with limited infrastructure or higher health disparities.

- **RTP Transportation Equity Policies, Policies 2, 3, and 5:** These policies call for investments in the transportation system that support community stability by anticipating and minimizing the effects of displacement and other affordability impacts on marginalized communities; prioritizing transportation investments that eliminate transportation-related disparities and barriers for marginalized communities; and collecting and assessing qualitative and quantitative data to understand the transportation-related disparities, barriers, needs, and priorities of communities of color and other marginalized communities.

- **RTP Safety and Security Policies, Policy 3:** This policy prioritizes investments that benefit people with higher risk of being involved in a serious crash, including people of color, people with low incomes, people with disabilities, youth, older adults, people walking, people bicycling, people on motorcycles, and people working in the right-of-way. This policy aligns with the strategy to invest in community-identified solutions to advance personal safety and security.

- **Metro Emerging Technology Strategy, Policy 1 - Equity:** Make emerging technology accessible, available and affordable to all and use technology to create more equitable communities.

Policy 5: Adaptive and Resilient TDM Programs

Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

The COVID-19 pandemic profoundly disrupted traditional transportation patterns, exposing gaps in current TDM strategies. The region must continue to be prepared for changes to travel behavior—whether that be impacts from a changing climate or shifting travel needs and priorities of a diverse region. As noted in Metro's 2025 TDM Needs Assessment, the rise of hybrid and remote work has reduced the predictability of daily commutes, while flexible work arrangements have driven an increase in diverse, non-commute trips such as errands, medical visits, and recreational activities. This policy emphasizes building programs that can adapt and remain effective as travel patterns evolve. By prioritizing programming for diverse trip types and developing robust performance measurement tools, the region's TDM investments can deliver long-term value and resilience. The strategies and implementation roles associated with this policy seek to address the following needs and opportunities identified in the assessment:

> **Policy 5 Desired Outcomes**
>
> Travel behavior can be shaped by disruptions (e.g., pandemics, weather, construction) and impacted by new options or emerging technologies. Adaptive and resilient TDM programs help maintain mobility even during unexpected changes to support a broad array of trip types and can support increased use of new services, maximizing their impact.

- **Commute and Non-Commute Travel:** TDM practitioners are challenged to adjust programming to focus on all types of trips; supporting the needs of workers most likely to continue to have a daily commute (such as essential workers and shift workers), as well as effectively supporting travel options access to non-commute related opportunities. Regional data shows a strong tie between remote work and income level, meaning most jobs that require workers to be in-person are lower-wage positions. In addition, the increase in non-commute trips for essential needs is often linked to caregiving – impacting parents and working families.

- **Data Collection and Monitoring:** TDM programs must expand trip pattern monitoring beyond traditional commute metrics to better understand changing travel behavior. Enhanced data collection and performance tracking will enable more agile, responsive, and effective program adjustments over time.

- **Collaboration and New Service Models:** As new mobility models emerge—such as mobility hubs, vanpools, shuttles, and e-bikes—strong public-private partnerships are needed to coordinate services, maintenance, funding, and user support. Cross-sector collaboration will be critical to scaling new travel options and ensuring their long-term viability.

Strategies and Implementation Roles

Strategy #	Strategy	State-Level Implementers	Regional-Level Implementers	Local-Level Implementers
5A	**Design TDM programs that respond to changing travel patterns with a focus on travel to essential destinations - such as health care and social services.**	ODOT - Support	Metro, transit providers – *Partner*	Cities, Counties, TMAs, CBOs – *Lead*
5B	**Promote employer TDM strategies that support a variety of work schedules and adapt to reflect changing workforce travel norms, with a focus on workers who do not have remote options.**	ODOT – *Partner* DEQ – *Partner*	Metro, transit providers – *Partner*	Cities, Counties, employers, TMAs, CBOs – *Lead*
5C	**Coordinate with shuttles, mobility hubs, and shared micromobility options to ensure robust promotion, outreach, and use.**	ODOT – *Partner*	Metro, transit providers – *Partner*	Cities/Counties, Parks districts, TMAs, CBOs, private sector operators – *Lead*
5D	**Advance a sustainable, regionally coordinated vanpool program that is positioned to receive and distribute federal and/or state vanpool subsidies.**	ODOT – *Partner*	Metro – *Develop* Transit providers – *Partner*	CBOs, TMAs, employers, private sector operators – *Partner*
5E	**Collaborate with bike-focused businesses – such as bike shops, bike services and bike product developers – to coordinate on program delivery and efforts to increase bike use in a variety of settings.**	ODOT - Support	Metro – *Support*	Cities/Counties, CBOs, bike-focused businesses – *Lead*

Implementation Examples

- **Georgia Commute Options: Supporting Essential and On-site Workers:** Strategy 5B Example

  The Atlanta Regional Commission's [Georgia Commute Options](#) program is a central component of its *2023 Regional TDM Plan*, promoting employer TDM strategies that support a wide range of work schedules with specific strategies tailored to workers who do not have remote options. The program partners with employers in sectors such as manufacturing, logistics, healthcare, and other onsite industries to tailor commute services for shift and non-traditional schedules.

  Through targeted employer outreach, carpool and vanpool matching, flexible incentives, and schedule-appropriate marketing, Georgia Commute Options helps essential workers access affordable and reliable commute alternatives. By adapting flexible TDM services to reflect changing workforce travel norms and the needs of onsite workers, the program reduces transportation cost burdens and expands access to job opportunities.

- **Vanpool Efforts in Oregon: Salem Vanpool:** 5D Example

  Cherriots, the public transit provider for Salem, Keizer, and the mid-Willamette Valley, operates a successful vanpool program through its Cherriots Commuter Options (CO) program. The agency organizes and uses Oregon Department of Transportation funds to subsidize vanpools for employees with shared commute patterns, providing vehicles, rider support, and access to its Guaranteed Ride Home program. In 2025, Cherriots supported 39 active vanpools serving 216 commuters across Polk, Marion, and Yamhill counties. Strategic route coordination improved efficiency and occupancy while expanding the program. Subsidies totaled $209,169 which covered about 37% of operating costs per vanpool, helping keep vanpooling affordable and reliable for regional workers.

Complementary Policies and Strategies

- **Metro Transportation System Management and Operations (TSMO) Strategy:** Provides a coordinated set of strategies and technologies for efficient regional transportation system operations with the goal of getting the most performance out of existing transportation facilities, which complements TDM's demand management focus.

- **Metro Emerging Technology Strategy, Policy 4 - Innovation:** Elevates the need to partner with new mobility companies, support pilot projects and test new tools and data to manage the transportation system.

- **Flexible Schedule and Telework Policies:** Policies that influence flexibility in work schedules and the ability to work from home, directly supporting TDM's efforts to manage peak-hour travel demand and reduce drive alone commute trips.

- **Metro Community Connector Transit Study:** Through this study, Metro will recommend a regional approach for enhancing the public transit system with community connector transit, a type of public transportation that typically uses smaller vehicles, such as shuttles or vans. It is often more flexible than a bus — from going off-route to pick up or drop off riders to being by-request whenever and wherever needed (like Uber or Lyft). The study will identify where to allocate resources for improvements first. The outcomes of the work will inform updates to the next RTP, and TDM can play a supportive role in promotion and coordination with Community Connector investments and activities recommended through this study.

CHAPTER 4: PERFORMANCE MONITORING & MEASUREMENT

Performance Measurement Approach

This chapter describes how Metro and regional partners will track progress toward regional goals, policies and performance targets through coordinated performance monitoring and measurement of TDM in the region. A regional approach requires consideration of multiple factors to understand and plan for the TDM system holistically.

The Regional TDM Strategy performance monitoring and measurement approach will:

- Propose new Regional TDM Performance Metrics that will be used to monitor progress toward RTP performance targets.
    - **Purpose:** Strengthen alignment among regional, state, and local performance monitoring efforts and highlight where Metro can effectively measure TDM contribution toward regional mobility and climate goals.
- Develop an RTO Program Evaluation Framework that tracks progress toward regional TDM policies, addressing transportation barriers, and fostering meaningful behavior change.
    - **Purpose:** Streamline reporting requirements for Regional Travel Options (RTO)-funded partners and focus on addressing the behavioral, informational and social barriers to transportation.
- Utilize analytic tools to identify gaps and opportunities in TDM programming to better address unmet needs.
    - **Purpose:** Further identify gaps and needs, improve understanding of performance, and inform investment decisions. The framework outlined in this chapter aligns with Metro's interim planning guidance for local jurisdictions that recommends a gap analysis approach by considering policy, programs, geography, user groups, and transportation modes[5].

Regional TDM Performance Metrics

Measuring regional TDM performance will inform how TDM programs contribute to progress in meeting the goals and targets outlined in the RTP and assess whether Metro and partners are on track to implement the long-term levels of TDM coverage envisioned in the RTP and Climate Smart Strategy.

The Regional TDM Strategy contributes directly to several RTP performance measures and is also guided by regional and state policy to track specific TDM actions. This section identifies Regional TDM Performance Metrics that align with and contribute to the measurement of **two RTP performance measure targets (Table 7):**

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[5] Metro developed interim planning guidance for local jurisdictions in support of updates to the Regional Mobility Policy in the 2023 RTP.

Table 7: RTP Performance Targets

RTP Performance Measure	Performance Target
System Completion	Complete the motor vehicle, transit, bicycle, trail and pedestrian networks and implement strategies for managing the transportation system and travel demand, with completion of bicycle, trail and pedestrian networks by 2035.
Vehicle Miles Traveled (VMT)	Reduce vehicle miles traveled per person by 35% by 2050, with a 30% reduction by 2045 and a 25% reduction by 2040, compared to 2005.

Regional TDM Performance Metrics: System Completion

Through the 2023 RTP Regional Mobility Policy update, System Completion was established as a performance target that explicitly includes transportation demand management and system management in addition to physical multimodal networks. To support local implementation, Metro developed interim, process-oriented guidance to help jurisdictions define and plan for TDM system completion in their local transportation system planning context. This approach is described in **Chapter 2: Policy Framework.**

The following Regional TDM Performance Metric will assess progress toward TDM System Completion:

- **Share of jurisdictions with TDM plans integrated into their TSP consistent with RTP guidelines.**

  - **Purpose:** Tracks progress toward integrating TDM into local transportation system planning in alignment with the RTP and the Regional Mobility Policy, and consistent with state transportation planning guidance.

  - **Implementation Considerations:** Monitored through Metro TSP liaison program and coordination with local partners as TSPs are updated on a rolling basis.

  - **Next Steps**: As a short-term action, Metro staff will update existing TDM System Completion Guidance and associated toolbox of strategies for local jurisdictions[6] alongside RTP and RTFP updates, as well as develop additional tools and allocate resources to support local jurisdictions integrating TDM into local planning processes.

- **Exploratory TDM System Completion Performance Metrics**

  As Metro expands RTP project-level assessment, there is an opportunity to further integrate and evaluate TDM within the RTP call for projects process. The following exploratory metrics are intended to inform future guidance, collaboration, and measurement opportunities.

  - **Identification and analysis of near-term constrained RTP capital projects that incorporate TDM-supportive street and trail design elements or include complementary TDM programming.**

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[6]Metro developed a TDM System Completion Toolbox of TDM strategies for local planners

- **Purpose:** Track progress in integrating TDM into capital project scopes and budgets, a critical component of achieving system completion for TDM.
- **Implementation Considerations:** Metro will assess updates needed to the RTP call for project process to identify TDM-supportive street and trail design elements that project leads can select as part of RTP submissions.[7]
- **Next Steps:** As a short-term exploratory action, Metro staff will develop guidance on integrating TDM programs into transportation capital projects. As an additional action, Metro will continue to require delivering TDM programs upon project completion as a condition of approval for awarded Regional Flexible Fund Step 2 projects and support awarded projects with implementation.

- **Develop guidance for meeting TDM-related congestion management requirements for major capital projects.**
  - **Purpose:** Track application of Metro's Congestion Management Process and compliance with Oregon Highway Plan Policy 1G, which requires the consideration and use of TDM- in addition to other congestion management strategies- prior to roadway capacity expansion.
  - **Implementation Considerations:** Metro will assess updates needed to the RTP project submission process to collect this information.
  - **Next Steps:** As a short-term exploratory action, Metro will develop more detailed guidance on compliance with OHP Policy 1G and Metro's Congestion Management Process as it relates to TDM, expanding on the existing toolkit provided in the RTP.

Regional TDM Performance Metrics: Vehicle Miles Traveled

Metro's Climate Smart Strategy, as the regionally approved transportation scenario, establishes implementation monitoring measures that serve as the regional reporting mechanism for all jurisdictions within Metro's boundaries under the Climate Friendly and Equitable Communities (CFEC) rulemaking process. These measures are reported by Metro every two years. The RTP provides a high-level regional assessment of progress toward the VMT reduction performance target that accounts for both RTP projects and policies and outside factors like economic change and population growth. The implementation monitoring measures identified in Climate Smart provide more detailed information on Metro and partner agencies' progress in implementing climate actions and on the climate benefits of these actions. During the 2028 RTP update, Metro will recommend updates to the Climate Smart Strategy implementation monitoring measures so that they better align with local and regional agency roles and with available data.

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[7] Metro's Designing Livable Streets and Trails Guide provides design guidance for our regional streets and trails. The guidelines were developed to help implement the 2040 Growth Concept and the Regional Transportation Plan. Agencies developing transportation projects funded by Metro use the guidelines to plan, design and construct their projects.

The following Regional TDM Performance Metrics are intended to update the existing Climate Smart Strategy Policy 6 implementation monitoring measures and support tracking Metro's progress toward the VMT reduction target identified in the RTP. Together, these metrics emphasize TDM programs that have a measurable and evidence-based impact on reducing VMT and make travel options more affordable.[8]

- **Share of workers who have access to an employer-provided transportation financial incentive.**
  - **Purpose:** Tracks employer-based TDM programs that offer financial benefits to employees—such as transit passes, vanpool programs, and parking cash-out—that have demonstrated potential to reduce drive-alone trips.

- **Share of people with access to a transportation subsidy or financial incentive program, outside of employer or school-provided programs.**
  - **Purpose:** Tracks access to subsidy-based TDM programs that reach people through a variety of sources including multi-family housing, parking districts, or income-based subsidies. These subsidies can include transit passes or shared bike or scooter share credits.

- **Share of K-12 students with access to programs that provide incentives and support to walk, bike, take transit, or ride the school bus.**
  - **Purpose:** Tracks student and family-focused TDM programming that supports non-driving school travel. These programs can include adult-led walking or biking groups, student transit pass programs, or efforts to increase school bus ridership.

For all three Climate Smart Strategy implementation monitoring measures, the following implementation considerations and next steps have been identified:

- **Implementation Considerations:** Metro staff will track these metrics in collaboration with regional partners, identified in Table 8.

- **Next Steps:** Baselines, targets and data collection methodology will be identified through a subsequent collaborative process with regional partners.

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[8] See The California Air Pollution Control Officers Association (CAPCOA) Handbook for Analyzing Greenhouse Gas Emission Reductions, Assessing Climate Vulnerabilities, and Advancing Health and Equity (https://www.caleemod.com/documents/handbook/full_handbook.pdf), which compiles research and methods to quantify the GHG and VMT reductions from different transportation actions; measures T-5 through T-13 discuss different TDM programs. Metro's 2025 Comprehensive Climate Action Plan identified discounted transit passes as a key climate action for the region based in part on the evidence provided through this handbook: https://www.oregonmetro.gov/sites/default/files/2025-12/metro-ccap-final-standalone-main-document.pdf

Table 8. Regional TDM performance metrics

RTP Goal and Performance Measure	RTP Target	TDM Performance Metric	Data Sources
Mobility Options: System completion	Complete the motor vehicle, transit, bicycle, trail and pedestrian networks and implement strategies for managing the transportation system and travel demand, with completion of bicycle, trail and pedestrian networks by 2035.	Share of jurisdictions with TDM plans integrated into their TSP consistent with RTP guidelines.	Metro, local jurisdictions
		Exploratory: Identification and analysis of near-term constrained RTP capital projects that incorporate TDM-supportive street and trail design elements or include complementary TDM programming.	Metro, state and local jurisdictions
		Exploratory: Develop guidance for meeting TDM-related congestion management requirements for major capital projects.	Metro, transit providers, state and local jurisdictions
Climate: Vehicle miles traveled	Reduce vehicle miles traveled per person by 35% by 2050, with a 30% reduction by 2045 and a 25% reduction by 2040, compared to 2005.	Share of workers who have access to an employer-provided transportation financial incentive.	Metro, TriMet, commute program providers
		Share of people with access to a transportation subsidy or financial incentive program, outside of employer or school-provided programs.	Metro, TriMet, local jurisdictions
		Share K-12 students with access to programs that provide incentives and support to walk, bike, take transit, or ride the school bus.	Metro, TriMet, School Districts, state and local jurisdictions

RTO Program Evaluation Approach

The RTO program directs and funds a variety of TDM programs across the region that support the policies and strategies identified in the Regional TDM Strategy. Tracking progress is essential for accountability and ongoing program improvement, while ensuring that data collected by TDM service providers meaningfully contributes to understanding program impact.

As the RTO Program reorients its activities to align with the Regional TDM Strategy, performance measurement will focus on asking targeted, policy-relevant questions of both grantees and the RTO program itself. This approach emphasizes collecting the right information—at the right level—to understand where programs are being delivered, who they are reaching, and how they contribute to desired outcomes. Metro-hosted analytic tools (discussed in the following section) will be used to support this effort and to illuminate regional trends, gaps, and opportunities for TDM programming.

The RTO program's evaluation framework focuses on linking program **effort and effect** with desired **impact**.

- **Effort:** What activities were delivered? (Quantity)

    - Measures of effort capture what program activities were delivered and how much was delivered (i.e. number of people participating in a specific program). The RTO program will work with grantees to identify a flexible library of metrics tailored to the activities funded in each grant cycle, aligning with Regional TDM Policies and Strategies.

- **Effect:** Who did the activities reach and where were they delivered? (Quality)

    - The RTO program will use analytic tools (detailed in the following section of this chapter) to determine if program activities are reaching intended populations or priority geographies, as well as identify service gaps or unmet needs. Metro RTO will work with partners to identify metrics and data collection methods to support evaluating the effectiveness of program activities, which may include demographic data on participation or intended audience and/or data on delivery location(s).

> **Supporting Equitable Transportation**
>
> In addition to contributing to regional mobility and climate goals, TDM plays a critical role in reducing transportation barriers for communities across the region.
>
> RTP Goal 3, *Equitable Transportation*, identifies the objective (3.2) to "eliminate barriers that people of color, people with low incomes, youth, older adults, people with disabilities and other marginalized communities face to meeting their travel needs."
>
> Current RTP performance measures in support of this objective track geographic investment and built environment conditions. However, travelers in the region experience many additional barriers that are behavioral, informational, or social in nature—such as affordability, safety, and comfort, or access to travel information, education, and resources. These barriers often disproportionately impact marginalized communities.
>
> Through its evaluation approach, the RTO program provides an opportunity to better understand and track progress in reducing transportation barriers and advancing equitable access across the region.

- **Impact:** What difference did these activities make?

    o   Measures of impact assess effect of program activities. Impact examines whether TDM programs improved access to travel options, increased knowledge or skills, or supported changes in travel behavior. Because TDM programs influence behavior over time and in different ways, impact is evaluated using a "stages of change" framework. This framework will be applied to program activities and metrics, to track investment and outcomes across these stages.

TDM programs seek to influence travel behavior by increasing awareness of options, building skills and confidence, and improving access to resources. Program outcomes can be assessed across the following stages of behavior change[9]:

- **Contemplation:** Individuals become aware of available travel options and consider trying a new mode. This stage focuses on a change in perception, attitude or opinion toward travel options.

- **Preparation:** Individuals gain the information, skills or tools needed to make new travel choices, increasing readiness to change behavior.

- **Action:** Individuals actively use a new mode of travel, due to a change in circumstances, such as access to a transit pass, or a behavioral choice.

- **Maintenance:** Individuals are supported in sustaining new travel behaviors through ongoing engagement, participation in programming that is relevant to their circumstance, or feeling connection to a travel options community.

Together, measures of effort, effect, and impact provide a more complete picture of how RTO-funded programs contribute to removing transportation barriers and supporting travel behavior change over time.

Table 9 includes example measures of effort, assessments of effect, and indicators of impact associated with different types of activities and illustrates how these measures align with policies in the Regional TDM Strategy. The examples shown are illustrative and are not intended to represent a required or exhaustive set of metrics. The RTO program will work with grantees to identify a flexible library of metrics tailored to the activities funded in each grant cycle along with standardized qualitative and quantitative assessment tools, focusing required data collection on measures that meaningfully assess quantity, quality, and potential impact.

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[9] The Stages of Change Theory, or Transtheoretical Model (TTM), describes behavior change as a gradual, cyclical process: https://www.ncbi.nlm.nih.gov/books/NBK556005/

Table 9. TDM evaluation framework for RTO-funded programs

Effort (Quantity): Example metric	Effect (Quality): Example assessment	Impact (Behavior Change Stage): Example outcomes	Regional TDM Strategy Policy alignment
# of employers joining the Get There Portland Metro network	% of participating employers by industry type	**Contemplation:** *Supports employee awareness of travel options and encourages consideration of alternatives through a new service providing information and program support.*	Policy 3: Place & Event Based Programs, Policy 5: Adaptive and Resilient Programs
# of residents receiving personalized trip planning to navigate the transit system to access work, school, or essential needs	Qualitative assessment of participants comfort using transit for different trip types	**Preparation:** *Builds skills and confidence needed to independently navigate the transit system, reducing barriers to use.*	Policy 4: Community-Centered & Inclusive Programs
# of affordable housing developments offering transit pass programs	% of affordable housing developments within ½ mile of transit offering transit pass programs	**Action:** *Removes cost barriers and enables immediate use of transit, supporting mode shift.*	Policy 2: Financial Incentive Programs, Policy 3: Place- and Event-based Programs
# of children or adults who gain access to a bike	Qualitative assessment of ridership & additional needs at 1, 3 & 5 years.	**Maintenance:** *Supports ongoing use and reinforces longer-term behavior change over time.*	Policy 2: Financial Incentive Programs

Monitoring Progress and Assessing Gaps

Effective TDM programs complement transportation infrastructure and services, reach communities across the region, and prioritize populations with the greatest needs. By leveraging Metro-developed tools and monitoring key RTP performance measures, the RTO program can target TDM investments to areas and populations where they can be most effective. This section describes the analytic approach Metro will take to improve understanding of performance, further identify gaps and needs, and inform investment decisions.

Metro hosts several analytic tools that support assessment of TDM needs across geographies and populations, helping Metro and partners identify gaps, prioritize investments, and tailor programs to local context:

- **Equity Focus Areas:** Metro defines Equity Focus Areas (EFAs) as census tracts where the rate of Black, Indigenous, or People of Color, people with limited English proficiency, or people with low income is greater than the regional average. The density (persons per acre) of one or more of these populations must be double the regional average to qualify as an EFA. EFAs can help Metro and partners assess whether TDM programs are reaching high-priority populations.

- **Social Vulnerability Index:** Metro's Social Vulnerability Index (SVI) models general social vulnerability for the 5-county Portland, Oregon metropolitan region and is calculated from many indicators including low

income, age and more. Mapped in [Metro's Social Vulnerability Explorer](#), darker blue tracts indicate that the Social Vulnerability Index is higher (more vulnerability) in that part of the region.

- **Context Score:** The Context Score tool produces an index of travel options-related metrics for a given location. Metrics include proximity to parks, bike route density, sidewalk density, transit access (density of stops weighted by number of total weekday headways), urban living infrastructure (density of amenities), intersection density, and block size density. Context scores can be applied to specific locations or summarized by geography. This tool can help Metro and partners understand which types of TDM programs are most likely to succeed in different areas.

- **Regional Safe Routes to School Walkshed Analysis Too:** This [Regional SRTS Walkshed Analysis Tool](#) assigns all schools in the region a Walkshed Quintile, a relative score which combines metrics for physical infrastructure limitations (barrier streets, crashes, and missing sidewalks) with student transportation vulnerability indicators (students of color, students with a disability, English learners, students experiencing poverty, and absenteeism). Higher scores indicate higher relative vulnerability and need compared to other schools in the region. This tool can help Metro and partners identify where Safe Routes to School and related programs are needed most.

- **Get There Portland Metro Employer Mapping Application:** This limited-access inventory of employment sites and characteristics supports collaboration among RTO Commute Program partners. This tool presents an opportunity to track employer-related TDM performance metrics spatially, understand the distribution of commute benefit programs in relation to other spatial datasets, and prioritize employee-focused TDM programs and services based on industry type and local context.

- **Oregon Travel Study**: The Oregon Travel Study (OTS) provides detailed data on travel behavior and attitudes from more than 20,000 households statewide, including a week-long smartphone-based data collection for many participants. Data was collected between 2023-2024 and the study includes emerging topics included such as e-bikes and micromobility, ride-hailing, e-commerce, electric vehicles, and working from home. Insights derived from OTS can help RTO staff and partners identify shifts in travel behavior, assess post–COVID-19 trends, and identify opportunities for TDM strategies and investments. While not hosted by Metro, OTS includes Metro data analytics staff in its development and analysis and will inform the 2028 RTP update.

- **RTP Performance Targets:** RTP performance targets provide a regional framework for tracking progress on system outcomes related to safety, access, reliability, and mode shift. Monitoring progress towards these targets enables the RTO program to identify gaps, prioritize TDM investments, and align programming with broader transportation system improvements – such as bicycle network completion, crash reduction efforts, and transit service enhancements.

Table 10 identifies RTP performance measures and targets that the RTO program and partners should monitor to assess programs, identify gaps, and inform TDM program design, prioritization, and service delivery.

Table 10. RTP performance targets to monitor

RTP Performance Measure	Performance Target Description
System completion	The RTP aims to complete the motor vehicle, transit, bicycle, trail, and pedestrian networks, with completion of bicycle, trail, and pedestrian networks by 2035.
System completion near transit	The RTP prioritizes completing the bicycle and pedestrian system near transit (relative to the regional average) in order to provide safe and convenient access to stations and stops.
Serious crashes	The RTP aims to eliminate transportation-related fatalities and serious injuries for all users of the region's transportation system by 2035 with a 16% reduction by 2020 (compared to 2015) and a 50% reduction by 2025.
Serious crashes and equity	The RTP aims to eliminate transportation-related fatalities and serious injuries for all users of the region's transportation system in equity focus areas with a 16% reduction by 2020 (compared to 2015), and a 50% reduction by 2025.
Safe system completion and equity	The RTP prioritizes completing the bicycle and pedestrian system in equity focus areas (relative to other communities) to provide safe streets for the most vulnerable travelers.
Access to jobs and equity	The RTP prioritizes improving access to jobs within equity focus areas (relative to other communities).
Access to options	The RTP aims to increase the share of households that are located near transit and bicycle or pedestrian facilities relative to the current base year.
System completion – job centers	The RTP prioritizes completing the bicycle and pedestrian system in job and activity centers (relative to the regional average) in order to provide safe and convenient options for short trips and connections to transit.

CHAPTER 5: METRO RTO WORK PROGRAM

As a key regional implementer of the Regional Transportation Demand Management (TDM) Strategy, Metro will develop a work program of implementation actions for the RTO program to advance the policies and strategies for which Metro is identified as having a role in Chapter 3. The work program will define near-term actions to be taken during the first three years following adoption of the Regional TDM Strategy and will be updated every three years over the ten-year duration of the strategy.

RTO Activity Types & Program Impact

The RTO program has four primary activity types, described in Chapter 1 and summarized below. The work program will identify specific actions within each activity type to advance the Regional TDM Strategy.

- **Grantmaking & Resource Distribution:** Activities related to the RTO grant solicitation process, ongoing coordination with grant-funded partners, and other efforts to distribute resources that reach local programs.
    - Metro's grant program provides dedicated funding for TDM service providers across the region, along with project-based funding to support new partners and innovation opportunities. Metro works closely with grant-funded partners to deliver TDM services, identify gaps, and address community-identified needs. Local practitioners play a central role in implementing the Regional TDM Strategy, and Metro's grant program will provide the framework for advancing local work in alignment with regional TDM policies and strategies.

- **RTO Programming & Direct Services:** Activities led directly by RTO staff through program development, implementation, and engaging directly with community.
    - Investments in staff time, coordination and technical assistance support efforts across the three RTO program areas (Commute, Community and Safe Routes to School), particularly where gaps or opportunities have been identified by local partners or Metro that regional support can help advance. The RTO work program will identify specific policies and strategies in which Metro can advance emerging needs or underdeveloped areas of work but may not yet be fully operational in the region.

- **Research & Evaluation:** Activities related to travel options research and evaluation of RTO program outcomes.
    - Metro conducts ongoing evaluation of RTO investments, as well as research on travel options needs and opportunities, to inform both grantmaking and programming. Consistent with its performance measurement role identified in the Regional TDM Strategy, RTO staff will also support expanded regional data collection and coordination with partners.

- **Policy & Partnerships** Activities that involve coordination with partners and opportunities to influence policy outcomes, even when Metro may not be the final decision-maker.

   o As a regional convener, Metro plays an important role in bringing partners together to collaborate, advance policies, and influence decision-making on issues that directly affect TDM. This role will be important in advancing work identified in the Regional TDM Strategy, particularly Policy 1.

Additional RTO Work Program Elements

In addition to aligning the RTO work program with the policy and strategy framework outlined in Chapter 3, the following elements will inform its development:

- **Activities called for in other RTO plans**, including the 2022 RTO Racial Equity Strategy and Commute Program Action Plan.

- **Existing RTO program activities**, leveraging ongoing work by RTO partners and Metro staff, the RTO work program will prioritize, expand upon and adapt work already underway that is in alignment with the Regional TDM Strategy.

- **Needs and opportunities identified** in the 2025 Regional TDM Needs Assessment, including findings from the RTO Grant Program Evaluation and engagement conducted during Phase 1 of the Regional TDM Strategy development process (see Appendix B).

- **Ongoing engagement with partners** to refine implementation actions, both during Strategy development and following adoption, to identify near-term priorities to advance TDM in the region.

Priority Strategies for RTO Work Program

The following priority strategies are those in which Metro is designated as having a Lead or Develop role and are divided into near-term (initial three-year RTO Work program following Regional TDM Strategy adoption) or long-term (integrated into future RTO Work Program development). These strategies represent high-impact opportunities where Metro's RTO program can play a critical role in development or implementation, advancing regional mobility, climate and safety goals. While these are identified as priority strategies, the RTO Work Program will also include activities for all TDM Policies & Strategies for which Metro has an identified role in Chapter 3. The timeframe and specific actions needed for strategies where Metro has a Partner or Support roles are more dependent on collaboration with other key implementers. Many strategies will also advance through partner implementation funded by Metro's RTO grant program and therefore do not require an active role for Metro RTO staff to develop or lead implementation.

Table 11 identifies the near-term priority strategies for Metro's RTO program. These strategies were elevated as a high priority through engagement with decision-makers, the Regional TDM Strategy Technical Work Group, Metro staff, TDM practitioners, and the public.

Table 11: Near-term priority strategies for RTO Work Program

Policy	Strategy #	Near-term Priority Strategy Description
Policy 1: TDM Policy, Planning, and Funding	**1A**	Integrate TDM strategies into transportation system plans, pricing and parking programs, and major capital projects.
	1C	Establish consistent data collection methods to measure and report on the impact of regional TDM strategies.
	1E	Develop a regional, public-facing online directory of TDM services with resources tailored for a variety of audiences, including schools, employers, and local planners.
Policy 2: Financial Incentive Programs	**2A**	Improve access to and streamline administration of transit pass programs that reach employees, residents and students.
	2D	Expand programs that provide children and adults access to bicycles and scooters through earn-a-bike programs, vouchers, and subsidies.
Policy 3: Place and Event-Based Programs	**3A**	Design TDM programs that provide targeted support for travelers and workers at high-demand locations.
Policy 4: Community Centered and Inclusive TDM Programs	**4D**	Advance education efforts that teach children and adults how to ride a bike.
	4B	Invest in community-identified solutions that advance personal safety and security while traveling in public spaces.
	4E	Enhance and expand partnerships between TDM service providers and culturally specific organizations.
Policy 5: Adaptive and Resilient TDM Programs	**5B**	Promote employer TDM strategies that support a variety of work schedules and adapt to reflect changing workforce travel norms, with a focus on workers who do not have remote options.
	5D	Advance a sustainable, regionally coordinated vanpool program that is positioned to receive and distribute federal and/or state vanpool subsidies.

Table 12 identifies the long-term priority strategies where further coordination or preparation may be needed prior to implementation.

Table 12: Long-term priority strategies for RTO Work Program

Policy	Strategy #	Long-term Priority Strategy Description
Policy 1: TDM Policy, Planning, and Funding	**1B**	Implement stable, ongoing funding for local and regional TDM programs.
	1E	Leverage technology platforms to advance TDM by improving the user experience and enabling seamless travel across modes and jurisdictions.
Policy 2: Financial Incentive Programs	**2A**	Research and pilot new incentive programs that encourage mode shift and support existing travel options users.
	2D	Expand programs that provide children and adults access to bicycles and scooters through earn-a-bike programs, vouchers, and subsidies.
Policy 3: Place and Event-Based Programs	**3D**	Develop a coordinated approach to improve micromobility parking and storage, prioritizing secure storage at multifamily housing and parking at key destinations.

CHAPTER 6 TDM FUNDING AND INVESTMENT

This chapter provides an overview of how Metro's transportation demand management (TDM) program is currently funded, additional existing resources for TDM in the region through discretionary grant programs, and considerations for future funding for TDM – including examples at the local level that could be replicated.

Federal funding for Regional TDM

Funding for Metro's Regional Travel Options (RTO) program comes through an allocation of Regional Flexible Funds (RFFA), which are federal surface transportation funds – namely the Federal Highway Administration's (FHWA) surface transportation block grant (STBG), transportation alternatives (TA) set-aside, and congestion mitigation and air quality (CMAQ) – that Metro receives and allocate in its function as a metropolitan planning organization (MPO).

To facilitate program implementation, Metro requests that some of the STBG funds it receives via the Regional Flexible Funds Allocation (RFFA) instead be flex transferred from FHWA to FTA because the nature of the activities fit better within FTA's grant portfolio.

Metro's Regional Travel Options program funds are usually "flexed" from FHWA surface transportation block grant funds to Federal Transit Fund (FTA) 5307 funds, under the Mobility Management program that is an eligible activity within FTA 5307 funding. Mobility Management is aimed at managing and delivering transportation services with a focus on coordination of these services and providers to achieve a more efficient transportation system.

The most recent RFFA allocated funds for the years 2028 through 2030, setting up the next phase of RTO funding through 2030 with approximately $12.1 million as a RFFA 'Step 1' program (**$4 million annually**). RFFA "Step 1" refers to the initial phase of the RFFA process, which is used by Metro to allocate federal funding to support regionally significant programming and planning activities that advance federal, state, and regional goals for creating a multimodal transportation system

In addition, Oregon Department of Transportation's statewide Transportation Options program utilizes state allocated STBG funds to support implementation of Get There Oregon, and to Metro to support implementation of Get There Portland Metro – the greater Portland area's commute benefit support program. Metro provides direct program implementation as well as distribution of ODOT TO funds through regional commute service providers. The current level of funding to the Metro region from the state TO funds is approximately **$292,181 annually.**

Discretionary grant programs for TDM

Outside of Metro's RTO program, there are several state and local funding programs that can support TDM in the region. While these programs fund a variety of project types, they are competitively selected and may fund projects in one specific jurisdiction or statewide. There are examples of successful TDM programs funded by each source.

