Metro
600 NE Grand Ave.
Portland, OR 97232-2736

# Joint Policy Advisory Committee on Transportation (JPACT) agenda

**Thursday, March 19, 2026** **7:30 AM** **Metro Regional Center, Council chamber; https://zoom.us/j/91720995437 Webinar ID: 917 2099 5437 or +1 669 444 9171 (toll free)**

**1. Call To Order, Declaration of a Quorum & Introductions (7:30 AM)**

**2. Public Communication on Agenda Items (7:32 AM)**

Written comments should be submitted electronically by mailing legislativecoordinator@oregonmetro.gov. Written comments received by 4:00 pm on the day before the meeting will be provided to the committee prior to the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the legislative coordinator by phone at 503-813-7591 and providing your name and the item on which you wish to testify; or (b) registering by email by sending your name and the item on which you wish to testify to legislativecoordinator@oregonmetro.gov.

Those requesting to comment during the meeting can do so by using the "Raise Hand" feature in Zoom or emailing the legislative coordinator at legislativecoordinator@oregonmetro.gov. Individuals will have three minutes to testify unless otherwise stated at the meeting.

**3. JPACT Chair Updates (7:35 AM)**

| | | |
|---|---|---|
| 3.1 | Annual Compliance Report | COM 26-1050 |
| | Attachments: 2025 Compliance Report | |
| 3.2 | Fatal Crash Report | COM 25-1001 |
| 3.3 | Transit Minute | COM 25-1002 |
| | Attachments: Transit Minute | |
| 3.4 | Regional Transportation Demand Management (TDM) Strategy Review | COM 26-1051 |

Attachments: JPACT Memo
Attachment 1: RES 26-5563-TDM Strategy
Attachment 2_Regional TDM Strategy
Attachment 3_TDM Strategy Appendices

**4. Consent Agenda (7:40 AM)**

4.1 Resolution no. 26-5569 For The Purpose Of Adding, Amending, Or Canceling Two Projects To The 2024-27 MTIP To Meet Federal Project Delivery Requirements — COM 26-1055

Attachments: JPACT Worksheet
Draft Resolution no. 26-5569
Exhibit A: Project Detail Report
Exhibit B: Public Comment
JPACT Staff Report

4.2 February 19, 2026 JPACT Minutes — COM 26-1059

Attachments: JPACT Minutes February 2026.pdf

**5. Information/Discussion Items (8:05 AM)**

5.1 2027-30 Metropolitan Transportation Improvement Program (MTIP) Public Review Draft Summary and Public Hearing — COM 26-1058

Presenter(s): Grace Morris (she/her), Senior Regional Planner, Metro

Attachments: JPACT Worksheet
27-30 MTIP Public Review Draft and Public Hearing

5.1.1 Public Hearing for 2027-30 Metropolitan Transportation Improvement Program (MTIP) Public Review Draft

**8:25 AM**

Interstate Bridge Replacement Program Update — COM 26-1052

Presenter(s): Carley Francis, Interim Program Administrator, Interstate Bridge Replacement Program
Brent Baker, IBR Financial Structures Lead
Alan Keizur, IBR CEVP Risk Lead

Attachments: JPACT Worksheet

**8:45 AM**

5.3 State Legislative Session Recap COM 26-1053

Presenter(s): Anneliese Koehler, Metro
Carly Slyvia-Gabrielson, Washington County
Tom Powers, Multnomah County
Lindsey Tenes, TriMet
Derek Bradley, Portland

Attachments: JPACT Worksheet

**9:05 AM**

7.3 2028 Regional Transportation Plan Work Plan: Scoping Kick-off COM 26-1054

Presenter(s): Kim Ellis (she/her), Regional Transportation Planning Manager
André Lightsey-Walker (he/him), RTP project manager
Alfredo Haro (he/him), RTP engagement lead

Attachments: JPACT Worksheet
RTP Process Schedule
RTP Factsheet
Adopted RTP Goals (2023)

**6. Committee Member Communications (9:25 AM)**

**7. Adjourn (9:30 AM)**

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលពាក្យបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ: សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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January 2021

# *2026 JPACT Work Program*

***As of 2/4/26***

*Items in italics are tentative*

| **March 19, 2026-online** | **April 16, 2026- in person** |
|---|---|
| • Chair Updates (Fatal crash report will be provided by Anthony Cabadas)<br>  o Annual Compliance Report (comment from the chair; report in packet; Glen Hamburg, Metro)<br>  o Travel Demand Management strategy (Memo and comment from the chair)<br>• MTIP Amendment (consent)<br>• Minutes (consent)<br><br>• 2027-30 Metropolitan Transportation Improvement Program (MTIP) Public Review Draft Summary and Public Hearing (Grace Morris, 5 min) (**I/D item**)<br>  o Public Hearing<br><br>• Interstate Bridge Replacement Project Update (Carley Francis, Brent Baker, Alan Keizur, IBR Program; 45 min) (**I/D item**)<br>• State Legislative Session Recap (Anneliese Koehler, Metro; Carly Slyvia-Gabrielson, Washington County; Tom Powers, Multnomah County; Lindsey Tenes, TriMet; and Derek Bradley, Portland - 15 min) (**I/D item**)<br>2028 Regional Transportation Plan Work Plan: Scoping Kick-off (André Lightsey-Walker and Kim Ellis, Metro; 30 min) (**I/D item**) | • Chair Updates<br>  o Regional Emergency Transportation Routes memo<br>• Travel Demand Management strategy adoption (Noel, Mickelberry, Metro) **(action)**<br>• 2023 Regional Transportation Plan Amendments (Ally Holmqvist, Metro) **(action)**<br>• Unified Planning Work Program (John Mermin, Metro; 20 min)<br>• 2028 Regional Transportation Plan (André Lightsey-Walker and Kim Ellis, Metro; 30 min)<br>*TriMet Service Cuts and Budget shortfalls (TriMet; 30 min)* |
| **May 21, 2026 -online** | **June 18, 2026 - in person** |
| • Unified Planning Work Program (John Mermin, Metro **(action)**<br>• Regional Emergency Transportation Routes (John Mermin, Metro) **(action)**<br>• Federal Reauthorization Status update (Betsy Emery, Metro; 10 min)<br>• Community Connector Transit Study: Readiness (Ally Holmqvist, Metro; 30 min) | • 27-30 MTIP Recommendation and adoption **(action)**<br>• *Regional Vanpool Strategy (Marne Duke, Metro; 15 min)*<br>• Community Connector Transit Study: Report and Recommendations (Ally Holmqvist, Metro; 30 min)<br>• 2028 Regional Transportation Plan Work Plan: Introduction (André Lightsey-Walker, Metro; 30 min) |

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| | |
|---|---|
| | • JPACT Trip Prep<br>• Future Vision Update |
| **July 16, 2026 -online**<br>• 2028 Regional Transportation Plan Work Plan: Adoption **(action)** (André Lightsey-Walker, Metro; 30 min)<br>• JPACT Facilitated Transit Discussion report out and recommendations (Ted Leybold and Allison Brown; Metro)<br>• JPACT DC trip prep<br>• Future Vision update<br>• *Earthquake Ready Burnside Bridge presentation* | **August- cancelled**<br>• |
| **September 17, 2026 - in person**<br>• JPACT trip overview (Betsy Emery, Metro; 30 min)<br>• Community Connector Transit Study: Report Acceptance **action**<br>• HOLD for 2028 RTP update<br>*JPACT DC trip September 21st -24th*<br>• | **October 15, 2026 – online** |
| **November 19, 2026- in person**<br>• HOLD for Future Vision update<br>HOLD for 2028 RTP update | **December 17, 2026**<br>Annual Safe streets update |
| • | • |

## Holding Tank

Expected Items with unknown timelines:

- IBR updates and potential amendments
- Rose Quarter updates and potential amendments

Possible items:

- Fx Plan update?
- RFFA Bond update
- Climate action work update
- Clack Co work update
- EMCTC alignment
- PSU Institute of Metropolitan Studies transportation funding work
- Safety strategy discussions

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# Metro

Agenda #: 3.1

**File #:** COM 26-1050 **Agenda Date:**3/19/2026

## Annual Compliance Report



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# 2025 Compliance Report

*January 7, 2026*

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we've already crossed paths.

**So, hello. We're Metro – nice to meet you.**

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600 NE Grand Ave.
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503-797-1700

## Executive Summary

Metro Code chapter 3.07 (the "Urban Growth Management Functional Plan" or "UGMFP") and chapter 3.08 (the "Regional Transportation Functional Plan" or "RTFP") provide standards, tools, and guidance for local land use plans, transportation system plans, and implementing regulations that are necessary to advance the regional vision, goals, and policies of Metro's Regional Framework Plan and the 2040 Growth Concept.

As required annually by Metro Code subsection 3.07.870(a), the 2025 Compliance Report summarizes the status of compliance with the UGMFP for each city and county in the region.[1] To better connect land use planning with transportation planning, this report also includes information on local government compliance with the RTFP.

Most jurisdictions are in compliance with the UGMFP, with the exception of a few jurisdictions that continue to work to satisfy UGMFP Title 11 requirements related to planning for areas previously added to the urban growth boundary (UGB).

Per the Metro Code and if requested, the Chief Operating Officer (COO) may grant formal extensions to deadlines for meeting UGMFP requirements if a local government meets one of two criteria: the city or county is making progress towards compliance; or there is good cause for failure to meet the deadline for compliance. In 2025, there were no requests for extensions of compliance dates for the UGMFP. Nonetheless, this report notes that progress is being made by cities and counties to address listed deficiencies.

Similarly, per the Metro Code, the COO may grant formal exemptions to meeting RTFP requirements if the COO finds the following: the city or county's transportation system is generally adequate to meet transportation needs; little population or employment growth is expected over the period of the exemption; the exemption would not make it more difficult to accommodate regional or state transportation needs; and the exemption would not make it more difficult to achieve the performance objectives set forth in Section 3.08.010(A) of the RTFP. In 2025, there were no requests for exemptions for the RTFP. All jurisdictions are in compliance with their respective RTFP requirements.

The following page describes the four appendices included in this compliance report.

[1] Metro Code subsection 3.07.870(a) requires Metro's COO to submit the report to the Metro Council by March 1 and to send a copy of the report to MPAC, JPACT, PERC, and each city and county within Metro.

**Appendix A** summarizes the compliance status for all local governments with each title of the UGMFP, as of December 31, 2025.

**Appendix B** provides further details on the status of compliance with UGMFP Title 11 new urban area planning for areas added to the UGB since 1998, as of December 31, 2025.

**Appendix C** summarizes local jurisdictions' compliance with the RTFP, as of December 31, 2025.

**Appendix D** is the report required by Metro Code subsection 3.07.450(k) on amendments made in 2025 to the UGMFP Title 4 Employment and Industrial Areas Map (also known as the "Industrial and Other Employment Areas Map" and the "Title 4 Map").[2]

[2] Subsection 3.07.450(k) requires the COO to submit a written report to the Metro Council and MPAC by January 31 of each year on the cumulative effects on employment land in the region of the amendments made to the Title 4 Map the preceding year. The report must include any recommendations the COO deems appropriate on measures the Council might take to address the effects.

