Parametrix
let's create tomorrow, together

Technical Memorandum

DATE:	March 9, 2026
TO:	Ally Holmqvist and the Transit Working Group
FROM:	Ryan Farncomb, Sam Erickson, and Chad Tinsley
SUBJECT:	Final Prioritization Recommendations
PROJECT NUMBER:	274-1919-051
PROJECT NAME:	Community Connector Transit

The project team identified the approach to prioritization in the final *Prioritization Approach Technical Memorandum* (June 2025). This memorandum proposes a prioritization of first/last mile transit opportunities based on that approach, including:

- Identified community connector transit (CCT) opportunities, identified in the *Updated Community Connector Transit Opportunities Assessment* (March 2026).
- Regional mobility hubs, identified in the *Final Local Mobility Hub Assessment* (July 2025).

Prioritization parks transit access opportunities are found in the *Regional Parks Transit Development Strategy* memorandum (November 2025).

These aspirational improvement opportunities for the regional transit system are prioritized based on the factors described below. Opportunities are prioritized by implementation time frame, in general alignment with project timeframes in the Regional Transportation Plan, as follows:

- Near-term (0–5 years): The conditions necessary for success are in place today, and implementation would likely provide immediate benefits. There is demonstrated local support for the opportunity through existing local plans.
- Medium-term (5–20 years): The conditions necessary for success are in place today, but implementation may be more difficult or costly, meaning the opportunity will take more time to realize. There may be demonstrated support for the opportunity through existing local plans.
- Long-term/Future (20+ years): The conditions necessary for success are not in place today, but may be in place in the future (e.g., sufficient population density). Implementation may be more difficult or costly. These opportunities may not have been identified in local plans.

This memorandum establishes the initial recommended priorities for further review by the Transit Woking Group and the community through outreach.

Community Connector Transit Priorities

The project team, in collaboration with the Transit Working Group, other regional partners, and through feedback from the public, determined new CCT opportunities in the region (Figure 1). CCT service opportunities already identified in local plans are not further prioritized by this study (shown as "planned CCT service" in Figure 1) and so are not addressed further in this memo. The following criteria were considered in recommending priorities for new identified opportunity area investments:

- Time frame for need: **Current,** based on the existing transit network, or **future**, based on the future transit network, future population and employment, and implementation of the Forward Together 1.0 network.

- Equity: Within or near areas of high equity need as determined by Metro equity focus areas.
- Transit propensity: Degree of transit propensity that exists today, based on population and employment density and demographics.
- Engagement feedback: Qualitative assessment based on feedback from the partners and community at large from outreach to reflect local efforts and championing community priorities.
- Implementation complexity: Qualitative assessment of the relative implementation difficulty, rated as "higher," "moderate," or "lower". Factors considered include:
  - Alignment with Previous Planning Efforts: whether the service is aligned with prior local planning efforts.
  - Engagement/Research Needed: degree to which additional research and study is needed to develop the service.
  - Pedestrian and/or Transit Vehicle Access Considerations: assessment of the ease of access to transit vehicles in the opportunity area and whether a transit vehicle could likely operate in the area.
  - Service Operators in Area: presence of existing operators.
  - Existing Operational Facilities: presence of facilities that support transit, making it easier to implement.
- Cost: planning-level operating cost per year based on assumed annual revenue hours for each service. Costs are provided as a range to incorporate uncertainty and reflect different possible operating scenarios. Capital costs – namely, for vehicle purchases – are not included. Operating cost estimates rely on costs published in the National Transit Database from fiscal year 2024. Cost ranges in Table 1 are based on the lowest and highest costs for demand response or bus modes between Clackamas County, South Clackamas Transit District, City of Sandy, and Ride Connection for FY2024. It is worth noting that transit agencies such as TriMet and SMART have higher operating costs than smaller shuttle providers, meaning more funding or reduced service may be required if operated by these providers.