- **Safe Routes to School (SRTS) Education (Non-Infrastructure) Grants**

  ODOT offers three different types of Safe Routes to School (SRTS) Education grants for all levels of experience with SRTS outreach and engagement. These grants are available through a competitive process, which currently opens every two years. Eligible entities include local government and tribal agencies, nonprofit organizations and school districts. ODOT also provides a Construction Grant solicitation process for services through ODOT's Construction Program. This branch of the ODOT SRTS program provides grants for infrastructure, engineering technical assistance, planning technical assistance, and traffic gardens.

- **Safety Education Grants**

  The ODOT Transportation Safety Office (TSO) provides grant funding at the state and community level for data-driven initiatives that will help the state achieve its traffic safety goals of eliminating death and serious injuries resulting from motor vehicle crashes. ODOT TSO sets aside a portion of funding to support basic and operational projects that help different agencies and groups work together to improve traffic safety across the state. The remaining funds are distributed through a competitive grant process. Organizations that are eligible to apply include cities, counties, MPOs, school districts, Tribes, local political subdivisions, government entities, and nonprofits.

- **Transportation and Growth Management (TGM) Grants**

  The Transportation and Growth Management Program is a joint effort between ODOT and the Department of Land Conservation and Development. The program typically awards between $2 and $2.5 million statewide per year to help local communities increase opportunities for transit, walking, and bicycling. TGM grants have a specific category for Transportation System Planning, supporting local communities to implement Oregon Transportation Planning Rule – and TDM plans are a required component. Projects are selected on a competitive basis within each of the five ODOT regions, with funding available in metropolitan areas for communities with 10,000 or fewer people.

- **Portland Clean Energy Community Benefits Fund**

  The Portland Clean Energy Community Benefits Fund was created by voter initiative in 2018. It is funded by a 1% surcharge on the Portland sales of large retailers with $1 billion in national sales and $500,000 in local sales. Revenue from the surcharge—about $200 million a year—is invested in projects and programs that support clean energy, transportation decarbonization, green infrastructure, and climate-related workforce development. The transportation decarbonization fund currently supports existing PBOT TDM programs as well as community-based organizations through their competitive grant program.

Considerations for future TDM funding

State Funding

The future of transportation funding in Oregon faces significant uncertainty with new revenue sources needed to address funding shortages to avoid reductions in transit service and the ability to maintain existing assets.

Many sources of state transportation funding are tied to roadway improvements only, due to restrictions in spending of funding mechanisms that go into Oregon's State Highway Fund – which is part of Oregon's Constitution[10]. As such, only some mechanisms included in any transportation funding proposal may be eligible for TDM, limiting the potential ways for TDM to be integrated into proposed bills at the state level.

Simultaneously, Oregon's recently developed Innovative Mobility Program, which provided dedicated funding to increase access to public and active transportation for historically underserved communities and supported TDM efforts across the state, is sunsetting as its primary funding source was through IIJA.

As Oregon continues to seek stable funding for transportation needs in the state, there maintains opportunity to integrate TDM into funding discussions as a cost effective and community supported approach to managing demand and meeting statewide climate, equity and safety goals. TDM practitioners should continue to engage in funding conversations at the state level.

Regional funding

While the federal funding that the region currently dedicates to TDM is unlikely to see significant increases, there are a few opportunities to integrate TDM into other regional funding mechanisms that have been considered in the past and may become an opportunity again in the future:

- In 2020, Metro developed a regional ballot measure proposal to fund major transportation investments. The measure included a few TDM elements, including Safe Routes to School and youth transit pass subsidies. There is an opportunity for TDM to be integrated into new funding proposals at the regional level – and the Regional TDM Strategy sets the stage for a more coordinated approach.

- Congestion pricing is a funding mechanism where revenue generated by charging vehicles for entering congested zones or during peak hours is strategically reinvested to fund travel options. Metro's RTP identifies pricing as an important strategy for the region and provides step-by-step guidance for agencies developing pricing programs. That includes the recommendation that revenue from pricing should be dedicated to mode shift and single-occupancy vehicle reduction programs such as commuter

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[10] Article IX, section 3a of the Oregon Constitution specifies that highway revenues must be used "exclusively for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and roadside rest areas in the state" with further Oregon Supreme Court rulings that State Highway Funds must be used for highway purposes that primarily and directly facilitate motorized vehicle travel.

credits, transit subsidies, bikeshare or micromobility subsidies, and carpool or vanpool benefits programs. The RTP identifies step-by-step guidance for agencies developing pricing programs.

Local Funding

With uncertainties at the federal and state level, and unprecedented inflation making current projects increase in cost, many local jurisdictions are looking to new revenue sources to fund transportation projects and programs that could have greater flexibility and stability. In addition, as identified in the Regional TDM Strategy, local leadership in TDM is critical for both planning for TDM and implementation of programs.

Currently, some TDM programs in the Metro region are funded through local discretionary funds as well as programs tied to impact mitigation. There is opportunity to expand the use of these local sources to fund TDM with the development of new parking districts or expand these models into additional jurisdictions in the region. Some examples of existing local sources of funding used for TDM in the region include:

- Parking revenue is an ideal TDM funding source since it can be strategically redirected to encourage the use of travel options. A highly effective mechanism for ensuring these funds support TDM is the creation of a Parking Benefit District, which dedicates meter revenue back into the immediate neighborhood that generated it, funding local TDM programs, pedestrian safety improvements, and streetscape enhancements.

> **Local funding example:**
>
> In Portland's Central Eastside and Northwest Parking Districts, parking permit surcharge fees fund the Transportation Wallet program that allows residents to opt out of their parking permit and instead receive a collection of passes and credits to use on transit, bike-share and e-scooters – or purchase the wallet at a discounted rate.

- TDM Ordinances at the local level can set requirements for developers of new multi-family, mixed use, commercial sites or existing employers of a certain size, to implement a TDM Plan and/or pay a fee or pay directly for the TDM services provided to their employees or visitors (i.e., in San Mateo County some jurisdictions have required developments to take part in a shuttle program and pay for 25% of the service set up and ongoing operations).

- As local jurisdictions build out their project lists for inclusion in their TSP or the RTP, TDM should be included as a key implementation action that is integrated into the project's budget and scope – particularly TDM Supportive Design and Infrastructure. As local jurisdictions consider new funding mechanisms for capital projects, TDM could be an eligible cost depending on the source of funding.

- Washington County funds the Major Streets Transportation Improvement Program (MSTIP) through an allocation of countywide property tax revenues. While this primarily funds capital projects, MSTIP developed an 'Opportunity Fund' to help leverage local dollars for additional resources for the region. This fund has provided matching funds for local TDM efforts.

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Date: Monday, January 12, 2026

From: Noel Mickelberry, Senior Transportation Planner

Subject: Proposed Updates to the 2028 Regional Transportation Plan & Climate Smart Strategy,
            to reflect Regional Transportation Demand Management Strategy recommendations

This memo provides a summary of proposed updates to be included in the 2028 Regional
Transportation Plan (RTP), which were developed concurrently with the Regional Transportation
Demand Management (TDM) Strategy. The updates seek to align definitions, update policy
direction, and address requirements within regional and state policies and rules regarding TDM.
Attached are two exhibits, showcasing a clean version of the updates (Exhibit A) and a redline
version of the updates to existing RTP language (Exhibit B).

Chapter 2: Our shared vision and goals for transportation

- **Objective 1.1 Travel Options (Goal 1: Mobility Options):** Simplify the objective language
  to focus on the desired outcome, in alignment with structure of other Goal 1 objectives.
- **2.4 Regional Transportation Performance Targets, Table 2.1**: Align the performance
  target with the definition of system completion in the updated mobility policy (RTP Chapter
  3), which includes system and demand management.

Chapter 3: System policies to achieve our vision

- **3.3.11 Transportation Demand Management Concept and Policies:** Update the TDM
  concept, policies, and policy descriptions to align with the updated policies identified in the
  Regional TDM Strategy. The updated policies reflect refinement to the RTP policies as an
  outcome of the two-year strategy development process.

Chapter 8: Moving forward together

- **8.2 Planning and Programs, 8.2.2.7 Regional Travel Options and Safe Routes to School
  programs:** Align RTO and SRTS program description with the 'activity types' defined in
  Regional TDM Strategy Chapter 5: Metro RTO Work Program

Appendix J: Climate Smart Strategy Implementation and Monitoring and 2014
Climate Smart Strategy Performance Monitoring Approach

- **Policy 6 Implementation Monitoring Measures:** Update measures for Policy 6 of the
  2014 Climate Smart Strategy, identified through the Regional TDM Strategy process to
  elevate high priority TDM activities and assess impact of regional investment in these
  activities. The Climate Smart Strategy implementation monitoring measures support RTP
  performance monitoring, as detailed in Appendix J of the RTP. Baseline and targets will be
  developed in a subsequent process alongside the 2028 RTP Update.

Exhibit A: Clean Version of Proposed RTP Updates

This document presents a clean version of updates to be included in the 2028 Regional Transportation Plan, which were developed concurrently with the Regional Transportation Demand Management Strategy. The updates are organized by RTP chapter and appendix.

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CHAPTER 2: OUR SHARED VISION AND GOALS FOR TRANSPORTATION

2.3 Goals and Objectives

Goal 1: Mobility options

People and businesses can reach the jobs, goods, services and opportunities they need by well-connected, low-carbon travel options that are safe, affordable, convenient, reliable, efficient, accessible and welcoming.

Objectives

- **Objective 1.1 Travel options** –Increase the proportion of trips made by walking, bicycling, shared rides and use of transit, and reduce per capita vehicle miles traveled.

2.4 Regional transportation performance targets

Table 2.1: RTP performance measures, targets and thresholds at a glance

Measure name	Description
Mobility	
System completion	The RTP aims to complete the motor vehicle, transit, bicycle, trail and pedestrian networks, and implement strategies for managing the transportation system and travel demand, with completion of bicycle, trail and pedestrian networks by 2035.

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CHAPTER 3: SYSTEM POLICIES TO ACHIEVE OUR VISION

3.3.11 Transportation Demand Management Concept and Policies

Metro's Regional TDM Strategy, a topical plan of the Regional Transportation Plan (RTP), defined the following concept, definitions and policies to advance TDM in the region. Metro's Regional Travel Options program provides funding and coordination for TDM efforts for the region. Further detail on TDM, Metro's RTO program, TDM supporting strategies and implementation roles can be found in the Regional TDM Strategy document.

3.3.11.1 Transportation demand management concept

Transportation Demand Management (TDM) encompasses a range of strategies aimed at influencing travel behavior, specifically reducing the demand for driving alone and encouraging the use of more sustainable, efficient, and shared modes of transportation. TDM focuses on **managing *how*, *when and if* people travel** to make the existing system work better.

The primary objectives of TDM are to enhance mobility, improve the efficiency of the transportation system, promote better air quality, reduce the prevalence of single-occupancy vehicles, and decrease demand on the transportation system.

TDM addresses key behavioral, informational, and social barriers to travel, such as affordability, safety, and access. By providing tangible, reliable, and equitable travel options, TDM is an essential part of meeting Metro's mobility, safety and climate goals.

3.3.11.2 Defining TDM

TDM Policy & Planning

TDM Policy & Planning sets the stage for successful implementation of both TDM Programs and investing in TDM Supportive Design and Infrastructure. TDM efforts are most successful when integrated into policy and planning processes.

- **TDM Policy:** This includes both the implementation of existing policies that support TDM and the development of new policies that advance TDM efforts at the state, regional and local levels. This can include integration of TDM into development review and building permit approvals to implementation and refinement of state-level policy like Oregon's Employee Commute Options (ECO) rule. TDM policy work

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requires coordination across jurisdictions, between TDM practitioners, with private entities who may be subject to policy requirements, and among policymakers.

- **TDM Planning:** Local jurisdictions can embed TDM into their long-range plans to ensure robust implementation and coordination with capital projects. This happens through Transportation System Plans and Comprehensive Plans. Through a new requirement in the state Transportation Planning Rule, planning for TDM is a growing body of work that will require dedicated resources, guidance and technical assistance for successful implementation. (*See **Chapter 2** for more details on the state requirements.*)

TDM Programs

TDM Programs focuses on behavioral interventions – the direct interaction, education, and incentive-based work needed to influence travel choices and reduce single-occupancy vehicle trips. TDM Programs includes:

- **Education and hands-on training:** Educating people about the choices available to them and the benefits of travel options and providing tools for trip planning.
- **Marketing, promotion and events:** Creating the social infrastructure for choosing travel options through efforts to promote, market and design events around walking, biking or taking transit—such as community walks and rides or marketing campaigns alongside new transit service or infrastructure improvements.
- **Financial incentives and subsidies:** Offering financial perks, such as transit pass or vanpool programs, or time savings for choosing travel options, such as preferred parking for carpool participants.

A typical TDM program involves working with a defined audience that has similar travel needs or lives in a specific community. TDM programs are developed and staffed by professionals trained in understanding the travel needs of various groups, such as commuters or students, and creating methods to help them make those trips without the need for a single-occupancy vehicle trip. This work can take many forms, from participation in GetThereOregon.org, a statewide website provided by the Oregon Department of Transportation (ODOT) and dedicated to facilitating travel options use, to a localized outreach effort specific to a single housing development.

Active involvement in delivering TDM programming is needed at the state, regional, and local levels. Certain programs are most effective when developed and led by local

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governments, school districts, Transportation Management Associations (TMAs), employers, or community organizations. Others are better conducted on a state or regional scale.

TDM Supportive Design and Infrastructure

TDM supportive design and infrastructure includes the amenities that make choosing travel options practical, safe, comfortable and attractive. These amenities are outside of the design of the streetscape itself (i.e. sidewalks, bike lanes, transit stops) and instead focuses on enhancing the experience for travel options users. Key examples include:

- **End-of-Trip Facilities:** Secure bike racks, lockers, repair stations, and shower/changing rooms that address the needs of travelers.
- **Wayfinding:** Clear signage and print, digital and app-based maps that help people walking, cycling, or using transit navigate the system easily and safely, reducing uncertainty and encouraging use of these travel options.
Demonstration projects: Event-based or temporary projects that show residents, employees or families the opportunities associated with active travel by making short-term changes that inspire travel options use and demonstrate the potential of permanent investments.

By investing in physical amenities or including these components into the design of larger transportation projects, these elements can directly lower the effort and friction associated with choosing travel options, maximizing the return on investment for both the larger capital investment and any supportive TDM programming efforts.

Complementary Policies & Investments

The region's overall success in reducing drive alone trips requires complementary policies and capital investments that are considered *outside* how TDM is defined through the Regional TDM Strategy. These complementary efforts set the physical, operational, and financial context within which Metro's core TDM programs and infrastructure operate. For example, building new or improved active transportation infrastructure or adding new or improved transit services provides an opportunity to make people aware of and encourage them to use the new travel options available to them. In addition, state and regional policy encourages implementing TDM activities before investing in roadway widening projects that expand vehicle throughput as a mechanism to reduce demand.

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As the region considers additional strategies for reducing auto trips, such as roadway pricing and parking management, TDM programs and activities that promote and provide travel options are an important component in enhancing people's mobility when these strategies are implemented.

3.3.11.2 Transportation demand management policies

TDM Policy 1	**TDM Policy, Planning, and Funding:** Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding.
TDM Policy 2	**Financial Incentive Programs:** Expand access to existing financial programs and establish new programs to reach more people.
TDM Policy 3	**Place- and Event-Based TDM Programs:** Deliver programs that meet the unique needs of specific locations and communities.
TDM Policy 4	**Community-Centered and Inclusive TDM Programs:** Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities.
TDM Policy 5	**Adaptive and Resilient TDM Programs:** Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

TDM Policy 1

TDM Policy, Planning, and Funding: Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding.

This policy focuses on strengthening the framework for funding and coordination of TDM across local, regional, and state levels by embedding TDM into transportation plans, funding priorities, and policy development. Metro acts as a regional coordinator, bringing together and streamlining TDM information and resources to prevent duplication of efforts and encourage collaboration among community-based organizations, employers, and jurisdictions. To implement new rules at the state and regional level, an increased level of coordination, support, and focus on how TDM is delivered in the region is required.

Needs & Opportunities:

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- **Funding:** TDM efforts rely on a narrow set of revenue streams, limiting the ability to expand or innovate in response to changing community needs. The current funding available in the region is not expected to increase given uncertainty at the state and federal levels for transportation funding overall. In addition, there is a tension between maintaining funding for existing TDM programming and expanding TDM funding to new partners to support community needs or meet new policy expectations.

- **Capacity:** Jurisdictions and organizations may not have the programmatic support needed at the local level to integrate new TDM guidance into transportation system plans, and agencies may not have the staff or partnerships to lead and support implementation following the planning process.

- **Collaboration:** Existing policies with strong potential—such as the DEQ Employee Commute Option (ECO) rule—can be leveraged through further coordination on data collection and employer engagement. In addition, there is opportunity to develop new state, regional and local transportation and land use policies, development code, and regulations to advance TDM, requiring coordination and collaboration across organizations to develop and implement.

TDM Policy 2.

Financial Incentive Programs: Expand access to existing financial programs and establish new programs to reach more people.

This policy focuses on advancing programs to reach more people and expand existing incentive programs. Transit pass programs and financial incentives are proven ways to increase transit ridership and improve access and mobility. By piloting new incentive models, the region can continue to encourage mode shift, reduce transportation costs, and support equitable access to travel options. The 2025 TDM Needs Assessment & Travel Options Survey found that existing transit pass programs can be challenging to administer but there is broad demand for these programs.

Exhibit A: Clean Version of Proposed RTP Updates

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Needs and Opportunities

- **Flexible Programs:** Employers and higher education providers seek more flexibility in pass programs to serve a more diverse range of employees, including hybrid workers and day passes for site staff for whom the cost of a universal pass is difficult to justify. Community-based groups have requested additional support to effectively manage enrollment in reduced fare programs, as well as access data to assess usage and need.

- **Non-Commute Benefits:** As regional TDM programs work to encompass an "all-trips approach," there is a gap for people who do not have access to commute benefit programs through their work or who may primarily travel for other needs. Beyond transit passes, other incentive programs to improve access to travel modes have also seen success in mode-shift, such as bundled transit and micromobility incentives or "earn a bike" programs.

- **Addressing Cost Barriers:** For many people, the cost of transportation is a significant obstacle to accessing jobs, services, and daily needs. Financial incentive programs help bridge this gap by reducing out-of-pocket expenses for existing travel services and improving access to essential equipment needed to participate in travel options. This is especially relevant for bicycling, where the up-front cost of a bicycle and safety gear can be prohibitive for many households.

TDM Policy 3

Place- and Event-Based TDM Programs: Deliver programs that meet the unique needs of specific locations and communities.

This policy focuses on designing TDM programs that address the unique needs of specific locations and communities—such as schools, major events and destinations, and new active transportation capital projects and transit service. The rationale is rooted in the recognition that travel behavior is strongly influenced by the characteristics of places and events, and that targeted TDM interventions can effectively manage demand, increase mode shift, and improve access where transportation needs are most acute.

Needs & Opportunities:

- **Managing Demand and Providing Transportation Choices:** Major destinations, including airports, event venues, and health care centers, are often located where

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existing transportation choices don't always meet individual trip needs. As a result, both travelers and workers have difficulty accessing travel options and may choose to drive alone. Major one-time events also provide an opportunity to work with event coordinators to support shifting attendees' travel choices, as well as provide relief for the neighboring community which may be impacted by the increased vehicle traffic. Building demand for sustainable travel options faces persistent challenges, most notably the widespread availability of free and/or abundant parking. This emerged across all Regional TDM Needs Assessment activities as a universal barrier to shifting travel behavior

- **School-Focused Programs:** School-focused programs are growing in popularity, but many students and families still face barriers to using travel options to school. For instance, parents and caregivers have concerns that their children are not safe waiting for the bus or traveling by active modes to school. Investing in creative solutions to support student safety on the trip to school through adult-led crossing guards or paid walking school bus leaders are ways that local efforts can directly impact the type of trip taken to school. In addition, school bus ridership is often not included in traditional Safe Routes to School programming, but it can be a critical way for students to travel to school without driving – particularly for those who live too far to walk or bike - but it is often underutilized.

- **Multifamily Housing-Focused Programs:** Working with community-based organizations (CBOs) and multifamily housing providers, TDM practitioners may be able to better serve families living in affordable housing and deliver programs to those who need it. In addition, as Metro and other agencies invest in transit-oriented development—both affordable and market-rate—there is an opportunity to use TDM to encourage transit use at these locations that are already well served by transit. In addition, many families living in affordable housing may have employment that doesn't offer traditional commute benefit programs, so offering TDM programs where there is a dense population of residents to receive information, and services may be a more effective way to support their travel needs.

TDM Policy 4

Community-Centered and Inclusive TDM Programs: Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities.

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This policy focuses on designing TDM programming with and for the communities served, directly addressing disparities and fostering inclusion. Equitable access to travel options requires programs that are welcoming, safe, and responsive to the needs of the greater Portland region's diverse communities. While efforts to encourage more inclusive and representative programs and services have been advanced through updates to the RTO grant program since the 2018 Regional Travel Options Strategy and the 2022 RTO Racial Equity Strategy, additional investment and coordination is needed.

Needs & Opportunities:

- **Safety:** Safety concerns in public spaces and fears linked to an individual's identity limit the ability of some communities to feel comfortable participating in travel options—or even attend events and activities held in public. Community-led solutions are needed to address safety and security concerns in the public realm, which directly influences transit ridership and the broader use of travel options.

- **Culturally Specific Programs:** Culturally specific programs are intentionally designed to reflect the values, languages, and lived experiences of specific communities. These programs help build trust, improve participation, and ensure travel options are accessible and relevant to the people they intend to serve.

- **Education & Hands-On Training:** Knowledge and skill development supports individuals in gaining the confidence and tools needed to use travel options safely and effectively. This includes activities such as personalized trip planning, group-based education, and learn-to-ride programs.

TDM Policy 5

Adaptive and Resilient TDM Programs: Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

The COVID-19 pandemic profoundly disrupted traditional transportation patterns, exposing gaps in current TDM strategies. The region must continue to be prepared for changes to travel behavior—whether that be impacts from a changing climate or shifting travel needs and priorities of a diverse region. As noted in Metro's 2025 TDM Needs Assessment, the rise of hybrid and remote work has reduced the predictability of daily commutes, while flexible work arrangements have driven an increase in diverse, non-

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commute trips such as errands, medical visits, and recreational activities. This policy emphasizes building programs that can adapt and remain effective as travel patterns evolve. By prioritizing programming for diverse trip types and developing robust performance measurement tools, the region's TDM investments can deliver long-term value and resilience.

Needs & Opportunities:

- **Commute and Non-Commute Travel:** TDM practitioners are challenged to adjust programming to focus on all types of trips; supporting the needs of workers most likely to continue to have a daily commute (such as essential workers and shift workers), as well as effectively supporting travel options access to non-commute related opportunities. Regional data shows a strong tie between remote work and income level, meaning most jobs that require workers to be in-person are lower-wage positions. In addition, the increase in non-commute trips for essential needs is often linked to caregiving – impacting parents and working families.

- **Data Collection and Monitoring:** TDM programs must expand trip pattern monitoring beyond traditional commute metrics to better understand changing travel behavior. Enhanced data collection and performance tracking will enable more agile, responsive, and effective program adjustments over time.

- **Collaboration and New Service Models:** As new mobility models emerge—such as mobility hubs, vanpools, shuttles, and e-bikes—strong public-private partnerships are needed to coordinate services, maintenance, funding, and user support. Cross-sector collaboration will be critical to scaling new travel options and ensuring their long-term viability.

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CHAPTER 8: MOVING FORWARD TOGETHER

8.2.2.7 Regional Travel Options (RTO) and Safe Routes to School programs

The Regional Travel Options program implements RTP policies and the Regional Transportation Demand Management (TDM) Strategy. The program's purpose is to reduce drive-alone auto trips and personal vehicle miles of travel and increase use of travel options. The program improves mobility and reduces greenhouse gas emissions and air pollution by carrying out the transportation demand management components of the RTP through three primary program areas:

- **Commute:** Focus on reducing single occupancy vehicle (SOV) trips to work and colleges or universities. In the Metro region, this programming is delivered by a variety of transit providers, local jurisdictions, transportation management agencies (TMAs), non-profit organizations, and "in-house" transportation coordinators at employers. These programs help identify worksite commute solution plans, provide on-site events and outreach, or support employee trip planning and ride matching.

- **Community:** Provides support for residents and families for trips outside of work and school – such as essential destinations like healthcare as well as recreational trips to parks or social activities. Examples of programming to support these trips comes in the form of community walking and rolling events or campaigns, trip and route planning to-and-from key destinations, and increasing access to active transportation investments with outreach, engagement, and supportive infrastructure.

- **Safe Routes to School (SRTS):** Focuses on trips for school by pre-K12 students and families - whether by bike, bus, scooter, or mobility device. SRTS programs provide education and encouragement activities to help children and caregivers travel safely to and from school using these modes. SRTS programs can increase physical activity, reduce congestion, boost academic performance, improve health, and provide affordable travel options for families.

Each RTO program area works to advance RTP goals through the following activities:

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- **Grantmaking & Resource Distribution:** Activities related to the RTO grant solicitation process, ongoing coordination with grant-funded partners, and other efforts to distribute resources that reach local programs.

  - Metro's grant program provides dedicated funding for TDM service providers across the region, along with project-based funding to support new partners and innovation opportunities. Metro works closely with grant-funded partners to deliver TDM services, identify gaps, and address community-identified needs. Local practitioners play a central role in implementing the Regional TDM Strategy, and Metro's grant program will provide the framework for advancing local work in alignment with regional TDM policies and strategies.

- **RTO Programming & Direct Services:** Activities led directly by RTO staff through program development, implementation, and engaging directly with community.

  - Investments in staff time, coordination and technical assistance support efforts across the three RTO program areas (Commute, Community and Safe Routes to School), particularly where gaps or opportunities have been identified by local partners or Metro that regional support can help advance. The RTO work program will identify specific policies and strategies in which Metro can advance emerging needs or underdeveloped areas of work but may not yet be fully operational in the region.

- **Research & Evaluation:** Activities related to travel options research and evaluation of RTO program outcomes.

  - Metro conducts ongoing evaluation of RTO investments, as well as research on travel options needs and opportunities, to inform both grantmaking and programming. Consistent with its performance measurement role identified in the Regional TDM Strategy, RTO staff will also support expanded regional data collection and coordination with partners.

- **Policy & Partnerships:** Activities that involve coordination with partners and opportunities to influence policy outcomes, even when Metro may not be the final decision-maker.

  - As a regional convener, Metro plays an important role in bringing partners together to collaborate, advance policies, and influence decision-making on issues that directly affect TDM.

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RTP APPENDIX J: CLIMATE SMART STRATEGY IMPLEMENTATION AND MONITORING AND 2014 CLIMATE SMART STRATEGY PERFORMANCE MONITORING APPROACH

Appendix J Table 2: Climate Smart Strategy implementation and performance monitoring

6. Provide information and incentives to expand the use of travel options
a. Share of people with access to a transportation subsidy or financial incentive program, outside of employer or school-provided programs.
b. Share of workers who have access to an employer-provided transportation financial incentive.
c. Share of K-12 students with access to programs that provide incentives and support to walk, bike, take transit, or ride the school bus.

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CHAPTER 2: OUR SHARED VISION AND GOALS FOR TRANSPORTATION

2.3 GOALS AND OBJECTIVES

Goal 1: Mobility options

People and businesses can reach the jobs, goods, services and opportunities they need by well-connected, low-carbon travel options that are safe, affordable, convenient, reliable, efficient, accessible and welcoming.

Objectives

- **Objective 1.1 Travel options** – ~~Plan communities and design and manage the transportation system to i~~Increase the proportion of trips made by walking, bicycling, shared rides and use of transit, and reduce per capita vehicle miles traveled.

2.4 Regional transportation performance targets

Table 2.1: RTP performance measures, targets and thresholds at a glance

Measure name	Description
Mobility	
System completion	The RTP aims to complete the motor vehicle, transit, bicycle, trail and pedestrian networks, and implement strategies for managing the transportation system and travel demand, with completion of bicycle, trail and pedestrian networks by 2035.

CHAPTER 3: SYSTEM POLICIES TO ACHIEVE OUR VISION

3.3.11 Transportation Demand Management Concept and Policies

Metro's Regional TDM Strategy, a topical plan of the Regional Transportation Plan (RTP), defines the following concept, definitions and policies to advance TDM in the region.

Exhibit B: Redline Version of Proposed RTP Updates

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Metro's Regional Travel Options program provides funding and coordination for TDM efforts for the region. Further detail on TDM, Metro's RTO program, TDM supporting strategies and implementation roles can be found in the Regional TDM Strategy document.

~~The Regional Travel Options (RTO) program is led by Metro and supports TDM work in the region primarily through awarding grants to partners leading outreach and engagement programs. This methodology has led to successful program implementation in the places and instances where it has been used. But there remain significant gaps in where TDM is used in the region and limits on expanding TDM efforts.~~

~~The RTO Strategy has established a goal of expanding the number of partners and programs to support the region's goals, but clearer policy direction is needed to better define how TDM is to be implemented in the region and move TDM efforts beyond their current levels.~~

3.3.11.1 Transportation demand management concept

Transportation Demand Management (TDM) encompasses a range of strategies aimed at influencing travel behavior, specifically reducing the demand for driving alone and encouraging the use of more sustainable, efficient, and shared modes of transportation. TDM focuses on **managing *how, when and if* people travel** to make the existing system work better.

The primary objectives of TDM are to enhance mobility, improve the efficiency of the transportation system, promote better air quality, reduce the prevalence of single-occupancy vehicles, and decrease demand on the transportation system.

TDM addresses key behavioral, informational, and social barriers to travel, such as affordability, safety, and access. By providing tangible, reliable, and equitable travel options, TDM is an essential part of meeting Metro's mobility, safety and climate goals.

3.3.11.2 Defining TDM

TDM Policy & Planning

TDM Policy & Planning sets the stage for successful implementation of both TDM Programs and investing in TDM Supportive Design and Infrastructure. TDM efforts are most successful when integrated into policy and planning processes.

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- **TDM Policy:** This includes both the implementation of existing policies that support TDM and the development of new policies that advance TDM efforts at the state, regional and local levels. This can include integration of TDM into development review and building permit approvals to implementation and refinement of state-level policy like Oregon's Employee Commute Options (ECO) rule. TDM policy work requires coordination across jurisdictions, between TDM practitioners, with private entities who may be subject to policy requirements, and among policymakers.
- **TDM Planning:** Local jurisdictions can embed TDM into their long-range plans to ensure robust implementation and coordination with capital projects. This happens through Transportation System Plans and Comprehensive Plans. Through a new requirement in the state Transportation Planning Rule, planning for TDM is a growing body of work that will require dedicated resources, guidance and technical assistance for successful implementation.

TDM Programs

TDM Programs focuses on behavioral interventions – the direct interaction, education, and incentive-based work needed to influence travel choices and reduce single-occupancy vehicle trips. TDM Programs include:

- **Education and hands-on training:** Educating people about the choices available to them and the benefits of travel options and providing tools for trip planning.
- **Marketing, promotion and events:** Creating the social infrastructure for choosing travel options through efforts to promote, market and design events around walking, biking or taking transit—such as community walks and rides or marketing campaigns alongside new transit service or infrastructure improvements.
- **Financial incentives and subsidies:** Offering financial perks, such as transit pass or vanpool programs, or time savings for choosing travel options, such as preferred parking for carpool participants.

A typical TDM program involves working with a defined audience that has similar travel needs or lives in a specific community. TDM programs are developed and staffed by professionals trained in understanding the travel needs of various groups, such as commuters or students, and creating methods to help them make those trips without the need for a single-occupancy vehicle trip. This work can take many forms, from participation in GetThereOregon.org, a statewide website provided by the Oregon

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Department of Transportation (ODOT) and dedicated to facilitating travel options use, to a localized outreach effort specific to a single housing development.

Active involvement in delivering TDM programming is needed at the state, regional, and local levels. Certain programs are most effective when developed and led by local governments, school districts, Transportation Management Associations (TMAs), employers, or community organizations. Others are better conducted on a state or regional scale.

TDM Supportive Design and Infrastructure

TDM supportive design and infrastructure includes the amenities that make choosing travel options practical, safe, comfortable and attractive. These amenities are outside of the design of the streetscape itself (i.e. sidewalks, bike lanes, transit stops) and instead focuses on enhancing the experience for travel options users.

Key examples include:
- **End-of-Trip Facilities:** Secure bike racks, lockers, repair stations, and shower/changing rooms that address the needs of travelers.
- **Wayfinding:** Clear signage and print, digital and app-based maps that help people walking, cycling, or using transit navigate the system easily and safely, reducing uncertainty and encouraging use of these travel options.
  Demonstration projects: Event-based or temporary projects that show residents, employees or families the opportunities associated with active travel by making short-term changes that inspire travel options use and demonstrate the potential of permanent investments.

By investing in physical amenities or including these components into the design of larger transportation projects, these elements can directly lower the effort and friction associated with choosing travel options, maximizing the return on investment for both the larger capital investment and any supportive TDM programming efforts.

Complementary Policies & Investments

The region's overall success in reducing drive alone trips requires complementary policies and capital investments that are considered *outside* how TDM is defined through the Regional TDM Strategy. These complementary efforts set the physical, operational, and financial context within which Metro's core TDM programs and infrastructure operate.

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For example, building new or improved active transportation infrastructure or adding new or improved transit services provides an opportunity to make people aware of and encourage them to use the new travel options available to them. In addition, state and regional policy encourages implementing TDM activities before investing in roadway widening projects that expand vehicle throughput as a mechanism to reduce demand.

As the region considers additional strategies for reducing auto trips, such as roadway pricing and parking management, TDM programs and activities that promote and provide travel options are an important component in enhancing people's mobility when these strategies are implemented.

Transportation Demand Management (TDM) is a series of activities aimed at ensuring people are aware of, understand and have access to the full variety of travel options available within the region. Though the region has already done much and continues to work to improve and expand travel options through capital investments in non-auto modes, the potential exists to increase the public's use of these non-SOV modes through TDM investments.

TDM complements and enhances other RTP policy areas by helping ensure the transportation system is used in a balanced way to maximize investments in transportation. TDM provides information, encouragement, and incentives to help people make more of their trips safely and comfortably without driving alone. TDM programs are developed and staffed by professionals trained in understanding the travel needs of various groups, such as commuters or school children, and creating methods of helping them make those trips without the need for an SOV trip.

A typical TDM program involves working with a defined group of people that have similar travel needs or live in a specific place. Trained staff discuss the transportation needs and interests of the group and provide information and incentives to encourage people to try a new travel mode. This work can take many forms, from participation in GetThereOregon.org, a statewide website provided by ODOT and dedicated to facilitating travel options use, to a localized outreach effort specific to a single housing development.

Active involvement in delivering TDM programming is needed at the state, regional and local levels. Certain programs are most effective when developed and led by local governments, school districts, Transportation Management Associations (TMA),

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employers or community organizations. Others are better suited to be conducted on a state or regional scale.

TDM is particularly effective when paired with other policies or capital investments. Building new or improved active transportation infrastructure provides an opportunity for TDM efforts to help people be aware of and use the new travel options available to them. Complementary TDM activities should be planned and budgeted for in capital system improvement projects to ensure people are aware of the new travel options available to them, and to help them create new travel patterns and habits.

As the region considers roadway pricing and parking management as strategies for reducing auto trips, TDM is an important component in ensuring that people's mobility is maintained when these strategies are implemented. Making people aware of the existent options to paying a toll or fee can reduce the public's financial burden and help improve reliability and efficiency of the transportation network.

A significant portion of the region's current TDM activities are coordinated through the Regional Travel Options (RTO) program. This program, led by Metro on behalf of the entire region, currently coordinates partner activities and provides grant funds for TDM activities throughout the region. Through the RTO Strategy, the region's TDM vision, goals, objectives, and needs are defined. Roles for regional partners are defined, as is the grant funding methodology and criteria.