# APPENDIX A

## Summary of Urban Growth Management Function Plan (UGMFP)
## Compliance Status as of December 31, 2025

| City/ County | Title 1 *Housing Capacity* | Title 3 *Water Quality and Flood Management* | Title 4 *Industrial and other Employment Land* | Title 6 *Centers, Corridors, Station Communities and Main Streets* | Title 7 *Housing Choice* | Title 11 *Planning for New Urban Areas* (See Appendix B for details) | Title 13 *Nature in Neighborhoods* |
|---|---|---|---|---|---|---|---|
| Beaverton | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Cornelius | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Durham | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Fairview | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Forest Grove | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Gladstone | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Gresham | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Happy Valley | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Hillsboro | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Johnson City | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| King City | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Lake Oswego | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Maywood Park | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Milwaukie | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Oregon City | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Portland | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Rivergrove | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Sherwood | In compliance | In compliance | In compliance | In compliance | In compliance | Not in compliance | In compliance |
| Tigard | In compliance | In compliance | In compliance | In compliance | In compliance | Not in compliance | In compliance |
| Troutdale | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Tualatin | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| West Linn | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Wilsonville | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance | In compliance |
| Wood Village | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Clackamas County | In compliance | In compliance | In compliance | In compliance | In compliance | Not in compliance | In compliance |
| Multnomah County | In compliance | In compliance | In compliance | In compliance | In compliance | Not applicable | In compliance |
| Washington County | In compliance | In compliance | In compliance | In compliance | In compliance | Not in compliance | In compliance |

**APPENDIX B**
**Status of Compliance with UGMFP TITLE 11, *Planning for New Urban Areas*,**
**as of December 31, 2025**

| Project | Lead Government(s) | Title 11 Compliant? | Status |
|---|---|---|---|
| **1998 UGB Expansion** | | | |
| Rock Creek | Happy Valley | Yes | Planning completed; mostly annexed and developed |
| Pleasant Valley | Gresham, Happy Valley, Portland | Yes | Planning completed; a portion annexed by each city, with development ongoing |
| **1999 UGB Expansion** | | | |
| Witch Hazel Village | Hillsboro | Yes | Planning completed; majority annexed and developed |
| **2000 UGB Expansion** | | | |
| Villebois Village | Wilsonville | Yes | Planning and annexation completed; development almost complete |
| **2002 UGB Expansion** | | | |
| Springwater | Gresham | Yes | Planning completed; some limited annexations and development |
| Damascus/Boring | Happy Valley | Yes | Happy Valley portion: Planning completed for a large portion (see below); development ongoing |
| | Clackamas County, Happy Valley | No | Former City of Damascus land area: Happy Valley adopted a Title 11 compliant comprehensive plan (Pleasant Valley / North Carver Comprehensive Plan) for approximately 2,700 acres of the area, and the County and the City have an Urban Growth Management Agreement for the City to do comprehensive planning for additional portions of the area |
| | Gresham | Yes | Gresham portion: Kelley Creek Headwaters Plan completed; some limited annexations and development |
| Park Place | Oregon City | Yes | Planning completed; portion annexed and under development |
| Beavercreek Rd | Oregon City | Yes | Planning completed; portion annexed with development applications under review |
| South End Rd | Oregon City | Yes | Planning completed; waiting annexation and development |
| East Wilsonville (Frog Pond West) | Wilsonville | Yes | Planning completed; mostly annexed, with development ongoing |
| NW Tualatin (Cipole Rd and 99W) | Tualatin | Yes | Planning completed; waiting annexation and development |
| SW Tualatin | Tualatin | Yes | Planning completed; limited annexation and development |
| Brookman Rd | Sherwood | Yes | Planning completed; nearly half annexed and developing |
| West Bull Mountain (River Terrace 1.0) | Tigard | Yes | *See Roy Rogers West (River Terrace 1.0) with 2011 expansion* |
| Study Area 59 (Elwert Rd) | Sherwood | Yes | Planning and annexation completed; development almost complete |
| Study Area 61 (Cipole Rd) | Sherwood | No | Awaiting planning and annexation |
| Adams Rd / Langer Farms Pkwy | Sherwood | Yes | Planning and annexation complete; fully developed |
| West of 99W (north of Roy Rogers Rd) | Sherwood | No | Awaiting planning and annexation |

**APPENDIX B (continued)**
**Status of Compliance with UGMFP TITLE 11, *Planning for New Urban Areas*,**
**as of December 31, 2025**

| Project | Lead Government(s) | Title 11 Compliant? | Status |
|---|---|---|---|
| North Cooper Mountain | Washington County | No | Preliminary planning completed by City of Beaverton in conjunction with Washington County; Future discussions of comprehensive and urban services planning will be informed by Beaverton's Cooper Mountain Community plan and its related Cooper Mountain Utility Plan |
| Study Area 64 (14 acres north of Scholls Ferry Rd) | Beaverton | Yes | Planned, annexed, and developed |
| Study Areas 69 and 71 | Hillsboro | Yes | Planning completed as part of South Hillsboro; portion annexed and developed |
| Study Area 77 (Baseline St) | Cornelius | Yes | Planning and annexation completed; development ongoing |
| Forest Grove Swap | Forest Grove | Yes | Planned, annexed, and developed |
| Shute Road | Hillsboro | Yes | Planning and annexation completed; developed |
| North Bethany | Washington County | Yes | Planning completed; majority developed |
| Bonny Slope West (Area 93) | Washington County | Yes | Planning completed; development ongoing |
| **2004/2005 UGB Expansion** | | | |
| Damascus area | Clackamas County | See 2002 above | *See Damascus/Boring 2002 expansion above* |
| Tonquin | Sherwood | Yes | Planning completed; majority annexed, with development ongoing |
| Basalt Creek / West RR Area | Tualatin, Wilsonville | Yes | Planning completed; approximately 30-45% of Tualatin portion annexed, with development almost complete east of Boones Ferry |
| North Holladay | Cornelius | Yes | Planning completed; waiting annexation and development |
| Evergreen | Hillsboro | Yes | Planning completed; majority annexed, with development ongoing |
| Helvetia | Hillsboro | Yes | Planning completed; majority annexed, with development ongoing |
| **2011 UGB Expansion** | | | |
| North Hillsboro | Hillsboro | Yes | Planning completed; annexation and development ongoing |
| South Hillsboro | Hillsboro | Yes | Planning completed; annexation and development ongoing |
| South Cooper Mountain | Beaverton | Yes | Planning and annexation completed; development ongoing |
| Roy Rogers West (River Terrace 1.0) | Tigard | Yes | Planning completed; annexation and development ongoing |

**APPENDIX B (continued)**
**Status of Compliance with UGMFP TITLE 11, *Planning for New Urban Areas*,**
**as of December 31, 2025**

| Project | Lead Government(s) | Title 11 Compliant? | Status |
|---|---|---|---|
| **2014 UGB Expansion (HB 4078)** | | | |
| Cornelius North | Cornelius | Yes | Planning completed; small portion annexed and developed |
| Cornelius South | Cornelius | Yes | Planning completed; mostly annexed and developed |
| Forest Grove (Purdin Rd) | Forest Grove | Yes | Planning completed; about half annexed and developed |
| Forest Grove (Elm St) | Forest Grove | Yes | Planning and annexation completed; waiting development |
| Hillsboro (Jackson East) | Hillsboro | Yes | Planning completed; majority annexed, with development ongoing |
| **2017 UGB Expansion** | | | |
| Sherwood High School | Sherwood | Yes | Planning and annexation completed; fully developed |
| **2018 UGB Expansion** | | | |
| Cooper Mountain | Beaverton | Yes | Planning completed; waiting annexation and development |
| Witch Hazel Village South | Hillsboro | Yes | Planning completed; about half annexed, with development ongoing |
| Beef Bend South (Kingston Terrace) | King City | Yes | Planning completed; about half annexed, with development ongoing |
| Advance Road (Frog Pond East and South) | Wilsonville | Yes | Planning completed; waiting annexation and development |
| **2023 UGB Amendment ("Exchange")** | | | |
| River Terrace 2.0 | Tigard | No | Planning expected to be completed in early 2027 |
| **2024 UGB Expansion** | | | |
| Sherwood West | Sherwood | No | Awaiting planning and annexation |

# APPENDIX C

## Summary of Regional Transportation Functional Plan (RTFP)
## Compliance Status as of December 31, 2025

| City/County | Title 1 *Transportation System Design* | Title 2 *Development and Update of Transportation System Plans* | Title 3 *Transportation Project Development* | Title 4 *Regional Parking Management* | Title 5 *Amendment of Comprehensive Plans* |
|---|---|---|---|---|---|
| Beaverton | In compliance | In compliance | In compliance | In compliance | In compliance |
| Cornelius | In compliance | In compliance | In compliance | In compliance | In compliance |
| Durham | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 |
| Fairview | In compliance | In compliance | In compliance | In compliance | In compliance |
| Forest Grove | In compliance | In compliance | In compliance | In compliance | In compliance |
| Gladstone | In compliance | In compliance | In compliance | In compliance | In compliance |
| Gresham | In compliance | In compliance | In compliance | In compliance | In compliance |
| Happy Valley | In compliance | In compliance | In compliance | In compliance | In compliance |
| Hillsboro | In compliance | In compliance | In compliance | In compliance | In compliance |
| Johnson City | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 |
| King City | In compliance | In compliance | In compliance | In compliance | In compliance |
| Lake Oswego | In compliance | In compliance | In compliance | In compliance | In compliance |
| Maywood Park | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 |
| Milwaukie | In compliance | In compliance | In compliance | In compliance | In compliance |
| Oregon City | In compliance | In compliance | In compliance | In compliance | In compliance |
| Portland | In compliance | In compliance | In compliance | In compliance | In compliance |
| Rivergrove | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 | Exempt until 12/31/2034 |
| Sherwood | In compliance | In compliance | In compliance | In compliance | In compliance |
| Tigard | In compliance | In compliance | In compliance | In compliance | In compliance |
| Troutdale | In compliance | In compliance | In compliance | Exception | In compliance |
| Tualatin | In compliance | In compliance | In compliance | In compliance | In compliance |
| West Linn | In compliance | In compliance | In compliance | In compliance | In compliance |
| Wilsonville | In compliance | In compliance | In compliance | In compliance | In compliance |
| Wood Village | In compliance | In compliance | In compliance | In compliance | In compliance |
| Clackamas County | In compliance | In compliance | In compliance | In compliance | In compliance |
| Multnomah County | In compliance | In compliance | In compliance | In compliance | In compliance |
| Washington County | In compliance | In compliance | In compliance | In compliance | In compliance |

# APPENDIX D

Date: January 7, 2026
To: Metro Council and the Metro Policy Advisory Committee (MPAC)
From: Marissa Madrigal, Chief Operating Officer
Subject: Annual report on amendments to UGMFP Title 4 Map

---

**Background**
Title 4, *Industrial and Other Employment Areas*, of the Urban Growth Management Functional Plan (UGMFP) seeks to improve the region's economy by protecting a supply of sites for employment with requirements for local jurisdictions to limit the types and scale of certain non-industrial uses in designated Regionally Significant Industrial Areas, Industrial Areas, and Employment Areas. Designated areas are officially depicted on the UGMFP's "*Title 4 Industrial and Other Employment Areas Map*" (i.e., the "Title 4 Map").

The UGMFP requires that Metro's Chief Operating Officer (COO) submit a written report to the Metro Council and MPAC by January 31 of each year on the cumulative effects on employment land in the region of amendments to the Title 4 Map during the preceding calendar year. This memo constitutes the report on map amendments made in 2024.

**Cumulative effects of Title 4 Map amendments in 2025**
In December 2024, the Metro Council approved Ordinance No. 24-1520 to expand the urban growth boundary (UGB) to include the roughly 1,200-acre Sherwood West urban reserve. The ordinance also amended the Title 4 Map to apply an 'Industrial Area' designation to approximately 275 acres of the expansion area. When Ordinance No. 24-1520 became effective in 2025, the Title 4 Map was amended to include the additional Industrial Area in Sherwood West.

In January 2025, the Metro Council adopted Ordinance No. 25-1522. The ordinance amended the Title 4 Map in order to advance policies of Metro's Regional Framework Plan by removing approximately 59 acres of Title 4 designations from the Montgomery Park neighborhood of the City of Portland, consistent with the City's Montgomery Park Area Plan.

The 'Future Vision' update, currently in progress, will lead to an opportunity for Metro Council consideration of industrial land policy and regulatory changes, including changes to the Title 4 program and the Title 4 Map.

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# Metro

## Agenda #: 3.3

**File #:** COM 25-1002 **Agenda Date:**3/19/2026

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# Metro

Agenda #: 3.4

**File #:** COM 26-1051 **Agenda Date:**3/19/2026

## Regional Transportation Demand Management (TDM) Strategy Review



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# Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Date: Monday, March 9, 2026

To: Joint Policy Advisory Committee on Transportation (JPACT) and Interested Parties

From: Noel Mickelberry, Senior Transportation Planner
Grace Stainback, Associate Transportation Planner

Subject: Regional Transportation Demand Management (TDM) Strategy Review

---

JPACT is scheduled to take action to recommend approval of the Regional Transportation Demand Management (TDM) Strategy at the April 16, 2026 meeting. Metro staff prepared this memo for JPACT members to review in advance of the April meeting. This memo provides background information on the Regional TDM Strategy, a summary of the proposed updates for the 2028 Regional Transportation Plan (RTP), and an overview of the engagement timeline and final steps in the project. Attached to this memo are the draft of the Regional TDM Strategy and appendices, along with draft Resolution 26-5563.

**Background**

As an implementation action identified in the 2023 RTP, Metro has developed the region's first comprehensive Regional TDM Strategy. The Regional TDM Strategy defines new TDM policies and supporting strategies for the RTP, as well as implementation roles and complementary investments. In addition, the Regional TDM Strategy identifies a performance measure framework to track progress toward regional goals and performance targets.

**What is Transportation Demand Management?**

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. 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. Chapter 1 of the Regional TDM Strategy identifies a shared definition of TDM for the region.

**Metro's role in TDM**

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 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 Funds through the RTO program to support TDM activities that improve system efficiency and help meet regional goals and objectives.

**Proposed updates for the 2028 RTP**

The Regional TDM Strategy also makes recommendations for updates to the 2028 RTP to align definitions, policies and performance measurement. **Appendix A** of the TDM Strategy provides a full summary and the specific changes proposed for the 2028 RTP as it relates to TDM, with changes proposed to the following RTP chapters:

**RTP Chapter 2: Our shared vision and goals for transportation**
- Goal 1, Mobility Options: Objective 1.1 Travel Options
- 2.4 Regional Transportation Performance Targets, Table 2.1

**RTP Chapter 3: System policies to achieve our vision**
- 3.3.11 Transportation Demand Management Concept and Policies

**RTP Chapter 8: Moving forward together**
- 8.2 Planning and Programs, 8.2.2.7 Regional Travel Options and Safe Routes to School programs

**RTP Appendix J: Climate Smart Strategy Implementation and Monitoring and 2014 Climate Smart Strategy Performance Monitoring Approach**
- Policy 6 Implementation Monitoring Measures

**Project Phases, Engagement & Next Steps**
**Phase I,** which began in Summer 2024 and was completed in March 2025, involved a comprehensive assessment of TDM in the region, including needs, gaps and existing programming to inform the Regional TDM Strategy Development process.