Table 1. New Opportunity Areas

ID	CCT Opportunity	Service Approach	Time Frame for Need	Equity Score	Density	Implementation Complexity	Operating Cost Per Year	Engagement Feedback	Proposed Prioritization
W1	South Beaverton	On-demand.	Current	Moderate	Moderately high population density.	Lower	$700,000 to $1,700,000	Transit gap identified during Phase 1 outreach.	Near
W2	Bethany	Flex route: Expand BethanyLink, or new on-demand service to replace flex route.	TBD	Low	Moderate population density.	Lower	No cost developed	Non-CCT solution identified during Phase 1 outreach. Phase 2 public engagement findings to be discussed with TWG.	
W4	Hillsboro/Aloha	Flex route: Expand North Hillsboro Link, or new on-demand to replace flex route.	Current	Moderate	Moderately high population density.	Moderate	$400,000 to $700,000 *(flex route cost)*	Transit gap identified during Phase 1 outreach.	Medium
M1	Cully Neighborhood	Flex route: Extend or modify ACCESS shuttle.	TBD	Higher	High population density.	Lower	No cost developed	Non-CCT solution identified during Phase 1 outreach. Phase 2 public engagement findings to be discussed with TWG.	
M2	North Portland Peninsula	Flex route: Replace TriMet Line 11 service or operate when Line 11 doesn't operate.	Current	Equity considerations are centered on access to employment in this area. Relatively high share of households without access to a vehicle (6.8%) for those living in this area.	Moderately low employment density.	Higher	$400,000 to $700,000 *(assumes replacement of existing Line 11)*	Phase 1 feedback supported increased transit.	Near
M7	Fairview	On-demand.	TBD	Low at industrial area, higher in residential areas to the south	Low- to moderate employment density.	Higher	No cost developed	Non-CCT solution identified during Phase 1 outreach. Phase 2 public engagement findings to be discussed with TWG.	
M8	Gresham	On-demand: Coordination with TriMet's limited-eligibility NEXT on-demand service pilot needed.	Current	Moderate	Higher population density.	Higher	$600,000 to $1,400,000	Transit gap identified during Phase 1 outreach.	Medium

ID	CCT Opportunity	Service Approach	Time Frame for Need	Equity Score	Density	Implementation Complexity	Operating Cost Per Year	Engagement Feedback	Proposed Prioritization
C1	Lake Oswego	On-demand.	Future	Low	Low population and employment density. Increase expected in long-range plans.	N/A	No cost developed	No specific feedback received.	Long
C2	Happy Valley	On-demand.	Future	Low	Low population and employment density. Increase expected in long-range plans.	N/A	No cost developed	Some feedback noted transit gaps in the Happy Valley area.	Long
C3	Oatfield	Flex route.	Current	Low	Moderate population density.	Higher	$500,000 to $1,200,000	No specific feedback received.	Medium