3.3.11.2 Transportation demand management policies

TDM Policy 1	**TDM Policy, Planning, and Funding:** Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding. ~~Develop and refine regional and local TDM policies and implementation plans to help reach climate, mobility and modal targets.~~
TDM Policy 2	**Financial Incentive Programs:** Expand access to existing financial programs and establish new programs to reach more people. ~~Provide adequate TDM resources and programming to meet the public's specific mobility needs for employment, education and essential services.~~

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TDM Policy 3	**Place- and Event-Based TDM Programs: Deliver** programs that meet the unique needs of specific locations and communities. ~~Provide and deliver TDM programming at a variety of scales: state, regional and local.~~
TDM Policy 4	**Community-Centered and Inclusive TDM Programs:** Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities. ~~Improve access to travel choices and eliminating barriers for marginalized communities, with a focus on communities of color and people with low incomes.~~
TDM Policy 5	**Adaptive and Resilient TDM Programs:** Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

TDM Policy 1. TDM Policy, Planning, and Funding: Strengthen and sustain TDM implementation at state, regional and local levels with supportive policies, planning efforts, and funding. ~~Develop and refine regional and local TDM policies and implementation plans to help reach climate, mobility and modal targets.~~

This policy focuses on strengthening the framework for funding and coordination of TDM across local, regional, and state levels by embedding TDM into transportation plans, funding priorities, and policy development. Metro acts as a regional coordinator, bringing together and streamlining TDM information and resources to prevent duplication of efforts and encourage collaboration among community-based organizations, employers, and jurisdictions. To implement new rules at the state and regional level, an increased level of coordination, support, and focus on how TDM is delivered in the region is required.

Needs & Opportunities:

- **Funding:** TDM efforts rely on a narrow set of revenue streams, limiting the ability to expand or innovate in response to changing community needs. The current funding available in the region is not expected to increase given uncertainty at the state and federal levels for transportation funding overall. In addition, there is a tension between maintaining funding for existing TDM programming and expanding TDM funding to new partners to support community needs or meet new policy expectations.

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- **Capacity:** Jurisdictions and organizations may not have the programmatic support needed at the local level to integrate new TDM guidance into transportation system plans, and agencies may not have the staff or partnerships to lead and support implementation following the planning process.

- **Collaboration:** Existing policies with strong potential—such as the DEQ Employee Commute Option (ECO) rule—can be leveraged through further coordination on data collection and employer engagement. In addition, there is opportunity to develop new state, regional and local transportation and land use policies, development code, and regulations to advance TDM, requiring coordination and collaboration across organizations to develop and implement.

TDM is a component of numerous federal, state, and regional plans, including:

Climate Friendly and Equitable Communities Program

ODOT Transportation Options Plan

DEQ Employee Commute Options Rule

Metro Climate Smart Strategy

Metro Regional Travel Options Strategy

Metro Transportation System Management & Operations Strategy

Regional Congestion Management Process

These plans identify implementation of TDM programs as a part of the actions required for objectives to be met. Sufficient policy development and planning must be in place so that the roles and responsibilities of various entities are established and understood. Current local planning is insufficient in defining how TDM is to be implemented at a local level. And regional TDM planning is focused primarily on delivering grant funding through the RTO program.

Planning for TDM programs should be expanded and coordinated at the state, regional and local levels to ensure programs exist and are effective at helping people drive less. For some TDM programs, implementation at a regional scale is the most cost effective and efficient means of delivery. Other TDM programming functions best at a local, county or school district scale. A comprehensive regional TDM effort involves multiple levels of effort coordinated between government and non-government partners.

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TDM Policy 2. Financial Incentive Programs: **Expand access to existing financial programs and establish new programs to reach more people.** ~~Ensure adequate TDM resources and programming are deployed to meet the public's specific mobility needs for employment, education and essential services.~~

This policy focuses on advancing programs to reach more people and expand existing incentive programs. Transit pass programs and financial incentives are proven ways to increase transit ridership and improve access and mobility. By piloting new incentive models, the region can continue to encourage mode shift, reduce transportation costs, and support equitable access to travel options. The 2025 TDM Needs Assessment & Travel Options Survey found that existing transit pass programs can be challenging to administer but there is broad demand for these programs.

Needs and Opportunities

- **Flexible Programs:** Employers and higher education providers seek more flexibility in pass programs to serve a more diverse range of employees, including hybrid workers and day passes for site staff for whom the cost of a universal pass is difficult to justify. Community-based groups have requested additional support to effectively manage enrollment in reduced fare programs, as well as access data to assess usage and need.

- **Non-Commute Benefits:** As regional TDM programs work to encompass an "all-trips approach," there is a gap for people who do not have access to commute benefit programs through their work or who may primarily travel for other needs. Beyond transit passes, other incentive programs to improve access to travel modes have also seen success in mode-shift, such as bundled transit and shared micromobility incentives or "earn a bike" programs.

- **Addressing Cost Barriers:** For many people, the cost of transportation is a significant obstacle to accessing jobs, services, and daily needs. Financial incentive programs help bridge this gap by reducing out-of-pocket expenses for existing travel services and improving access to essential equipment needed to participate in travel options. This is especially relevant for bicycling, where the up-front cost of a bicycle and safety gear can be prohibitive for many households.

~~TDM programs are most effective when they are tailored to the specific travel needs of a group or community. The region has moved from a broad-based, one-size-fits all approach for TDM messaging and outreach, to implementing specific approaches for~~

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different travel needs. For example, helping commuters find other ways to get to work often involves working with employers to establish programs that include information and incentives at worksites. But for Safe Routes to School programs, an entirely different approach is needed to work with parents and children to help them see the fun being able to safely walk, bike or roll to school, as well as the benefits. The region should provide adequate funding, coordination and resources to effectively implement TDM.

Often, TDM efforts are compromised by a lack of first/last mile connections to transit, or by a lack of 24-hour transit service and vanpools. Many commuters live outside the region and have no option other than driving to work. Improvements to the regional transit system, as outlined in the transit policy section, are needed to improve TDM program effectiveness.

Regional funding for a portion of the region's TDM actions is provided through the RTO program. In its current form, the RTO program funds grants to partners conducting TDM activities. A portion of grant funds are reserved for partners with defined TDM plans and programs to ensure on-going funding is available. Other grant funds are aimed at pilot or one-time TDM projects, or to develop partner capacity to plan for and deliver TDM programs on an on-going basis. ODOT also provides funding to the RTO program to promote and expand use of the GetThereOregon.org website. Current funding levels are not sufficient to support an expanded TDM effort throughout the region. Additional state, regional and local funding will be needed to support these efforts.

TDM Policy 3. Place- and Event-Based TDM Programs: Deliver programs that meet the unique needs of specific locations and communities. ~~Provide and deliver TDM programming at a variety of scales: state, regional and local.~~

This policy focuses on designing TDM programs that address the unique needs of specific locations and communities—such as schools, major events and destinations, and new active transportation capital projects and transit service. The rationale is rooted in the recognition that travel behavior is strongly influenced by the characteristics of places and events, and that targeted TDM interventions can effectively manage demand, increase mode shift, and improve access where transportation needs are most acute.

Needs & Opportunities:

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- **Managing Demand and Providing Transportation Choices:** Major destinations, including airports, event venues, and health care centers, are often located where existing transportation choices don't always meet individual trip needs. As a result, both travelers and workers have difficulty accessing travel options and may choose to drive alone. Major one-time events also provide an opportunity to work with event coordinators to support shifting attendees' travel choices, as well as provide relief for the neighboring community which may be impacted by the increased vehicle traffic. Building demand for sustainable travel options faces persistent challenges, most notably the widespread availability of free and/or abundant parking. This emerged across all Regional TDM Needs Assessment activities as a universal barrier to shifting travel behavior

- **School-Focused Programs:** School-focused programs are growing in popularity, but many students and families still face barriers to using travel options to school. For instance, parents and caregivers have concerns that their children are not safe waiting for the bus or traveling by active modes to school. Investing in creative solutions to support student safety on the trip to school through adult-led crossing guards or paid walking school bus leaders are ways that local efforts can directly impact the type of trip taken to school. In addition, school bus ridership is often not included in traditional Safe Routes to School programming, but it can be a critical way for students to travel to school without driving – particularly for those who live too far to walk or bike - but it is often underutilized.

- **Multifamily Housing-Focused Programs:** Working with community-based organizations (CBOs) and multifamily housing providers, TDM practitioners may be able to better serve families living in affordable housing and deliver programs to those who need it. In addition, as Metro and other agencies invest in transit-oriented development—both affordable and market-rate—there is an opportunity to use TDM to encourage transit use at these locations that are already well served by transit. In addition, many families living in affordable housing may have employment that doesn't offer traditional commute benefit programs, so offering TDM programs where there is a dense population of residents to receive information, and services may be a more effective way to support their travel needs.

A thorough regional TDM effort entails a variety of programs, at different scales and targeted towards a spectrum of travel needs. Delivery of these programs is most effective when it is led by the appropriate organization or government, depending on the program and its purpose.

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~~Creation of TDM policy and ordinances through local TSPs is a successful approach to defining how TDM programs can be tailored to fit local needs and infrastructure and be coordinated with regional-scale efforts. Providing a robust variety of successful TDM programs around the region comes from harnessing the efforts and expertise of cities, counties, regional and state agencies, as well as non-governmental organizations (NGO).~~

~~Government partners have oversight authority and responsibilities for managing parking and roadway pricing. Their role in these initiatives put them in a position to also lead complementary TDM efforts to help the public understand the travel alternatives available and ensure pricing strategies are implemented to their fullest potential.Non-governmental organizations (NGOs) have insights and relationships with communities that, when combined with the capabilities and responsibilities of governments, can lead to more effective and impactful TDM programming.~~

TDM Policy 4. Community-Centered and Inclusive TDM Programs: Support TDM programs that create welcoming and safe environments for people with diverse lived experiences, abilities and identities. ~~**Improve access to travel choices and eliminating barriers for marginalized communities, with a focus on communities of color and people with low incomes.**~~

This policy focuses on designing TDM programming with and for the communities served, directly addressing disparities and fostering inclusion. Equitable access to travel options requires programs that are welcoming, safe, and responsive to the needs of the greater Portland region's diverse communities. While efforts to encourage more inclusive and representative programs and services have been advanced through updates to the RTO grant program since the 2018 Regional Travel Options Strategy and the 2022 RTO Racial Equity Strategy, additional investment and coordination is needed.

Needs & Opportunities:

- **Safety:** Safety concerns in public spaces and fears linked to an individual's identity limit the ability of some communities to feel comfortable participating in travel options—or even attend events and activities held in public. Community-led solutions are needed to address safety and security concerns in the public realm, which directly influences transit ridership and the broader use of travel options.

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- **Culturally Specific Programs:** Culturally specific programs are intentionally designed to reflect the values, languages, and lived experiences of specific communities. These programs help build trust, improve participation, and ensure travel options are accessible and relevant to the people they intend to serve.

- **Education & Hands-On Training:** Knowledge and skill development supports individuals in gaining the confidence and tools needed to use travel options safely and effectively. This includes activities such as personalized trip planning, group-based education, and learn-to-ride programs.

The negative impacts of auto-centric transportation investments in the region have fallen particularly hard on marginalized communities, especially communities of color and people with low incomes. TDM investments made through a racial equity focus begin to correct these impacts and improve multiple regional priorities by addressing known burdens on marginalized communities in accessing travel options, which includes cost, personal safety from harassment/bias and physical access to travel options. TDM efforts should focus on working with partners to learn together how to adapt and develop programming that is inclusive of and meets the needs of marginalized communities.

TDM Policy 5: Adaptive and Resilient TDM Programs: Design flexible and innovative TDM programs that respond to a changing climate, service disruptions, emerging technologies, and the evolving needs of travelers.

The COVID-19 pandemic profoundly disrupted traditional transportation patterns, exposing gaps in current TDM strategies. The region must continue to be prepared for changes to travel behavior—whether that be impacts from a changing climate or shifting travel needs and priorities of a diverse region. As noted in Metro's 2025 TDM Needs Assessment, the rise of hybrid and remote work has reduced the predictability of daily commutes, while flexible work arrangements have driven an increase in diverse, non-commute trips such as errands, medical visits, and recreational activities. This policy emphasizes building programs that can adapt and remain effective as travel patterns evolve. By prioritizing programming for diverse trip types and developing robust performance measurement tools, the region's TDM investments can deliver long-term value and resilience.

Needs & Opportunities:

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- **Commute and Non-Commute Travel:** TDM practitioners are challenged to adjust programming to focus on all types of trips; supporting the needs of workers most likely to continue to have a daily commute (such as essential workers and shift workers), as well as effectively supporting travel options access to non-commute related opportunities. Regional data shows a strong tie between remote work and income level, meaning most jobs that require workers to be in-person are lower-wage positions. In addition, the increase in non-commute trips for essential needs is often linked to caregiving – impacting parents and working families.

- **Data Collection and Monitoring:** TDM programs must expand trip pattern monitoring beyond traditional commute metrics to better understand changing travel behavior. Enhanced data collection and performance tracking will enable more agile, responsive, and effective program adjustments over time.

- **Collaboration and New Service Models:** As new mobility models emerge—such as mobility hubs, vanpools, shuttles, and e-bikes—strong public-private partnerships are needed to coordinate services, maintenance, funding, and user support. Cross-sector collaboration will be critical to scaling new travel options and ensuring their long-term viability.

Implementing meaningful TDM programming in many areas of the region is constrained by the lack of sidewalks, safe bicycling infrastructure or low levels of transit service. These same areas are often those with high percentages of Black, Indigenous, people of color and low-income residents. Continued focus and prioritization of improvements in these areas is a key part of ensuring that TDM programs can benefit everyone in the region.

CHAPTER 8: MOVING FORWARD TOGETHER

8.2.2.7 Regional Travel Options (RTO) and Safe Routes to School programs

The Regional Travel Options program implements RTP policies and the Regional Travel Options Strategy. Transportation Demand Management (TDM) Strategy. The program's purpose is to reduce drive-alone auto trips and personal vehicle miles of travel and increase use of travel options. The program improves mobility and reduces greenhouse

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gas emissions and air pollution by carrying out the transportation demand management components of the RTP through three primary program areas: ~~(1) commute trip reduction, (2) community-based travel options and (3) Safe Routes to School. Each RTO program area works to advance RTP goals through the following strategies:~~

- **Commute:** Focus on reducing single occupancy vehicle (SOV) trips to work and colleges or universities. In the Metro region, this programming is delivered by a variety of transit providers, local jurisdictions, transportation management agencies (TMAs), non-profit organizations, and "in-house" transportation coordinators at employers. These programs help identify worksite commute solution plans, provide on-site events and outreach, or support employee trip planning and ride matching.

- **Community:** Provides support for residents and families for trips outside of work and school – such as essential destinations like healthcare as well as recreational trips to parks or social activities. Examples of programming to support these trips comes in the form of community walking and rolling events or campaigns, trip and route planning to-and-from key destinations, and increasing access to active transportation investments with outreach, engagement, and supportive infrastructure.

- **Safe Routes to School (SRTS):** Focuses on trips for school by pre-K12 students and families - whether by bike, bus, scooter, or mobility device. SRTS programs provide education and encouragement activities to help children and caregivers travel safely to and from school using these modes. SRTS programs can increase physical activity, reduce congestion, boost academic performance, improve health, and provide affordable travel options for families.

Each RTO program area works to advance RTP goals through the following activities:

- **Grantmaking & Resource Distribution:** Activities related to the RTO grant solicitation process, ongoing coordination with grant-funded partners, and other efforts to distribute resources that reach local programs.

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- o Metro's grant program provides dedicated funding for TDM service providers across the region, along with project-based funding to support new partners and innovation opportunities. Metro works closely with grant-funded partners to deliver TDM services, identify gaps, and address community-identified needs. Local practitioners play a central role in implementing the Regional TDM Strategy, and Metro's grant program will provide the framework for advancing local work in alignment with regional TDM policies and strategies.

- **RTO Programming & Direct Services:** Activities led directly by RTO staff through program development, implementation, and engaging directly with community.

  - o Investments in staff time, coordination and technical assistance support efforts across the three RTO program areas (Commute, Community and Safe Routes to School), particularly where gaps or opportunities have been identified by local partners or Metro that regional support can help advance. The RTO work program will identify specific policies and strategies in which Metro can advance emerging needs or underdeveloped areas of work but may not yet be fully operational in the region.

- **Research & Evaluation:** Activities related to travel options research and evaluation of RTO program outcomes.

  - o Metro conducts ongoing evaluation of RTO investments, as well as research on travel options needs and opportunities, to inform both grantmaking and programming. Consistent with its performance measurement role identified in the Regional TDM Strategy, RTO staff will also support expanded regional data collection and coordination with partners.

- **Policy & Partnerships:** Activities that involve coordination with partners and opportunities to influence policy outcomes, even when Metro may not be the final decision-maker.

  - o As a regional convener, Metro plays an important role in bringing partners together to collaborate, advance policies, and influence decision-making on issues that directly affect TDM.

Regional policy development

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This document presents a redline version of updates to be included in the 2028 Regional Transportation Plan, which were developed concurrently with the Regional Transportation Demand Management Strategy. The updates are organized by RTP chapter and appendix.

January 12 2026

> o The RTO program advances travel options policy through policies in the RTP and developing the Regional Travel Options Strategy. It also supports local and state policy development and implementation.

Funding local program implementation

> o The RTO program provides ongoing funding to local programs and partners to deliver critical Transportation Demand Management (TDM) services across the region. The program also seeks out new partnerships to ensure the travel needs of all residents are prioritized.

Technical assistance and regional program administration

> o The RTO program provides technical assistance to program providers through trainings, resource development and peer networking and learning. In addition, the RTO program administers regional programming to advance the goals of the RTP and RTO strategy in collaboration with local partners.

The program maximizes investments in the transportation system and eases traffic congestion by managing travel demand, particularly during peak commute hours. Specific RTO activities include promoting transit, shared trips, bicycling, walking, telecommuting and the Regional Safe Routes to School program. The program is closely coordinated with other regional transportation programs and region-wide planning activities.

RTP APPENDIX J: CLIMATE SMART STRATEGY IMPLEMENTATION AND MONITORING AND 2014 CLIMATE SMART STRATEGY PERFORMANCE MONITORING APPROACH

Appendix J Table 2: Climate Smart Strategy implementation and performance monitoring

6. Provide information and incentives to expand the use of travel options
a. Share of people with access to a transportation subsidy or financial incentive program, outside of employer or school-provided programs.Share of households participating in individual marketing

Exhibit B: Redline Version of Proposed RTP Updates

This document presents a redline version of updates to be included in the 2028 Regional Transportation Plan, which were developed concurrently with the Regional Transportation Demand Management Strategy. The updates are organized by RTP chapter and appendix.

600 NE Grand Ave.
Portland, OR 97232-2736

January 12 2026

b. Share of workers who have access to an employer-provided transportation financial incentive.~~Share of workforce participating in commuter programs~~

c. Share of K-12 students with access to programs that provide incentives and support to walk, bike, take transit, or ride the school bus.

Memo

Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: January 12, 2026
From: Noel Mickelberry, Senior Transportation Planner
Subject: Summary of input opportunities for Regional TDM Strategy

This memo summarizes key meetings and engagement where input was gathered to inform the Regional TDM Strategy. Deliverables including Technical Work Group meeting minutes, survey analysis and RTO Partner meeting summaries are included in this appendix. The Technical Work Group roster is also included.

Meeting/Activity	Date
Past Engagement Review	August 2024
Metro Quarterly Trails Forum	October 9th 2024
Regional SRTS Practitioners	October 10th, 2024
Regional Commute Work Group	October 18th, 2024
Regional Travel Options Partner Meeting	November 7th, 2024
TDM Needs Assessment: TDM Practitioners Survey	November 12th – December 13th 2024
Transportation Policy Alternatives Committee (TPAC)	October 4th, 2024
Joint Policy Advisory Committee on Transportation (JPACT)	October 17th, 2024
TDM Needs Assessment: Focus Groups	February 2025
Technical Work Group: Meeting #1	March 13th, 2025
TPAC Workshop	April 9th, 2025
Technical Work Group #2	May 22nd, 2025
Metro Council: Introduction to the Regional TDM Strategy	July 8th, 2025
Technical Work Group #3	August 27th, 2025
Travel Options Public Survey	September 18th – October 17th 2025
Regional Travel Options Partner Meeting	November 14th, 2025
County Coordinating Committee Technical Advisory Committees (TACs): Review of Policies and Strategies	December 2025
TPAC Workshop: Review of Policies and Strategies	December 10th, 2025
Public comment period	January 12th – February 13th 2026
County Coordinating Committees	January & February 2026
TPAC: Review strategy + public comment report	March 6th, 2026
JPACT: Review strategy + public comment report	March 19th, 2026
TPAC: Request approval recommendation	April 3rd, 2026
JPACT: Request approval recommendation	April 16th, 2026
Metro Council: Request approval	April 23rd, 2026

REGIONAL TDM STRATEGY TECHNICAL WORK GROUP ROSTER

Regional TDM Strategy - Technical Work Group			
Name	Organization	Representation (geographic)	Representation (practice)
Anthony De Simone	Clackamas County	Clackamas County	TDM practitioner, local planning staff
Kelsey Lewis	Wilsonville SMART	Clackamas County	RTO grantee; TDM practitioner
Laura Weigel	City of Milwaukie	Clackamas County	Local planning staff
Carly Rice	City of Gresham	Multnomah County	RTO grantee; TDM/SRTS practitioner
MaryJo Andersen	Multnomah County	Multnomah County	RTO grantee; TDM/SRTS practitioner
Liz Hormann	City of Portland, PBOT	Multnomah County	RTO grantee; TDM practitioner
Andrea Pastor	Metro	Regional	Transit Oriented Development
Kim Ellis	Metro	Regional	RTP/Climate Lead
Mary Rosenthal	Ride Connection	Regional	RTO grantee; TDM practitioner
Sarah Iannarone	The Street Trust	Regional/State	TPAC; RTO grantee; TDM practitioner
Wes Charley	TriMet	Regional	RTO grantee; TDM practitioner
Zachary Lauritzen	Oregon Walks	Regional/State	RTO grantee; TDM practitioner
Anna Gore	Alta Planning + Design	Regional/State	TDM practitioner
Anna Ramos	DEQ	State	State ECO Rule Administrator
Hope Estes	ODOT	State	ODOT Travel Options Program Manager
Stephanie Millar	ODOT	State	ODOT Urban Mobility Office
Jeff Pazdalski	WTA	Washington County	RTO grantee; TDM practitioner
Leah Biado	Beaverton School District	Washington County	RTO grantee; TDM/SRTS practitioner
Tiffany Gehrke	City of Tigard	Washington County	Local planning staff

Regional TDM Strategy
Past Engagement Summary

August 2024

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1. Documents Reviewed

2. What We Heard" Key Takeaways from Past Engagement, organized into three categories:
   - Direct impact possible through TDM Strategy
   - Within the sphere of influence (SOI) of the TDM Strategy
   - Unlikely to be meaningfully addressed by the TDM Strategy

3. Future Engagement Considerations + Next Steps

Documents Reviewed

RTP	RTO	Learning Cohorts
- CBO Engagement Reports - Community Leaders Forum Reports 1, 2, & 3 - RTP Engagement Overview - BIPOC Owned Small Business Listening Session Summary - Summary of Language Specific Community Forums	- Metro Power Analysis Workshop Memo - RTO Racial Equity Strategy Focus Groups Summary and Goals Memo	- Final Report and Learning Cohort Matrix Memo - Miro Board Matrix

Engagement Activities for the 2023 RTP Update
(Nov. 2021 - Aug. 2023)

- **105** Metro Council & Technical Advisory Committee meetings

- **59** Community Engagement Liaisons (CELs)

- **7** High Capacity Transit Strategy working meetings

- **6** meetings with federal, state and regional agencies

- **6** meetings with Tribes

- **1** Community Survey (OPAL)

- **3** Community Leader's Forums

- **1** BIPOC Small Business Listening Session

- CBO Events & Focus Groups

What We Heard From the Community
Direct impact possible through TDM Strategy

"I have never heard of the RTP or even the website. Typically that is the case until you see the construction and the cones."
- *2023 Unite Oregon Community Engagement Report*

- Simpler communication is needed to effectively reach the community (*Community Leaders Forum*)

  - Limit technical words/acronyms
  - Make data available to community orgs, along with support on how to use it

- Trainings for Metro employees and the public about the barriers faced by people with disabilities using public transit
(*BIPOC Small Business Listening Session*)

What We Heard From the Community
Within sphere of influence of the TDM Strategy

- Connectivity - need for more frequent public transit options that operate later and connect to natural areas/places of interest
  - Desire for more microtransit and first-last mile transit options across the region

- Consider practical impacts from policy
  - Cars are a necessity for some, especially among community members with disabilities
    - No parking minimums in transit deserts are impacting those most vulnerable who rely on cars

What We Heard From the Community
Within sphere of influence of the TDM Strategy

- Disparity in treatment
  - *"Participants have experienced and observed bus drivers pulling away more quickly from a stop when a person perceived as low-income is getting on or off the bus."* - 2023 Community Cycling Center Community Engagement Final Report

- Wayfinding
  - Language barriers make understanding routes difficult
    - Bus drivers strictly adhere to routes and don't have time to teach riders how to engage with routes/maps

What We Heard From the Community
Unlikely to be meaningfully addressed by TDM Strategy

- Safety - concerns waiting at and accessing transit stops
  - Lack of street lighting
  - Lack of connectivity re: bike/pedestrian protective infrastructure (sidewalks, protected bike lanes, etc.) impacts perceived distance between stops; riders feel like stops are further away than they are and more difficult to reach
  - Community would feel better with more frequent transit → less time waiting at stops

- Gentrification and displacement concerns
  - Communities are worried that necessary transportation investments will lead to displacement
  - Possibly could provide anti-displacement strategies to preserve residents and small businesses.

What We Heard From The Learning Cohort Grantees

- Most interested in **making new connections and culturally-specific engagement methods.**
  - Need assistance networking with culturally specific organizations/worksites

- Need help **acquiring data on marginalized communities and analyzing** that data

- **Trainings and workshops** are most useful in developing their racial equity lens/framework

- **Basecamp is a useful communication/resource sharing platform**, but can be difficult for some to navigate

- Grantees prefer to have a hybrid mix of meetings with Metro and other RTO grantees

Future Engagement Considerations

- **Education and outreach to the community & CBOs early in decision processes**
  - Offer opportunities to provide input on community-scale projects vs solely regional

- **Understand BIPOC and other communities preferred transportation modes**
  - 0 out of 75 BIPOC survey respondents use biking as their primary form of transportation. - The Street Trust *2023 Community Engagement Report*

Next Steps: Developing an Engagement Inventory

Some organizations have been more heavily involved in engagement activities compared to others (The Street Trust, Verde, Unite Oregon, Oregon Walks, Community Cycling Center, OPAL). The table below previews a database for tracking organizations' past and current engagement with Metro TDM efforts.

Organization	RTP/RTO/LC	Engagement Methods Used	Last engagement date
Community Cycling Center	RTP/RTO/LC	Focus Groups, Presentations, Bike Rides, Cohort Member, Grantee	2024
Unite Oregon	RTP/RTO	Focus Groups, Listening Sessions, Community Leaders Forum	April 2023
The Street Trust	RTP/RTO/LC	Listening Sessions, Focus Group, Cohort Member, Grantee, Community Leaders Forum	2024
Centro Cultural	RTP/RTO	Focus Groups	2023

Meeting minutes

Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting:	Regional Travel Options Partner Meeting
Date/time:	November 7th, 2024
Location:	Metro Regional Center
Attendees:	Approximately 50 attendees representing RTO partner organizations

These meeting minutes capture the table activity discussion sheets. This meeting included approximately 50 RTO program partners.

Q1: How have the needs of the community members you serve changed as travel patterns have changed in the last 5 years? What factors do you think most influence travel patterns for the people you serve?

- School bussing down
- More organization & support around walk/bike buses
  - Connection to work-from-home and flexible schedules contributes to increase in SRTS volunteer availability
- Personal safety on transit
- Practitioners are missing change data, are asking what hasn't changed
- Feedback loop of unsafe driving behavior around the school trip, spikes concern around walking/biking safely, which reinforces the decision to drive
- Similar feedback loop of decreased school bus offerings during the pandemic, kids who continue to ride are bullied or have negative experiences that reinforce the low turnout for bussing
  - Similar to transit death spiral
  - Ways to incentivize ridership? I.e., free wifi on buses
- Convenience
- Abundance of parking (induced demand?) – mention of Lloyd specifically
- No requirements to come to the office
  - What's the greenhouse gas emission of WFM vs not?
  - Loss of commute benefits but still a push to return to the office
    - Need for a flexible transit pass program
      - What has the drop-off been for TriMet's Universal Pass program?

- More driving kids to school- school drop-off line, Lack of using school bus
- Safety – personal safety, road safety
- More short trips, more frequent
- Less frequent transit service
- Longer distances
- Lack of data on actual change in travel patterns
- More parking (fewer parking crunches, few demand times)
- Lack of requirements to come to the office
- Effective SRTS programs can prevent drive to work after
- Service workers rely on cars
- Cuts in commute benefit programs

- Absenteeism in schools
- People are more familiar with shared mobility

Q2: What types of TDM programming do you think are the most successful in positively influencing travel behavior change? What TDM programming is missing in the Portland Metro region to further meet community needs? This could be specific to your community or a gap that you have seen or heard about in other communities.

- Education as a big success factor as well as community events / community connection
- Incentive recommendations (subsidy programs to be expanded)
- Lots of request for free transit passes
- Request for more in-language programming
- E-bikes and bike buddies, try before you buy model
- Emphasis on the short trips within a community
- Pop up events
- Walking and biking busses

- Community-led ride along for learning
- Workshops on how to use transit
- Free helmets and locks
- New movers travel kits
- Bike commute challenges
- Leaders shown using different modes

- **Employer** trip reduction regulations
  - o Employee bike/walk buses
  - o Carrots and sticks for employers
  - o Employer sponsored TriMet passes
  - o Promoting TDM as company benefit

- **Cultural campaigns**
  - o Transit info in different languages
  - o In-language travel training

- **Incentives** for active transportation commutes/modes e.g. bikes maintenance, comfort accessories
  - o Regional incentive/reward programs
  - o Wider implementation of incentive/subsidies programs, i.e. Biketown for All

- **Transit passes**
  - o Free/discounted transit passes for all
  - o Middle school free transit
  - o Community transit to cultural/nature institutions, from suburbs and low-income areas

- **Wayfinding** improvements – key destinations, focus on suburbs
  - o Time-based signage, visible to motorists

- o Paper maps

- **Outliers**
  - o Tech integration
  - o Vanpools
  - o Info on streetcar
  - o First/last mile to transit

- **MISSING**
  - o No programming in some cities/counties
  - o Schools aren't giving out as many passes as families in need
  - o Employers smaller than 100 have no requirements/few incentives
  - o Walking school bus app
  - o Driver education in terms of safety for other modal users
  - o Volunteer recruitment toolkit and support
  - o Greater human connection/community support – bike buddies
  - o Involve teachers & administrators with walking/biking

Q3: Choose one of the following scenarios. How would you measure the impacts of distributing this resource on a community or individual level?

a) An organization that distributes transit passes to groups facing transportation barriers
- Mileage, pass use data, popular destinations

b) An organization that distributes safety accessories (e.g., helmets, lights, bike locks, rain gear, etc.)
- Emphasis on qualitative methods
- A comment that impressions data is not the best tool to measure mode change
- Counts of what is distributed + surveys (without grantees having to bear the full burden of surveying with low turnout)
  - o Asking specifically about perceived safety
- Do we even need to back this up with data when we know it's a need?

c) An organization that administers a shared bicycle and/or scooter fleet program within a small community (e.g., multi-family residential building, individual employer, individual school, etc.)
- Maintenance as an indicator of use
- Mileage
- Built in measurement through shared fleet system depending on the sophistication of the model

Regional TDM Strategy

TDM Practitioners Survey

Survey Open November 12 - December 13th, 2024
Complete Responses 34

Prepared by:

CASCADIA
P A R T N E R S

How to read this summary

This slide deck summarizes the quantitative and qualitative data from the Regional TDM Practitioners Survey. The survey received 34 complete responses while it was open between November 12 through December 13, 2024.

The summary mirrors the same structure and sequencing as the organization of the survey itself; slide titles paraphrase original survey questions to read as statements, with the corresponding question as a footnote on the slide.

Slides prefaced with "key themes" summarize response data across all programs and are typically followed by slides segmented by program area with more detailed qualitative response data.

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Executive Summary: Purpose

The purpose of the Regional TDM Practitioners Survey was to gather geographically representative input (of the Metro region) to identify key barriers, needs, gaps, and opportunities of all TO trip types (Commute, Community, and SRTS trips). Input from this survey will support the identification of TDM priorities. The virtual survey was a combination of 23 closed and open-ended questions, which took roughly 15-20 minutes to complete.

The survey to TDM practitioners was developed with the following key questions in mind:

- *What are their needs?*
- *What do they perceive as gaps in TO programming?*
- *What are opportunities related to TDM in the region?*
- *How can RTO play a role in supporting that?*
- *What type of resource is the partner providing? Do they have a way to track the long-term impact of those resources?*

Executive Summary: Key Findings (1 of 2)

The survey received 34 complete responses while it was open between November 12 through December 13, 2024.

Commute practitioners and programs are still grappling with post-Covid changes to patterns related to travel and work. Practitioners noted a geographic focus shift and communications that prioritizes non-city-center workers. Employers shifting from remote to hybrid work policies bring new challenges to program implementation.

Practitioners identified needs and opportunities in all the following categories:

Areas RTO can directly fund/influence
- **Funding and Staffing Support**
- **Equity and Accessibility**
- **Behavioral and Cultural Shifts**
- **Data Collection and Sharing**
- **Micromobility and Mobility Hubs**

Complementary TDM policy/programs
- **Infrastructure Improvements**
- **Transit Access and Coordination**

Executive Summary: Key Findings (2 of 2)

Across all practitioners, the top three programs being delivered with success are **incentive programs, site specific programming, and organized ride/walk/transit trips**.

All practitioners reported equal interest, challenges, and success with **individualized marketing**.

Practitioners identified the following as the most impactful activities for reducing VMT and addressing transportation barriers:

Affordable access/resources
  Shared mobility costs
  Access to bikes/gear

Incentive programs and policies
  Employer transit passes
  Transportation Wallet
  Challenges
  Flexible remote work

Dependable/tailored options
  WSB/BB for schools
  Personalized trip planning
  Shuttles

What is the name of the organization you represent? (34 responses)

- Beaverton School District
- bikeworks by p:ear
- Cesar Chavez PTA
- City of Gresham
- City of Tigard (2)
- City of Wilsonville / SMART
- Clackamas Community College
- Clackamas County (2)
- Community Cycling Center
- Creston PTA/SRTS committee

- Explore Washington Park
- Glencoe Elementary PTA
- Multnomah County Transportation
- Oregon DEQ
- PBOT (10)
- Port of Portland
- Portland Public Schools
- The Street Trust (2)
- TriMet (2)
- Westside Transportation Alliance (2)

What types of TDM-related programming does your organization implement?