Engagement and inputs for Phase I included:
- A review of engagement conducted through the 2023 RTP process to incorporate relevant community input into the assessment.
- An evaluation of the 2019-2023 RTO Grant Program investment.
- Focus groups – communities who are not currently engaged with Metro RTO in each of its three program areas (Commute, Community, and Safe Routes to School).
- A survey of regional TDM practitioners on program needs and priorities.
- The major deliverable from Phase I was a Regional TDM Needs Assessment Report.

**Phase II**, which began in April 2025, built on this foundation and will develop shared policies, define effective TDM strategies, clarify partner roles, and establish performance measures for TDM in the region.

Engagement and inputs for Phase II has included:
- A TDM Strategy Technical Work Group that informed the development of the Regional TDM Strategy. The Technical Work Group included TDM practitioners and key local, regional, and state partners.
- Metro conducted a public survey on TDM program priorities in September 2025, receiving over 400 responses.
- RTO partners weighed in on draft policies and strategies at an in-person workshop hosted at Metro in November 2025 with over 50 attendees from local jurisdictions and community-based organizations delivering TDM programming.
- A 30-day public comment period was held from January 12-February 13 on the draft strategy.

| Regional TDM Strategy Development Activities | Date |
|---|---|
| TPAC & JPACT: Project introduction | October 2024 |
| Technical Work Group Meeting #1 | March 13, 2025 |
| TPAC workshop | April 9, 2025 |
| Technical Work Group Meeting #2 | May 22, 2025 |
| Council workshop | July 7, 2025 |
| Technical Work Group Meeting #3 | August 27, 2025 |
| Public survey | September 18 – October 17, 2025 |
| RTO Partner Workshop | November 14, 2025 |
| Coordinating committee TACs | December 2-4, 2025 |
| TPAC Workshop: Review proposed TDM policies | December 10, 2025 |
| Public comment period on draft strategy | January 12-February 12, 2026 |
| Coordinating Committees | January - February 2026 |
| Metro Council: Work session on draft strategy | February 10, 2026 |
| Metro Council: Public hearing on draft strategy | February 12, 2026 |
| **TPAC & JPACT: Review final strategy document and draft resolution** | **March 2026** |
| TPAC: Request recommendation to JPACT on resolution for Regional TDM Strategy. | April 3, 2026 |
| JPACT: Carry forward TPAC recommendation. Request action on resolution for Regional TDM Strategy | April 16, 2026 |
| Metro Council: Adoption of resolution for Regional TDM Strategy | April 23, 2026 |

**Attachments**

1. Draft Resolution 26-5563
2. Regional TDM Strategy
3. Regional TDM Strategy Appendices A-D
    - Appendix A: Summary of proposed updates for the 2028 RTP
    - 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 & 2

BEFORE THE METRO COUNCIL

| | | |
|---|---|---|
| FOR THE PURPOSE OF ADOPTING THE REGIONAL TRANSPORTATION DEMAND MANAGEMENT STRATEGY AS A TOPICAL PLAN OF THE REGIONAL TRANSPORTATION PLAN AND ACCEPT RECOMMENDATIONS FOR UPDATES TO THE REGIONAL TRANSPORTATION PLAN AND THE CLIMATE SMART STRATEGY | ) ) ) ) ) ) ) ) | RESOLUTION NO. 26-5563<br><br>Introduced by Chief Operating Officer Marissa Madrigal in concurrence with Council President Lynn Peterson |

WHEREAS, federal and state law require Metro adopt an approach to congestion management and greenhouse gas reduction that incorporates transportation demand management (TDM); and

WHEREAS, since 2003 Metro has adopted a Regional Travel Options (RTO) Strategy that directed the work of Metro's RTO program to advance TDM in the region in alignment with the Regional Transportation Plan (RTP); and

WHEREAS, the 2023 RTP identified the development of a Regional TDM Strategy as an implementation action in Chapter 8 to align TDM efforts in the region and support implementation of the regional mobility policy and the Climate Smart Strategy; and

WHEREAS, the Regional TDM Strategy was developed with input from several regional technical and policy advisory committees including the TDM Strategy Technical Work Group, RTO grantees and partners, county coordinating committees, the Transportation Policy Alternatives Committee (TPAC), the Joint Policy Advisory Committee on Transportation (JPACT), and the Metro Council over two years; and

WHEREAS, the Regional TDM Strategy makes recommendations for updates to objectives, policies, project definitions in the RTP and implementation monitoring measures in the Climate Smart Strategy to provide an updated framework to guide TDM efforts and investments across the region; and

WHEREAS, the Regional TDM Strategy serves as guidance for Metro's RTO program delivery and funding, including specific strategies to inform Metro RTO work program development and an evaluation approach of Metro-funded TDM programs; and

WHEREAS, Metro released the Regional TDM Strategy for a 30-day public comment period from January 12, 2026 – February 13, 2026; and

WHEREAS, the Metro Council held a public hearing on February 12, 2026, to accept public testimony and comments regarding the draft Regional TDM Strategy; and

WHEREAS, Metro received 56 comments through the 30-day public comment period and Metro staff reviewed and made recommendations for revisions to the Regional TDM Strategy; and

WHEREAS, on April 3, 2026, TPAC recommended that JPACT approve this resolution; and

WHEREAS, on April 16, 2026, JPACT approved and recommended the Metro Council adopt this resolution; now therefore

DRAFT

BE IT RESOLVED that the Metro Council adopts the Regional Transportation Demand Management Strategy, attached to this resolution as Exhibit A, as a topical plan of the Regional Transportation Plan and accepts the recommendations for updates to the Regional Transportation Plan and Climate Smart Strategy as shown in Exhibit B.

ADOPTED by the Metro Council this _____ day of _____ 2026.

_____
Lynn Peterson, Council President

Approved as to Form:

_____
Carrie MacLaren, Metro Attorney

DRAFT

# Regional Transportation Demand Management (TDM) Strategy

**Approved by JPACT: Month, Day, Year**

**Adopted by Metro Council: Month, Day, Year**

oregonmetro.gov

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**Metro is the federally mandated metropolitan planning organization** designated by the governor to develop an overall transportation plan and to allocate federal funds for the region.

The Joint Policy Advisory Committee on Transportation (JPACT) is a 17-member committee that provides a forum for elected officials and representatives of agencies involved in transportation to evaluate transportation needs in the region and to make recommendations to the Metro Council. The established decision-making process assures a well-balanced regional transportation system and involves local elected officials directly in decisions that help the Metro Council develop regional transportation policies, including allocating transportation funds. JPACT serves as the MPO board for the region in a unique partnership that requires joint action with the Metro Council on all MPO decisions.

**Project website**: oregonmetro.gov/traveloptionsplan

The preparation of this report was financed in part by the U.S. Department of Transportation, Federal Highway Administration and Federal Transit Administration. The opinions, findings and conclusions expressed in this report are not necessarily those of the U.S. Department of Transportation, Federal Highway Administration and Federal Transit Administration.

**About Metro**

Metro is the regional government in greater Portland. Metro manages public services and regional systems that protect the environment, support the local economy and ensure every community can thrive.

Metro coordinates regional planning and funds new affordable homes and supportive housing services. It manages 19,000 acres of parks and natural areas and the region's garbage and recycling system. Metro also runs the Oregon Convention Center, Portland'5 Centers for the Arts, the Portland Expo Center and the Oregon Zoo.

Metro is led by a nonpartisan elected council. It serves 1.7 million people in 24 cities across Clackamas, Multnomah and Washington counties..

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**Appendix A:** Summary of proposed updates for the 2028 Regional Transportation Plan

**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

Metro

# Regional Transportation Demand Management (TDM) Strategy: 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.

## Defining 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 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.

oregonmetro.gov/traveloptionsplan

## Developing the TDM Strategy

The Regional TDM Strategy was developed over two years (2024-2025). In Phase 1 of the project, Metro conducted a TDM Needs Assessment through topical and peer agency research, evaluation of Metro's Regional Travel Options grant program, and targeted focus groups. Findings from Phase I established an evidence-based foundation for the Regional TDM Strategy.

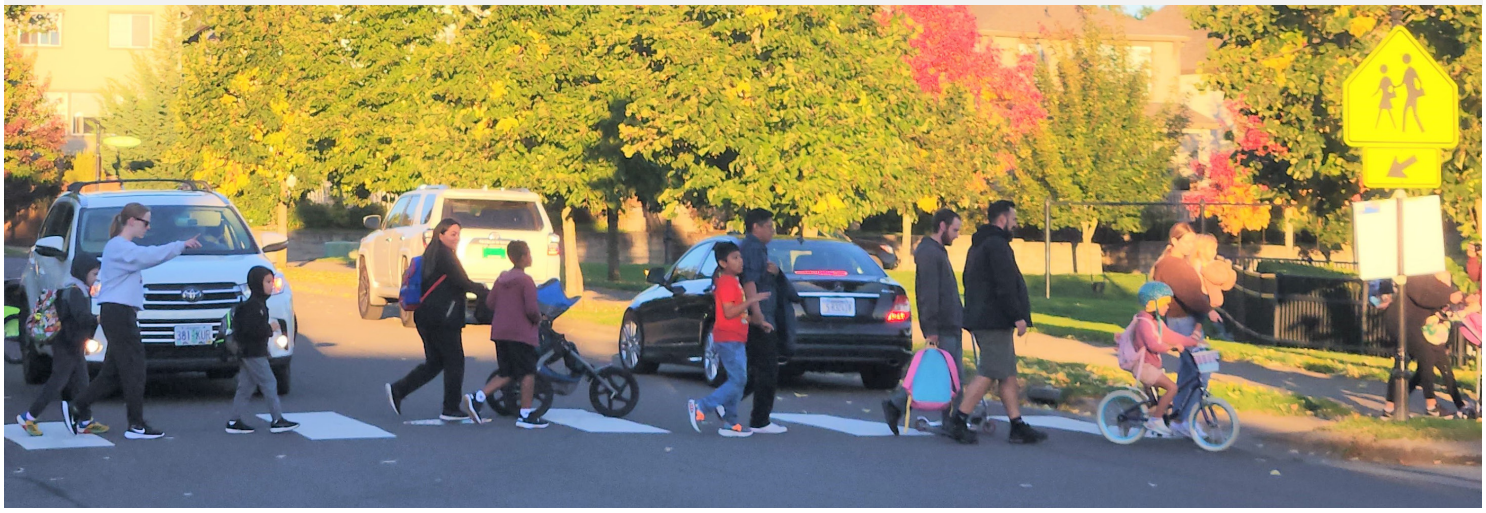
Phase 2 of the project synthesized the recommendations from Phase 1 with the support of a TDM Technical Work Group and gathered additional input from the public and regional TDM partners to develop the Regional TDM Strategy. **Chapter 1** provides additional detail on the strategy development process and **Appendices B, C and D** include documentation of input gathered from each phase.

## Changing Travel Patterns

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.

## Responding to Change, Building Resilience

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.



## Updating TDM Policies in the RTP

**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 shown below.

| | |
|---|---|
| **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. |

## Creating a Framework for Collaboration

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.

## Measuring TDM Progress

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.

## Metro's Regional Travel Options Work Program

Metro's Regional Travel Options Program (RTO) is how Metro invests in TDM - through grantmaking, direct programming, research and regional coordination. **Chapter 5** details the framework for updating Metro's RTO Work Program to respond to the policies, strategies and performance measurement approach identified in the Regional TDM Strategy.

## Funding Uncertainties

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.

### About Metro

Metro is the regional government in greater Portland. Metro manages public services and regional systems that protect the environment, support the local economy, and ensure every community can thrive.

Metro coordinates regional planning and funds new affordable homes and supportive housing services. It manages 19,000 acres of parks and natural areas and the region's garbage and recycling system. Metro also runs the Oregon Convention Center, Portland'5 Centers for the Arts, the Portland Expo Center, and the Oregon Zoo.

Metro is led by a nonpartisan elected council. It serves 1.7 million people in 24 cities across Clackamas, Multnomah, and Washington counties.

## Elevating TDM in Regional Policy and Planning

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.

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# Chapter 1: Introduction

**Chapter 1** 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**). The TDM Strategy utilizes 'TDM' as the industry adopted term but often refers to 'travel options' as the ways in which people get around without use of a single occupancy vehicle, Regional Travel Options when referring to Metro's TDM program, and 'transportation options' when referring to state guidance or requirements. All these terms are referencing the same programs, policies and activities that encompass the definition of TDM in the Regional TDM Strategy.

## Defining TDM

The Regional TDM Strategy defines three core elements of TDM. **Figure 1** illustrates each core element of TDM and how TDM is supported by complementary policies and investments.