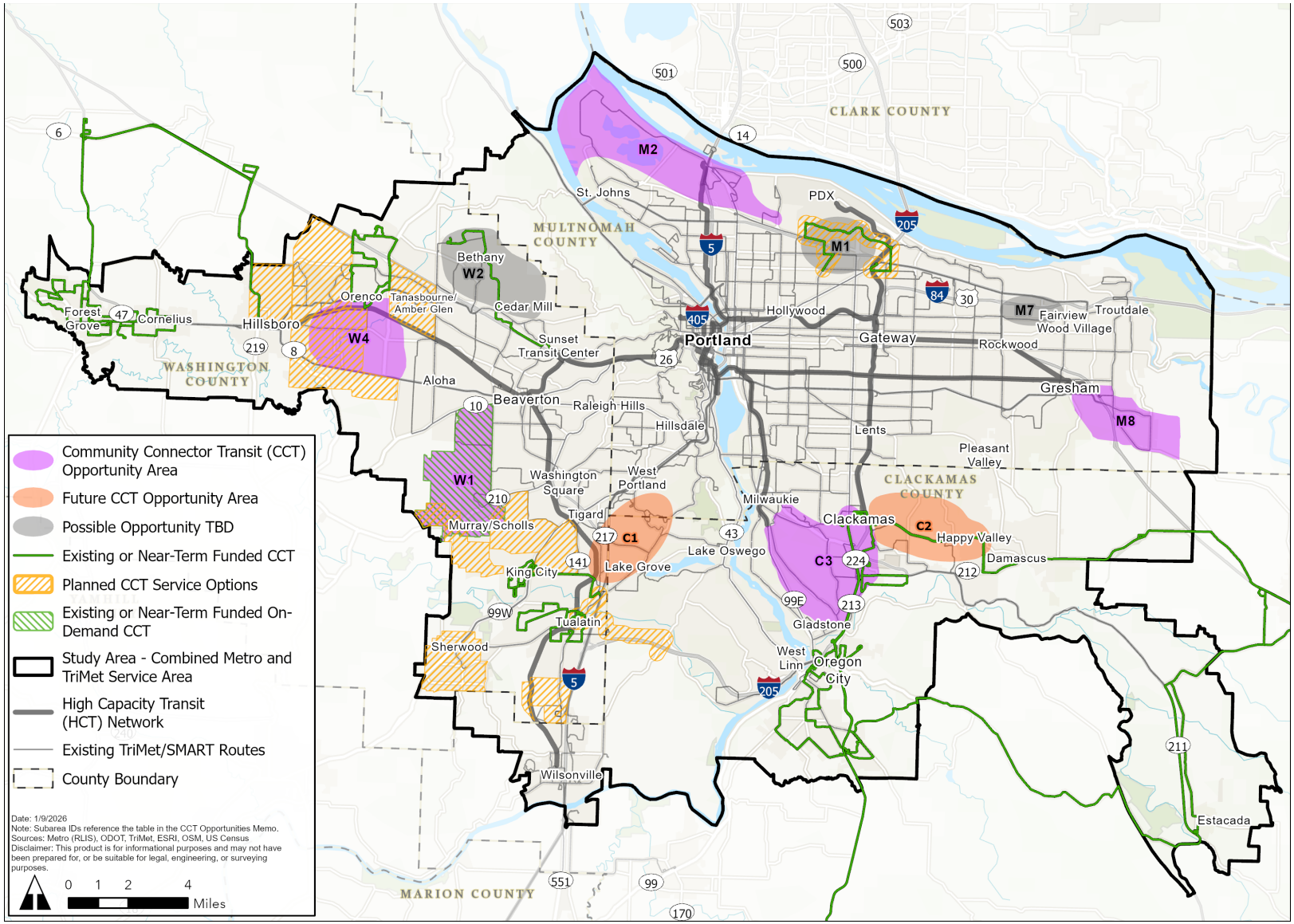

Figure 1. CCT Opportunity Areas

Mobility Hub Prioritization

This study identified regional mobility hub locations based on a multicriterial evaluation process. The identified hubs do not necessarily represent every possible hub location in the region; they represent promising mobility hub locations that will support local planning and implementation separate from this study. Table 2 describes the criteria used to prioritize the mobility hub locations. This prioritization is intended to help local agencies as they consider investments in mobility hubs.

Community need, as measured by outreach findings, was originally included as a criterion during development of the prioritization methods. Outreach findings related to mobility hubs, both from this study and from work conducted by others, is limited. Therefore, community need as determined through outreach findings was not scored in this prioritization.