(34 responses)
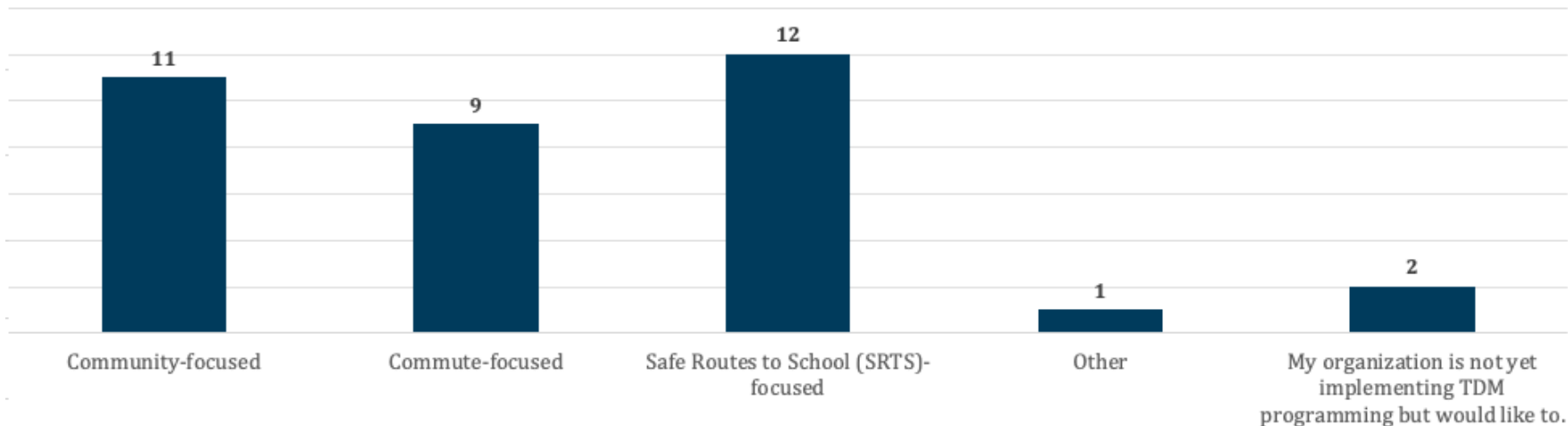
Key themes: Audiences and geographies that are difficult to engage

	Audiences, geographies	Challenges
Commute	Shift workers, manufacturing employees, retail employees, mid-size or smaller employers, East County or Clackamas County	• Traditional measures of success are limiting • Job types that are not computer-based are harder to engage • Shifts don't align with transit service hours
Community	People of color, low-income people, and people with disabilities	• No specific challenges identified
SRTS	Schools without an established Walk Zone, middle schools and high schools, schools located on busy roads, BIPOC families and low-income families, East Multnomah County schools	• Limited "bandwidth" among staff and volunteers • Limited time to provide education • Lack of adequate storage facilities • Difficult to consistently collect required data

Commute: Specific employee/employer groups that are difficult to engage (6 responses)

- Shift workers
- Manufacturing employees
- Retail employees
- Job types that aren't computer-based
- Mid-size or smaller employers
- East County or Clackamas County
- Employees who commute between PDX/Port HQ and Washington
- Disabled students and students living in Wilsonville/South Clackamas county
- Specific companies: Teledyne FLIR, TE Electronics, Fred Meyer Wilsonville, OrePac, Target, Costco

IDENTIFIED CHALLENGES
- When employees' success is measured based on productivity limits, this limits their availability to engage
- Shifts don't align with transit service hours
- Lack of work-related email addresses (job is not computer-based)
- Access to reliable, up-to-date contact information for employers

PRACTITIONER SOLUTIONS / IDEAS
- To more efficiently reach employers, procure a CRM tool (e.g., SalesForce CRM, ZoomInfo, LinkedIn Sales Navigator) for maintaining contact info.
- Establish an employer-based metric that takes in to account the challenges of determining equity in employer outreach.

Q5: Please share with us if there are specific groups of employees/employers that your program would like to serve but are not currently engaged as part of your commute programs. (Optional)

Key themes: Adapting Commute-Specific Programs Post-COVID-19 (7 responses)

- **Communication Materials and Reporting:**
  - Education materials and reporting processes have shifted to electronic formats.
  - Messaging has been adapted to address flexible work patterns.
  - Employers are leveraging telework in commute reduction strategies.
- **Program Adjustments:**
  - Increased financial support for low-income participants and expanded reduced-fare programs.
  - Universal Pass pricing adjusted to better align with current demand and ridership patterns.
  - Incentives now consider non-commute trips, as telework continues to be common.
  - Team Challenge activities are less effective when teams function in hybrid workplaces or settings.
- **Geographic Focus Shift:**
  - Portland central city office workers tend to work from home; service expansion efforts now prioritize areas outside central cities due to changing travel demands.
- **Employer Trends:**
  - The Work-From-Home category transitioned from full-time at home to hybrid models (e.g., Tues-Thurs in-office).
  - Employers are bringing employees back on-site, increasing drive-alone rates while telework decreases.

Q4: Given travel behavior changes following COVID-19, how have your commute-specific programs adapted to meet changing employee and employer needs around travel options? (Optional)

Community: Specific demographic groups, geographies or destinations that are difficult to engage (11 responses)

Community-focused practitioners identified people of color, low-income people, and people with disabilities as populations they prioritize in their programming and outreach efforts:

- People who may be served by Community Based Organizations typically involved in accessing health services
- Underserved communities as defined by race, ability, gender/sexual orientation, and low-income
- The Black Community, Latinx Community, Asian Communities, as well as recent immigrants and refugees
- Those living on low-incomes and students
- Those living with disabilities or who cannot ride traditional bike share bikes
- Populations that are disproportionately affected by traffic violence

Q6: Is your community-focused program looking to engage specific demographics, geographies or destinations you do not currently engage with? (Optional)

SRTS: Specific schools, age groups, or student demographic groups that are difficult to engage (9 responses)

- Schools that do not have an established Walk Zone
- Middle schools and high schools
- Schools located on busy roads
- BIPOC families and low income families
- East Multnomah County schools (Centennial School District, Gresham-Barlow School District, and Reynolds School)

IDENTIFIED CHALLENGES

- Schools have high need and limited "bandwidth"
- There are very few families of color that lead walking or bike buses
- Collecting consistent demographic data has been found to be a barrier to access for participants and families.
- Access to bikes/bike storage
- Reliance on volunteers to deliver programs
- Short PE classes/not enough time for bike ed

Q7: Are there any specific schools, age groups, or student demographics that your SRTS program has had trouble engaging with. If yes, please describe. (Optional)

How partnerships are structured (29 responses)

- **All TDM programs rely on longer-term partnerships via program collaboration for implementation.**

- **Community-focused programs have more formalized partnerships via funding or subcontract agreements compared to Commute and SRTS-focused programs.**

	Formalized partnerships via funding or subcontract agreements.	Longer-term partnerships via program collaboration.	Short-term partnerships around specific events or activities.	Other
Commute-focused	5	8	5	2
Community-focused	11	10	11	
Safe Routes to School (SRTS)-focused	6	10	7	
My organization is not yet implementing TDM programming but would like to.	1	1		

Q8: How are these partnerships structured? Select all that apply.

Key themes: Specific travel option opportunities that practitioners would like to see addressed and resources that are needed (28 responses)

Responses were analyzed and grouped into the following seven categories:

Areas RTO can directly fund/influence
- **Funding and Staffing Support**
- **Equity and Accessibility**
- **Behavioral and Cultural Shifts**
- **Data Collection and Sharing**
- **Micromobility and Mobility Hubs**

Complementary TDM policy/programs
- **Infrastructure Improvements**
- **Transit Access and Coordination**

Funding and Staffing Support

Needs and Opportunities:
- Adequate resources to support active transportation programs and TDM initiatives.
- Dedicated staff for program implementation and oversight.

Resources Needed:
- Increased grant opportunities and municipal funding.
- Recruitment and support for program volunteers and paid staff.

Q12: Do you see specific travel option needs or opportunities either in your program or your community that you would like to see addressed? If your organization is not able to address these needs or respond to opportunities, what support or resources are needed? (Optional)

Key themes: Specific travel option opportunities that practitioners would like to see addressed and resources that are needed (28 responses)

Equity and Accessibility

Needs and Opportunities:
- Programs for low-income families, such as reduced fare options and bike donation programs.
- Outreach and education in diverse languages and culturally appropriate formats.

Resources Needed:
- Translation services with quick turnaround times.
- Tailored outreach strategies leveraging non-traditional marketing channels.
- Enhanced partnerships with community organizations to reach underserved populations.
- Investment in more security on buses, the MAX, and at MAX stations.

Behavioral and Cultural Shifts

Needs and Opportunities:
- Promotion of biking, walking, and transit through education and incentive programs.
- Address barriers posed by work-from-home trends and shift work schedules.
- Address real and perceived threats to personal safety.

Resources Needed:
- Focus groups to understand commuter perceptions and how commuters are accessing information.
- Collaboration with employers to adapt programs to flexible work patterns.
- Community engagement to build support for active transportation and carpooling.

Q12: Do you see specific travel option needs or opportunities either in your program or your community that you would like to see addressed? If your organization is not able to address these needs or respond to opportunities, what support or resources are needed? (Optional)

Key themes: Specific travel option opportunities that practitioners would like to see addressed and resources that are needed (28 responses)

Data Collection and Sharing

Needs and Opportunities:
- Better tracking of program impact and transportation patterns.

Resources Needed:
- Tools and systems for managing quantitative and qualitative data.
- Improved data sharing agreements with transit agencies like TriMet.

Micromobility and Mobility Hubs

Needs and Opportunities:
- Introduction of e-bike and e-scooter services in underserved areas.
- Creation of mobility hubs to integrate transportation modes.
- Collaboration between local and regional transit partners.

Resources Needed:
- Investment in micromobility infrastructure and operations.

Q12: Do you see specific travel option needs or opportunities either in your program or your community that you would like to see addressed? If your organization is not able to address these needs or respond to opportunities, what support or resources are needed? (Optional)

Key themes: Specific travel option opportunities that practitioners would like to see addressed and resources that are needed (28 responses)

Note: highlighted are components that the RTO program can directly support

Infrastructure Improvements

Needs and Opportunities:
- Safer walking and biking infrastructure: sidewalks, bike lanes, crosswalks, traffic calming measures.
- School-specific improvements: crossing guards, speed zones, safer routes.
- Secure bike storage and bike network connectivity.

Resources Needed:
- Increased funding for infrastructure projects.
- Political support for policy changes and project implementation.

Transit Access and Coordination

Needs and Opportunities:
- More frequent, reliable, and secure public transit.
- Expanded transit options for underserved areas and better integration across transit agencies.
- Free or subsidized transit passes for students, including middle schoolers.

Resources Needed:
- Inter-agency collaboration to improve coordination and simplify navigation.
- Additional funding for service expansion and free/subsidized pass programs.
- Advocacy for expanded transit coverage in rural and suburban areas.

Q12: Do you see specific travel option needs or opportunities either in your program or your community that you would like to see addressed? If your organization is not able to address these needs or respond to opportunities, what support or resources are needed? (Optional)

Key themes: TDM Program Delivery

Note: These key themes are gleaned from the Q13 matrix of services to follow

- Overall, the top three programs being delivered with success are **incentive programs, site specific programming, and organized ride/walk/transit trips**.

- All practitioners reported equal interest, challenges, and success with **individualized marketing**- this could be an area for cross-collaboration/learning across all programs.

- **COMMUTE-FOCUSED** practitioners identified **individualized marketing** and **incentive programs** as activities that are being provided but could use more support.

- **COMMUNITY-FOCUSED** practitioners identified **challenges** as difficult to implement while also not seen as relevant.

- **SRTS-FOCUSED** practitioners identified **site-specific programming, in-classroom education,** and **learn to ride challenges** as being provided but facing challenges. Half of SRTS-focused practitioners mentioned **personalized travel planning** and **commute benefit assistance** being relevant to their communities but wouldn't implement– possible opportunity for cross-collaboration with adult commute programming.

TDM Program Delivery - All responses (28 responses)

All Responses	My program is providing this activity, with success.	My program is attempting to provide this activity, but facing challenges.	My program would like to provide this activity.	This activity is offered in my community, but not by my program.	This activity would be relevant to communities I serve, but my program would not implement.	This activity is not relevant to the communities that I serve.	Total
Incentive Programs	10	12	3		3		28
Challenges	6	7	3	4	3	3	26
Site-Specific Programming	13	9	1	1	1	3	28
Personalized Travel Planning	5	3	7	3	6	3	27
Commute Benefit Program Assistance	4	3	5	5	5	4	26
Organized Ride/Walk/Transit Trips	11	6	4	5		2	28
Individualized Marketing	5	8	8	4	3		28
General Marketing/Informational Campaigns	9	11	3	2	3		28
TDM Supportive Infrastructure	7	6	3	4	5	1	26
Community-based Active Transportation Education	9	4	2	6	2	3	26
In-Classroom Active Transportation Education	4	4	6	7	2	4	27
Learn-to-Ride Education Programming	7	6	2	5	2	4	26
In-Classroom Bike Education in Classroom	4	4	5	8	1	5	27
In-Classroom Pedestrian Education	3	3	4	9	1	5	25
Total	97	86	56	63	37	37	

TDM Program Delivery – Commute-focused (8 respondents)

Commute-Focused	My program is providing this activity, with success.	My program is attempting to provide this activity, but facing challenges.	My program would like to provide this activity.	This activity is offered in my community, but not by my program.	This activity would be relevant to communities I serve, but my program would not implement.	This activity is not relevant to the communities that I serve.	Total
Incentive Programs	3	4	1				8
Challenges	4	2	1	1			8
Site-Specific Programming	5	2				1	8
Personalized Travel Planning	3	2	1		1	1	8
Commute Benefit Program Assistance	4	1	1	1			7
Organized Ride/Walk/Transit Trips		2	2	3		1	8
Individualized Marketing	1	4	1	2			8
General Marketing/Informational Campaigns	4	3		1			8
TDM Supportive Infrastructure	3			1	3		7
Community-based Active Transportation Education	1	1		3		2	7
In-Classroom Active Transportation Education			1	3		3	7
Learn-to-Ride Education Programming	1		1	1	1	2	6
In-Classroom Bike Education in Classroom			1	3		3	7
In-Classroom Pedestrian Education			1	3		3	7
Total	29	21	11	22	5	16	

TDM Program Delivery – Community-focused (10 respondents)

Community-Focused	My program is providing this activity, with success.	My program is attempting to provide this activity, but facing challenges.	My program would like to provide this activity.	This activity is offered in my community, but not by my program.	This activity would be relevant to communities I serve, but my program would not implement.	This activity is not relevant to the communities that I serve.	Total
Incentive Programs	3	5	1	0	1		10
Challenges		3		2		3	8
Site-Specific Programming	4	3	1	1		1	10
Personalized Travel Planning	2	1	2	2	1	1	9
Commute Benefit Program Assistance		2	3	2		2	9
Organized Ride/Walk/Transit Trips	6	1	1	1		1	10
Individualized Marketing	3	3	3	1			10
General Marketing/Informational Campaigns	3	5	1	1			10
TDM Supportive Infrastructure	2	3	1	2		1	9
Community-based Active Transportation Education	4	2	1	1			9
In-Classroom Active Transportation Education	3	1	2	3		1	10
Learn-to-Ride Education Programming	3	3		2		2	10
In-Classroom Bike Education in Classroom	2	1	2	3		2	10
In-Classroom Pedestrian Education		1	2	3		2	8
Total	35	34	20	24	2	17	

TDM Program Delivery – SRTS-focused (8 responses)

SRTS-Focused	My program is providing this activity, with success.	My program is attempting to provide this activity, but facing challenges.	My program would like to provide this activity.	This activity is offered in my community, but not by my program.	This activity would be relevant to communities I serve, but my program would not implement.	This activity is not relevant to the communities that I serve.	Total
Incentive Programs	4	3			1		8
Challenges	2	2	1		3		8
Site-Specific Programming	4	4					8
Personalized Travel Planning			2	1	4	1	8
Commute Benefit Program Assistance			1	1	4	2	8
Organized Ride/Walk/Transit Trips	5	2	1				8
Individualized Marketing	1	1	2	1	3		8
General Marketing/Informational Campaigns	2	3			3		8
TDM Supportive Infrastructure	1	2	2	1	2		8
Community-based Active Transportation Education	4	1	0	2	1		8
In-Classroom Active Transportation Education	1	3	2	1	1		8
Learn-to-Ride Education Programming	3	3	1	1			8
In-Classroom Bike Education in Classroom	2	3	2	1			8
In-Classroom Pedestrian Education	3	2	1	2			8
Total	32	29	15	11	22	3	

Key themes: Challenges to current programs and barriers to implementing other activities (21 responses)

Sufficient and accessible funding and staff capacity were the most frequently mentioned current challenges as well as barriers to implementing other activities. Respondents mentioned that funding was needed for supporting dedicated staff positions to adequately manage and develop programs; accessible and timely funding to provide incentives was also frequently mentioned.

Key themes on the challenges to current programs and barriers to implementing other activities:

- **Staffing Capacity**
- **Sustainable & Accessible Funds**
- **Context & audience-specific activities**
- **Program Champions**

- **Marketing & Outreach**
- **Engagement**
- **Program Evaluation**
- **Infrastructure & Safety**

Q14: For any activities that you are currently implementing but facing challenges, please describe the challenges. (Optional) & Q16: For any activities that your program would like to provide, please describe the barriers to implementation or why this activity is not currently offered? (Optional)

Key themes: Challenges to current programs and barriers to implementing other activities (21 responses)

Theme	Current program challenges	Barriers to implementing other activities
Staffing Capacity	Currently, there are capacity limitations across all levels: leadership, staff and volunteers which create challenges to consistent and sustainable implementation, coordination, and engagement. Volunteer availability is inconsistent.	Staff turnover makes planning more difficult and stall activities from happening. Big time commitment. A paid coordinator to organize events, volunteers, and staff would allow scaling up.
Sustainable & Accessible Funds	Reliance on external funding makes continuation of programs uncertain. Incentive programs require upfront funds and is more difficult when unable to access in a timely way. Cash flow challenges prevent timely distribution of incentives and prizes like free or discounted transit passes.	Need funding for more staff to dedicate time. Funding for *Biketown for All* memberships.

Q14: For any activities that you are currently implementing but facing challenges, please describe the challenges. (Optional) & Q16: For any activities that your program would like to provide, please describe the barriers to implementation or why this activity is not currently offered? (Optional)

Key themes: Challenges to current programs and barriers to implementing other activities (21 responses)

Theme	Current program challenges	Barriers to implementing other activities
Context & audience-specific activities	Generalized program designs ("one size fits all") fail to resonate with diverse groups or contexts. For example, rides or *Get There* challenges only attract a specific type of person.	Biking is not viewed as a form of transportation.
Program Champions	Leadership support and partnership is needed from PBOT, PPS, and large employers to help increase participation and outreach efforts.	Need more concrete, active support from PPS. Logistical barriers require strong partnership with Trimet.
Marketing & Outreach	Marketing costs and limited budgets reduce visibility and outreach effectiveness. Data for more individualized marketing is unavailable.	Developing outreach materials and utilizing communication channels that are more effective at reaching the priority audience.

Q14: For any activities that you are currently implementing but facing challenges, please describe the challenges. (Optional) & Q16: For any activities that your program would like to provide, please describe the barriers to implementation or why this activity is not currently offered? (Optional)

Key themes: Challenges to current programs and barriers to implementing other activities (21 responses)

Theme	Current program challenges	Barriers to implementing other activities
Engagement	Turnover of residents and staff at the two *Power to the Pedal* locations has made it difficult to increase ridership.	Still building traction and interest with current program activities.
Program Evaluation	Trip logging is a high barrier. Very difficult to get good transportation data.	
Infrastructure & Safety	Insufficient safety improvements in infrastructure deter widespread participation. Ineffective transit schedules, such as TriMet Red Line's operational hours, fail to meet user needs.	Insufficient funding for site-based infrastructure projects, especially when ineligible for grants (e.g., non-public right of way).

Q14: For any activities that you are currently implementing but facing challenges, please describe the challenges. (Optional) & Q16: For any activities that your program would like to provide, please describe the barriers to implementation or why this activity is not currently offered? (Optional)

Key themes: TDM Practitioners' key takeaways for program success (19 responses)

The five (5) key themes highlight the types of audience-specific program delivery, tools and incentives, and collaborators that have led to program success: ***Effective Program Strategies, Tailored programming with appropriate resources, Marketing and Outreach, Incentives and Accessibility, Partnerships and Employer Collaboration***

Effective Program Strategies
- Consistency is Key: Long-term, predictable partnerships and programming build trust and engagement.
- Integrated Events and Infrastructure: Tying activities to infrastructure (e.g., bike rides, transit) enhances impact.
- Goal-Oriented Design: Programs designed to reduce VMT (Vehicle Miles Traveled) and encourage behavior change are more impactful.

Tailored programming with appropriate resources
- Schools show enthusiasm for bike/pedestrian safety programs when resources (bikes, scooters, instructors) are provided.
- Short, targeted lessons (e.g., 30-minute pedestrian lessons) are highly successful in constrained environments like PE classes.
- Programs tailored for youth (e.g., Biketown for All), with incentives such as free memberships, foster active participation.

Q15: For any activities that you are implementing successfully, what are some key takeaways on your program's success that you could share with other TDM practitioners? (Optional)

Key themes: TDM Practitioners' key takeaways for program success (19 responses)

Marketing and Outreach
- Multi-channel marketing (e.g., mail, e-newsletters, targeted social ads) effectively reaches diverse demographics.
- Personalized communications, such as direct emails or reminders, increase participation in events and promotions.

Incentives and Accessibility
- Practical and intriguing incentives (e.g., discount transit passes, on-site pass purchases) are well-received.
- Materials developed through an accessibility lens will expand program reach to a broader audiences.
- Automating incentive distribution (e.g., through tools like Zapier) optimizes staff resources.

Partnerships and Employer Collaboration
- Collaboration with community partners, CBOs, and employers ensures resource distribution and program visibility.
- On-site employer events and engaging workplace champions lead to higher participation rates.
- Maintaining a well-managed CRM aids in identifying key contacts for ongoing success.

Q15: For any activities that you are implementing successfully, what are some key takeaways on your program's success that you could share with other TDM practitioners? (Optional)

Key themes: most significant activities for reducing VMT and transportation barriers across all programs (24 responses total)

REDUCING VMT AND TRANSPORTATION BARRIERS

Affordable access/resources
- Shared mobility costs
- Access to bikes/gear

Incentive programs and policies
- Employer transit passes
- Transportation Wallet
- Challenges
- Flexible remote work

Dependable/tailored options
- WSB/BB for schools
- Personalized trip planning
- Shuttles

HOW THEY ARE ASSESSED

- Utilization of transportation options
- Bike giveaways and bike trainings

- ECO Surveys
- VMT before/after trip reduction plan
- Participation, behavior change

- Travel tallies
- Walking audits
- Caregiver surveys
- Testimonials; feedback collected from direct follow-up, 1-on-1 meetings, calls, etc

Key themes: most significant activities for reducing VMT and transportation barriers across all programs (24 responses total)

Considerations that would enhance effectiveness or reach more communities
- Language access
- Trust
- Involving diverse communities in designing/delivering programs
- Policies – employer policies, legislation, etc.

TDM Adjacent Strategies
- Safer infrastructure
- Better land use
- Pricing

See slides 32-37 for more detailed responses among **Commute**, **Community**, and **SRTS** practitioners about the most significant activities for reducing VMT and transportation barriers across all programs.

The most significant activities contributing to achieving <u>VMT reduction</u> and how they are assessed (24 responses total)

Commute-focused practitioners

REDUCING VMT

- Challenges & points programs
- PBOT's Transportation Wallet Program
- Providing an adequate supply of parking at a reasonable price. It is an alternative to being dropped off and picked up by personal vehicles
- Charge for parking. Incentivize employers to subsidize travel options modes.
- Flexible remote work policies
- Trip reduction plans for employers

HOW THEY ARE ASSESSED

- Participation
- Annual survey comparing commute behaviors between people who do and do not have Transportation Wallets
- The ratio of air travelers-to-cars
- Measurably increased number of people utilizing transportation options, such as increased transit ridership numbers.
- ECO surveys - quantitative data like basic commute info, vehicle info, and miles traveled to work
- Survey data from employees to demonstrate baseline VMT before and after implementation of trip reduction plan

Q17: Please identify a TDM activity that you feel is the most significant contributor to achieving VMT reduction and to addressing transportation barriers for communities of color, low-income communities or people with disabilities. & Q18: How have you assessed, or how would you assess, the impact of the activities listed above? In other words, how do you know the activity is effective? This could be based on observation, research, information from other programs, etc.

The most significant activities contributing to <u>addressing transportation barriers</u> and how they are assessed (24 responses total)

Commute-focused practitioners

ADDRESSING TRANSPORTATION BARRIERS

- Language, trust
- PBOT's Access for All Transportation Wallet Program
- Red Line light rail access to the entire TriMet system addresses the barriers of cost and car ownership.
- Include communities of color, low-income communities and people with disabilities in all aspects of program formation, such as steering committees, focus groups, practitioners or practitioner support, etc.
- Longer travel distances are causing hardships and reducing transit's convenience. Reduce travel distances by supplying affordable housing closer to job and education centers.
- Providing employees with free transit passes
- Lack of legislation requiring organizations to partner with local TMAs to reduce VMT.

HOW THEY ARE ASSESSED

- Intuition
- Increased implementation of TDM tools with an equity focus that has been defined by communities of color, low-income communities and people with disabilities. Practitioners know which communities to focus on with an equity lens because area of focus has been thoroughly defined with assistance from impacted groups in the formative stages of development.
- Work at addressing perceptions about transit taking longer than driving but subsidized parking fees work against transit and non-car modes. TriMet has been adding service but the housing shortages are causing lengthier travel times.
- ECO surveys - qualitative info like why you commuted a certain way, and what would make a difference in how you commute

Q17: Please identify a TDM activity that you feel is the most significant contributor to achieving VMT reduction and to addressing transportation barriers for communities of color, low-income communities or people with disabilities. & Q18: How have you assessed, or how would you assess, the impact of the activities listed above? In other words, how do you know the activity is effective? This could be based on observation, research, information from other programs, etc.

The most significant activities contributing to achieving <u>VMT reduction</u> and how they are assessed (24 responses total)

Community-focused practitioners

REDUCING VMT

- Incentive programs, site-specific programming
- Price Signals (parking, road user charge, tolling, all outside our program), Employer Commute Program (getting going under commute grant)
- Make driving harder, make driving more expensive
- Working from home policies

HOW THEY ARE ASSESSED

- Non-motorized and transit counts, mode split, parking utilization
- Constant request/ask through research and community outreach
- A literature review by Fehr and Peers has shown that pricing is the greatest lever in behavior change - it is currently too cheap and easy to drive around and park.
- Personal safety is addressed and customer service are prioritized, especially in equity programs.
- Trips generated by shared micro mobility
- Quantitative: app-based trip logging and labeling, plus qualitative interviews and surveys about travel choices

Q17: Please identify a TDM activity that you feel is the most significant contributor to achieving VMT reduction and to addressing transportation barriers for communities of color, low-income communities or people with disabilities. & Q18: How have you assessed, or how would you assess, the impact of the activities listed above? In other words, how do you know the activity is effective? This could be based on observation, research, information from other programs, etc.

The most significant activities contributing to <u>addressing transportation barriers</u> and how they are assessed (24 responses total)

Community-focused practitioners

ADDRESSING TRANSPORTATION BARRIERS

- TDM supportive infrastructure, personalized travel planning
- Transportation Wallet (addresses cost, improves mobility)
- Build more transformative infrastructure, follow that up with behavior change campaigns, address safety on our streets (both traffic and non-traffic issues),
- Public transportation access, namely bike share access

HOW THEY ARE ASSESSED

- Lots of scheduled educational events and availability for one-on-one emails, phone calls, and texts with advice.

Q17: Please identify a TDM activity that you feel is the most significant contributor to achieving VMT reduction and to addressing transportation barriers for communities of color, low-income communities or people with disabilities. & Q18: How have you assessed, or how would you assess, the impact of the activities listed above? In other words, how do you know the activity is effective? This could be based on observation, research, information from other programs, etc.

The most significant activities contributing to achieving <u>VMT reduction</u> and how they are assessed (24 responses total)

SRTS-focused practitioners

REDUCING VMT

- Site Specific Programming (walk/bike busses, in particular)
- Lots of handholding and support to make people comfortable at the stage of learning they are at. For a lot of people we work with, this looks like learn to ride programming and other outings that are fun and generally away from the threat of car traffic and inclement weather.
- Reduce parents driving kids to school. The VMT reduction is easy to calculate given the average distance to school (i.e., given a catchment area 1.5 miles in radius, 1 mile per leg of trip, or 4 miles per student per day, is a reasonable average).
- Provide multiple travel options for families to safely get to/from school

HOW THEY ARE ASSESSED

- We utilize travel tallies. We find lower VMT for schools that have a regular WSB or Bike Bus program.
- Observation of walk and roll days vs other days
- Walking audits and caregiver surveys
- I'm a little torn on this one. On one hand I almost don't think it is fair to expect us to plan, implement, document, and assess our work. I think we could use a lot more hand holding when it comes to effective assessment of our programming. It's another hat that requires specialized skills to do effectively, so I struggle to imagine doing it effectively with everything else we are juggling with limited resources. On the other hand, we as a team are constantly assessing towards assuring our participants are walking away from our programming with concrete skills and knowledge that we are confident will contribute to their safety.

Q17: Please identify a TDM activity that you feel is the most significant contributor to achieving VMT reduction and to addressing transportation barriers for communities of color, low-income communities or people with disabilities. & Q18: How have you assessed, or how would you assess, the impact of the activities listed above? In other words, how do you know the activity is effective? This could be based on observation, research, information from other programs, etc.

The most significant activities contributing to <u>addressing transportation barriers</u> and how they are assessed (24 responses total)

SRTS-focused practitioners

ADDRESSING TRANSPORTATION BARRIERS

- Site Specific Programming (walk/bike busses, in particular)
- Lots of handholding and support to make people comfortable at the stage of learning they are at. For a lot of people we work with, this looks like learn to ride programming and other outings that are fun and generally away from the threat of car traffic and inclement weather.
- Reduce parents driving kids to school. The VMT reduction is easy to calculate given the average distance to school (i.e., given a catchment area 1.5 miles in radius, 1 mile per leg of trip, or 4 miles per student per day, is a reasonable average).
- Provide multiple travel options for families to safely get to/from school

HOW THEY ARE ASSESSED

- We utilize travel tallies and have recorded information on "normal" days and event days going back several years which allows us to analyze travel trends.
- Walking audits and caregiver surveys
- More kids from low income and communities of color riding on bike bus and other days. We have seen successes here after distributing bikes, and doing bike trainings.
- Crash Reduction Factors associated with different improvements; family testimonials about their experience getting to/from school
- Travel mode shift/feelings of agency

Q17: Please identify a TDM activity that you feel is the most significant contributor to achieving VMT reduction and to addressing transportation barriers for communities of color, low-income communities or people with disabilities. & Q18: How have you assessed, or how would you assess, the impact of the activities listed above? In other words, how do you know the activity is effective? This could be based on observation, research, information from other programs, etc.

Funding sources used for transportation options/TDM programs or services
(25 respondents)
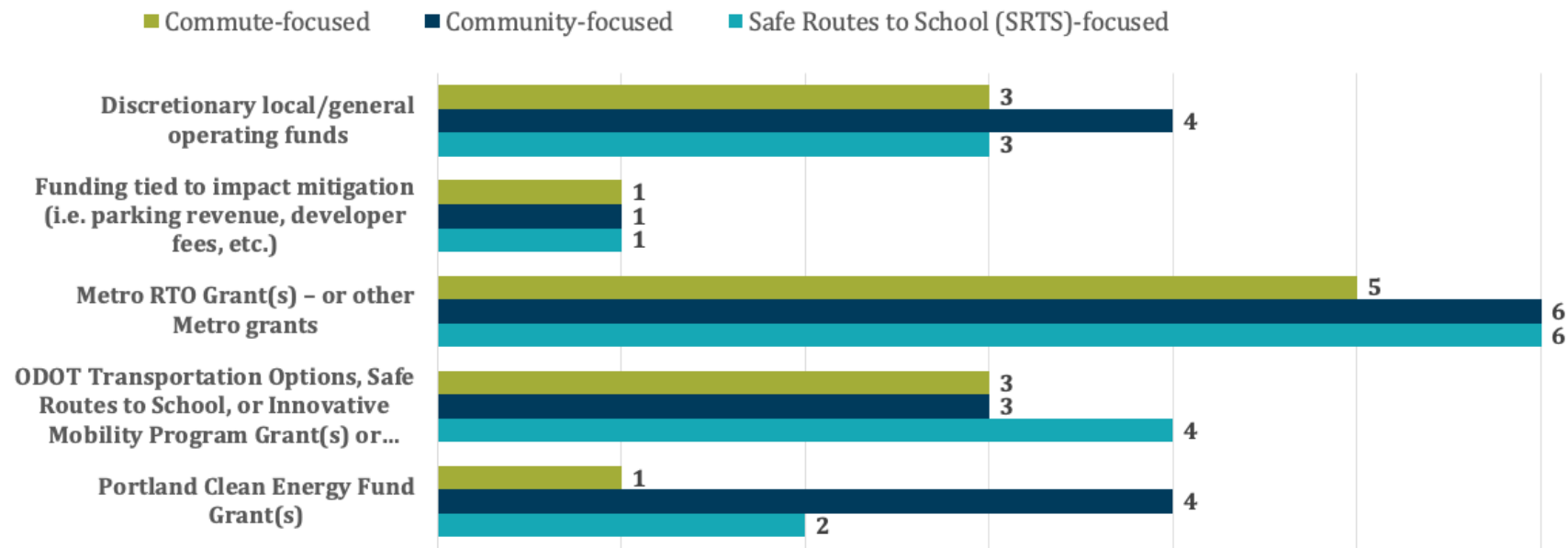
Q19: Please select which of the following sources fund your transportation options/TDM programs or services? Select all that apply.

Practitioners who have applied for RTO program grants in the past (24 responses)

■ Commute-focused   ■ Community-focused   ■ Safe Routes to School (SRTS)-focused
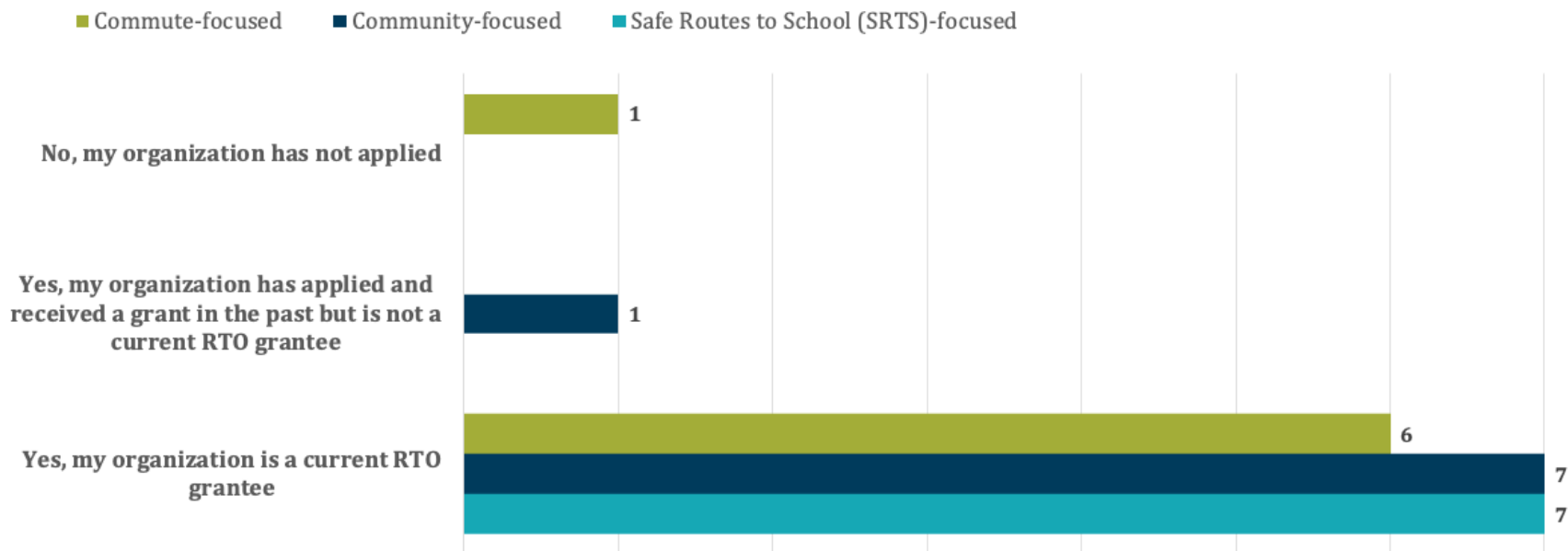
Q21: The RTO program offers grants for TDM programs and projects. Have you applied for an RTO grant in the past?