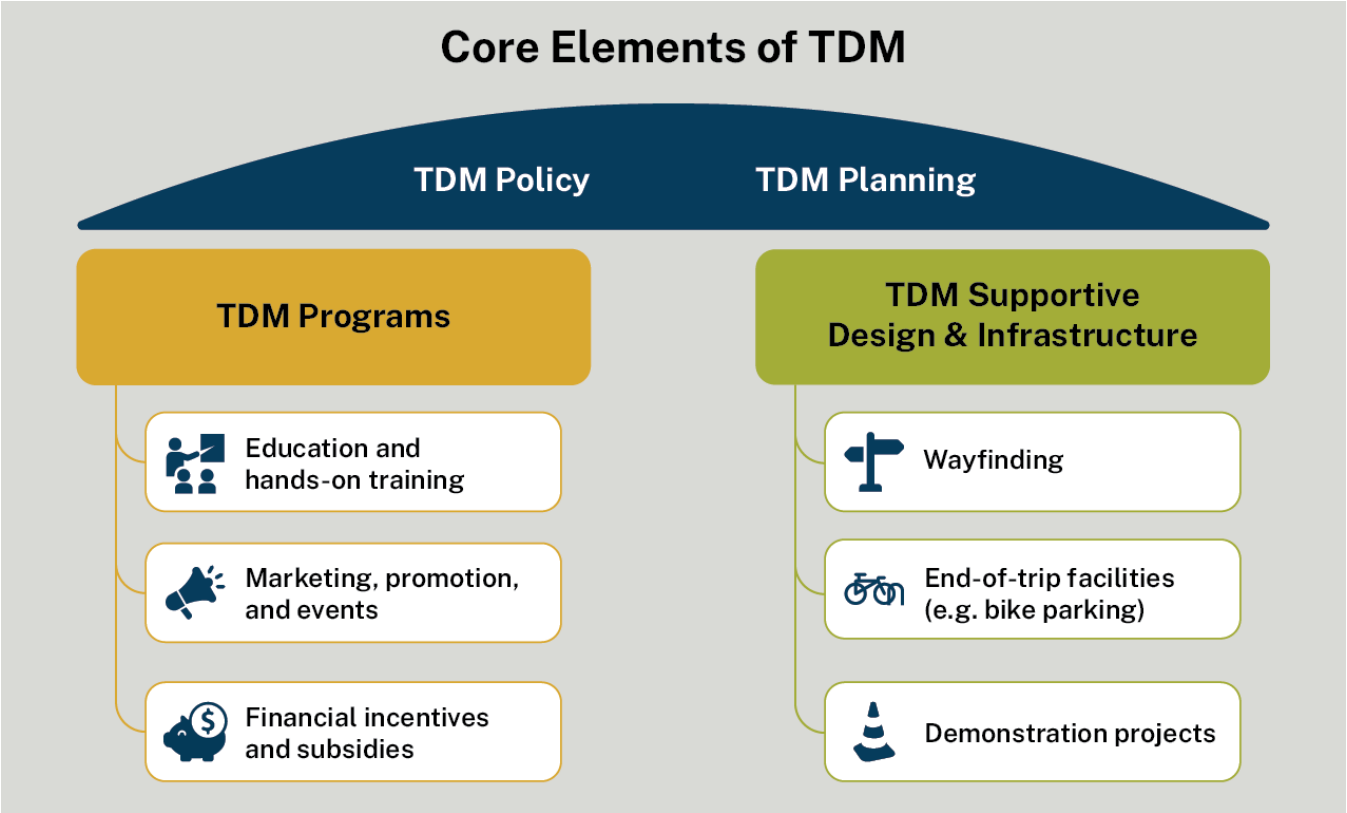


Figure 1. Defining TDM in the Regional TDM Strategy

## TDM Policy and Planning

TDM Policy and Planning set 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 focus 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 and 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. **Figure 2** shows examples of complementary policies and investments that inform and influence the success of TDM.

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.

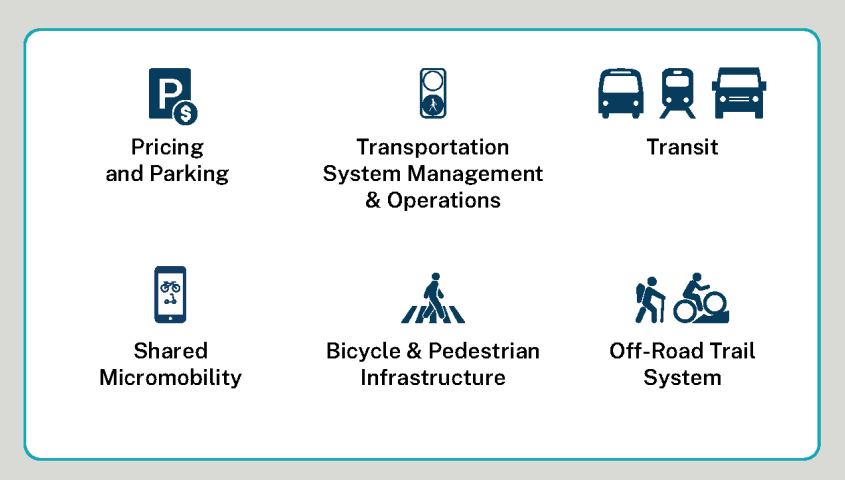


Figure 2. Complementary Policies and Investments to TDM

### Enhancing Complementary Strategies

As the region considers additional strategies for reducing auto trips, such as roadway pricing and parking management (**Figure 3**), 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.**

### Pricing Strategies

Pricing could include a range of tools, including:

VEHICLE MILES TRAVELED FEE
*Drivers pay a fee for every mile they travel*

CORDON PRICING
*Drivers pay to enter an area, like downtown Portland (and sometimes pay to drive within that area)*

CORRIDOR PRICING
*Drivers pay a fee to drive on a particular road, bridge or highway*

PARKING PRICING
*Drivers pay to park in certain areas*

Figure 3. RTP Pricing Strategies

## 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 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.

## 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 come 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.

### Regional TDM Strategy and 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. **Figure 4** shows the timeline and phases of the Regional TDM Strategy Development Process.

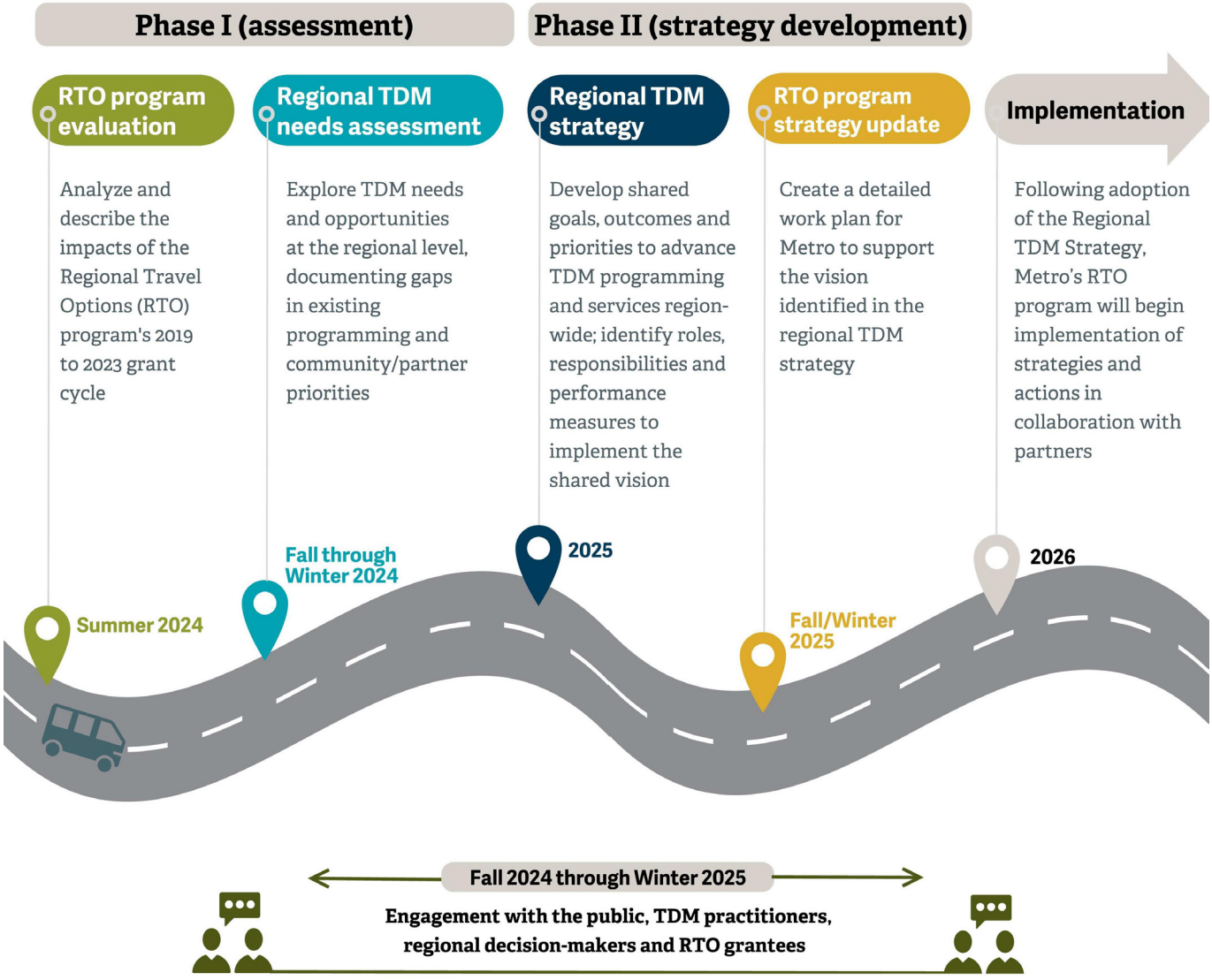


Figure 4. Regional TDM Strategy Development Timeline

## 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 and& 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 documented the comments received and proposed changes through a public comment report. 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.

## How to Use This Document

The Regional TDM Strategy is organized into six chapters, each building on the previous to provide a comprehensive framework for TDM implementation in the greater Portland region (**Table 1**).

Whether you are a planner, TDM practitioner, or community member, you can use the links below to navigate directly to the chapters most relevant to your work or read the report in full for a complete understanding of the Strategy's approach and findings.

Table 1. Document Organization

| Chapter | Description |
|---|---|
| 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. |

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# Chapter 2: Policy Framework

**Chapter 2** 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

**Vision, 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 2. Figure 5** includes the 2023 RTP Vision and Goals.

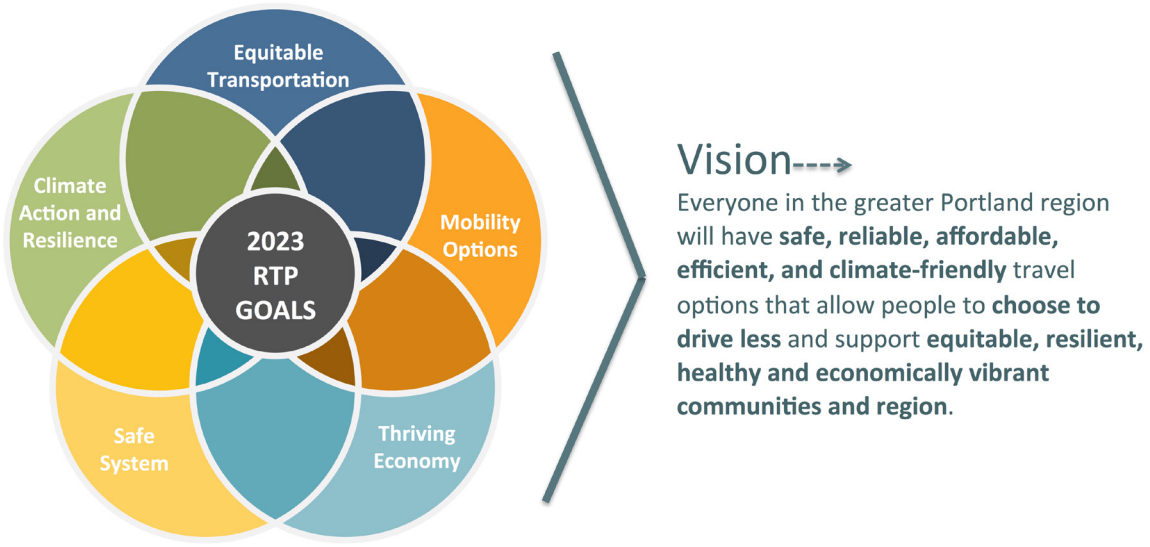


Figure 5. 2023 RTP Vision and Goals

Table 2. 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 and 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 of the 2023 RTP.

### 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. **Figure 6** shows the Climate Smart Strategy's high and medium impact Greenhouse Gas Reduction Strategies, with TDM (Travel Information and Incentives) include in this list. 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.