Table 2. Prioritization Criteria

Mobility Hub Prioritization Criterion	Approach	Data Notes
Existing local priority and planning support	Degree of alignment with Metro regional land use designations (e.g., Regional Center, Corridor).	Each hub received a score of 1 or 0 based on whether it fell within a Metro-Designated Center type (Town Center, Regional Center, or City Center).
Community need	Level of community need, as determined by (1) outreach findings from the engagement work conducted for the study, (2) outreach or engagement findings from other local or regional work, as noted by partners.	No numeric score assigned.
Equity	Hub is in or adjacent to areas with high equity need, based on TriMet Equity Index.	The TriMet Equity Index ranges from 8–28 at the Census Block Group level. Each hub received an equity score of 3, 2, or 1 depending on whether it fell in the top quintile (3), second quintile (2), or bottom 60% (1).
Transit ridership	Locations with the highest transit ridership	Average weekday ons/offs for all stops within 1/4 mile of each hub were summed. Each hub received a ridership score of 3, 2, or 1 based on whether it fell in the top quintile (3), second quintile (2), or bottom 60% (1).
Transit connectivity	Locations with highest number of transit connections (e.g., number of fixed-route transit lines or CCT services access a location).	Based on the count of unique TriMet or SMART routes intersecting the hub hexagon. Each hub received a connectivity score of 3, 2, or 1 based on whether the route count fell in the top quintile (3), second quintile (2), or bottom 60% (1).

Figure 2 (and the project's online map) displays the prioritized mobility hubs and Table 3 lists each hub and its typology and priority level. Hubs are prioritized within each class of hub:

- Major urban hub.
- Regional hub.
- Town hub.
- Local and emerging hub.
- Future hub.