Practitioner thoughts on TDM in the region and how Metro's RTO program may better support their TDM efforts (14 responses)

We're interested in a Countywide coordinator approach, similar to our East County SRTS partnerships. I think it would bring more attention to the different TDM approaches and serve a broader area than just one City.

I recommend working with the City Engineer to determine how best to coordinate TDM efforts with the upcoming update of the 2013 Oregon City Transportation System Plan.

Vanpool - have partners work together to find possible participants, other than being dependent on worksites advertising and promoting the program.

I think RTO is doing great work, but I think some of this work is very much undercut by the RTP. There's way too much funding going to car infrastructure.

Q23: Please share any additional thoughts on TDM in the region and how Metro's RTO program may better support your TDM efforts. (Optional)

Practitioner thoughts on TDM in the region and how Metro's RTO program may better support their TDM efforts (14 responses)

...I believe our TDM work can be most impactful when we are able to isolate an audience that is well positioned with good transit service and/or a robust bike network. We falter when we try to persuade individuals to make this choice in undesirable conditions. Through this lens we design programs that will show reductions in VMT. *To address equity in our transportation landscape a set of different programs should be designed with goals around increasing access or boosting populations readiness for active modes. When one program tries to do both, I think it's hard to do either well.*

...I'd like to see more marketing by Metro to the general public about biking and taking transit. I'm thinking billboards, bus ads, social media ads. It has to be framed in a positive way (not anti-driving) but how it benefits the individual: less stress, more exercise, time to read, better (and free bike) parking, things along those lines.

Thank you for taking input to improve our TDM work and to enhance the outcome of our activities in the region!

Q23: Please share any additional thoughts on TDM in the region and how Metro's RTO program may better support your TDM efforts. (Optional)

Practitioner thoughts on TDM in the region and how Metro's RTO program may better support their TDM efforts (14 responses)

There is a lack of funding for the need of bike share memberships - incentives - addressing the excessive cost. *From our programing, we can see that bike share unlocks e-bike interest, unlocks behavior change, unlocks interest in e-bike ownership or increased non-car usage to address climate change impacts. The best way to unlock access is to provide it, including education that addresses the safety and needs of the user.*

Expanding light rail operating hours would directly benefit the Port and PDX's operations *and generally benefit other entities throughout the region.*

I look forward to seeing how efforts are implemented across demographics since what works for one group may not work for another. What works for most?

Explore new channels for reaching audiences with the Get There campaign.

Continue to collaborate and communicate with existing TDM orgs

Q23: Please share any additional thoughts on TDM in the region and how Metro's RTO program may better support your TDM efforts. (Optional)

alta

To: Grace Stainback and Noel Mickelberry, Oregon Metro

From: Anna Gore, Alta Planning and Design

Date: Thursday February 6, 2025

Re: Metro Regional TDM Strategy Needs Assessment Focus Group Summary

Needs Assessment: Focus Group Summary

Overview

The Regional Transportation Options (RTO) program's 2019-2023grant evaluation conducted in 2024 identified audiences associated with each of the RTO program areas that could be better served by the program. In January 2025 Metro engaged three of the audiences to inform the Needs Assessment phase of the Regional TDM Strategy project. Focus groups were held for the Commute and Community Program Areas, and an individual interview was conducted for the SRTS Program Area, as follows:

- **Commute Program Area:** Employee Transportation Coordinators at select employers, a higher education site and an area Chamber of Commerce representative
- **Community Program Area:** Affordable housing resident service providers
- **Safe Routes to School (SRTS) Program Area:** A Forest Grove School District PE teacher

The meeting goals varied slightly between the three sessions, with the common goals of:

- **Fostering a shared understanding** of TDM programs
- **Gaining direct input** on transportation challenges and needs
- **Identifying opportunities** for TDM programs to better serve the focus audience

This memo summarizes overarching findings across the three engagement activities, then documents distinct points related to the meeting goals for each of the three program areas.

Overarching Findings

Challenges, needs, or opportunities expressed across RTO program areas include:

- Rewards, challenges and financial incentives are a large driver of program participation
- There is a need to revamp transit pass programs to meet current needs and opportunities, while transit pass access is heavily desired by residents and commute programs.
- Customizable resources and flexible offerings are keys to successful programs

- Employers expressed that flexibility in offerings is key, due to the unique needs and opportunities of work sites and work forces. This is particularly true post-pandemic, with hybrid in-office work schedules.
  - Affordable housing service providers noted that site-specific information about transportation options would help them better support their residents, and that many residents would benefit from personalized trip planning.
- Consolidated information, with consistent updates and reminders to use them, would help to increase use of transportation options
  - Employers and affordable housing service providers expressed that they need to consistently send reminders of benefits or services to encourage their use
  - Affordable housing service providers and Forest Grove educators lack consolidated information about what is available, both in terms of transportation options service providers and the services themselves.
- Parking policy and availability of free parking impacts transportation options use
- Free parking is a universal challenge to building demand and use of travel options and supportive programming.
- Transportation options education and travel training can help to build confidence and overcome barriers in transportation options use

Service Area-Specific Findings

The sections below document points made by participants in response to questions about transportation options challenges or needs, followed by a list of opportunities or potential program strategies to address the challenges or needs.

Community Focus Group

There is an overarching need for RTO to increase engagement and provision of services amongst affordable housing providers, and for community destinations in general. Broadly speaking, the challenges, needs and opportunities were related to program delivery and transportation options access, with some points being outside the scope of the RTO program.

Challenges
- Bikes being stolen from bike rooms at affordable housing sites
- Location and road accessibility of major services affordable housing residents use
- Concern that transportation initiatives at affordable housing may face barriers (like theft of bikes, etc.) and then discontinued.
- E-bike libraries that were well used in the beginning, but have dropped off
- Supporting affordable housing residents' travel to priority destinations including doctor's appointments, hospitals, groceries, food pantry, work, school
- Affordable housing resident confidence in using transit

- For affordable housing residents, driving to destinations is often quickest, but there are many barriers including cost of driving, lack of parking for personal vehicles, not having a driver's license
- Lack of safe routes to transit for affordable housing residents
- Last mile connections and transportation options for short trips for affordable housing residents

Needs
- Consistent nudges to remind affordable housing residents of offerings
- Programming focused on "hot spot" community destinations
- A suite of standard resources and services (in coordination with partners)
- Personalized trip planning for affordable housing residents
- Consolidated information about all transportation options for affordable housing residents
- Travel options education and training for affordable housing residents (travel training), including tech literacy needed to access trip planning software and/or access to paper materials for those without access to a computer or phone.
- Transportation options for affordable housing residents to access activities and learning-based opportunities (as opposed to just emergencies)
- Transit pass program designed for affordable housing residents

Opportunity or potential program strategy
- Mobile services that come to residents (food delivery, DHS, etc.)
- Offer RTO programming tailored for affordable housing sites in a way that provides ongoing support to navigate issues as they arise
- Programming and services that support affordable housing residents in accessing major community destinations
- Master list of services and contacts for affordable housing residents
- Opportunity for RTO to facilitate direct partnerships or services between sites and partners that offer personalized trip planning services
- Develop and distribute travel options resource handout customized for the location of affordable housing sites
- Coordinated transit rides (e.g., travel training or transit buddy program)
- Opportunity to create a positive association with getting out and about, potentially through Ride Connection programming that caters to this (i.e., Riders Club)
- Shared vehicle program for affordable housing sites (e.g., community van program, carshare with other nonprofits)
- Consider programming that focuses on safe routes to transit
- E-bike lending library for affordable housing residents
- Financial incentives are largest driver of participation in transit programs

Commute Focus Group

Broadly speaking, key points were related to data collection and reporting, policies, program delivery, shifting travel patterns, unique factors related to audiences or geographies, and transportation options access and coordination.

Challenges

- TriMet Pass Program currently puts administrative burden on employers; doesn't adequately serve employees of all types (students, hybrid workers, day-passes for site staff) enough to justify the cost
- Personal safety concerns are a barrier to transit ridership*
- Businesses are reporting data in different ways, or have a lack of data (e.g., administrative staff, worksite vendors/contractors not included; not required to capture that data by ECO)
    - Due to the lack of coordination of data collection, there is limited use of data and understanding of long-term success of program efforts*
- Poor transit service in some locations
- Free parking, which is a universal challenge to building demand and use of travel options and supportive programming.
- Not being able to charge for parking because of parking impact on surrounding neighborhoods
- Running a carpool or vanpool program that is successful due to larger infrastructure or policy issues
    - There was enthusiasm for shuttles/vanpool/carpooling from the group, however due to barriers (including a lack of dedicated lanes or the abundance of free parking), there is not a clear path for success of these programs.
- ERH programs are under-used or, in the case of college students, greatly overused, and come with significant administrative burden (if not using Lyft ERH service)
- The number of five-day-a-week commuters is increasing
- Transit use drop since COVID (e.g., Adidas, University of Oregon, Nike; in the case of Nike, ECO-survey documented direct replacement of transit trips with SOV trips)
- Poor last mile connections in some locations

Needs

- Better suite of subsidized transit pass programs, with more options, less administrative burdens, and adapted for current flexible work schedules (e.g., pay what you use type of program)*
- Consistent with evaluation, standardization of data collection and data sharing to identify areas for growth and promote programs with decision-makers
- Data on how adopting transit pass programs impacts employee transit commute rates. This data exists, but is not readily available for partners to access/use.
- Clarity on whether commute competitions result in new and long-term mode shift
- Carpool programming support
- Frequent communication of complete and consolidated list of commute benefit programming that employers may employ
- Universal and easy to use platform for ERH (Lyft better than TriMet because of ride options, ease of use)
- Employees need consistent reminders of benefits and nudges to use them*

- Data on commuters' perception of returning to the office, to add to anecdotal understanding that employees value flexibility

Opportunity or potential program strategy
- Improvements to flexibility (and reduced admin burden) of TriMet's program offerings could increase access and use for small and large businesses
- Standardization and central collection and analysis of surveying may increase use of data, ease administration burdens, and encourage more frequent surveying and surveying by organizations outside of state requirements
- Improve coordination/standardization of employer data efforts across agencies as a large, needed inter-agency effort (Metro has this data but it has been challenging to work with)
- Opportunity to use focused survey efforts to better understand the long-term impacts of TDM strategies (and competitions/challenges are currently a substantial part of RTO programming)
- Include questions about commuters' perceptions in employee surveys (e.g., is flexibility to allow employees to work from home needed to support employees return to office). This is an opportunity for employers to consider, and not recommended to be centered in this Strategy.
- Commuters are not satisfied with their commutes. Work with employers to offer new benefit programs and communication as part of RTO (return to office) efforts
- Financial incentives, challenges and rewards are successful in driving participation in programs and potential mode shift
- Provide parking best-practices based on type of location to better support TDM uptake and reduce impact on surrounding area and neighbors. Support employers in customizing program efforts for their work site and workforce
- Standardizing and/or broaden use of ERH to build on anecdotal reporting on increased employee's confidence using travel options
- Adjust programming to support employers and commuters as they return to the office fulltime

An asterisk (*) indicates points that were also identified in one of the two needs assessment research memos.

Safe Routes to School Interview

There is an overarching opportunity for Metro RTO to build up an SRTS program in Forest Grove, where a gap was identified during the 2019-2023 RTO grant program evaluation. Broadly speaking, points made during the conversation were related to program delivery, unique factors related to the audience or geography, and transportation options access and coordination.

Challenges
- Difficulty in connecting with the city for support
- Lack of educator awareness of existing SRTS resources in the region
- Knowing how many volunteers are needed and where to station them for bike buses
- Kids in Forest Grove not knowing how to ride bikes

- Forest Grove teachers feeling hesitant to include learn to ride in their curriculum for kindergarteners due to knowledge gap in bike education
- Concerns about destinations and safe neighborhood routes to ride pedal bikes at some schools (Cornelius Elementary)
- Some locations more suitable than others for bike buses (e.g., presence of calmer neighborhood streets)

Needs
- Need to connect Forest Grove to the wealth of regional and state SRTS resources
- Strong volunteer infrastructure is needed to develop and sustain SRTS programming
- Route planning assistance for bike buses in Forest Grove

Opportunity or potential program strategy
- Provide support in building a base of involved participants (esp. volunteers), which is often an essential component of successful SRTS programs
- Provide coordinated support throughout the district for volunteers and educators looking to implement SRTS activities
- Expand on Joseph Gale Elementary's program that teaches students how to ride a bike to other Forest Grove schools.
- Potential partnership between Harvey Clarke & Joseph Gale to share resources between PE teachers. Start small with pedestrian education and scooters, before moving to learn-to-ride and full bike fleets that require more riding space.
- Connect Forest Grove educators and advocates with bicycle and pedestrian education training sessions

Meeting minutes

Meeting:	Regional TDM Strategy Technical Work Group Meeting #1
Date/time:	March 13th, 2025
Location:	Metro Regional Center
Attendees:	Technical Work Group roster attached

These meeting minutes capture sticky note input on the Regional TDM Needs Assessment Key Themes. They are listed in order of priority by the Technical Work Group (priority dots):

Theme: Expand Financial Incentives & Access to Transit Pass Programs
Priority dots: 13
Opportunities:
- Really like uncoupling transit pass programs from employers, or expanding to multifamily housing (+2)
- People should be able to present their SNAP card and automatically get low-income fare pass. Work with TriMet to reduce barriers
- Opportunity right now to encourage the legislature to include YouthPass funding into current transportation bill
- We need similar programs to PBOT (like transportation wallet) extended beyond Portland boundaries – especially East Multnomah County (Gresham, Fairview, Wood Village, Troutdale)
- Expand transportation wallets for use beyond Portland city boundary. Consider how we provide these wallets to low-income communities by partnering with affordable housing developments, SNAP, etc.
- Explore ways for distribution of incentives and transportation passes, prepaid card to unlock various transportation services
- Working with TriMet on more commuter pass options - especially to address hybrid work.
- Leverage DEQ ECO program to incentivize employer participation in transit programs

Theme: Enhance regional TDM coordination & resources
Priority dots: 10
Opportunities:
- Ongoing TDM Working Group (coordination and adaptation)
- Regional meetings w/ TDM coordinators invited
- Provide a centralized website that provides access to information and resources – then promote to local jurisdictions and large housing developments & businesses
- Host website with visual or list of TDM providers – who provides what and where
- Reduce duplicative and overlapping TDM work – especially so everyday users aren't bombarded. Metro could host/coordinate the menu
- Ongoing coordination with TDM practitioners around the region to see what is working, what's not, lessons learned, etc.
- More formal clarity on roles and responsibilities between Metro, local jurisdictions, and transportation service providers to better coordinate on TDM programs.

Theme: Expand and optimize funding for regional TDM programs
<u>Priority dots: 9</u>
Opportunities:
- Pilots to secure new $$
- 'Roadmaps' to leverage funding
- Sustained funding support/investment (+1)
- Coordinated program and pilots across the region so we can tailor programs and pilots to specific areas, cities, and communities.

Theme: Improve TDM performance measures
<u>Priority dots: 8</u>
Opportunities:
- Elevating and prioritizing methods to determine mode shifts broadly
- Pilots for better data collection
- Identify and utilize existing data collection and sources
- Account for work that reduces barriers to access
- Performance measures for VMT reduction/mode split and community impact
- Mixed-methods approach (qualitative and quantitative) to help tell the story of TDM
- Measurement(s)/metrics should help reporting of implementation of Metro Climate Smart Strategy and Oregon Transportation Planning Rule (TPR)
- Clearly define the outcomes desired and align the output measures needed to achieve them.

Theme: Address Safety & Security Concerns in the Public Realm
<u>Priority dots: 8</u>
Opportunities:
- BIPOC communities in East Multnomah County express safety concerns for walking, biking & transit (+1)
- Address public perception issue through campaigns and education (+1)
- Address TDM options for culturally specific programs for older adults/people with disabilities – un-silo
- Better user info on transit predictability
- Community safety plans for hazardous hot spots
- Broaden to address concerns about data and tracking
- Evaluate some of the existing transit/streetcar ambassador programs (+1)
- Campaigns for drivers to be bike-aware
- Shift social norms of understanding of actions to advance community safety campaigns
- Incorporate Portland's Beyond Traffic Safety work
- Support more walking/rolling groups to provide opportunities for community members to use alternative transportation modes and learn how to travel new ways comfortably in groups.

Theme: Adapt TDM Strategies to Evolving travel patterns
<u>Priority dots: 3</u>
Opportunities:
- Multnomah County's work shuttles have been very successful to warehouse jobs
- Work with venues like Edgefield, Pendarvis Farms, Clark County Amphitheater – on edges of region to get people there without cars

- Leverage increased return to office as an opportunity for re-engagement with employers/commuters
- Expand/take advantage/partner with regional transportation private providers (include Enterprise vanpool/Amtrak/Flixbus on lists of resources)
- Off-peak (aka eves/weekends) incentive programs
- Mode shift opportunities at major destinations (airport/train station/concerts & events) +1
- Columbia Gorge scenic area/Multnomah Falls – major congestion issues
- More pilots (especially in areas with infrequent or no transit service) to bring car share to locations across the region.

Theme: Strengthen Equitable and Effective TDM Program Delivery
Priority dots: 3
Opportunities:
- Extremely important for Metro to lead given current political climate (build trust and social cohesion)
- Adapt TDM strategies to fit demographics, modal options, culture and environment throughout the region
- Access to information about transportation modes - address language barriers to access
- Addressing safety along high crash corridor neighborhoods and expanding financial incentives and transit passes will go a long way to address equity & effectiveness
- Critical role of trust & community engagement
- Co-creation of programs and campaigns by culturally specific organizations and members of the community.

Question:
- How does this connect with workplace programs? What job-types would be included?

Theme: Align TDM Efforts with Complementary Transportation Strategies
Priority dots: 2
Opportunities:
- Share lots of examples for complementary strategies to inspire ideas
- Emerging technology coordination
- Expand to think about aligning TDM efforts with housing/TOD & land-use
- Think about how we consider and leverage new transportation technologies. Think about how we integrate work with other programs like Safe Routes to School.
- Acknowledge that for some local jurisdictions their local definitions of TDM do include complementary strategies like pricing, development review, parking management, etc.

Theme: Advance and strengthen new and existing TDM policies
Priority dots: 0

Opportunities:
- A regional Commute Trip Reduction rule would be fantastic (+1!) (DEQ's ECO rule exists as the current CTR)
- Resources to support integration of TDM in local TSPs and housing strategies to support RTP and TPR implementation
- Incentivize!

BIKE RACK:
- I recognize that this is outside of the purview of this work right now, but it is so tightly related: where housing is built and where jobs are incentivized is so critical. We'll never make progress until fewer people live far from their daily needs
- Effective & live communication of service changes and alerts with users (to build reliance and trust)
- AI & Technology – new tools and opportunities
- A unified regional TDM communications strategy?

Meeting minutes

Meeting: Regional TDM Strategy Technical Work Group Meeting #2
Date/time: May 22nd, 2025
Location: Virtual
Attendees: Technical Work Group members (roster attached)

Confirming Vision, Values, Goals

- **Vision** from the RTP

- **Values** from RTO staff workshop – any missing?

- **Goals** aimed at TDM's role in achieving RTP Vision (climate friendly travel options and equitable communities)

- No TWG comments/questions during the meeting; thumbs up reactions all around

Discussion: Feedback on Strategic Priority Areas

- Questions on proposed priority areas?

  - Sarah Iannarone: Curious why it's bike programs and not a broader micromobility/multimodality for things like scooters, e-bike, etc. Doesn't wany to take out bike though. Suggests referring back to definitions in HB3626: https://olis.oregonlegislature.gov/liz/2025R1/Measures/Overview/HB3626

    - Andrea Pastor speaks to the need for learn to ride around more than just bikes – electric scooters & other micromobility as well

      - Sarah I: This is programming The Street Trust does through their ride2own program

    - Tiffany Gehrke: Sees a need for education on the various micromobility options out there such as cargo bikes, etc. including testimonials from folks who have shifted modes as well as cost savings comparison to SOV

      - +1 from Anthony De Simone and Hope Estes

  - Liz Hormann: Highlights the need to pair available modes with incentive programs

    - Noel: Mode availability likely falls in complementary programs but agree they are critical to the success of incentive programs

    - Mary: Also highlights travel options counseling as critical piece of this

    - Jeff: Highlights Liz's point that a variety of modes are simply not available in large portions of the region. Would like to see language be more inclusive of this (Jeff plans to follow up via email)

      - Kelsey Lewis & Liz agree

- Are there missing priorities you feel like should be reflected?

    o Jeff Pazdalski: Asks about partnership building (mostly with employers) – something to make sure is reflected within activities

    o Mary Rosenthal: Where do we see the resource connecting work?

        - Noel (Metro): Maybe it's TDM Policy, Planning & Partnership...

    o Kim Ellis: Where does TOD fit in?

        - Noel (Metro): Highlights TOD in Place-based Program activity

    o Mary asks if community-based trips (or space for supporting this type of travel) is included within an activity?

        - Noel (Metro): Could be in the 'community-identified' activity or place-based activity

    o Anthony: I am not sure whether this fits better in the "Place-Based Category" or this "Micromobility" category, but I haven't seen a regional wayfinding program in this set of programs and I think that'd be a big opportunity

        - Noel: Does TDM support this, or is it part of capital projects? We need to determine where wayfinding lives in this plan.

Meeting minutes

Meeting:	Regional TDM Strategy Technical Work Group Meeting #3
Date/time:	August 27th, 2025
Location:	Virtual
Attendees:	Technical Work Group members (roster attached)

Initiatives & Roles feedback
- Technical Work Group asked to provide feedback on spreadsheet of draft strategic priority areas and initiatives sent in advance of the meeting.
- Anna R: Possible to extend the deadline due to the holiday?
    - Noel: Yes! By next Friday (9/5) would be good.
- Sarah I.: What is the easiest way to give comments? Miro or Excel?
    - Grace: Either one; to their preference.
- Jeff P: Some initiatives didn't have a "lead" listed; If there's no "lead" who is in charge? (e.g., financial incentive programs)
    - Noel: agrees there may be value in assigning a lead for tracking even if the initiative is collaborative in nature
- Kelsey L: All good with someone assigning them something; it's helpful to put it out there / tell them who is in charge. They can tell you if that doesn't work, but it'll help with workload and work planning

Questions
- Sarah I.: When we think about this from the RTP lens; are we going to have RTO investments go toward the RTP.
    - Kim: Within the RTP we are tracking the type of investments; new TDM Policies adopted in 2023, this strategy is implementing them; There may be some cycling back to the RTP and the Climate Smart strategy.
    - Right now, the RTP assessment is about how we are investing rather than delivering specific outcomes.
- Sarah I. : want to make sure that the data we are collecting speaks to broader funding especially as sources don't value the priorities set in the Climate Smart strategy and Equity-focused priorities.

Miro board exercise: The remaining notes are pulled from the online Miro board that TWG used during small group breakouts by program area to discuss program outcomes

Community Program Area:

Draft outcomes & input

- TDM programs advance universal basic mobility for all residents
    - Suggest remove "basic". Helps support the idea that mobility is complex. there are health considerations, school, moving locations, etc.
    - Metro: too jargony?
    - Too buzz wordy - reframe to universal access to transportation and be more inclusive to other TDM strategies
    - How can we measure the success of the Mobility for Health program? How do we measure success of existing benefits people are receiving?
        - Big focus for TOD as well
    - Access to existing benefits
- Major destinations and trip generating venues offer a clearly defined suite of TDM programs to reduce vehicle trips and increase access
    - Is there a way to develop a "base-level" program that would be more tangible to share with these major destinations
    - Find ways to suggest and demonstrate ways major destinations can financially support TDM programs
    - How to measure:
        - Transit data at stops near the major destination
- TDM programs create inclusive and welcoming spaces, removing barriers to participation
    - Getting transit screens in the lobbies of buildings
        - Helps remove barriers by showing convenient options for transit
    - Health benefit lens?
        - Ride Connection has Ambassador Program to help people feel more comfortable taking transit
        - More fun, casual environment to build awareness and participation in taking transit
    - Specific program led by cultural groups
        - High schooler transportation ambassador
    - Provide accessible communications in multiple languages and formats
    - How to measure:
        - Successfully planned and orchestrated trips - tracking number of trips and individuals

SRTS Program Area:

Draft outcomes & input

- Comprehensive SRTS education is integrated into every school.

- o Education could include educating parents about physical safety / safe routes to/from specific schools
  - o Consider that working with schools is challenging; maybe focus on families
  - o Consider policy elements
  - o Consider focusing on families & siblings too
  - o What do we consider "comprehensive' education?
  - o add some specificity about whether this is education/ information for parents and/ or integrating bike, ped education in schools?
  - o Support for highlighting safer routes
  - o Principle-permissible activities vary; consider steps to achieve "every student" reach
- SRTS programs directly support student active travel to school.
  - o Consider physical infrastructure / safety
  - o physical safety is a common barrier; consider route continuity
  - o Sorry if this is a silly question - but isn't this what SRTS is? Or are you seeing cases where this isn't the case and thus this is necessary to state?
  - o What does it mean to "directly support" - ?
  - o How can programmatic improvements lead to infrastructure improvements?
- Every student has access to the resources needed to walk, roll and bus to school.
  - o What does access mean?
  - o Define resources
  - o Define resources and who has control of ensuring students have those resources
  - o Outcome could be better coordination and communication; reduce redundancy

Commute Program Area

Draft outcomes and input

- All commuting workers and college students have a base-level* commute benefit program available to them.
  - o Clarifying what removing barriers mean in relation to base level of program benefit
  - o what kind of base level commute benefit could still work for shift workers outside of transit service (hours or range)
  - o Clarify what the base level of commute means (e.g., access to pass program, other mobility programs)
  - o Does "base-level" mean something different depending on size of employer, location of office/ school/ workplace, and other factors that impact what is actually available for people to get to their location?
  - o Getting a better handle on what is currently being offered by employers and does this meet baseline? And how can these employers be advocates for others to adopt similar practices?

- o engaging with potential providers on what is easier to provide people
- o first outcome is ambitious, may want to have interim goals to help meet the vision of serving everyone
- o How to measure:
  - How many programs are reaching folks in specific locations or industries
  - What are other ways to get data besides employee surveys? Hop Card data? Reviewing survey best practices?
  - number of people currently receiving a commute benefit
  - ambitious goal, and need ways to measure progress toward goal (10-year plan)
  - May want to track use as well as availability
- Commute programs increase access to financial incentives that reduce single-occupancy vehicle trips.
  - o A barrier I have heard is that the transit pass programs haven't really evolved much and are complex for employers (especially smaller ones) - so curious about an action that focuses on that and not necessarily on employers?
  - o This one can possibly be tied to the first outcome and measures, if financial incentives are part of a base-level commute benefit program
  - o Outreach to TriMet and other transportation service providers about opportunities for them to help meet this outcome
- Commute programs remove barriers for workers who must travel to a work-site, with a focus on shift workers and other non-traditional work schedules.
  - o The focus on "shift and non-traditional workers" seems like it might meet the goal of giving transportation options to people who don't have them, but might shrink our target population significantly, meaning is this the biggest bang for the buck? I know this group is often the most marginalized b/c transit service is reduced at these times, so I'm guessing this is why they were identified specifically?
  - o Prioritize programing that's not work from home folks
  - o Shift workers may have unique barriers to commuting such as no transit service
  - o Provide accessible outreach materials/communications in multiple languages
  - o Consider pilot projects to explore and demonstrate new tools; and report on progress made
  - o Engage with orgs like the Columbia Corridor association
  - o How to measure:
    - Consider goals/metrics based on size of employer
    - # of new / useful services are fostered/established to serve shift workers
    - Need something beyond ECO data

Metro Regional Travel Options (RTO) Program

10-year Travel Options Survey

Survey Open September 18th– October 17th, 2025
Complete Responses 413

Prepared by:

CASCADIA
P A R T N E R S

How to read this summary

This slide deck summarizes the quantitative and qualitative data from the Metro RTO Program 10-year Travel Options Survey. The survey received 413 complete responses while it was open between September 18th through October 17th, 2025.

The summary mirrors the same structure and sequencing as how the survey was organized with slide titles referencing original survey questions.

Table of Contents

Key Findings

The received 413 complete responses while it was open between September 18th through October 17th 2025.

- Cash incentives for carpooling, biking or walking and free/reduced transit passes were the most popular TDM programs among respondents who **commute** to work or higher education.
- Crossing guards at dangerous intersections, regularly scheduled adult-led walking/biking groups and free transit passes for students were important to respondents with **K-12 students** in their household.
- Event tickets that include transit/bike-share fare and secure bike parking were elevated as helpful for **recreational trips**.
- For **essential trips** (grocery, healthcare, airport, etc.), TDM strategies were less compelling. Respondents shared that faster and more reliable transit, safer streets for walking and biking, and more options like bike-share would help them to choose travel options on trips for essential needs.

Survey Results

Please select your age range.

(357 responses)

Age Range	Percentage, Count
Under 18	4%, 15
18-24	3%, 10
25-34	15%, 54
35-44	25%, 89
45-54	15%, 53
55-64	14%, 49
65+	21%, 75
Prefer not to say	3%, 12
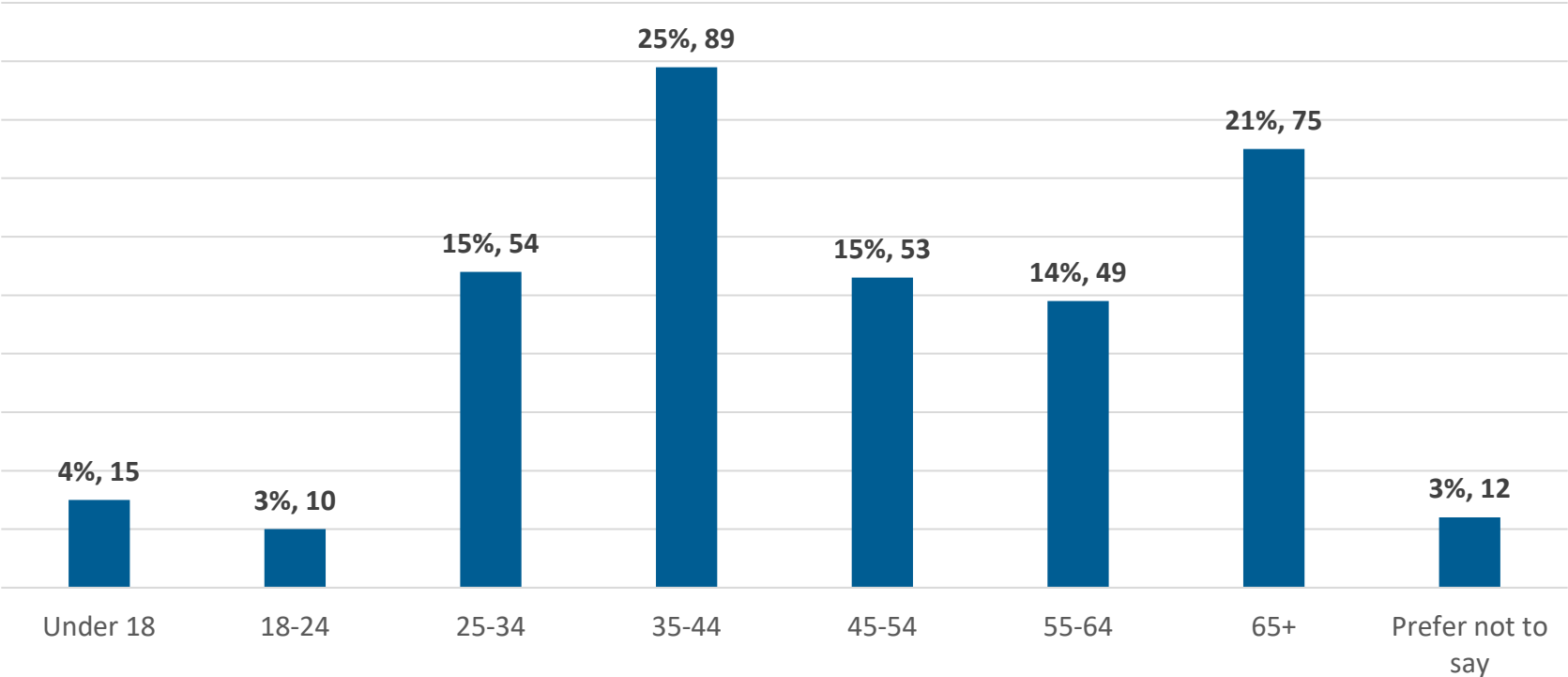
What is your gender identity?

(356 responses)

35%, 124	54%, 193	3%, 11	1%, 3	7%, 25
Man	Woman	Nonbinary or gender non-conforming	Gender(s) not listed here	Prefer not to say
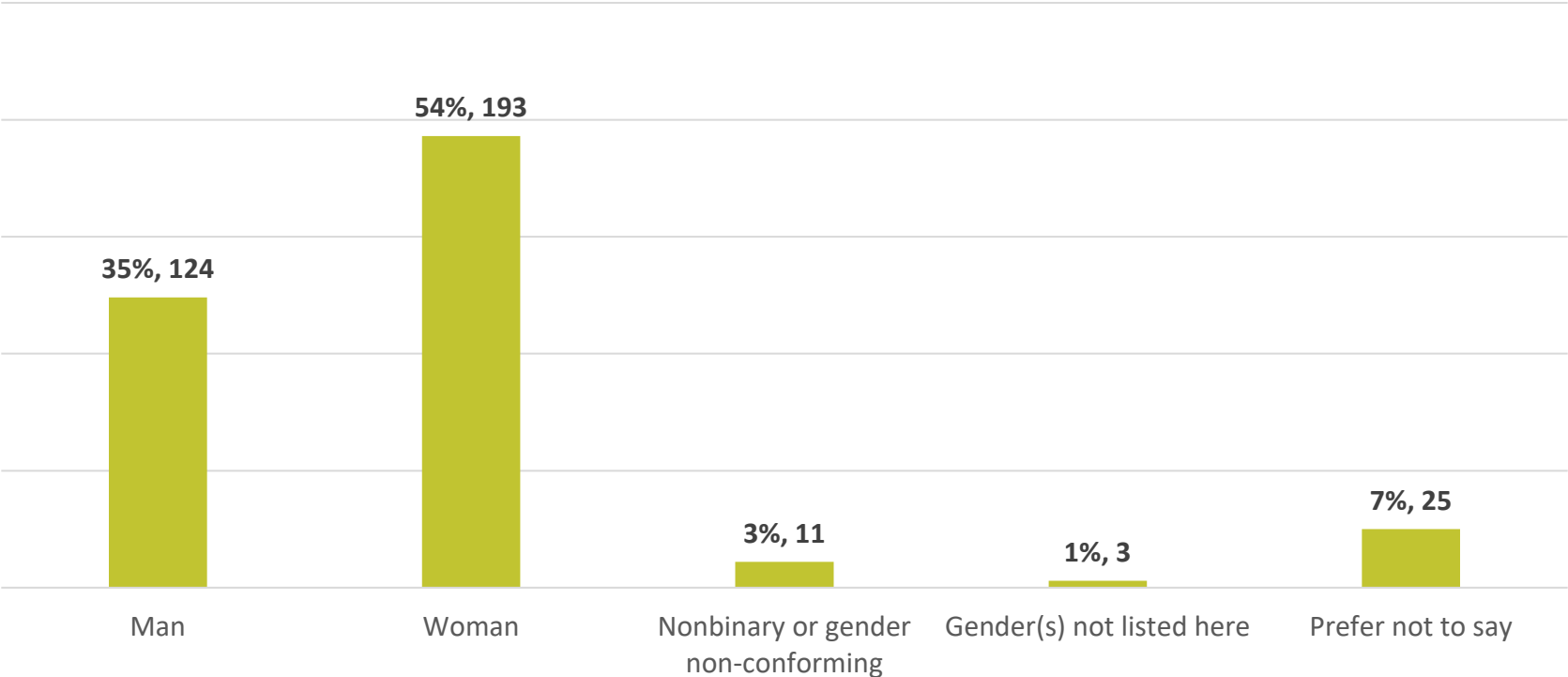
What are the primary languages that you speak? Check all that apply.