### Proposed Updates to RTP and Climate Smart Strategy

A key outcome of the Regional TDM Strategy is an updated TDM concept and policies. The proposed updates are defined in **Chapter 3: TDM Policies and Strategies**.

The proposed updates to the Climate Smart Strategy implementation monitoring measures are detailed in **Chapter 4: Performance Monitoring and Measurement**.

All proposed RTP and Climate Smart updates are detailed in **Appendix A**.

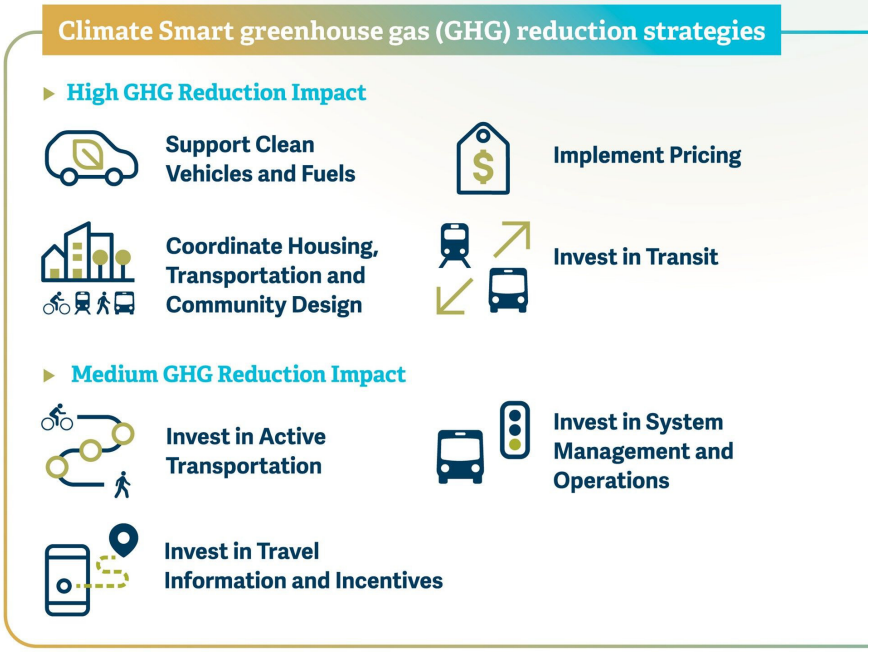


Figure 6. Climate Smart Strategy's High and Medium Impact Greenhouse Gas Reduction Strategies

## 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 3).**

Table 3. 2023 RTP Mobility Performance Targets Relevant to TDM

| RTP Performance Measure | RTP 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.<br>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 developed system completeness guidance (**Figure 7**) and an associated toolbox of implementation strategies 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.

Figure 7. Metro system completeness guidance

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 **(Figure 8).**

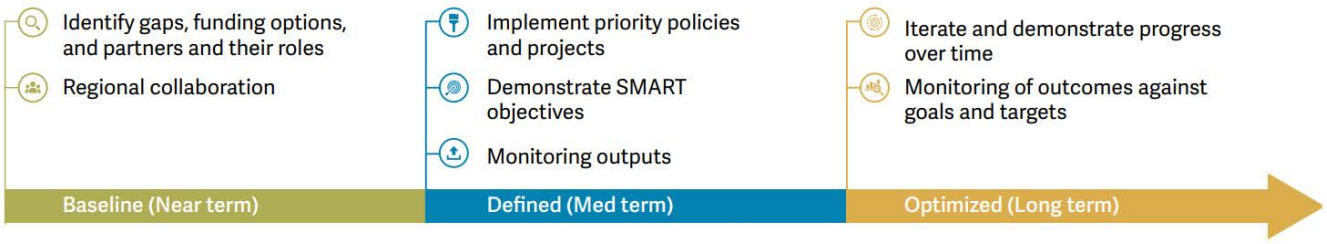


Figure 8. TDM and TSMO System Completion Framework

**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 to 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 (**Figure 9**). 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.

Figure 9. Excerpt from the RTP Congestion Management Process Toolbox of Strategies

## 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. |
| **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) must include:** | **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.<br><br>**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.<br><br>**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

**Chapter 3** 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 presented on the next page.

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:
    a. Identify specific actions that advance TDM; and/or
    b. Have been identified as necessary for success of TDM.

## TDM Policies

### 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.

## Implementation Roles Overview

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. Partnerships between public and private entities are critical to TDM implementation. In particular, community-based organizations (CBOs) and transportation management associations (TMAs) are critical intermediaries in cross-jurisdictional programming and implementation of TDM programs that support local planning and policy guidance.

**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 vehicle use, and support broader regional mobility, equity, and environmental goals.

### Needs and 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 commute benefit program support, data collection and measuring program impact. 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.

## Policy 1 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*<br>Transit providers – *Lead* | Cities/Counties, Parks districts – *Lead* |
| **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*<br>Transit providers – *Partner* | Cities/Counties – *Partner*<br>TMAs, CBOs[2] – *Partner* |
| **1D** | **Refine existing and develop new policies at the state, regional and local levels that support effective TDM implementation.** | ODOT, DEQ – *Partner* | Metro– *Develop*<br>Transit providers - *Partner* | Cities/Counties – *Partner* |
| **1E** | **Develop and share regional tools, guidance and resources that improve access to travel options and TDM services for a variety of audiences including community members, schools, employers and local planners.** | ODOT – *Partner*<br>DEQ – *Support* | Metro – *Lead*<br>Transit providers – *Partner* | CBOs, TMAs employers, school districts, Cities/Counties, Shared mobility providers – *Partner* |

[1] ODOT: Oregon Department of Transportation; DEQ: Department of Environmental Quality; DLCD: Department of Land, Conservation and Development
[2] TMA: Transportation Management Association; CBO: community-based organization

# Policy 1 Implementation Examples

| Strategy 1A Example | Strategy 1B Example |
|---|---|
| **Portland Bureau of Transportation: Lotería Go!** | **San Diego Complete Communities: Mobility Choices** |
| 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.<br><br>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.<br><br>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.<br><br> | 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.<br><br>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.<br><br>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.<br><br>COMPLETE COMMUNITIES<br>WE'RE ALL IN |

# Policy 1 Complementary Policies and Strategies

| | |
|---|---|
| **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. |
| **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. |
| **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. |

# 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.

## Policy 2 Strategies and Implementation Roles

| Strategy # | Strategy | State-Level Implementers | Regional-Level 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*<br>Transit providers – *Lead* | Cities/Counties, TMAs, CBOs – *Partner*<br>Employers, school districts – *Support* |
| **2B** | **Develop new and expand existing programs that advance universal basic mobility.** | ODOT – *Support* | Metro, Transit Agencies – *Partner* | Cities/Counties - *Lead*<br>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*<br>Transit providers– *Partner* | Cities/Counties, TMAs, CBOs – *Lead* |
| **2D** | **Expand programs that reduce the cost of 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*<br>Cities/Counties, TMAs – *Partner* |

## Policy 2 Implementation Examples

| Strategy 2A Example | Strategy 2B Example |
|---|---|
| **Minneapolis Metro Transit: Residential Pass Program** | **City of Oakland: Universal Basic Mobility Pilot** |
| 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.<br><br>This program pays for itself with the requirement that a pass for every unit is purchased for the entire year.<br><br>Metro Transit | 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.<br><br>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.<br><br> |

**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.

*Definition from ITS America*

## Policy 2 Complementary Policies and Strategies

| | |
|---|---|
| **RTP Climate Policies, Policy 6** | Provides information and financial incentives to expand the use of travel options and reduce VMT. |
| **RTP Transportation Equity Policies, Policy 3** | Eliminate transportation-related disparities and barriers for communities of color and people with low income through transportation investments. |
| **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. |
| **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 and Opportunities**

- **Managing Demand and Providing Transportation Choices:** Major destinations, including airports, event venues, and health care centers, are a leading source of recreational and essential trips. Seasonal demand in recreational and place-based transportation can create challenges in sustaining transportation strategies year-round rather than concentrating services only during peak periods. Major one-time events 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 increased vehicle traffic. The most persistent challenge for building demand for travel options is 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.

## Policy 3 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*<br>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*<br>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, PTOs[3] – *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*<br>Shared micromobility providers – *Partner* |

[3] PTO: parent-teacher organization

## Policy 3 Implementation Examples

| Strategy 3A Example | Strategy 3D Example |
|---|---|
| **TriMet Ticket2Ride Program** | **City of Tigard's Power to the Pedal E-Bike Lending Library** |
| Ticket2Ride is TriMet's partnership program with destination venues to integrate transit fare with digital tickets to specific events.<br><br>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.<br><br> | 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.<br><br>POWER to the PEDAL |

## Strategy 3C Example

### Oregon Walks Walking School Bus Program

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.

## Policy 3 Complementary Policies and Strategies

| | |
|---|---|
| **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. |
| **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. |
| **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. |
| **Parking Management Plans and Requirements** | These plans and requirements typically occur at the local level. The availability and cost of parking can impact the travel choices that people make, particularly in traveling to high demand locations. |

# 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 and 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.

## Policy 4 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*<br>Cities/Counties – *Partner* |
| **4B** | **Invest in community-identified solutions that advance personal safety and security while traveling in public spaces.** | ODOT – *Support* | Metro – *Develop*<br>Transit providers – *Partner*<br>CBOs – *Lead* | Cities/Counties, TMAs – *Partner* |
| **4C** | **Increase active transportation group programming that removes barriers and fosters connected communities.** | ODOT – *Support* | Metro – *Partner* | CBOs – *Lead*<br>TMAs – *Partner*<br>Cities/Counties – *Support* |
| **4D** | **Advance education efforts that teach children and adults how to ride a bike.** | ODOT, ODE[4] – *Partner* | Metro – *Develop* | Cities/Counties, school districts, CBOs – *Partner* |
| **4E** | **Enhance and expand partnerships between TDM service providers and culturally specific organizations[5].** | ODOT – *Support* | Metro – *Develop* | Cities/Counties, school districts – *Partner*<br>CBOs – *Partner* |

[4] ODE: Oregon Department of Education
[5] 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.

# Policy 4 Implementation Examples

| Strategy 4C Example | Strategy 4D Example |
|---|---|
| **Beyond Traffic Safety: Building Community Belonging and Safety in Public Spaces** | **WeBike Program by The Street Trust: Creating a Gender-Inclusive Space with Bicycling** |
| 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 can make public spaces safer. The Division Midway Alliance led the engagement process through their cultural liaison model, with liaisons who speak Bhutanese, Chinese, Karen, Spanish, and Vietnamese recruiting participants and facilitating focus groups. The project developed a Personal Safety Toolkit that identifies infrastructure tools and community programming. | 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.<br><br>In addition to in-person events and activities, they have an active online community for members to share resources and connect with one another. |
| | |

# Policy 4 Complementary Policies and Strategies

| | |
|---|---|
| **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. |
| **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. |

# 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 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.

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. The strategies and implementation roles associated with this policy seek to address the following needs and opportunities identified in the assessment:

- **Commute and Non-Commute Travel:** TDM practitioners are challenged to adjust programming to focus on all types of trips, 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. The increase in non-commute trips for essential needs is also often linked to caregiving – impacting parents and working families.
- **Data Collection and Monitoring:** 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 — including mobility hubs, vanpools, shuttles, shared micromobility services and expanded access to personal 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.

## Policy 5 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*<br>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*<br>Transit providers – *Partner* | CBOs, TMAs, employers, private sector operators – *Partner* |
| **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* |

# Policy 5 Implementation Examples

| Strategy 5B Example | Strategy 5D Example |
|---|---|
| **Georgia Commute Options: Supporting Essential and On-Site Workers** | **Vanpool Efforts in Oregon: Salem Vanpool** |
| 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.<br><br>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.<br><br>GEORGIACOMMUTEOPTIONS | 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.<br><br>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.<br><br> |

# Policy 5 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. |
| **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. 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). |
| **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. |

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# Chapter 4: Performance Monitoring & Measurement

**Chapter 4** 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.

## Performance Measurement Approach

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.

## 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 6):**

Table 6. RTP Performance Targets

| RTP Performance Measure | RTP 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:

| | |
|---|---|
| **TDM Performance Metric** | **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. |

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

### 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:

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

| | |
|---|---|
| **Exploratory Metric** | **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.

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:[7]

| **TDM Performance Metric** | **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. |

| **TDM Performance Metric** | **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. |

[7] 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

| | |
|---|---|
| **TDM Performance Metric** | **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 7**. |
| **Next Steps** | Baselines, targets and data collection methodology will be identified through a subsequent collaborative process with regional partners. |

Table 7. 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, transit providers , commute program providers |
| | | Share of people with access to a transportation subsidy or financial incentive program, outside of employer or school-provided programs. | Metro, transit providers, 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, transit providers, 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). |
| **Impact:** What difference did these activities make? | 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:[8]

| | |
|---|---|
| **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.