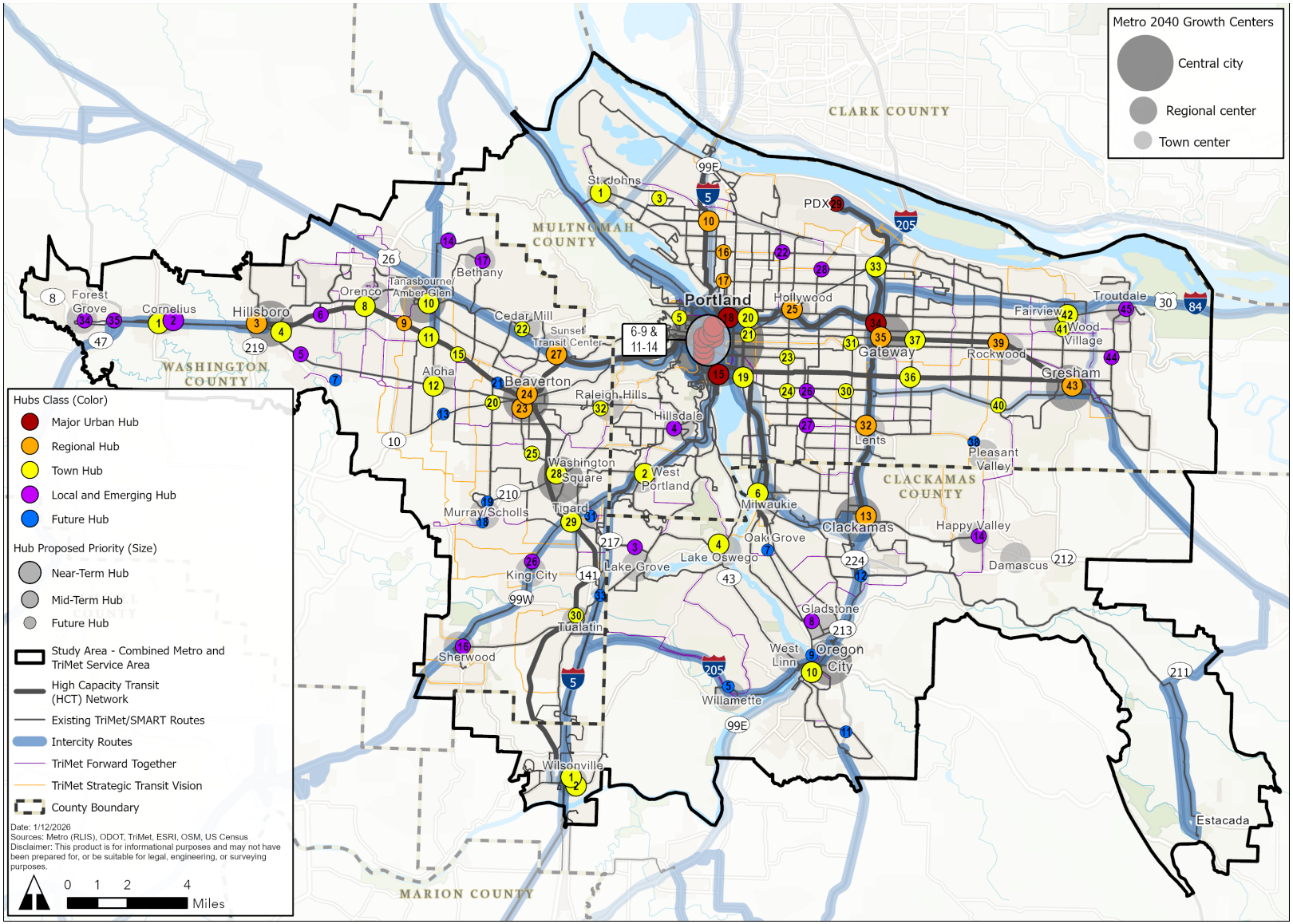

Figure 2. Mobility Hub Priorities

Table 3. Mobility Hubs and Priority Level[1]

ID	County	Hub Class	Proposed Priority
CC13	Clackamas	Regional Hub	Near-Term Hub
CC1	Clackamas	Town Hub	Near-Term Hub
CC10	Clackamas	Town Hub	Near-Term Hub
CC2	Clackamas	Town Hub	Near-Term Hub
CC4	Clackamas	Town Hub	Near-Term Hub
CC6	Clackamas	Town Hub	Near-Term Hub
CC14	Clackamas	Local and Emerging Hub	Mid-Term Hub
CC3	Clackamas	Local and Emerging Hub	Mid-Term Hub
CC8	Clackamas	Local and Emerging Hub	Mid-Term Hub
CC11	Clackamas	Future Hub	Future Hub
CC12	Clackamas	Future Hub	Future Hub
CC5	Clackamas	Future Hub	Future Hub
CC7	Clackamas	Future Hub	Future Hub
CC9	Clackamas	Future Hub	Future Hub
MC11	Multnomah	Major Urban Hub	Near-Term Hub
MC12	Multnomah	Major Urban Hub	Near-Term Hub
MC13	Multnomah	Major Urban Hub	Near-Term Hub
MC14	Multnomah	Major Urban Hub	Near-Term Hub
MC15	Multnomah	Major Urban Hub	Near-Term Hub
MC18	Multnomah	Major Urban Hub	Near-Term Hub
MC34	Multnomah	Major Urban Hub	Near-Term Hub
MC6	Multnomah	Major Urban Hub	Near-Term Hub
MC7	Multnomah	Major Urban Hub	Near-Term Hub
MC8	Multnomah	Major Urban Hub	Near-Term Hub
MC9	Multnomah	Major Urban Hub	Near-Term Hub
MC29	Multnomah	Major Urban Hub	Mid-Term Hub
MC10	Multnomah	Regional Hub	Near-Term Hub
MC25	Multnomah	Regional Hub	Near-Term Hub
MC32	Multnomah	Regional Hub	Near-Term Hub
MC35	Multnomah	Regional Hub	Near-Term Hub
MC39	Multnomah	Regional Hub	Near-Term Hub
MC43	Multnomah	Regional Hub	Near-Term Hub
MC16	Multnomah	Regional Hub	Mid-Term Hub
MC17	Multnomah	Regional Hub	Mid-Term Hub

[1] Refer to the project's online map to see individual mobility hubs and assigned priorities: https://experience.arcgis.com/experience/aff43fdde6e9456aa0a6f1840bdb3a3a/page/Mobility-Hubs-Evaluation