(356 people responded, 403 selections made)

96%, 341	8%, 27	3%, 12	1%, 5	1%, 2	1%, 2	1%, 2	1%, 2	3%, 10
English	Spanish	Chinese	French	Vietnamese	Dutch	Portuguese	German	Prefer not to say

Other languages included: Korean, Polish, Hindi, Ivrit, Japanese, Ifugao, ASL, Malayalam
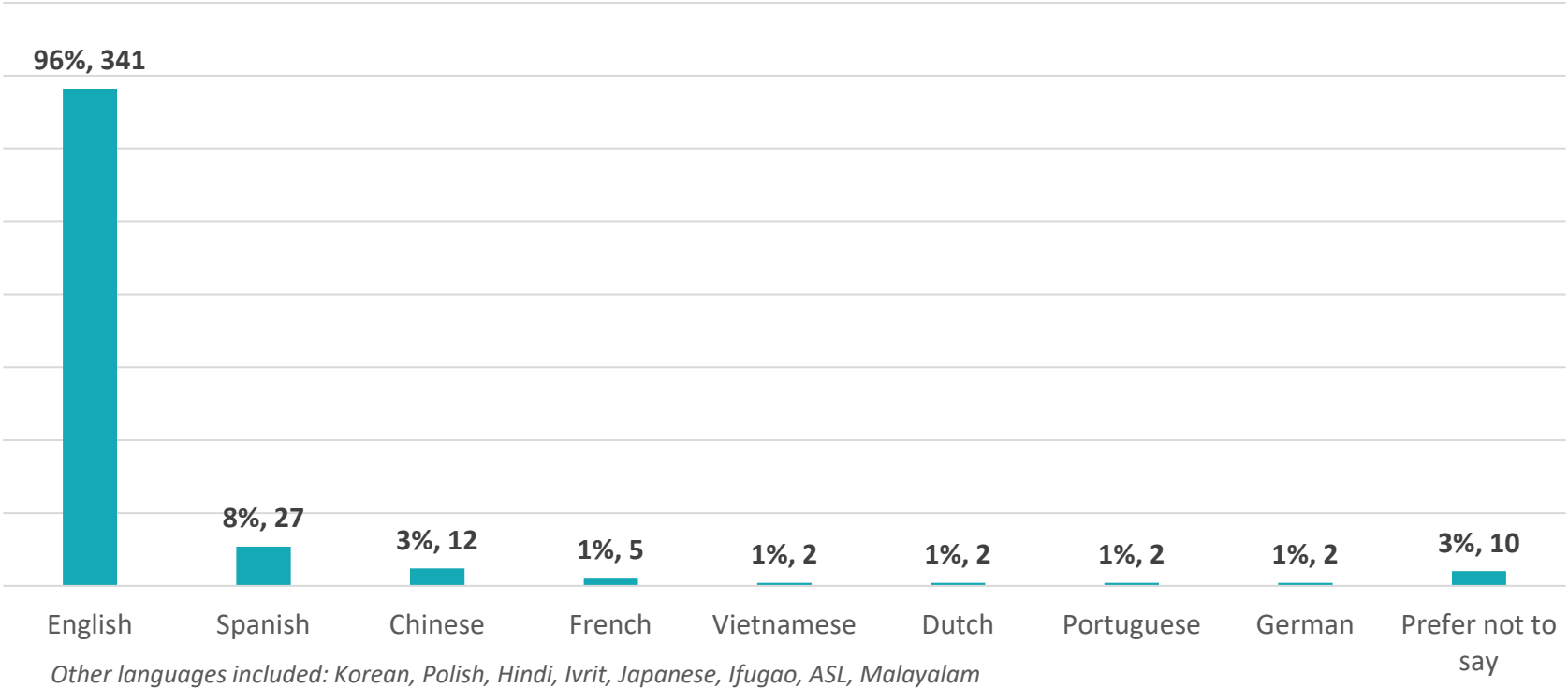
What best describes your race or ethnicity? Check all that apply.

(355 people responded, 395 selections made)

Category	Value
White (non-Hispanic)	75%, 267
Asian or Asian American	12%, 43
Hispanic or Latino/a/x	9%, 31
Black or African American	3%, 11
American Indian or Alaska Native	3%, 9
Race(s) or ethnicity not listed here	2%, 7
Middle Eastern or North African	1%, 3
Native Hawaiian or other Pacific Islander	0%, 0
Prefer not to answer	7%, 24
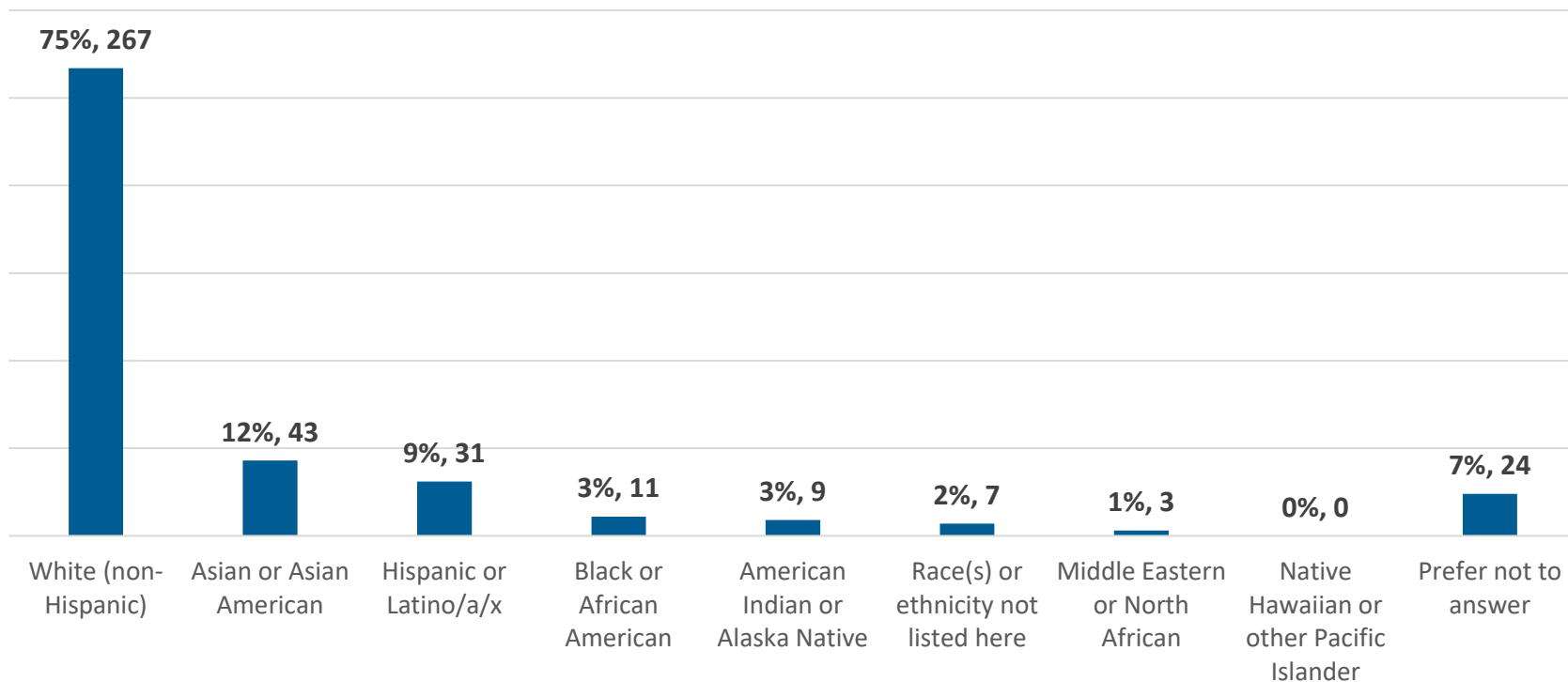
Do you have difficulty doing any of the following activities? Check all that apply.

(108 people responded, 130 selections made)

31%, 33	15%, 16	9%, 10	8%, 9	18%, 19	40%, 43
Walking or climbing steps	Seeing, even when you are wearing glasses	Using fine motor skills to interact with smartphone screens	Hearing, even when you are using a hearing aid	Other difficulties	Prefer not to answer
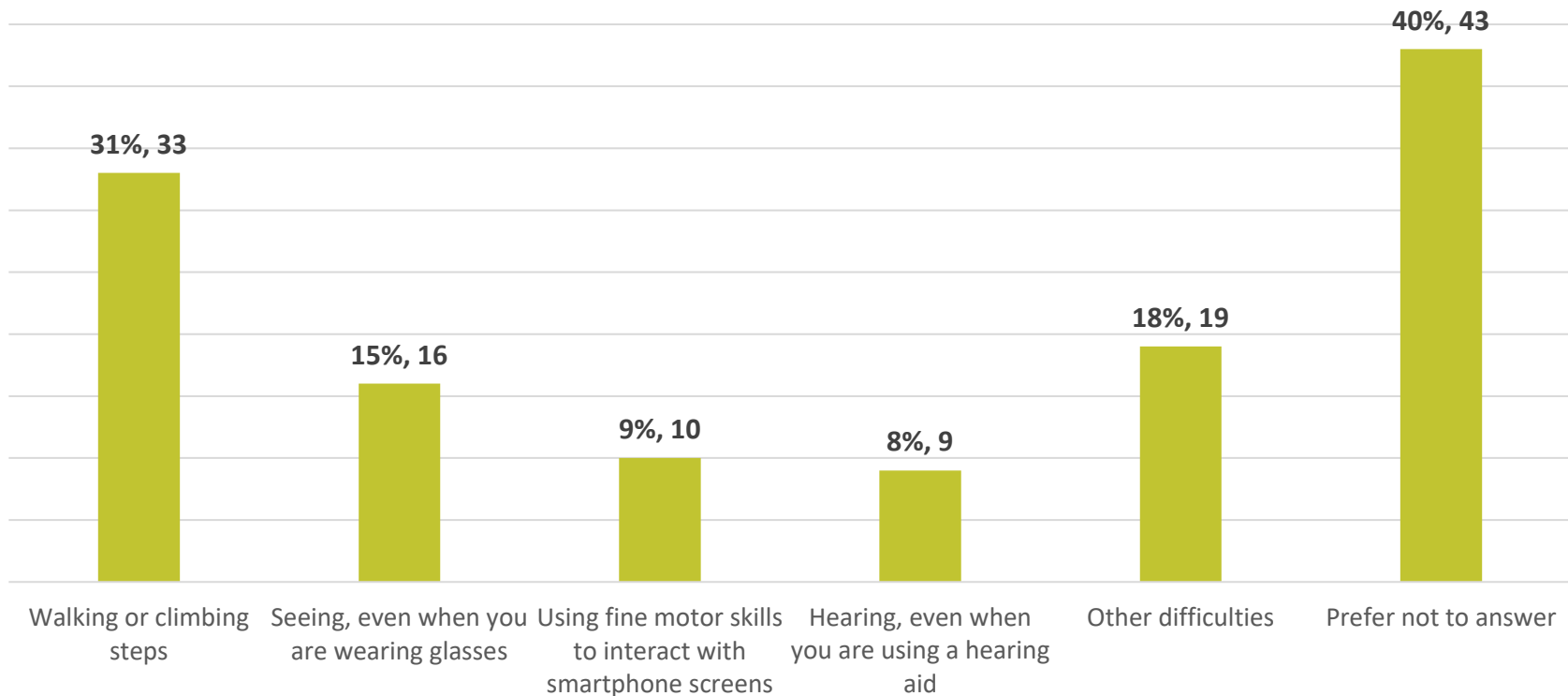
Including yourself, how many people live in your household?

(356 responses)
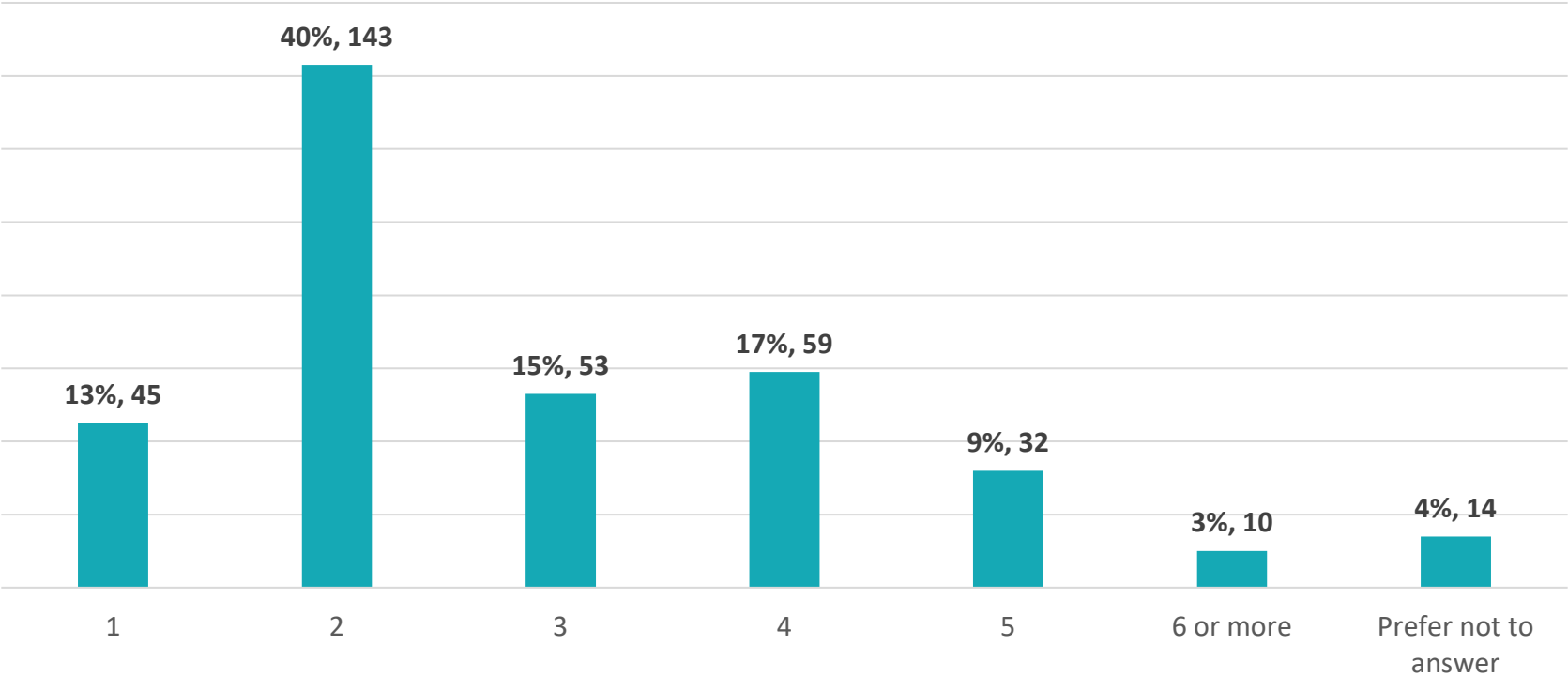
What was your total household income before taxes in 2023?

(355 responses)

Less than $30,000	Between $30,000 and $50,000	Between $50,000 and $70,000	Between $70,000 and $90,000	Between $90,000 and $110,000	Between $110,000 and $150,000	Over $150,000	Prefer not to answer
7%, 24	9%, 32	8%, 30	9%, 31	13%, 46	13%, 46	25%, 88	16%, 58
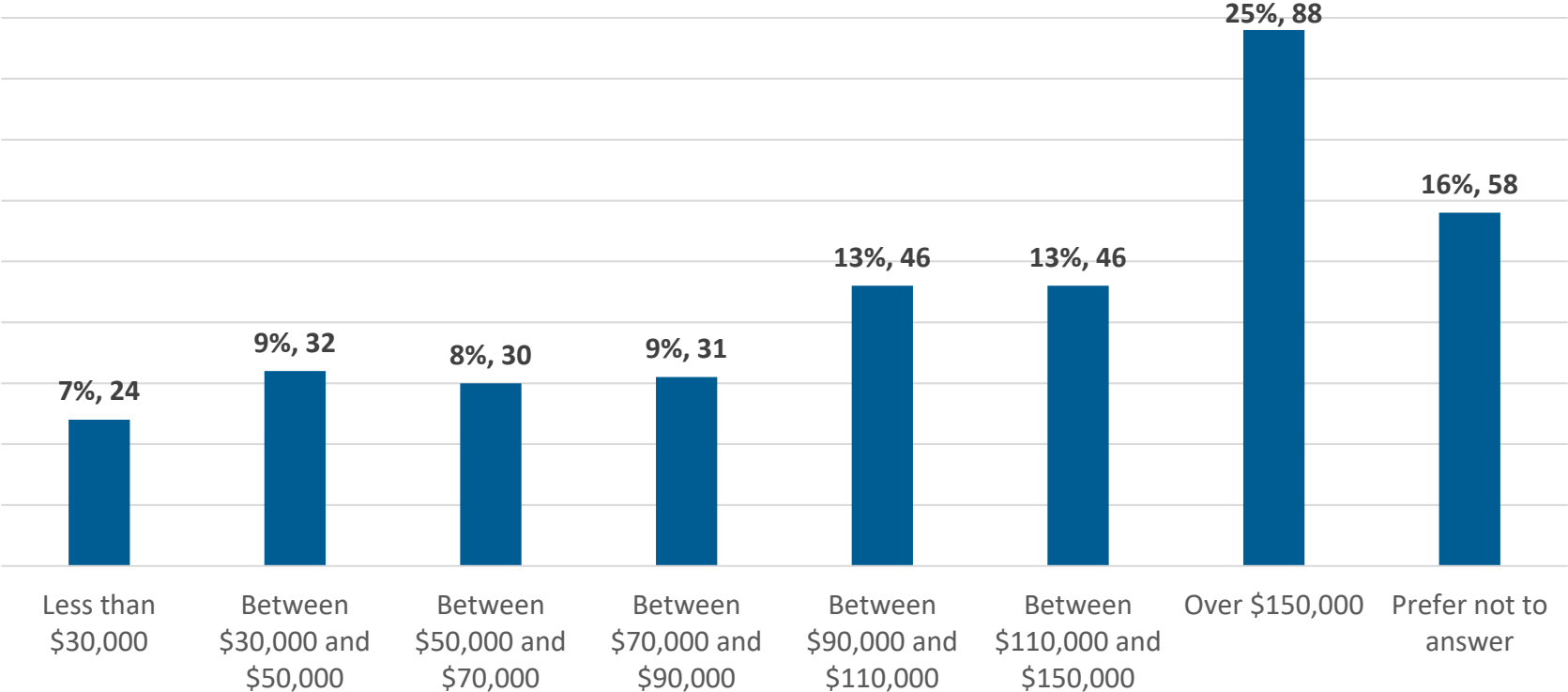
Select the three modes of transportation that you used the most in the last month:

(409 people responded, 1153 selections made)

Mode	Value
Driving alone (including driving with kids as passengers)	67%, 276
Walk or use an assisted mobility device (wheelchair, mobility scooter, etc)	67%, 272
Public transit, such a bus, shuttle, or rail (MAX, streetcar, etc)	48%, 195
My own bicycle or e-bicycle	42%, 171
Carpool (more than one person of driving age in car)	34%, 141
On-demand service (Uber/Lyft, taxi, or paratransit)	8%, 32
Other vehicle (friend's car, rental, carshare, work car)	6%, 24
Shared bike or scooter (Biketown, Lime scooters, etc)	4%, 16
Other (please specify)	4%, 15
Vanpool (shared vehicle for 6+ passengers commuting to work/transit)	1%, 5
None of the above	1%, 3
My own micromobility device (scooter or skateboard)	1%, 3

Do you use mobile apps for planning your travel options?

(413 responses)

14%, 59

86%, 354
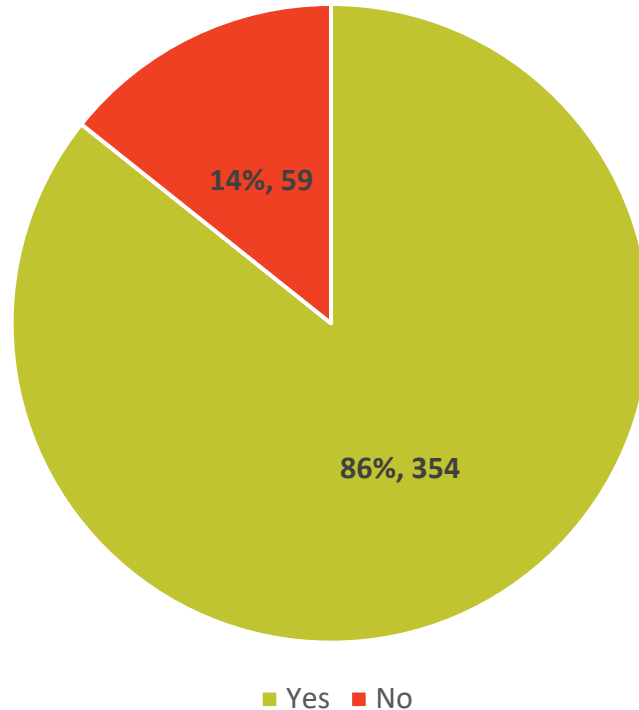
■ Yes ■ No

Which mobile apps do you use?

(335 responses)

Other apps included: Amtrak, All Trails, Passio GO, Radio Cab, Love to Ride, Komoot, Garmin, Garage529
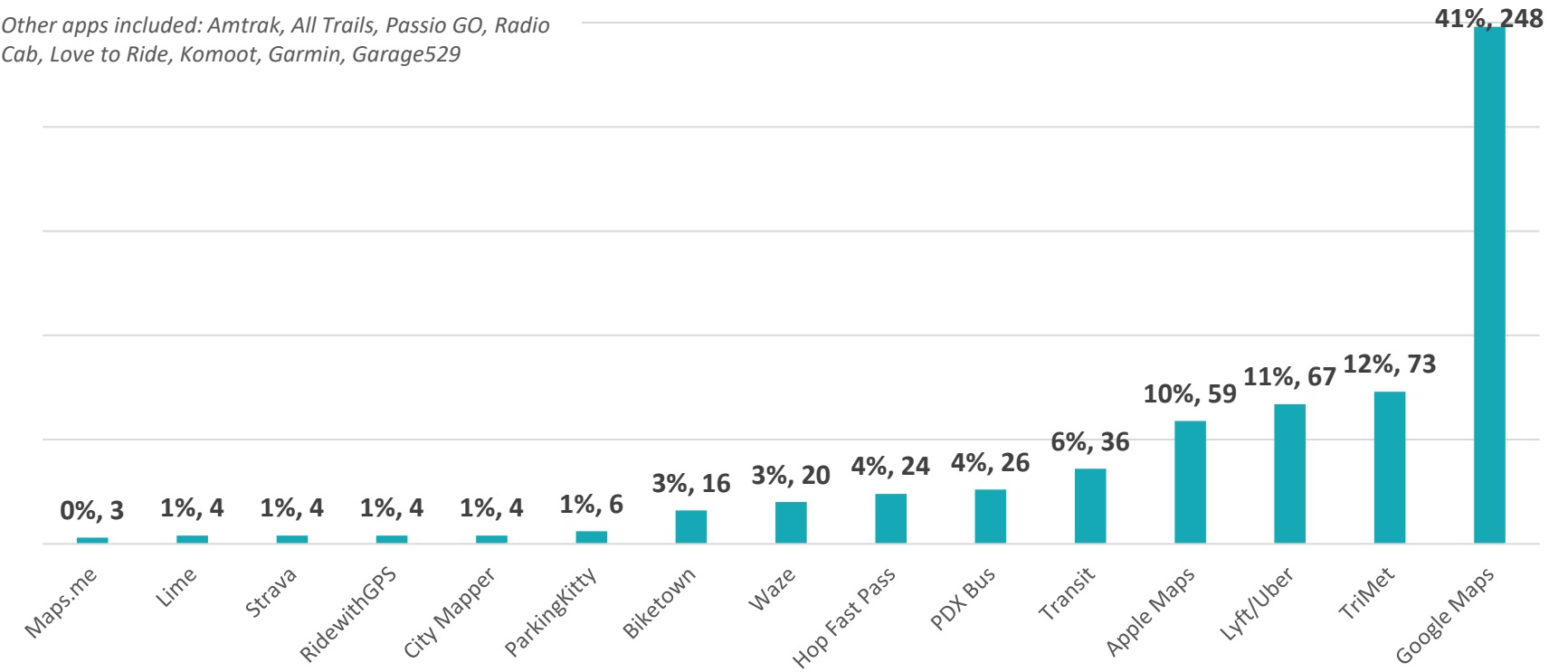
Do the apps you use work well across different transportation modes?

(345 responses)
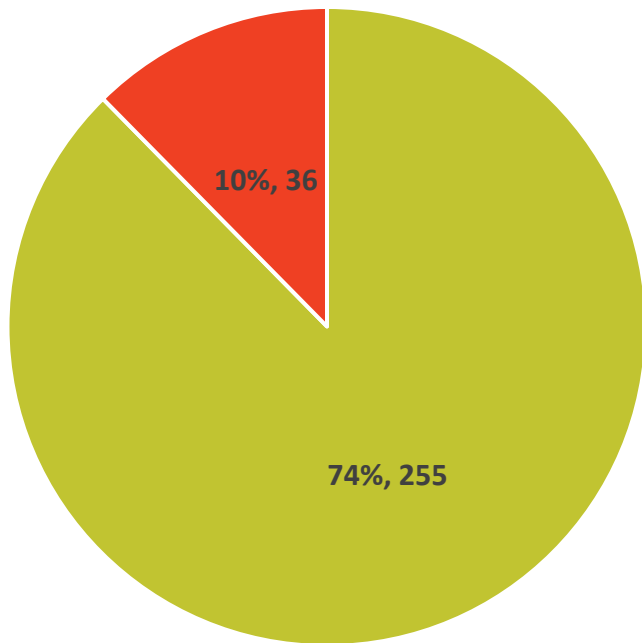
Write-in Option

(54 responses, 16%)

- Google and Apple Maps are good for driving but are criticized for biking directions
- Transit apps have mixed results but are functional
- TriMet tends to be more reliable than Google Maps
- Many respondents use specifics apps for specific modes
- Walking or biking directions don't take into account the safest or most comfortable routes

What zip code do you live in?

(405 responses)

Other zip codes with 5 or less respondents: 32771, 46032, 90020, 97009, 97023, 98024, 97055, 97089, 97133, 97526, 98662, 98664, 97015, 97034, 97080, 97086, 97113, 97140, 97210, 97225, 97267, 98660, 97003, 97030, 97116, 97221, 97222, 97230, 97239, 97008, 97035, 97060, 97068, 97123, 97205, 97224, 97005, 97070, 97078, 97124, 97201, 97218, 97220, 97223, 97233

Bar chart of zip code responses:

Zip Code	Value
97006	1%, 6
97212	2%, 9
97209	2%, 10
97045	3%, 11
97215	3%, 11
97217	3%, 13
97232	3%, 13
97007	4%, 15
97219	4%, 15
97203	4%, 16
97211	4%, 16
97229	4%, 16
97213	5%, 19
97214	6%, 23
97206	9%, 36
97202	12%, 47
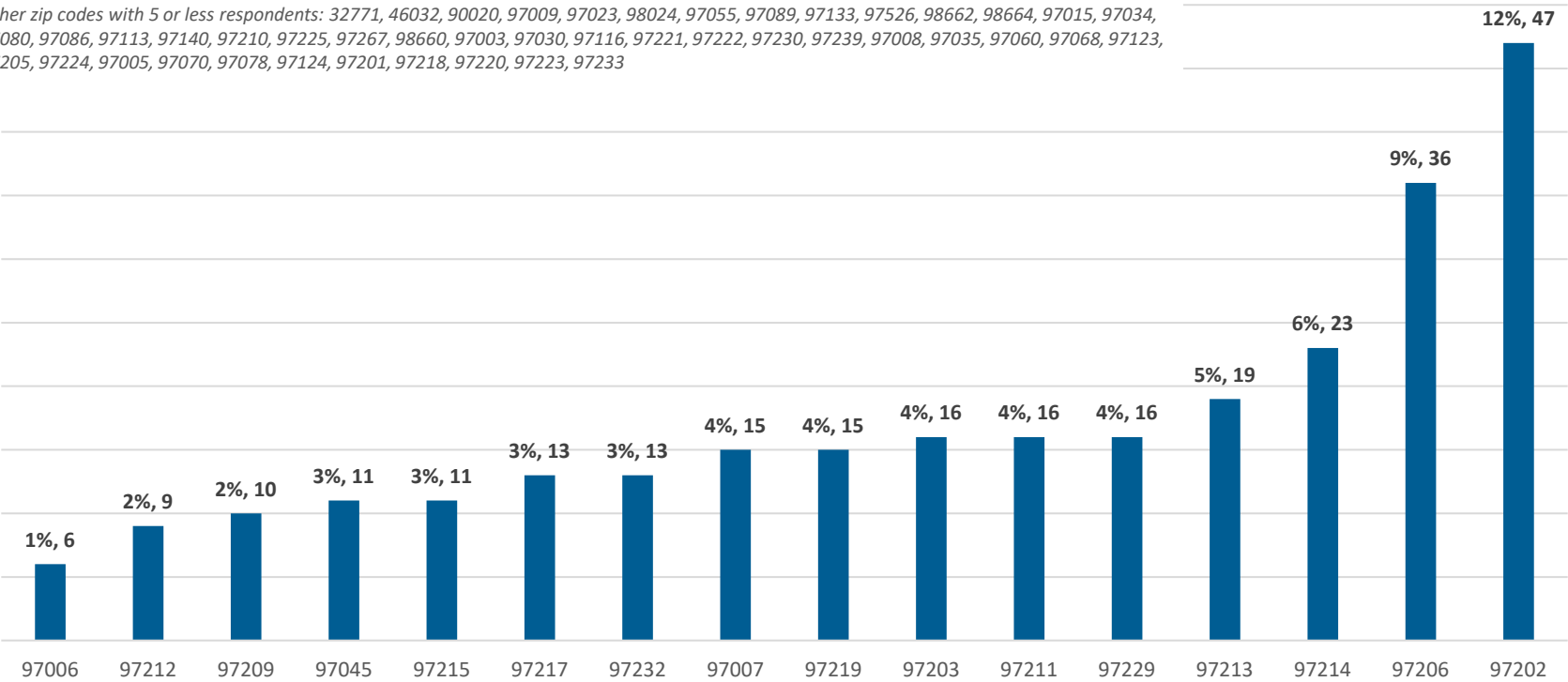
Do you commute to a work or college site outside of your home?

(400 responses)

Pie chart:
- 61%, 244 — Yes (green)
- 39%, 156 — No (red)
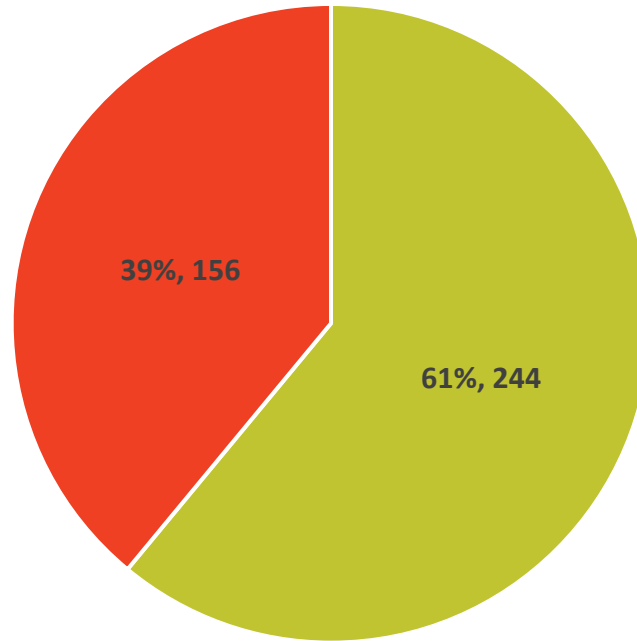
Are you required to work/attend college in-person or do you have a hybrid schedule?
(235 responses)
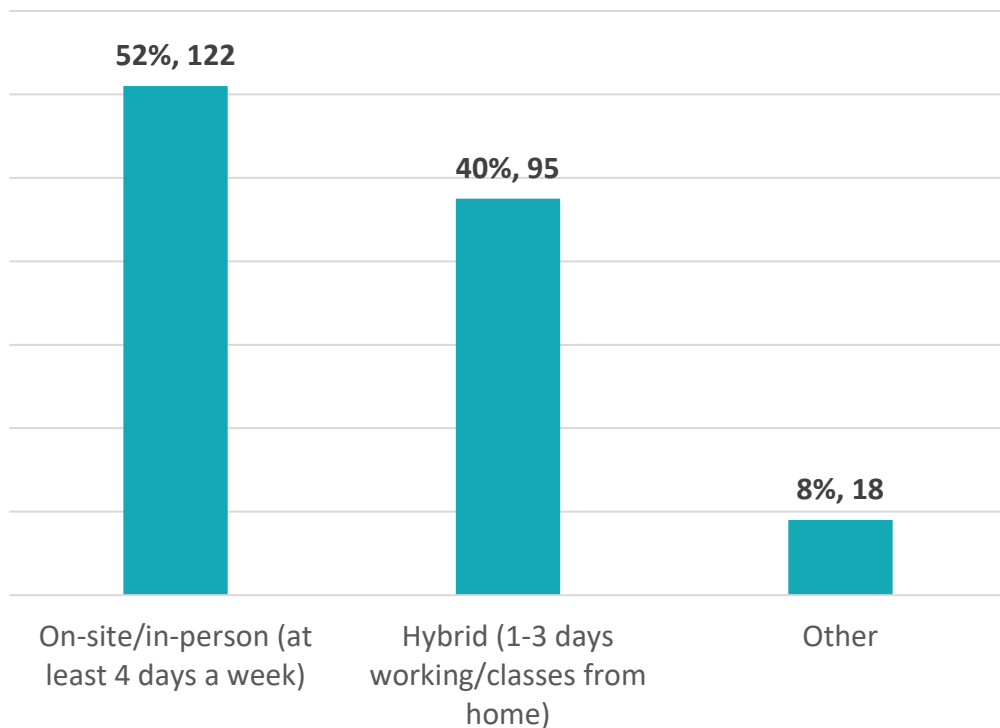
Other
- On-site as needed
- On-site/in-person a few days a month
- Soon will be required to return to office
- Flexible on number of days in office
- Depends on volunteer work

Did the distance, availability of reliable transportation options, or availability of a hybrid schedule play a role in your decision about your job or college?
(234 responses)

33%, 78

67%, 156

■ Yes ■ No

If/when you drive alone to work/college, what are the reasons? Select all that apply.