### 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.**

[8] 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/

**Figure 10** shows 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.

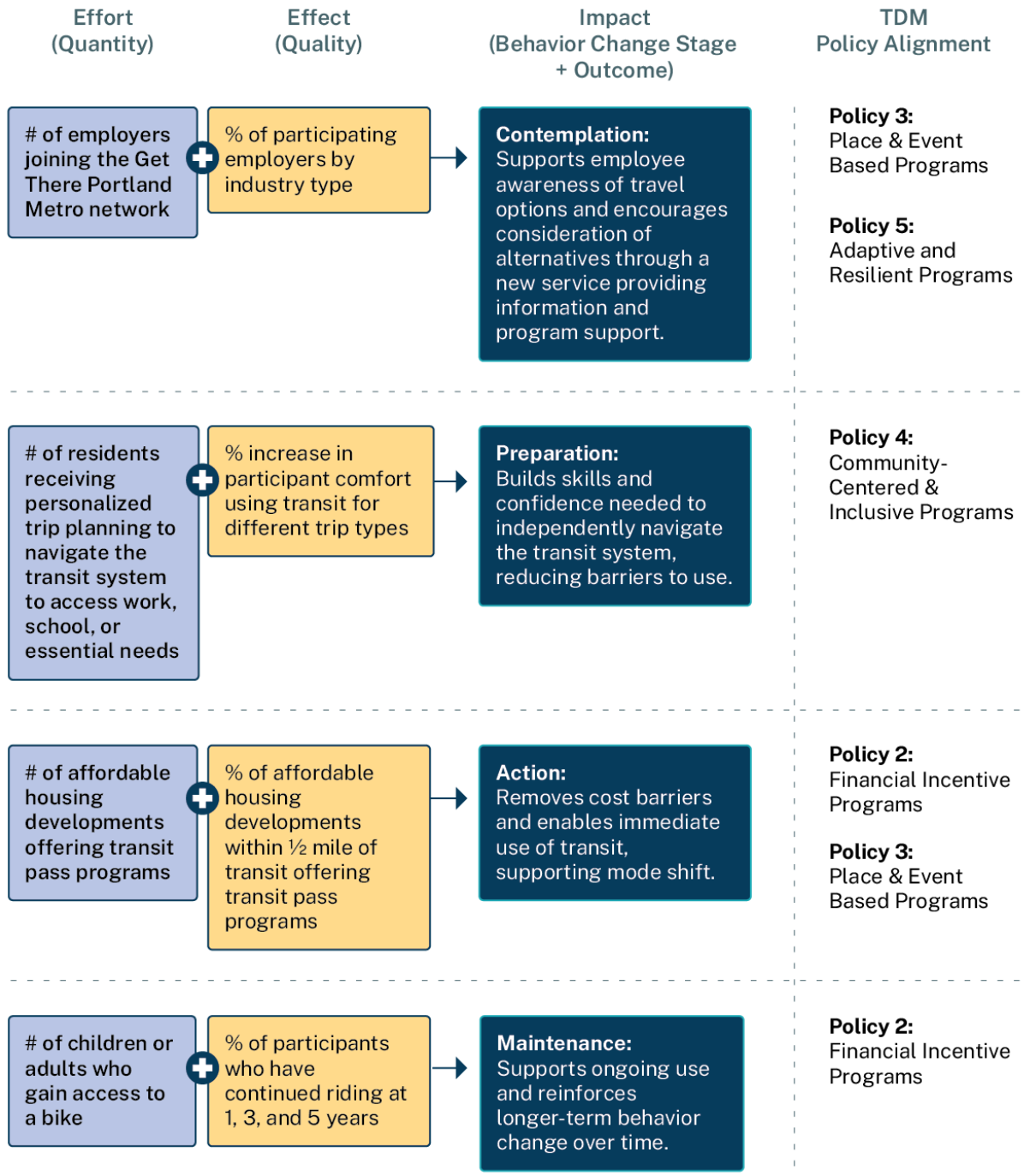


Figure 10. TDM Evaluation Framework for RTO-Funded Programs

## 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, as described in this section.

### Equity Focus Areas

Metro defines Equity Focus Areas (EFAs) **(Figure 11)** 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.

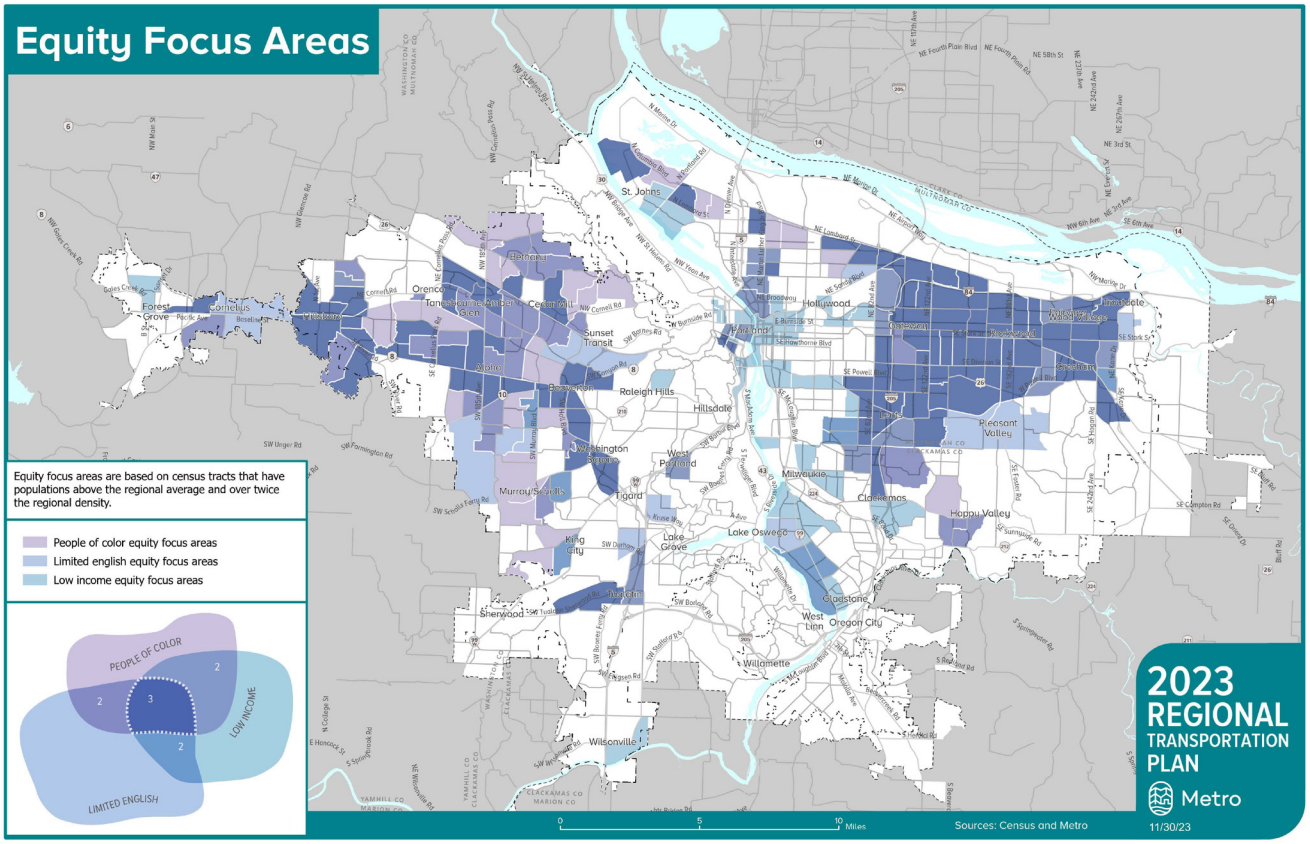


Figure 11. Image of Metro Equity Focus Areas

## 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 (**Figure 12**), darker blue tracts indicate that the Social Vulnerability Index is higher (more vulnerability) in that part of the region.

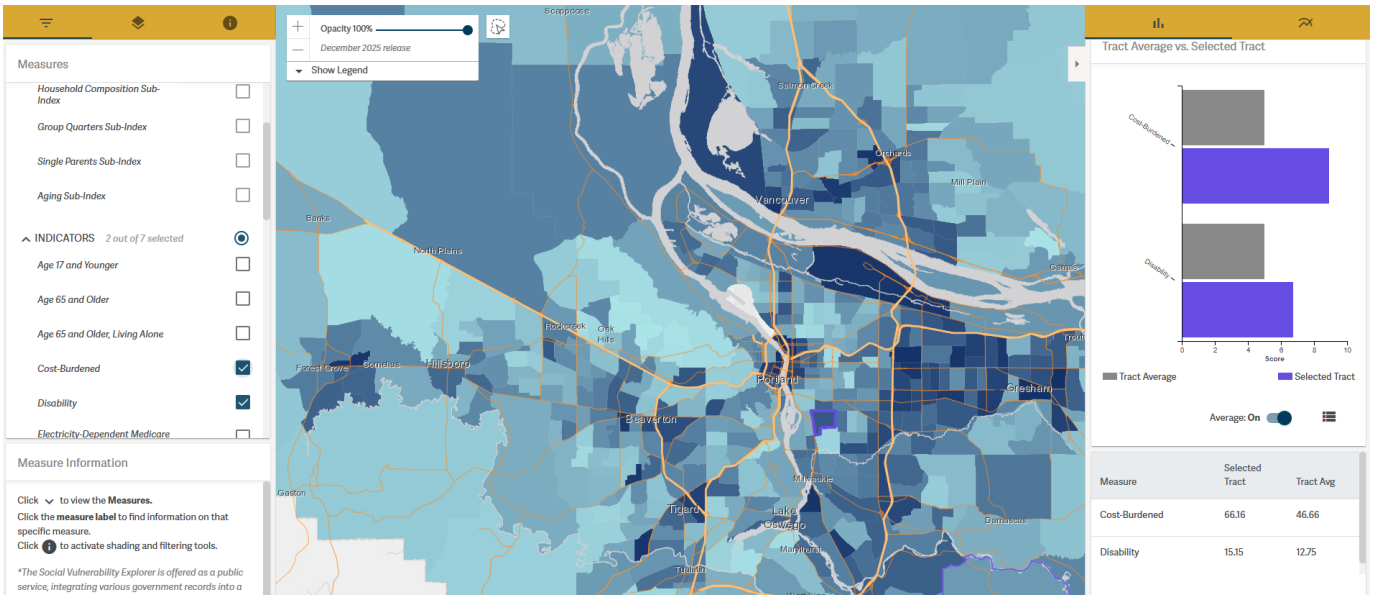


Figure 12. Image of Metro's Social Vulnerability Explorer

### Context Score Tool

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. **Figure 13** shows an example application of the Context Score Tool developed during the 2019-2023 RTO Grant Evaluation process.

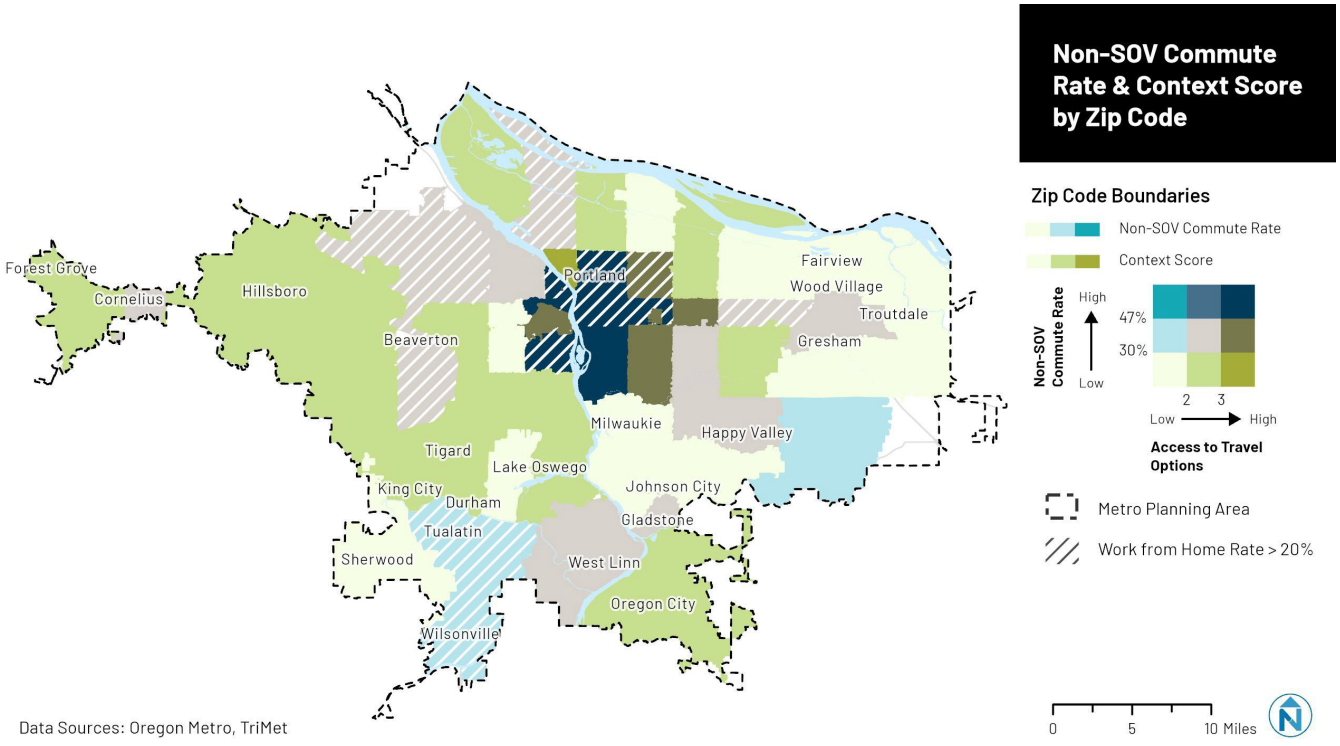


Figure 13. Example application of Metro Context Score Tool

### Safe Routes to School Walkshed Analysis Tool

This Regional SRTS Walkshed Analysis Tool (**Figure 14**) 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.