ID	County	Hub Class	Proposed Priority
MC1	Multnomah	Town Hub	Near-Term Hub
MC19	Multnomah	Town Hub	Near-Term Hub
MC2	Multnomah	Town Hub	Near-Term Hub
MC20	Multnomah	Town Hub	Near-Term Hub
MC33	Multnomah	Town Hub	Near-Term Hub
MC36	Multnomah	Town Hub	Near-Term Hub
MC37	Multnomah	Town Hub	Near-Term Hub
MC42	Multnomah	Town Hub	Near-Term Hub
MC21	Multnomah	Town Hub	Mid-Term Hub
MC23	Multnomah	Town Hub	Mid-Term Hub
MC24	Multnomah	Town Hub	Mid-Term Hub
MC3	Multnomah	Town Hub	Mid-Term Hub
MC30	Multnomah	Town Hub	Mid-Term Hub
MC31	Multnomah	Town Hub	Mid-Term Hub
MC40	Multnomah	Town Hub	Mid-Term Hub
MC41	Multnomah	Town Hub	Mid-Term Hub
MC5	Multnomah	Town Hub	Mid-Term Hub
MC22	Multnomah	Local and Emerging Hub	Mid-Term Hub
MC26	Multnomah	Local and Emerging Hub	Mid-Term Hub
MC27	Multnomah	Local and Emerging Hub	Mid-Term Hub
MC28	Multnomah	Local and Emerging Hub	Mid-Term Hub
MC4	Multnomah	Local and Emerging Hub	Mid-Term Hub
MC44	Multnomah	Local and Emerging Hub	Mid-Term Hub
MC45	Multnomah	Local and Emerging Hub	Mid-Term Hub
MC38	Multnomah	Future Hub	Future Hub
WC23	Washington	Regional Hub	Near-Term Hub
WC24	Washington	Regional Hub	Near-Term Hub
WC27	Washington	Regional Hub	Near-Term Hub
WC3	Washington	Regional Hub	Near-Term Hub
WC9	Washington	Regional Hub	Mid-Term Hub
WC1	Washington	Town Hub	Near-Term Hub
WC10	Washington	Town Hub	Near-Term Hub
WC11	Washington	Town Hub	Near-Term Hub
WC12	Washington	Town Hub	Near-Term Hub
WC28	Washington	Town Hub	Near-Term Hub
WC29	Washington	Town Hub	Near-Term Hub
WC4	Washington	Town Hub	Near-Term Hub
WC8	Washington	Town Hub	Near-Term Hub
WC15	Washington	Town Hub	Mid-Term Hub
WC20	Washington	Town Hub	Mid-Term Hub
WC22	Washington	Town Hub	Mid-Term Hub

ID	County	Hub Class	Proposed Priority
WC25	Washington	Town Hub	Mid-Term Hub
WC30	Washington	Town Hub	Mid-Term Hub
WC32	Washington	Town Hub	Mid-Term Hub
WC2	Washington	Local and Emerging Hub	Near-Term Hub
WC14	Washington	Local and Emerging Hub	Mid-Term Hub
WC16	Washington	Local and Emerging Hub	Mid-Term Hub
WC17	Washington	Local and Emerging Hub	Mid-Term Hub
WC26	Washington	Local and Emerging Hub	Mid-Term Hub
WC34	Washington	Local and Emerging Hub	Mid-Term Hub
WC35	Washington	Local and Emerging Hub	Mid-Term Hub
WC5	Washington	Local and Emerging Hub	Mid-Term Hub
WC6	Washington	Local and Emerging Hub	Mid-Term Hub
WC13	Washington	Future Hub	Future Hub
WC18	Washington	Future Hub	Future Hub
WC19	Washington	Future Hub	Future Hub
WC21	Washington	Future Hub	Future Hub
WC31	Washington	Future Hub	Future Hub
WC33	Washington	Future Hub	Future Hub
WC7	Washington	Future Hub	Future Hub