(232 people responded, 544 selections made)

Reason	Percentage, Count
Saves time	45%, 104
Need car for other errands	40%, 93
I do not drive alone to work	26%, 60
Parking is free/affordable	22%, 50
Other (please specify)	20%, 47
No one to carpool or vanpool with	16%, 38
Irregular or swing shift work schedule	15%, 35
Need car for work	15%, 34
Want car for emergencies	13%, 31
Drop off children at school	12%, 27
No bus/MAX where I live	7%, 17
No bus/Max where I work	3%, 8

Other
- Need to transport supplies/materials
- Transit takes too long/is inconvenient
- No transit service at the time of need
- Weather
- Safety in the dark
- Bike routes are unsafe
- Flexibility in departure times
- Cheaper to drive

How does your workplace or college support the use of active and shared transportation? Select all that apply.

(234 people responded, 488 selections made)

Category	Value
Free or discounted transit passes or fares	55%, 128
Resources for bike commuting	37%, 87
None of the above	26%, 60
Flextime/compressed work week	20%, 47
Car or bicycle fleet available for work trips	19%, 45
Emergency Ride Home service	12%, 28
Cash or incentives for carpooling, walking, or biking to work	9%, 21
Unsure	8%, 19
Other (please specify)	6%, 13
Free/discounted bike or scooter share membership	6%, 13
Free/discounted shuttle service	5%, 12
Orientation and one-on-one support for using transit, biking or walking	4%, 9
Free/discounted employer-provided vanpool	3%, 6

Other
- Transportation Reimbursement Program
- Cash incentive for public transit
- Free parking

Which of these options would make it easier to drive alone to work less? Select all that apply.

(224 people responded, 523 selections made)

Option	Percent, Count
Cash or incentives for carpooling, walking or biking to work	38%, 86
Free or discounted transit passes or fares	34%, 77
Other (please specify)	25%, 56
Emergency Ride Home service	21%, 46
Flextime/compressed work week	19%, 43
Resources for bike commuting	19%, 43
Free/discounted bike or scooter share membership	16%, 36
None of the above	15%, 33
Free/discounted shuttle service	12%, 27
Orientation and one-on-one support	11%, 25
Car or bicycle fleet available for work trips	10%, 22
Free/discounted employer-provided vanpool	9%, 21
Unsure	4%, 8

Other
- Safer bike infrastructure
- Faster, more frequent, and more reliable transit
- Eliminate free parking
- Culture that supports it
- More transit lines and routes
- Safety enforcement on transit

What is the zip code of the location where you work or attend college?

(221 responses)

Other zip codes with 3 or less respondents: 32769, 90020, 94143, 97003, 97008, 97023, 97068, 97076, 97080, 97086, 97116, 97123, 97210, 97215, 97217, 97220, 97225, 97230, 97236, 97266, 97304, 97526, 98607, 97007, 97015, 97030, 97203, 97206, 97212, 97216, 97218, 97224, 97233, 97267, 97301, 98682, 97062, 97078

Zip code	Value
97005	2%, 4
97070	2%, 4
97211	2%, 4
97219	2%, 4
97227	2%, 4
97124	2%, 5
97209	2%, 5
97223	2%, 5
97006	3%, 6
97213	3%, 6
97239	3%, 6
97045	3%, 7
97202	3%, 7
97205	3%, 7
97214	4%, 9
97201	6%, 12
97221	6%, 12
97204	12%, 25
97232	13%, 27
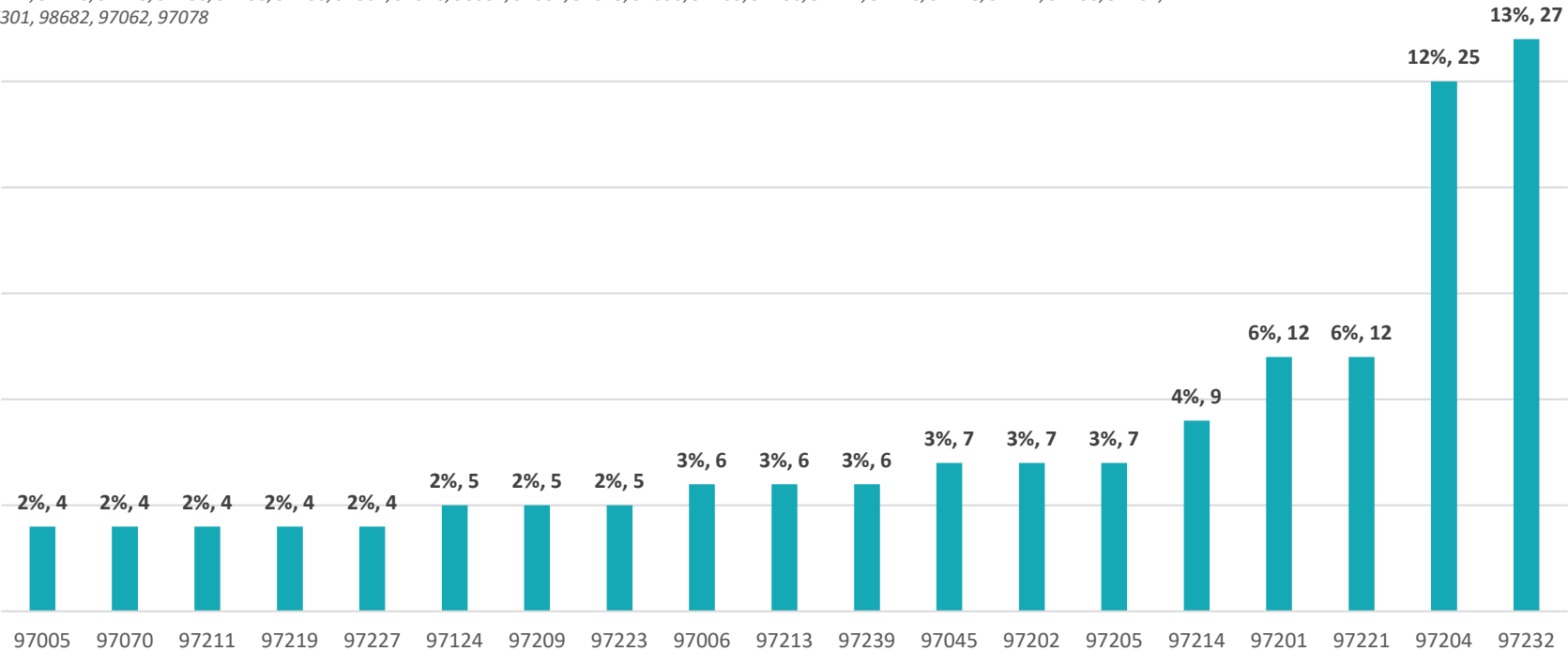
Do you have K-12 children in your household who travel to school?

(389 responses)

- Yes - No
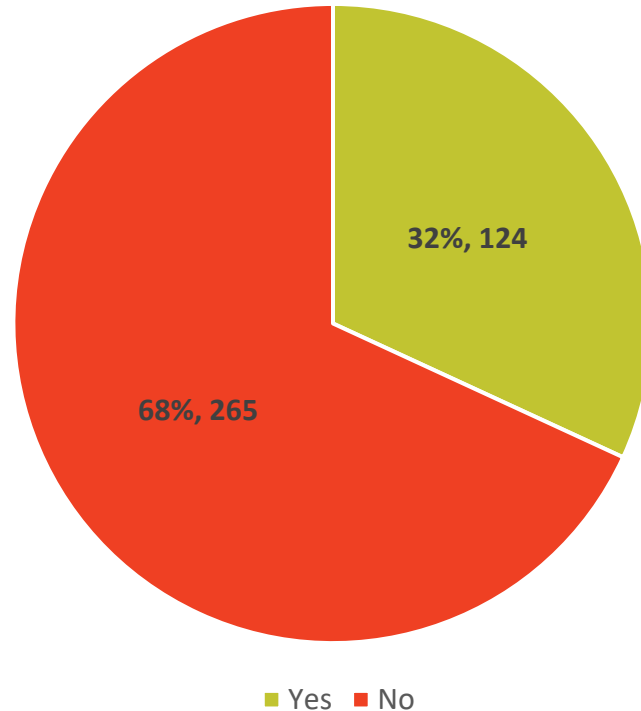
What grade level are the children in your household? Select all that apply.

(120 people responded, 175 selections made)
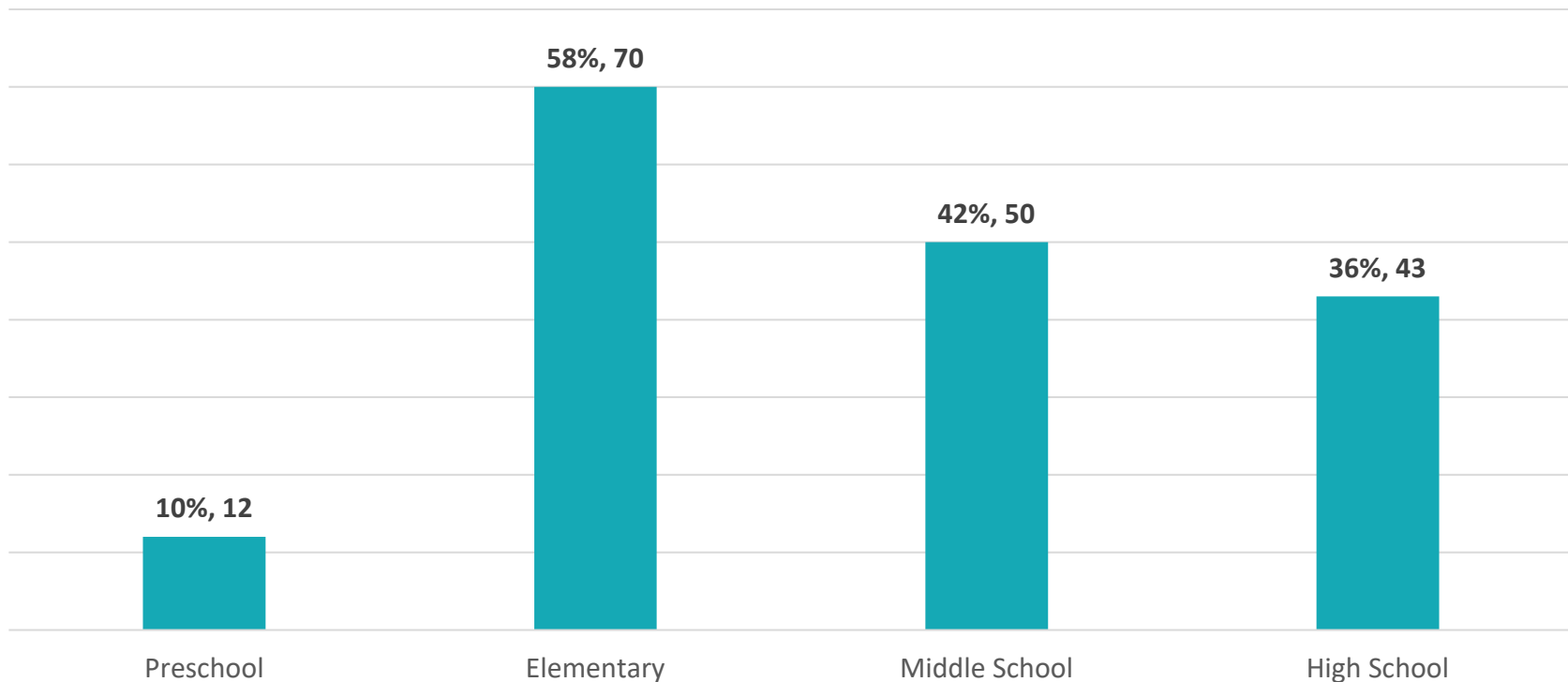
If/when you drive children in your household to school, what are the reasons? Select all that apply.

(118 people responded, 204 selections made)

Bar chart data:
- Cost of public transit: 5%, 6
- Public transit is not available: 10%, 12
- No one to carpool or vanpool with: 11%, 13
- Walking, rolling or transit does not feel safe for my children: 18%, 21
- I drop my student off on my own work trip: 21%, 25
- School is too far away: 22%, 26
- Other (please specify): 25%, 29
- No school bus: 27%, 32
- I do not drive children in my household to school: 34%, 40
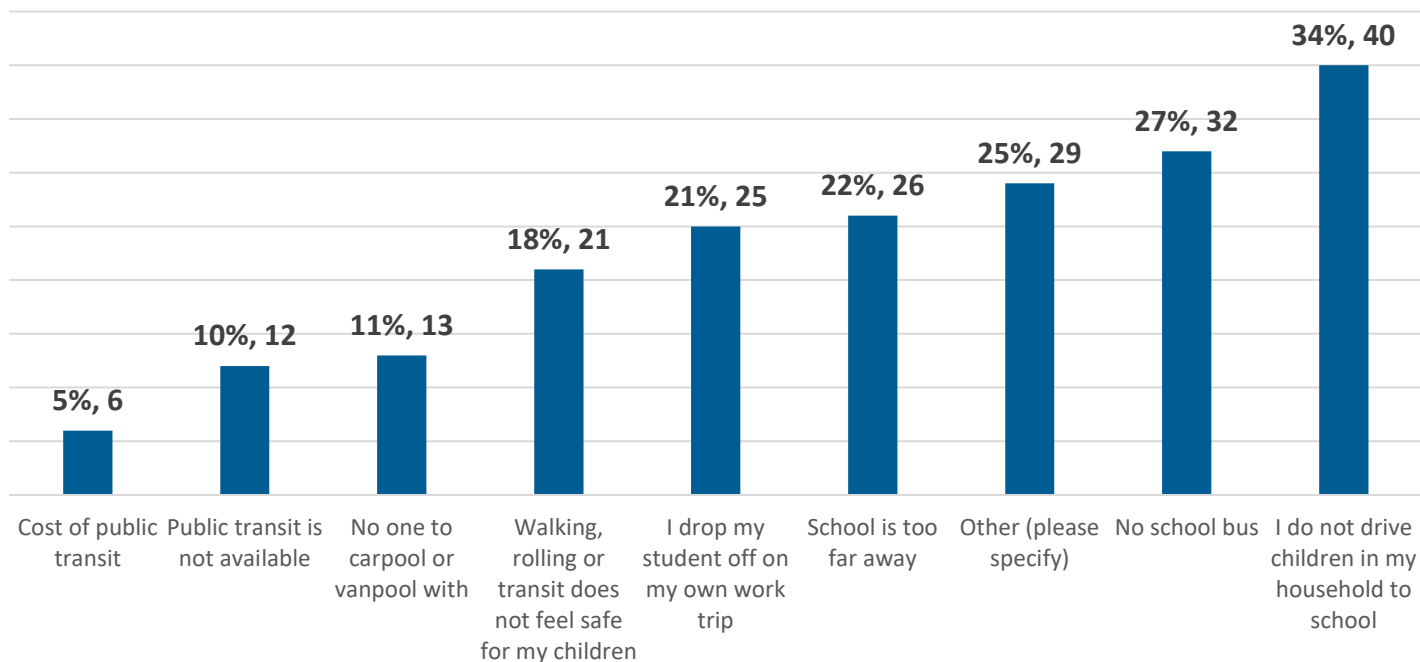
Other
- Running late
- Inclement weather
- Carpool to school
- Bus takes longer than the drive
- On the way to work
- Transit safety concerns
- Transit frequency

Which of these activities or amenities would make it easier not to drive alone for school trips? Select all that apply.

(116 people responded, 280 selections made)

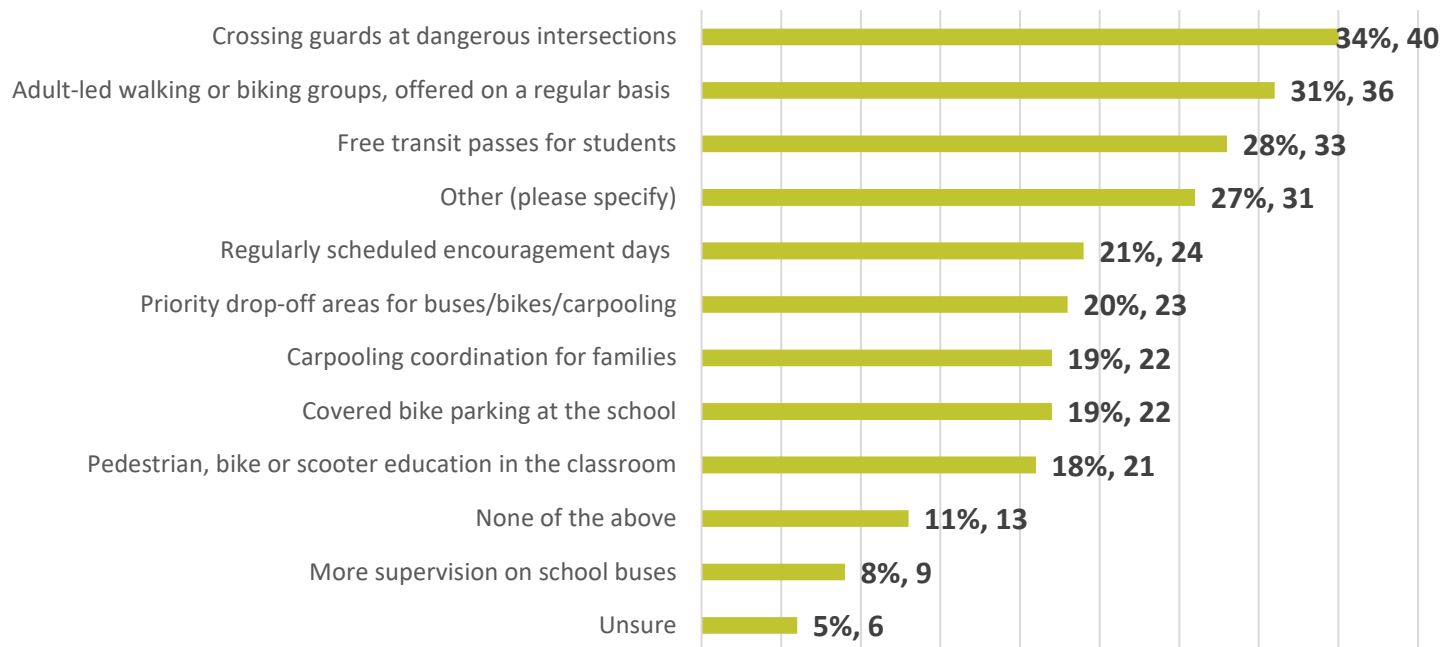| Activity	Percent, Count
Crossing guards at dangerous intersections	34%, 40
Adult-led walking or biking groups, offered on a regular basis	31%, 36
Free transit passes for students	28%, 33
Other (please specify)	27%, 31
Regularly scheduled encouragement days	21%, 24
Priority drop-off areas for buses/bikes/carpooling	20%, 23
Carpooling coordination for families	19%, 22
Covered bike parking at the school	19%, 22
Pedestrian, bike or scooter education in the classroom	18%, 21
None of the above	11%, 13
More supervision on school buses	8%, 9
Unsure	5%, 6

Other
- Safer bike routes and better bike infrastructure
- Culture change
- Transportation to after school events
- More bus stops and better bus routes

Is school bus service provided by the school district for any children in your household?

(120 responses)

Yes	51%, 61
No	34%, 41
Unsure	6%, 7
School does not offer bus transportation	9%, 11
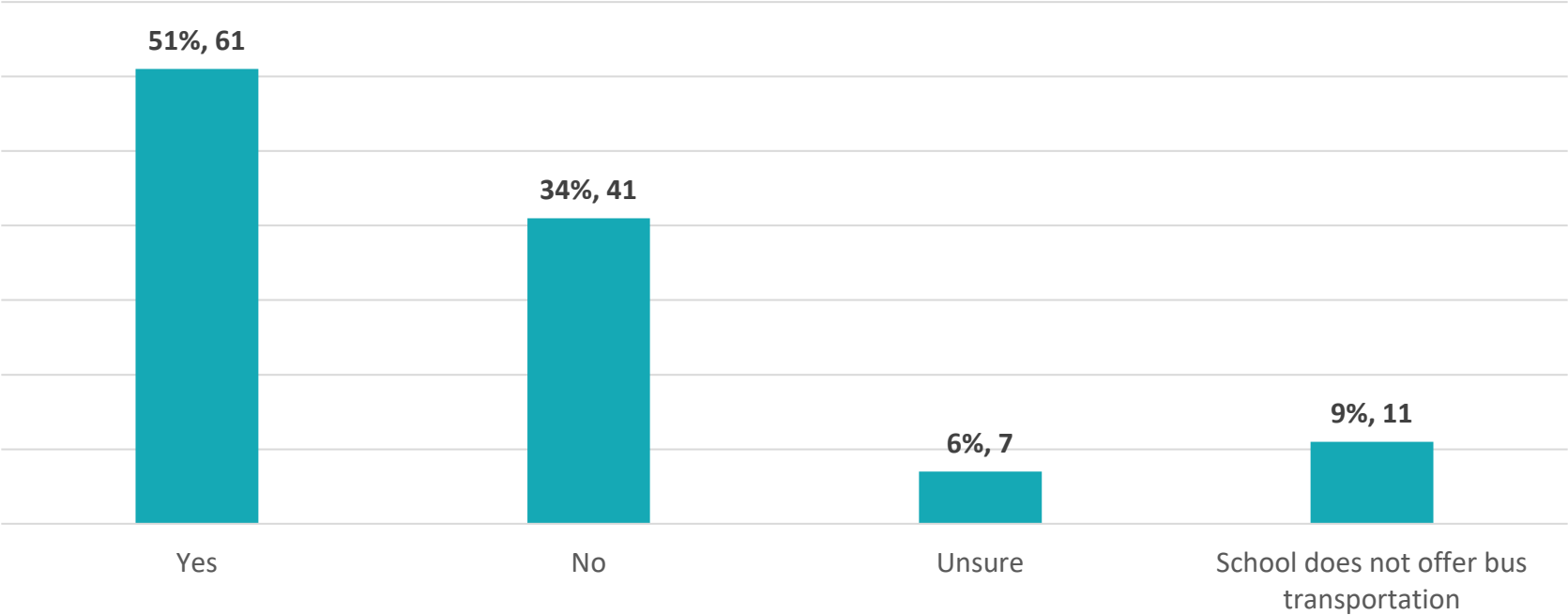
How often do your children ride the bus?
(59 responses)
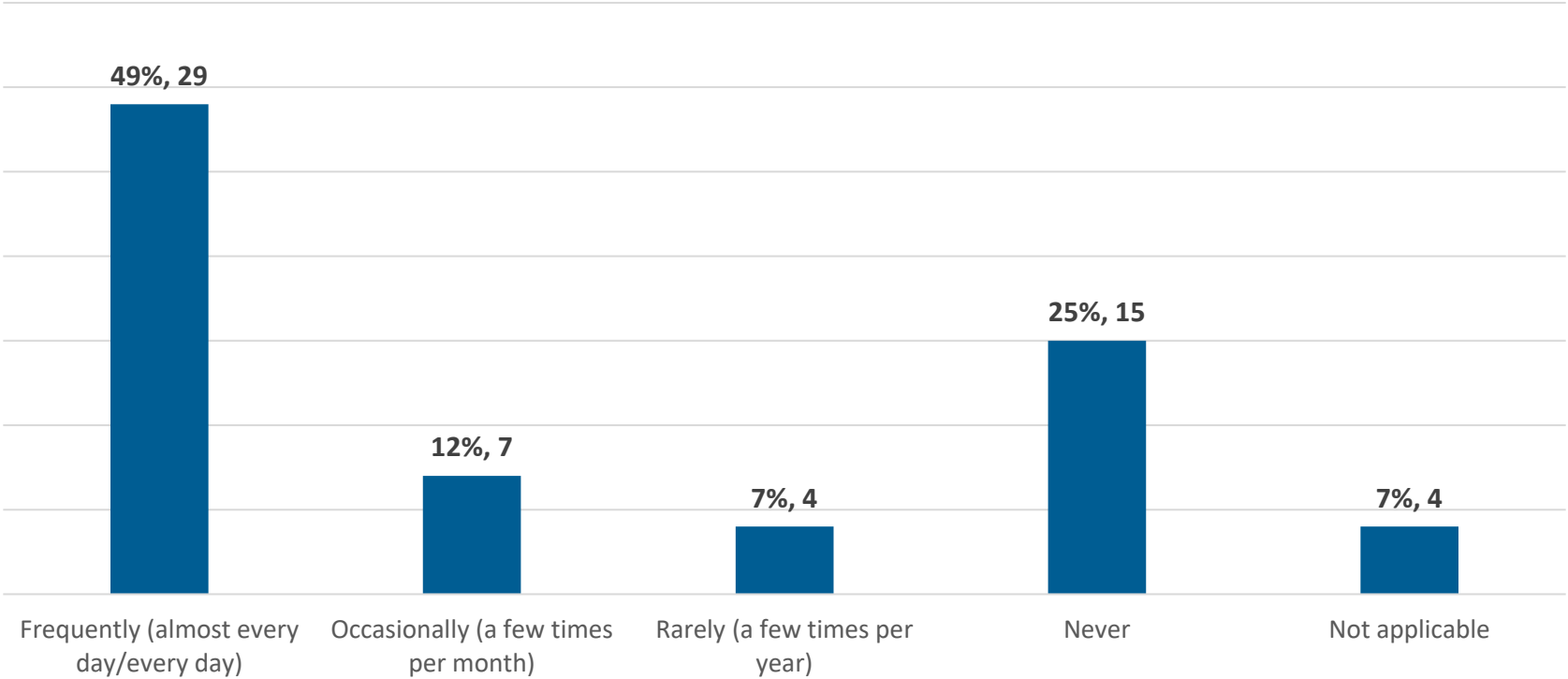
Excluding work or college, what were the top three places you regularly traveled to for essential activities in the last month?

(372 people responded, 919 selections made)

Bar chart showing:
- Bus or train station for out of town travel: 8%, 28
- Airport: 20%, 75
- Banking/financial: 20%, 76
- Other (please specify): 43%, 161
- Healthcare (doctor office, hospital): 60%, 222
- Grocery store: 96%, 357
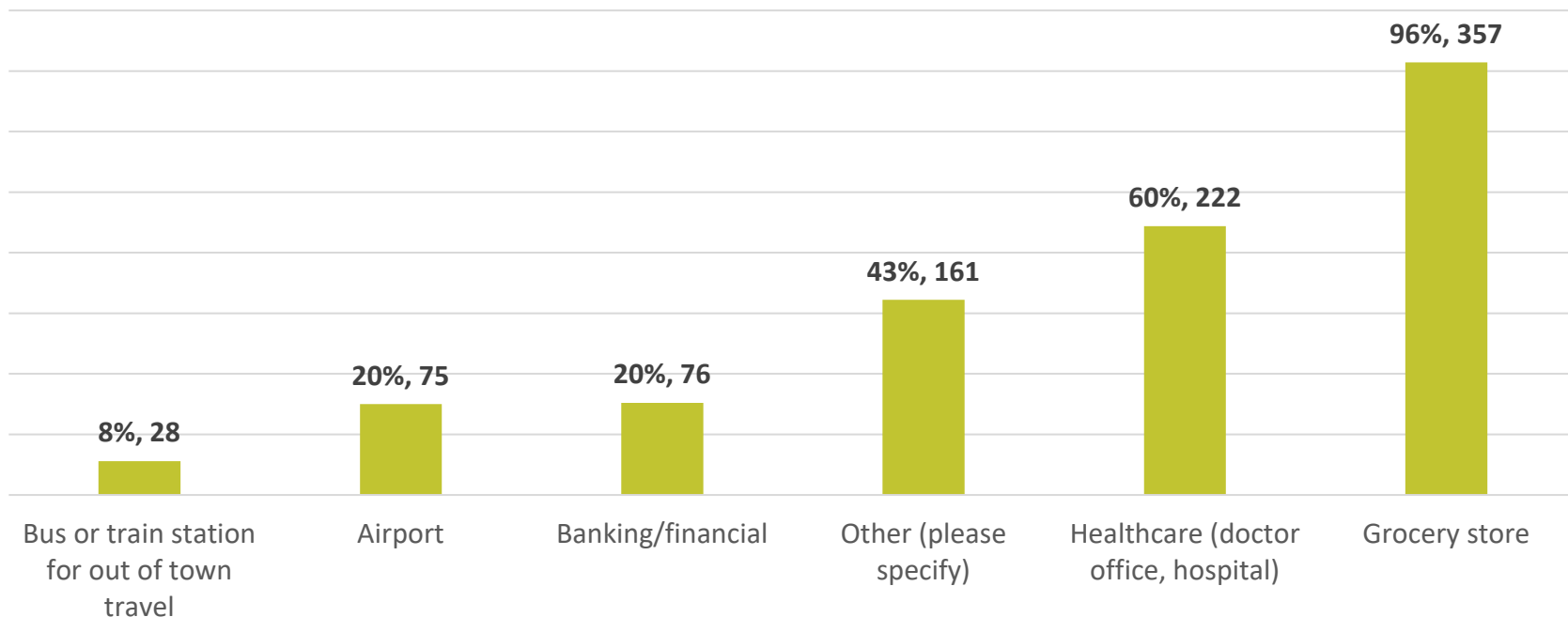
How often do you use active or shared transportation to get to your shared destinations?

(375 responses)
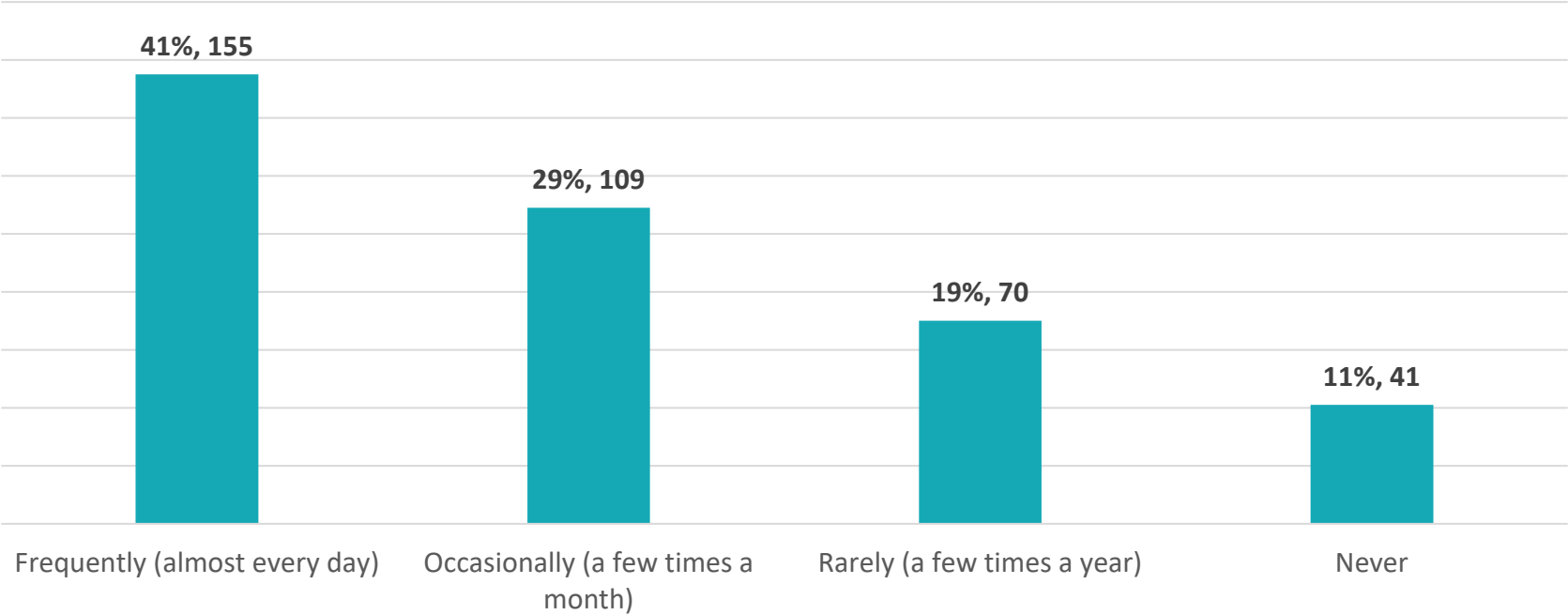
If you rarely use active or shared transportation, what are the main reasons? Select all that apply.

(110 people responded, 279 selections made)

Reason	Percent, Count
Driving alone saves time	64%, 70
Need car for other errands or work	51%, 56
Personal safety/security concerns about using travel options	45%, 50
Other (please specify)	28%, 31
Driving used for child drop off	20%, 22
No bus/MAX where I live	15%, 17
Parking is free/affordable	15%, 17
Not applicable	8%, 9
No bus/MAX where I work	6%, 7

Other
- Transit frequency and reliability
- Need more routes
- Cleanliness concerns on transit
- Not enough bike lanes
- Need for more accessible pedestrian routes
- Weather
- Need to carry and transport items

Which of these options would make it easier not to drive alone to essential destinations? Select all that apply.