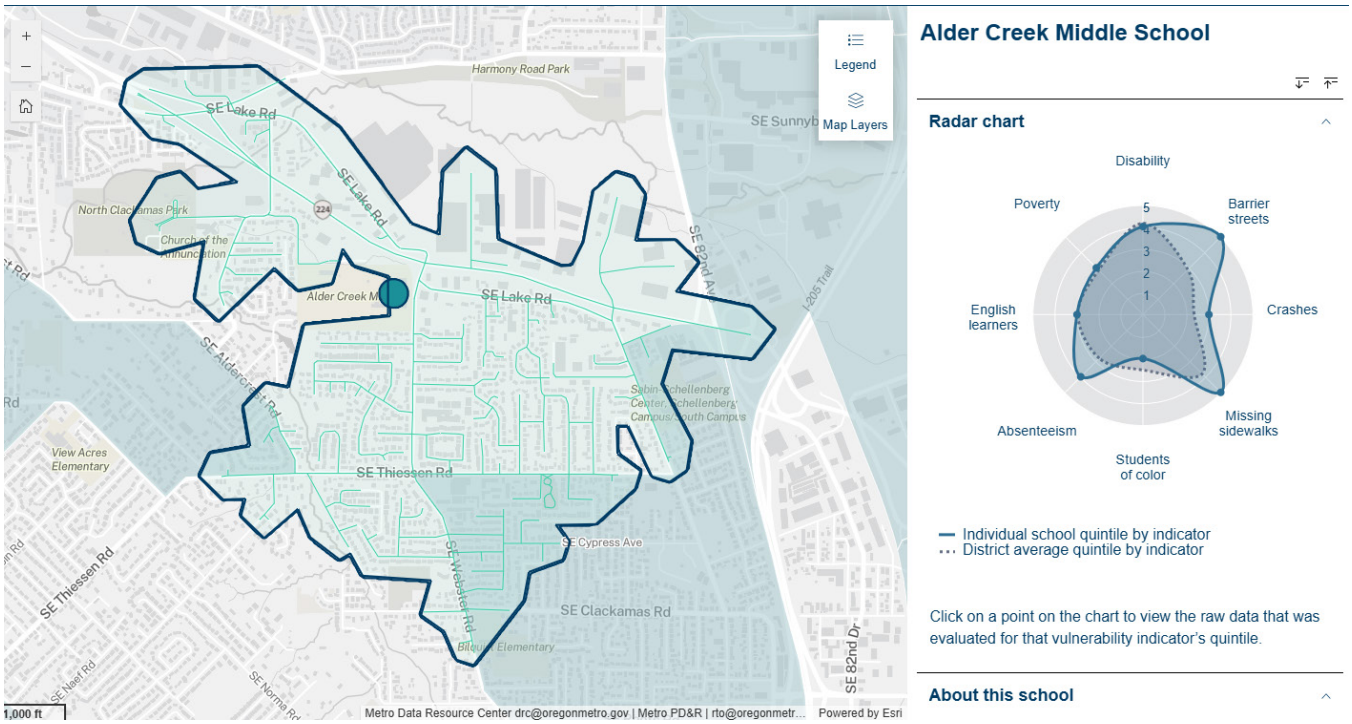


Figure 14. Image of Metro's Safe Routes to School Walkshed Analysis Tool

### Get There Portland Metro Employer Mapping Application

The Get There Portland Metro Employer Mapping Application (**Figure 15**) 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.

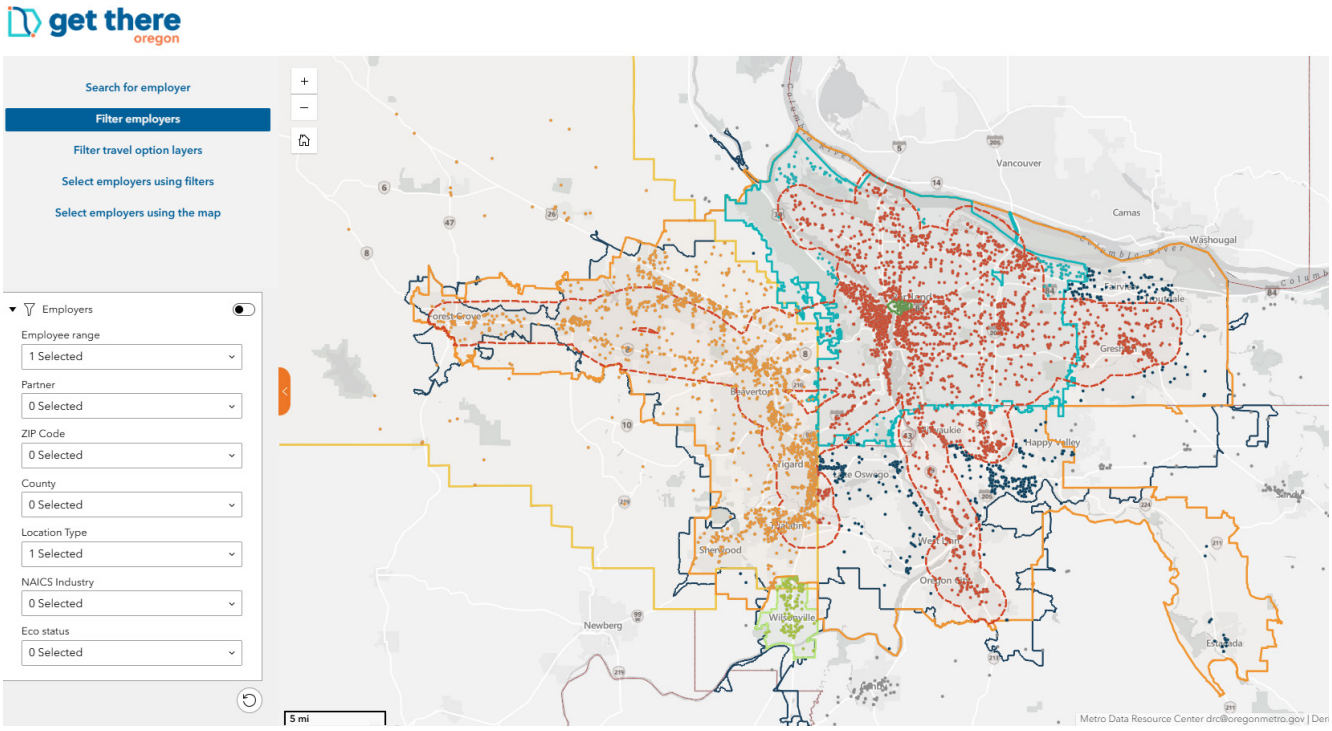


Figure 15. Image of Get There Oregon Employer Mapping Application

### 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 8** 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 8. RTP Performance Targets to Monitor

| RTP Performance Measure | RTP 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. |

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# 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 and 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 and Resource Distribution:**<br>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 and Direct Services:**<br>Activities led directly by RTO staff through program development, implementation, and engaging directly with community. | Metro staff provide coordination, program delivery and technical assistance 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 and Evaluation:**<br>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 and Partnerships**<br>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. 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 and 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 9** 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 9. 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. |
| | **1D** | Refine existing and develop new policies at the state, regional and local levels that support effective TDM implementation. |
| | **1E** | Develop and share regional tools, guidance and resources that improve access to travel options and TDM services for a variety of audiences including community members, 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 reduce the cost of 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 10** identifies the long-term priority strategies where further coordination or preparation may be needed prior to implementation.

Table 10. 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. |
| **Policy 2: Financial Incentive Programs** | **2C** | Research and pilot new incentive programs that encourage mode shift and support existing travel options users. |
| | **2D** | Expand programs that reduce the cost of 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. |

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# Chapter 6 TDM Funding and Investment

**Chapter 6** 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.

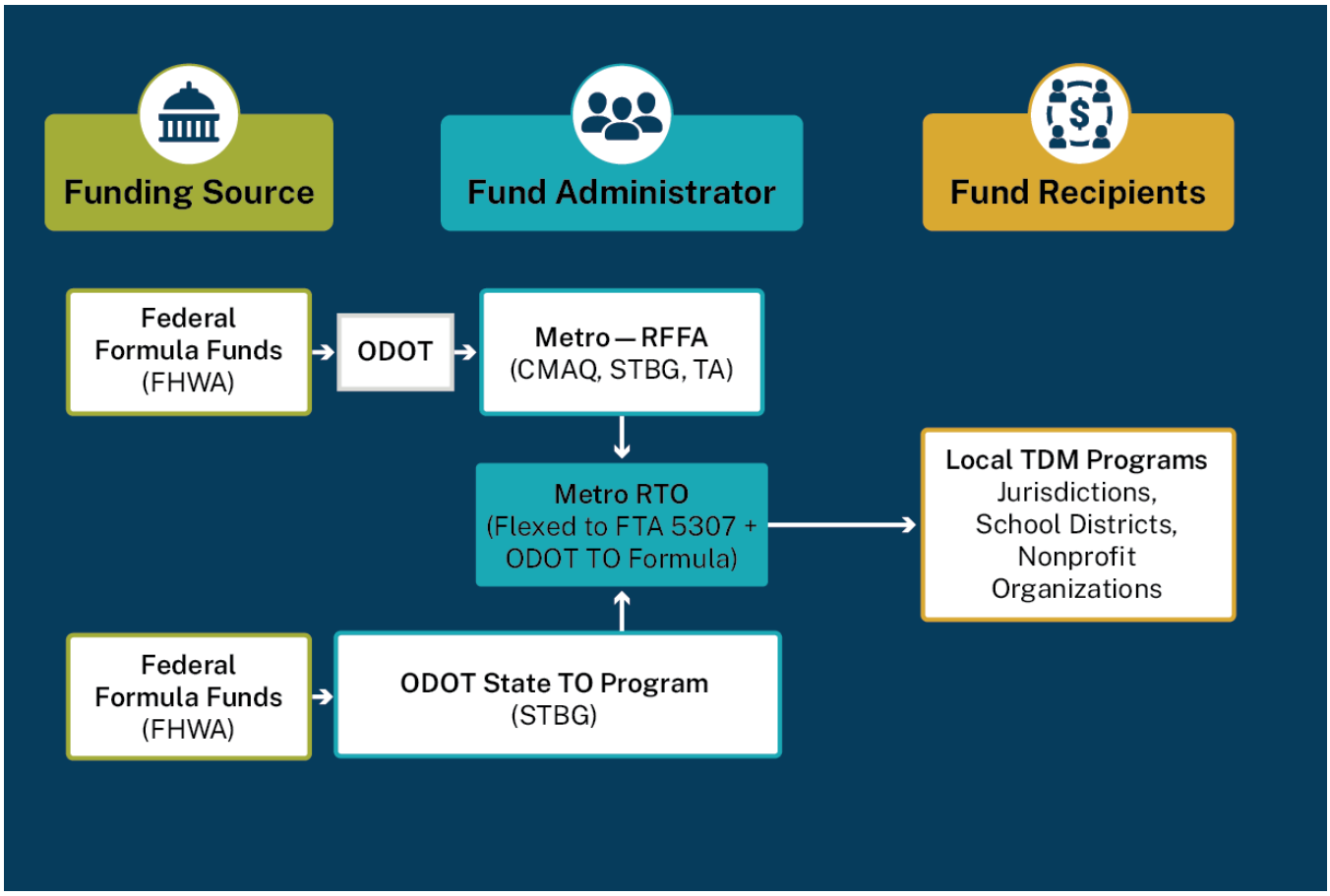


Figure 16. Diagram of Federal Funding for TDM in the Greater Portland Region

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[9]. 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.

[9] 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.

**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 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.

**Local Funding Example: Transportation Wallet**

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.

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.
- 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.
- Major destinations and high demand, event-based locations could play a role in providing resources for TDM programs. In addition to exploring the use of parking fees, this could include ticket-based visitor fees, or event-related funding that could support travel options directly and may offer a path toward more sustainable and self-supporting programs at these locations.

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# Regional Transportation Demand Management (TDM) Strategy

## Appendices A-D

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**Metro is the federally mandated metropolitan planning organization** designated by the governor to develop an overall transportation plan and to allocate federal funds for the region.