(105 people responded, 165 selections made)

Option	Value
None of the above	42%, 44
Other (please specify)	21%, 22
Unsure	17%, 18
Discounted transit passes or fare assistance	15%, 16
Bike parking at the essential destination	13%, 14
Group rides, walks, or transit trips to get more comfortable	10%, 11
Mobility wallets (a bundle of transportation services offered at a…	10%, 10
Personalized travel planning (one-on-one support for planning trips)	9%, 9
Education or training (how to ride transit or bikes)	8%, 8
Bicycle storage at my home	7%, 7
Access to a personal bicycle/micromobility device	6%, 6

Other
- Improved bike infrastructure (bike routes, bike lanes, slower driving speeds)
- Increased safety measures and police presence
- Faster and more reliable services
- Bike share program

Thinking about the past month, what were the top three places you regularly traveled to for recreational activities?
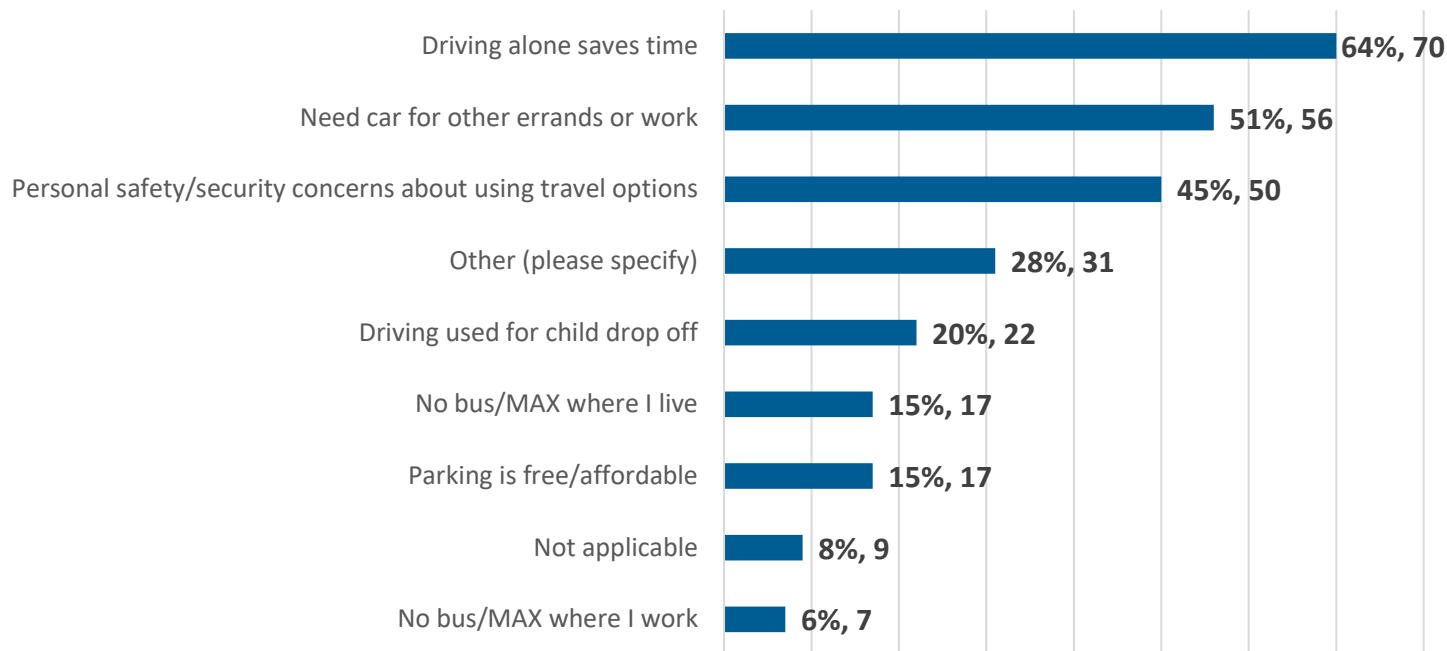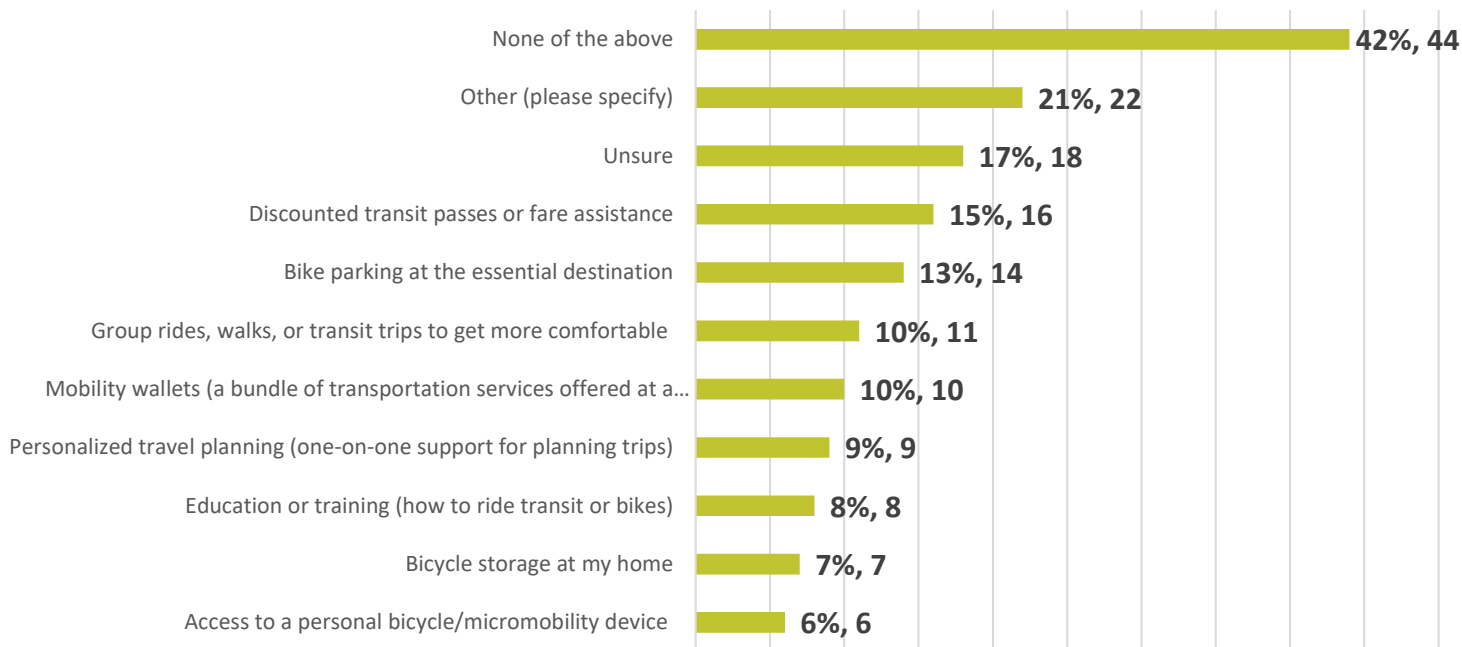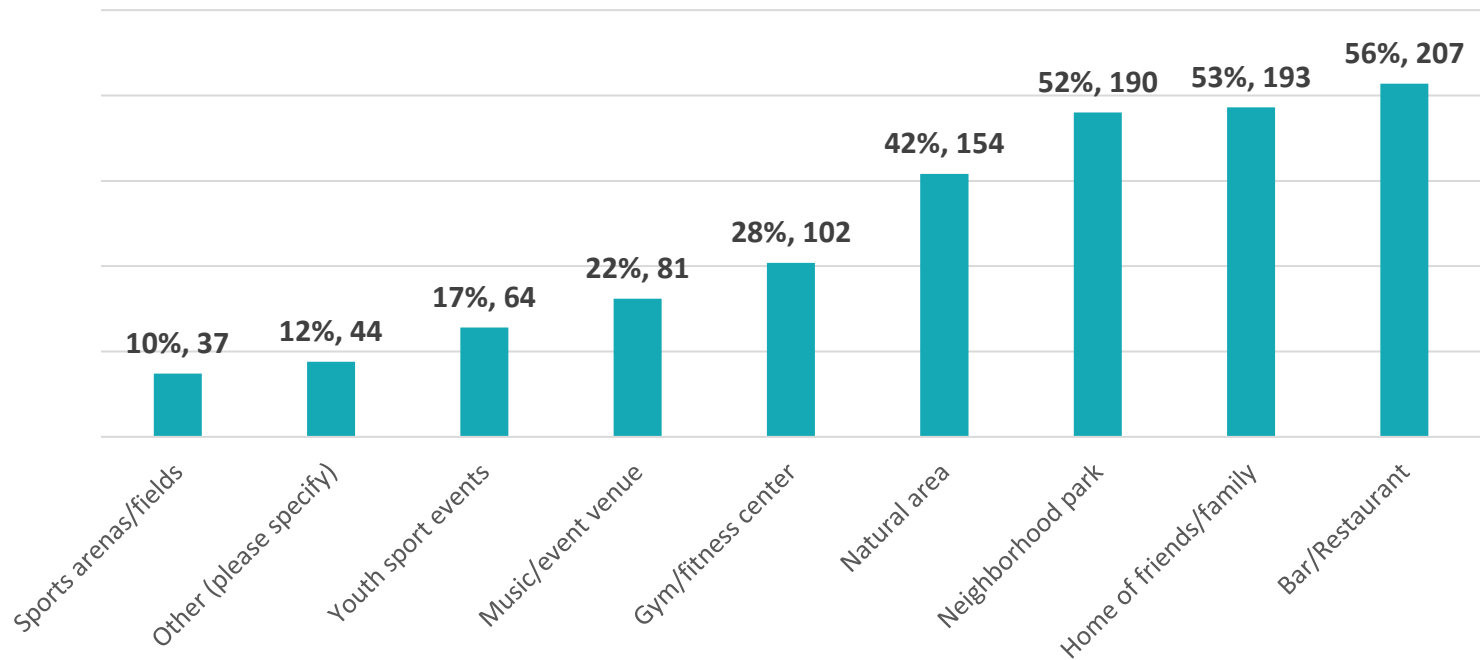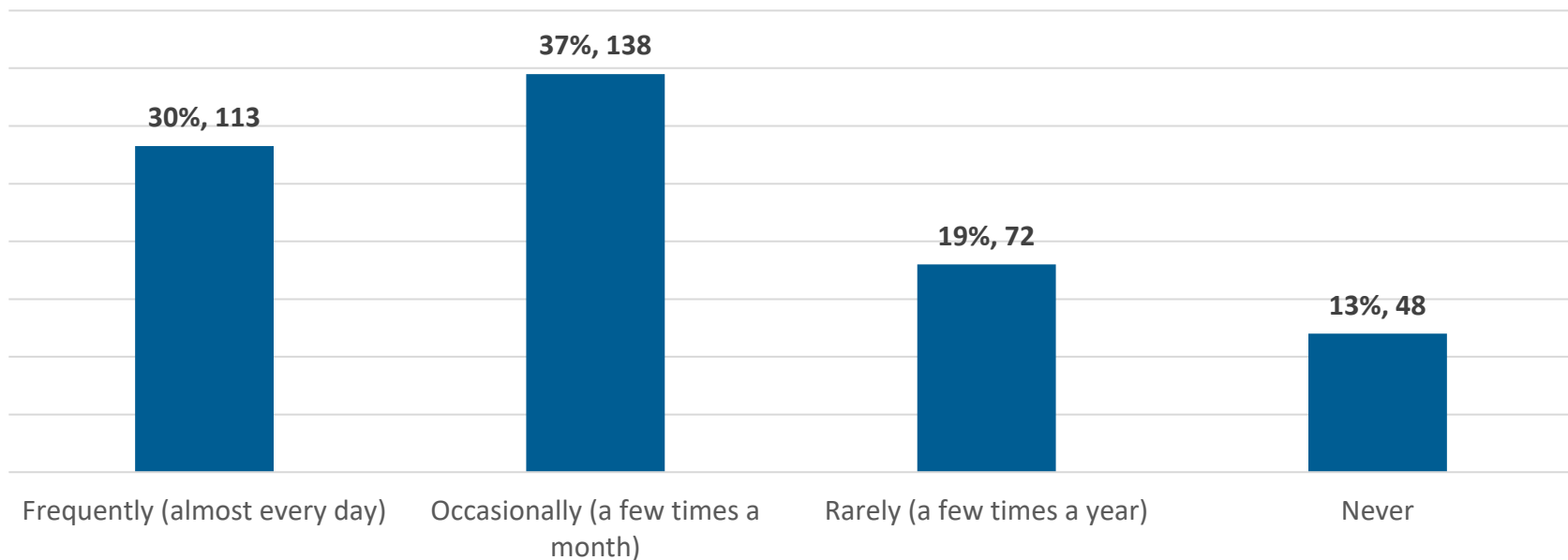
(367 people responded, 1072 selections made)

Other
- Zoo
- Library
- Movie theater
- Church
- Shops/retail
- Coffee shop
- Community center
- Farmers market
- Hiking trails
- School

Chart data:
- Sports arenas/fields: 10%, 37
- Other (please specify): 12%, 44
- Youth sport events: 17%, 64
- Music/event venue: 22%, 81
- Gym/fitness center: 28%, 102
- Natural area: 42%, 154
- Neighborhood park: 52%, 190
- Home of friends/family: 53%, 193
- Bar/Restaurant: 56%, 207

How often do you use active or shared transportation to get to recreational activities (like sports, fitness centers, or parks) or social activities (like gatherings, events, or concerts)?
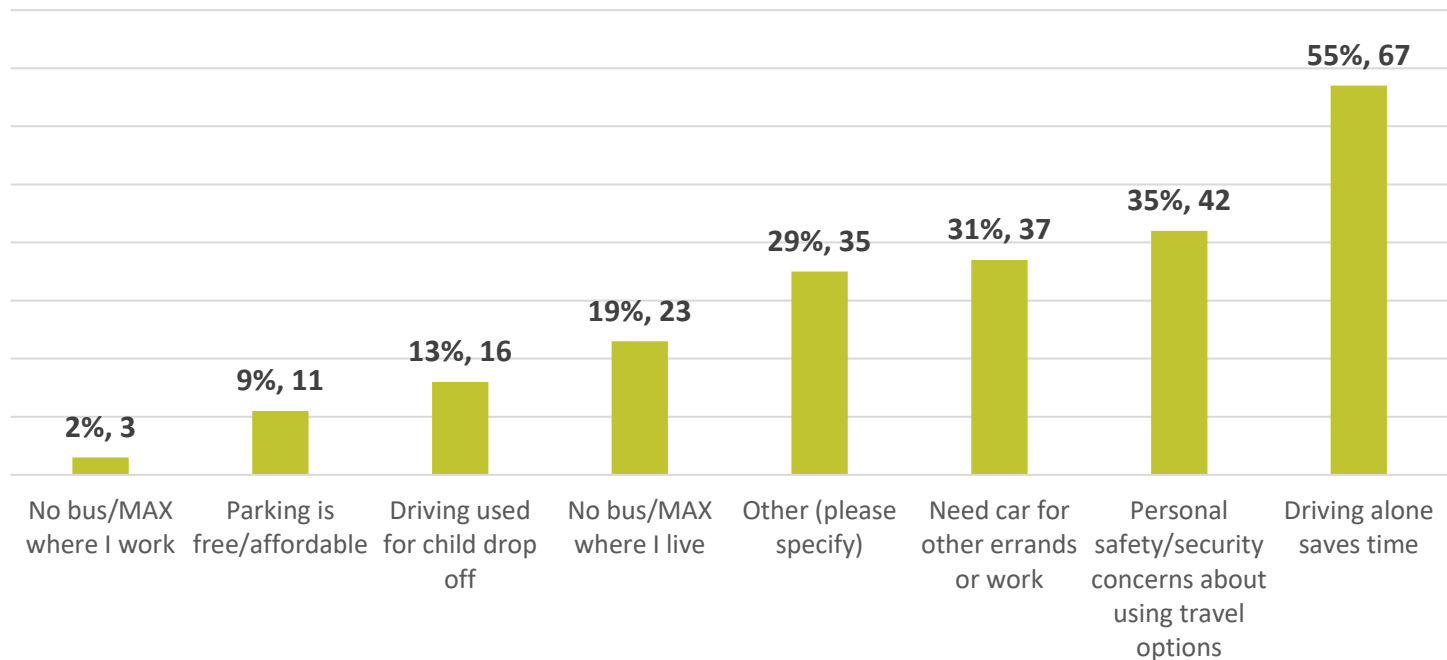
(371 responses)

What is the primary reason why you rarely use active or shared transportation to get to recreational activities?

(121 people responded, 234 selections made)

Other
- Infrequent and inconvenient transit services
- No sidewalks or bike lanes
- No transit at destination
- Bus takes much longer than driving

Bar chart values:
- No bus/MAX where I work: 2%, 3
- Parking is free/affordable: 9%, 11
- Driving used for child drop off: 13%, 16
- No bus/MAX where I live: 19%, 23
- Other (please specify): 29%, 35
- Need car for other errands or work: 31%, 37
- Personal safety/security concerns about using travel options: 35%, 42
- Driving alone saves time: 55%, 67

Which of these options would make it easier not to drive alone to recreational or social destinations? Select all that apply.

(341 people responded, 716 selections made)
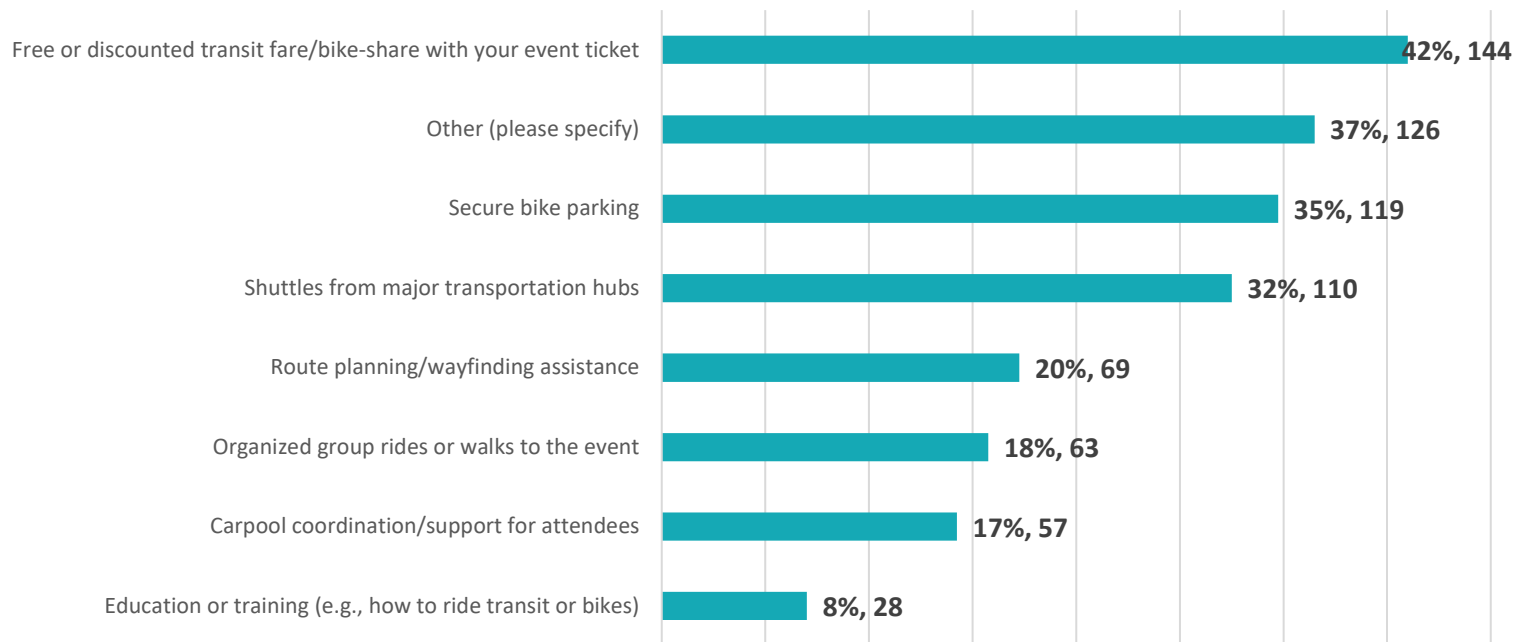
Other
- More and safer bike and pedestrian infrastructure
- More frequent and faster transit services, more transit routes
- E-bike charging stations
- Microtransit/ flex routes
- Better parking options at light rail stations
- Safety and security on transit

Option	Value
Free or discounted transit fare/bike-share with your event ticket	42%, 144
Other (please specify)	37%, 126
Secure bike parking	35%, 119
Shuttles from major transportation hubs	32%, 110
Route planning/wayfinding assistance	20%, 69
Organized group rides or walks to the event	18%, 63
Carpool coordination/support for attendees	17%, 57
Education or training (e.g., how to ride transit or bikes)	8%, 28

Meeting minutes

Meeting:	Regional Travel Options Partner Meeting
Date/time:	November 14th, 2025
Location:	Metro Regional Center
Attendees:	Approximately 60 representatives from RTO partner organizations

These meeting minutes capture sticky note input on the draft policies and strategies for the Regional TDM Strategy.

Policy 1: Advance coordinated TDM policy and funding strategies to strengthen and sustain TDM implementation at state, regional and local levels
1A: Advance local, regional and state level policies that explicitly support TDM implementation through coordinated efforts.
- No policies requiring TDM at worksites, residential communities, event centers or places of commerce = no engagement
- More coordinated effort between agencies working in this field and that advocacy is done in collaboration and more intentional
- Coordinated communication stream with agencies' government affairs teams – specifically for TDM policy
- Working with our transportation partners to improve bike/walk safety & speed up transit times should be part of TDM policies. Otherwise our efforts run into brick walls
- TDM requirements beyond ECO surveys for employers
- TDM requirements as follow-up for agencies after finishing infrastructure projects

1B: Coordinate and support a more diverse & sustainable mix of funding sources for TDM.
- Westside Transportation Alliance: ODOT – IMP, TSO, TGM, Metro – RTO, Small Grants, Local – MSTIP
- More flexible transit pass programs for employers to support commutes for hybrid workers (DEQ ECO)

1C: Coordinate regionally consistent data collection methods aimed at measuring Regional TDM Policies.
- This is important, keep moving this forward
- Very hard to get bike & ped usage data (PBOT)
- We're looking to develop metrics and quantifiable measures to assess walkability for SRTS walking audits in Tigard

1D: Explore opportunities for coordination on emerging technology and TO-supportive infrastructure that improves the user experience.
- Would love GFS systems to illuminate neighborhood greenways and/or route car traffic onto collectors NOT ped/bike priority streets
- Wayfinding (posts with destination, direction, mileage, estimated time) in north Portland (CCC)

1E: Develop centralized hubs for TDM information and resources relevant to resident, school, employment, and local planning audiences.

MEETING TOPIC: RTO PARTNER MEETING   DATE: NOVEMBER 14, 2025

- Fund and develop a CRM for usage by all partners
- Ensure communication reaches all relevant partners within and across jurisdictions and agencies (Clack Co SRTS)
- Valuable access and info is a challenge to maintain and keep current – need a plan to sustain
- DMA can be a hub for resource mobilization for East Portland
- This would be helpful for Trash for Peace community
- Community Cycling Center would benefit from having this as a resource for our community
- Around East Portland area this would be a good resource
- I think presentations and materials geared toward immigrant/refugee populations to orient them to the options in their community (Evergreen Community Partners)
- OATS as a place to connect practitioners and planners

Policy 2: Support TDM programs that prioritize welcome and safe environments for people of diverse lived experiences, abilities, and identities.
2A: Expand access to personalized trip planning & tailored resources to help community members feel confident using travel options.
- Not happening in East Multnomah County (Gresham, Fairview, Wood Village, Troutdale)
- Focus on pairing this trip planning/coaching with financial incentives (i.e. Hop Pass)
- CCC – we bring programming to where people live for this reason
- PBOT – Smart Trips/individualized marketing for families
- DMA – through TESYA program some youth have already educated community on trip planning
- EWP has a travel Oregon grant to build a new website that enables personalized, interactive trip planning to the park. Website is equity-centered and accessible. Soft launch Feb 2026
- WTA – we offer this service for free, it is not well utilized
- PBOT SRTS lessons in multimodal trip planning for middle and high school students, multi-modal field trips
- Ride Connection Travel Options Counseling
- Create lessons for middle school and high school students on how to use public transportation
- Workshops, rides and bike fairs at PBOT – offer training, skill building including bike maintenance and learn to ride

2B: Invest in community-identified solutions to advance personal safety and security while traveling in public space and elevate concepts that require political and agency investment outside of TDM.
- Identify road hot spots that create barriers within neighborhoods, plan for levels of improvement and funding
- Feel like there could be more hyper-local organizing to consolidate community voice around specific actions
- There are a lot of personal safety issues for folks who are trying to walk or bike in East Portland

- DMA partnered with PBOT in creating Beyond Traffic Safety Toolkit. We have been working with businesses to activate unsafe empty parking lots to improve safety for pedestrians. We would need more resources to continue this work in EPDX

2C: Increase active transportation group programming that removes barriers and fosters connected communities, with a specific focus on elevating programs that create space for marginalized identities in travel options.
- Lots of partners doing work in this area:
  o Bikeworks by p:ear
  o DMA TESYA
  o Oregon Walks WSB program
  o Ride Connection group trips on public transit and shuttles
  o Sunday Parkways – group rides and workshops with partner orgs
  o PBOT city bike bus, SRTS
  o CCC
  o WTA – Ride Westside, Westside bike share lending library, LCI certified
  o TST – Ride2Own & WeBike
- This would be helpful in getting people to Washington Park
- Invest more in WSB/BB support/outreach/finances for helpers/volunteers

Question on qualitative data collection:
- Hold listening sessions with marginalized groups to see why/how they feel on public transit
- Transit App – multimodal trip planning, very powerful
- TST yearlong programs like Ride2Own with pre-post and mid surveys/interviews
- Perhaps a phone app with participation awards to a targeted population where they record trips as they occur (Evergreen)
- Keep lifting up funding programming and partnerships between municipalities and CBOs that have deep community connections (i.e. PBOT/DMA)

Policy 3: Design adaptable TDM programs that respond to climate, service disruptions, and the evolving needs of travelers
3A: Design TDM programs that are responsive to changing travel patterns for non-work or school trips, particularly for trips made at off-peak hours and to essential services like healthcare and social services.
- TST: Cultural event that include multimodal education; WeBike WTFNB+ bike rides, education, bike camping
- PBOT SRTS: How do we get school staff & districts to do TDM?
- PBOT: capital project activation
- WTA: Washington County (and the region) just needs <u>way</u> more transit access off-peak hours and to <u>more</u> places (WashCo is expanding!)

3B: Ensure employer TDM strategies support a variety of work schedules and adapt to reflect changing workforce travel norms, with a focus on workers who do not have remote options.

- The Street Trust: 20 different education clinics based on feedback & needs of employers & community groups
- TriMet: Focus on sectors, such as hospitality etc.
- WTA: Priority commuters
- DEQ: Consider ways ECO affected employers can address this in the trip planning process
- Train various employers and give them incentives to offer more options to employees/flexibility/Transport Wallets to make this easier!

3C: Coordinate with the development of new shuttles, mobility hubs and shared micromobility options to ensure robust promotion, outreach & usage.
- Make them fun colors, info to red (??), trivia, storytelling, etc.
- Clackamas County has been involved in the CCT study work and is happy to see the direction this is going
- WTA: Need more shuttles + more frequent (otherwise, hard to use), micromobility in areas where there isn't transit service (or isn't frequent service) – easier/quicker to adapt than traditional transit
- Adapting the multimodal support/training/encouragement we offer to better meet the safety needs of communities
- Ride Connection: Planning community connectors micro transit pilot
- City of Gresham
- EWP: Promotes TriMet lines to the park + community shuttles to the park

3D: Advance a sustainable, regionally coordinated vanpool program that is positioned to receive and distribute federal vanpool subsidies.
- WTA: Eagerly awaiting vanpool subsidies!
- Clack Co: We're eagerly following this work!
- WTA: Vanpool working group, work with employers to encourage + be a resource
- DEQ: Connect ECO impacted employers to these resources through improved communication & targeted outreach
- SMART: Regional/statewide carpool resource w/ local agencies as support. Too piecemeal now
- Many City of Portland employees live too far away for transit to be a good option
- Culturally specific solutions for vans/shuttles; public transportation is a place to develop community

Question on tracking commuter needs:
- WTA: Building on ECO surveys, increasing frequency? Get There
- Conducting focus group with hard-to-reach communities & collab with non-profits who work with these communities that depend on public transit

Question on building enthusiasm & increasing resources for shuttle, vanpool, micromobility…
- TST: Create an incentive program for employers to host trainings for staff
- Identify & address specific barriers (safety, storage needs, employment constraints? (hard to read))

- WTA: For many employers, there is enthusiasm, but these types of programs aren't available in broad areas in Washington County
- Track the needs: Metro to provide post-event or clinic survey questions to all partners
- SMART: Need to reevaluate or relaunch School Pool concept post Covid
- Hold listening sessions with incentives in affordable housing communities to get their feedback!!
- Make it fun. If the vanpool has music, I will go on it. Something attractive is happening to be part of it
- Free TriMet Hop card IF you participate in some of these programs

Policy 4: Expand access to financial incentive programs, focusing on advancing programs that reach residents through a variety of avenues and expanding existing incentive programs.
4A: Improve access to and administration of transit pass programs to increase participation across a variety of audiences – including employees, residents and students.
- TriMet
- DMA: Transportation Wallet, Low Income Fare Program
- East Mult Co: Gresham, Fairview, Wood Village, Troutdale
- CCC: BikeTown clinics
- Cities & transit agencies providing transit pass resources with new development, esp. affordable and low-income housing
- TriMet universal pass program is difficult to navigate. No up front pricing.
- Transportation Wallet at PBOT
- The Street Trust: More advances & less reimbursement for schools & programs, etc.
- Smart Trips new mover program at PBOT offering day passes
- DMA partners with TriMet for fare relief and low-income program. These programs are essential for communities and depend on them
- In Portland, High School students get free TriMet passes (not just PPS). Could PCEF help fund pilot expansion?
- Hillsboro SRTS worked with TriMet to deliver summer TriMet passes to graduating 8th graders & high schools. Great response! Working on more education for this summer.
- Transportation Wallet activation – free event options with wallet e.g., 1 free timbers/thorns ticket to use wallet to get to
- WTA: This is happening but it's decreasing among employers (budget cuts, Covid)
- Ride Connection: Fare for staff traveling with student, fare assistance, TriMet partnership

4B: Develop new or expand existing programs that advance universal basic mobility (UBM).
- PBOT: Transportation Wallet
- WTA: Westside bike share (lending library)
- DMA has received Transportation Wallets from PBOT and we have heard amazing feedback from community. There should be more similar progs like these / community needs it!
- Trash for Peace has gotten Transportation Wallets for staff and community members and they're SO helpful. Many staff live in East PDX/Gresham and bus/max to work. Funds for this are vital!

4C: Research and develop pilot programs to test new financial incentives that both encourage mode shift as well as support existing travel options users.
- East Multnomah County communities could benefit from pilot programs
- Scale up adaptive BikeTown/accessible active transportation with 5310 providers e.g., Ride Connection, paratransit
- Further study into pairing these incentives (e.g., 3-month free Hop card) with commute/travel coaching. Start folks on a runway with support.
- Incentives for taking TriMet or walking/biking to Washington Park would make these options much easier!
- Financial incentives for walking school bus leaders
- TST: Ride2Own e-bike ownership program for low income (includes Metro supported education)
- SMART: We are expanding these programs! (Commute)
- PBOT capital project activation
- DEQ: Flexible & affordable transit pass program for employers post pandemic

Question about UBM:
- More transportation wallet. And completely free vs capped amounts because ridership reports show such a difference (i.e., streetcar)
- Regional shared micromobility
- Promotion of the TriMet Honored Citizen reduced fare, based on income would expand ridership.
- In workforce development programs it is important to give temporal support to people looking for a job
- WTA: Could be regional cash reward program like the one in Atlanta
- Wider marketing campaign through partner comms channels to support pass programs. Also campaigns to highlight success stories (radio, TV, social media)
- James John Bike Bus: donuts for drivers to encourage dropping off in designated spaces. Hot chocolate & crepes for walk and roll

Policy 5: Deliver programs that meet the unique needs of specific locations and communities – which may include schools, major events/destinations or new active transportation capital projects/transit services.
pink/green/blue
5A: Implement targeted travel options outreach and marketing campaigns in coordination with capital projects, the launch of new transportation services, or one-time major events.
- There needs to be more safety in east Portland. Many roads do not have sidewalks, this limits walkability for students and communities and puts them in an unsafe situation.
- WTA - Coordination between infrastructure owners/maintenance/contractors/designers with RTO partners and marketing new infrastructure
- East Portland lacks sidewalks and most of the area needs space activation to increase mobility and walkability for residents
- Need to celebrate new capital assets in communities to showcase new ways to get around

- Opportunity to connect local city/county capital project managers with TDM reps to market new spaces.
- EWPs newly approved Transp. Access Plan names marketing and outreach as a major strategy, but we don't currently have the funding to implement.
- Provide safety outreach to multi-family housing buildings to improve pedestrian safety in SW Portland.
- Connecting developers with CBOs
- PBOT –Capital Project Activation
- WTA – Market projects that affect member orgs
- City of Gresham – Highlighting and activating newly constructed capital projects

5B: Design TDM programming that supports travelers and workers at high-impact locations including transit-oriented development, job centers, major event venues and destinations such as airports and healthcare centers.
- Moda Center ticket to ride – target car drivers leaving paid garages with transit fare incentive for future event. (pink)
- Policy for requiring TDM for large events
- Clackamas County working to promote ClackCo shuttle at CCC supported by real-time arrival signs.
- ClackCo very interested in TDM focus in the Clackamas Industrial Area.
- WTA – w/ member employees
- SMART – outreach around Wilsonville Transit TOD – increasing transit service to this site on Saturdays, marketing to residents.
- Microtransit pilots to PDX airport for employees and travelers – nominal fee with frequent service.
- "The Wingspan" event space in Hillsboro
- Recommend transportation options for The Hops Stadium in Hillsboro. (blue)
- TriMet develop & implement MFR/TOD specific pass program.

5C: Support demonstration projects that enhance active transportation events & activation (i.e. Better Block, School Streets, etc.).
- East Multnomah County schools could benefit from having this in their neighborhoods and communities. (pink)
- East Multnomah County, Multnomah County, Gresham, Fairview, Wood Village, Troutdale.
- PBOT SRTS Team has connected. 45 students to our street painting program. to have students design and lead st murals painted in high volume intersections. (green)
- DMA worked with PBOT In creating Beyond Traffic Safety Toolkit and activating business plaza, street plaza that one of the tools identified. We have started activating parking lots of. business plazas from this year. And I want to continue a long division corridor to make the corridor safer and walkable. (yellow)
- Coordination with municipal permitting and traffic regulations to make possible.
- City of Gresham safe routes to school and parks.
- Story Walk events. Libraries. Community centers. Parks. Clackamas County Safe Routes to school.

5D: Expand school-based efforts to decrease vehicle trips and increase walking, rolling, school bus & transit use.
- Public realm improvements to support park and walk locations away from streets adjacent to schools. (pink)
- James John. Bike Bus. Monthly walk and rolls. Weekly bike and walk buses.
- The Street Trust and SMART.
- Bike works by Pair Safe Routes to School team do this with bike rides, bike rodeos, community events, education and more.
- Cycle Oregon. Jumpstart Bicycle education. Train the trainer model. Bike fleet deployment.
- PBOT SRTS - Bike bus wayfinding program. Other support and guidance to schools starting walking bike buses.
- Clackamas County has been doing lots of work in this realm.
- CCC. Bike club and bike camps. Involves specific schools and neighborhoods.
- Ride Connection, travel training and group trips.
- Oregon walks. Walking school bus program
- New Lloyd building in future would be a great mobility hub, also east Portland - Home Forward properties. Fairview Oaks, Sequoia Square, Madonna Place, Gladstone Square, etc.
- TDM campaign to connect Portland parks system.

Policy 6: Build collaborative partnerships to overcome identified barriers to bike, e-bike and scooter use, including parking/storage, education, access, and cost.
6A: Prioritize education efforts that teach kids and adults how to ride a bike.
- PBOT SRTS: PE teacher led bike education + learn-to-ride events
- Bikeworks by p:ear SRTS – we teach bicycle and scooter safety to kids
- PBOT Transportation Academy and Commute Options E-Bike training
- PBOT bike fairs
- Hillsboro SRTS is doing Bike safety education and learn to ride programs in PE classes K-6
- James John Bike Bus – we work w/ PBOT for Learn to Ride during school hours. We have a balance bike fleet (I think all schools should have one)
- DMA has been organizing bike +walk events for youth and families
- SMART – we do learn to ride classes – would like to get older kids/adults to participate
- Cycle Oregon - jump start – bike ed, train the trainer model, bike fleet deployment
- Though this is a great approach the community especially ADULTS need more training around this such as how to use e-bikes and how to access them

6B: Advance programs that increase the number of kids and adults who have access to a bicycle or micromobility device, paired with education and support.
- East Mult Co – no program in place
- DMA is looking for partner to create a program to ensure bikes and gear are accessible to youth who attend our DMA bike + walk events
- City of Gresham e-bike pilot program

6C: Develop a coordinated approach to improving micromobility parking and storage; with a focus on secure storage at multi-family housing and parking at key destinations.
- SECURE bike storage beyond bike racks (libraries, store,s etc.)
- Storage for a bike fleet in New Columbia
- Bike parking and storage lacking in East Multnomah County
- Covered bike parking in older schools in Tigard Tualatin SD. We have old wave racks with no weather protection
- Wilsonville SMART: we have no coordinated approach yet
- Would be nice to have more bike parking + bike education in Washington Park (near Hoyt/trails?) The area is not super bikeable + people don't how to bike it)

6D: Collaborate with bike-focused businesses; building connections between bike shops, repair services, bike-delivery & community-based programming.
- City of Gresham is partnering with business through Green Business Program that supports bike and TDM-related incentives for certification
- Clackamas County has a bike parking program identified in our TO Plan. Where can we partner with businesses to provide and streamline install process? More to come in this area soon!!
- Relationships w/ businesses local to bike clubs: Portsmouth, Cully, East Portland. so clubs can ride to get incentives!
- East Portland needs more of these programs overall
- Would like to bring bike repair classes to middle and high schools

Question about barriers
- Work with jurisdiction partners to improve road safety for biking – lots of jurisdictions have high-speed boulevards
- WTA: No regional micromobility program. No municipality wants to step up and take responsibility for such a program (City, County, Metro)
- At Home Forward properties – no bike parking, being far from MAX stops, not knowing how to ride