The Joint Policy Advisory Committee on Transportation (JPACT) is a 17-member committee that provides a forum for elected officials and representatives of agencies involved in transportation to evaluate transportation needs in the region and to make recommendations to the Metro Council. The established decision-making process assures a well-balanced regional transportation system and involves local elected officials directly in decisions that help the Metro Council develop regional transportation policies, including allocating transportation funds. JPACT serves as the MPO board for the region in a unique partnership that requires joint action with the Metro Council on all MPO decisions.

**Project web site**: oregonmetro.gov/traveloptionsplan

The preparation of this report was financed in part by the U.S. Department of Transportation, Federal Highway Administration and Federal Transit Administration. The opinions, findings and conclusions expressed in this report are not necessarily those of the U.S. Department of Transportation, Federal Highway Administration and Federal Transit Administration

**About Metro**

Metro is the regional government in greater Portland. Metro manages public services and regional systems that protect the environment, support the local economy and ensure every community can thrive.

Metro coordinates regional planning and funds new affordable homes and supportive housing services. It manages 19,000 acres of parks and natural areas and the region's garbage and recycling system. Metro also runs the Oregon Convention Center, Portland'5 Centers for the Arts, the Portland Expo Center and the Oregon Zoo.

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# Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

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

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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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January 12, 2026

# 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. |

# 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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January 12, 2026

## 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

# 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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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.

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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.
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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.

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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.

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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.

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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.

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Key examples include:

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- **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.
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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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- 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.

~~Regional policy development~~

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- ~~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~~

- ~~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~~

- ~~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~~ |

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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.

# Needs Assessment Report

## Regional Transportation Demand Management (TDM) Strategy

March 2025

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## BACKGROUND

Metro's Regional Transportation Plan (RTP), adopted in 2023, provided new Transportation Demand Management (TDM) policy direction and identified the need for clearer guidance on how TDM should be implemented. The new RTP requires a greater commitment from the region's cities and counties to implement TDM activities, and recognizes the important role played by non-profit organizations and other partners in delivering TDM services.

The Regional Transportation Demand Management (TDM) Strategy being developed by Metro, with support from Alta Planning + Design's consultant team, will expand the scope of the previous Regional Travel Options (RTO) Program Strategy to implement new policies of the 2023 RTP. The Regional TDM Strategy will provide implementation guidance to local agency and non-profit partners and provide direction on how the Metro RTO program can identify and coordinate TDM activities that are meaningful and appropriate to the context of specific communities.

Metro's Regional TDM Strategy is being developed through two distinct project phases:

- **Phase 1: Assessment** – focused on assessing needs and opportunities for the Metro RTO program and regional TDM services.
- **Phase 2: Strategy Development** – focused on developing a Regional TDM Strategy, and an update to Metro's 2018 RTO Program Strategy in the form of an internally-oriented RTO work plan.

## NEEDS ASSESSMENT PURPOSE AND METHODOLOGY

The purpose of the Regional TDM Strategy Needs Assessment is to elevate key themes across all Phase 1 assessment activities (completed between April 2024 and February 2025) and serve as a pivot point to move into Phase 2 of the project. The challenges and opportunities for TDM programs and services identified in this report will be carried forward into the development of the strategy.

The following Phase 1 activities informed the preparation of the Needs Assessment:

- **Materials review and background research**, which included three informational interviews with peer agencies and the development of a technical memo detailing best practices, challenges, and opportunities to address in the project.
- **Past engagement summary:** Past engagement materials associated with the 2023 RTP, RTO Racial Equity Strategy, and RTO Racial Equity Learning Cohort input were reviewed to identify key themes to consider in the Regional TDM Strategy development process.
- **2019-2023 RTO grant cycle evaluation**, which assessed the impact of the last RTO grant cycle and identified key takeaways and recommendations in a technical memo.

- **Regional TDM practitioners survey:** An online survey was conducted in Nov/Dec 2024 to gather information from TDM practitioners to address key questions surround TDM needs, gaps, and opportunities.
    - A separate survey was conducted by Metro to request input from local Transportation System Plan (TSP) leads on how Metro can support their planning work per updated RTP and state rules.
- **Focus groups:** The 2019-23 RTO grant evaluation identified key audiences to target for three focus groups, which were held in January 2025 and focused on identified gaps in TDM programming and better understanding barriers to accessing travel options. These focus groups included commute benefit providers from small, large and nonprofit employers; affordable housing resident service coordinators; and school-based service providers in Forest Grove where there is not currently a formal SRTS program.
- **Topic-specific research and recommendations:** The 2019-23 RTO grant evaluation identified two additional research activities, which were summarized in individual memos:
    - National best practices post-pandemic: TDM responses to changes including a shift to flexible work patterns and a rising need to focus on all trip types.
    - Measuring TDM strategy long-term impact, to inform how to measure and calculate – or estimate – the long-term impact of specific TDM interventions.

## REGIONAL TDM STRATEGY NEEDS AND OPPORTUNITIES

Nine key themes were identified through the Needs Assessment process. Each theme includes a description of the nature of the challenge and/or opportunity followed by a list of recommendations for consideration in the Regional TDM Strategy.

### 1 | Expand Financial Incentives and Access to Transit Pass Programs

Transit pass programs and financial incentives are proven ways to increase transit ridership and improve access and mobility. However, in the Metro region transit pass programs can be challenging to administer, and new offerings and incentives are needed to expand access and encourage mode shift. 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. Additionally, the administration of reduced fare programs by community-based groups has been challenging to meet resident's needs and track usage. Lastly, as RTO aims to encompass an "all-trips approach," there is a gap for residents who do not have access to commute benefit programs through their work or who may primarily travel for other needs. More broadly than transit passes, other incentive programs to improve access

to travel modes have also seen success in mode-shift, such as Transportation Wallet programming or 'earn a bike' programs.

The needs assessment identified the following opportunities to address this theme:

- Conduct a regional transit pass program and incentive study, which could include:
    - Establishing and promoting an expanded suite of employer transit pass programs, adapted to flexible work schedules (e.g., pay-what-you-use program).
    - Advancing programming for multi-family and affordable housing, including support for resident service providers administering Reduced Fare passes, improving ease of access for Reduced Fare riders to sign up, and piloting residential-focused pass packages at market rate multi-family housing.
    - Expansion of transit pass programming for youth.
    - Identifying and testing regional incentive programs to promote travel options use, building off existing local programs. Focus on expanding programs to cross jurisdictional boundaries, for ease of administration and brand recognition (i.e. Transportation Wallet). Explore different ways of distributing incentives depending on focus audience of the program.

## 2 | Enhance Regional TDM Coordination and Resources

Partners and service providers identified a need for consolidated information and customizable resources regarding travel options for their constituents. For example, service providers (such as a housing coordinator) are often unaware of the different travel options programs and services available, or of the specific organizations who have the capacity to provide them. Metro serves an important function as a regional convener and as such, RTO should play a stronger role in the coordination and consolidation of TDM information and resources. Consolidated and readily available information about TDM services and resources in the Metro region provides an opportunity for expanded travel options service use and partnership between community-based organizations (CBOs), employers, and travel options partners to meet the transportation needs of their constituents. This effort would limit redundant or overlapping efforts by TDM practitioners and establish a shared understanding of how specific TDM efforts can contribute to larger, regional successes.

The needs assessment identified the following opportunities to address these challenges:

- Use the RTO strategy to more clearly define Metro's role as a TDM convener responsible for consolidating information and resources and supporting collaboration between TDM practitioners regionwide.
- Develop centralized hubs for TDM information and resources relevant to resident, school, and employment audiences. Consider both the end user, as well as service

providers/program administrators when preparing resources. This can help reduce duplicative efforts, enhance program efficiency, and improve user experience/access.

- Improve communication between regional TDM service providers to ensure that partners know about available resources, as well as services offered by other partners in the region, that they can share with their constituents.
- Develop and support the delivery of a basic level of TDM services regionwide.
- Broaden the use of RTO's Commute Program CRM tool and employer database to be available to all partners engaging in employer outreach.
- Clearly define roles and responsibilities between Metro, local jurisdictions, and transportation service providers to better coordinate on TDM programs.

### 3 | Expand and Optimize Funding for Regional TDM Programs

Funding for TDM programs in the Metro region is limited and heavily reliant on a few key sources, restricting the ability to scale programs and adapt to evolving transportation needs. Metro faces ongoing challenges to develop impactful grant programs with limited funding at a time when travel patterns and needs continue to shift. As the RTO grant program becomes more competitive with the increase in partners and applications, the program must establish clear regional funding priorities to guide decision-making, as well as inform the allocation of resources for technical assistance and/or direct services provided by RTO and its partners. Finally, RTO's grant process can be complex, making it difficult for local jurisdictions and community organizations to access funding equitably.

The needs assessment identified the following opportunities to address this theme:

- Commit regional staff time to explore opportunities for diversifying TDM funding sources to maximize impact as well as identifying opportunities to pilot projects that advance regional TDM strategy goals and outcomes.
- Work with all TDM funders in the region to establish clear priorities & processes for funding criteria, reporting, and outcome measurement. Attempt to align priorities wherever possible and streamline reporting/data collection.
- Base RTO funding priorities on shared regional outcomes identified in TDM Strategy.
- Expand the portfolio of local/jurisdictional TDM funding for programs to guard against overreliance on a single source of funding and increase flexibility on eligible activities (e.g., taxes, fees, parking revenue).
- Improve access to Metro RTO funding by simplifying and consolidating the application process, using recommendations from the RTO Racial Equity Strategy.
- Deliver TDM services that are universally available in all parts of the region (e.g., ODOT's Get There program), while customizing to meet the needs of specific

communities. Use pilots as an opportunity to secure new funding and showcase program impact.

## 4 | Improve TDM Performance Measurement

The RTO program has traditionally relied on the collection of individual partner outputs to estimate the outcomes and benefits associated with TDM activities. However, measuring the impacts of specific TDM strategies remains a challenge for many organizations, including Metro and its grant program partners. Inconsistent metric tracking and disparate data sources, formats, methodologies, and assumptions are prevalent across TDM programs, preventing clarity of TDM's overall contribution to regional goals. Additionally, while short-term outputs are being captured, the long-term outcomes of TDM programs are not currently assessed, leaving a knowledge gap related to the impact of investments. The 2019-23 RTO grant program evaluation identified a need to simultaneously elevate priorities for TDM performance measurement region-wide, while simplifying and streamlining the data collection process for RTO partners.

The needs assessment identified the following opportunities to address this theme:

- Align TDM performance measurement with concurrent state and regional efforts to measure success related to transportation, climate and equity goals.
- Develop shared regional outcomes for practitioners and partners to measure success of TDM efforts.
    - Develop simple tools and mechanisms for RTO partners to report streamlined information that can support measurement of the program's impact towards these regional outcomes. Ensure outputs connect back to desired outcomes.
    - Consider progress towards regional outcomes when prioritizing resources.
- Improve employer data collection, standardization and coordination with state and regional partners. Improve data sharing agreements with transit agencies.
- Recognize the value of context-specific evaluation and qualitative information, particularly in the Community space, to better understanding the needs of specific user groups and the effectiveness of TDM strategies.
- Pilot methodologies and tools to estimate the impacts of resource distribution, as well as the long-term impacts of specific TDM strategies. Use pilot programs as opportunities to collect data that can be used to enhance measurement of regional outcomes.

## 5 | Address Safety and Security Concerns in the Public Realm

Public safety concerns onboard buses and trains have had an impact on transit ridership. Real and perceived threats to personal safety while traveling is impacting the public from utilizing travel options more broadly. Parents and caregivers have concerns that their children are not safe waiting for the bus or traveling by active modes to school. Fear associated with immigration status prevents some community members from engaging with community programming. Meanwhile, services like Emergency Ride home (ERH) are being overused by students at higher education institutions, citing safety reasons. Investing in community-led solutions and continuing to adapt programming to support community's unique needs will be a critical component of the Regional TDM Strategy.

The needs assessment identified the following opportunities to address this theme:

- Make explicit Metro's commitment to safety with an emphasis on racial equity and mitigating barriers for the region's underserved and most vulnerable communities.
- Pursue new initiatives with partners to expand TDM influence and involvement in addressing public safety and security concerns that are barriers to transportation options use. Work closely with culturally specific organizations to identify issues and implement solutions.
- Work with partners who provide critical safety and security measures for travel options (like transit agencies) to collaborate on solutions – i.e. lighting, more staff presence on trains, bystander intervention.
- Support more walking/rolling group programming to provide opportunities for community members to use travel options and learn how to travel new ways comfortably.

## 6 | Adapt TDM Strategies to Evolving Travel Patterns

The COVID-19 pandemic has profoundly disrupted traditional transportation patterns, exposing gaps in current TDM strategies. 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. As employers implement return to work policies, vehicle congestion remains a concern in the region while transit ridership still lags below pre-pandemic levels. 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 – particularly for underserved or marginalized community members.

The needs assessment identified the following opportunities to address this theme:

- Direct programming to expand TDM investment to a broader range of trip types, locations outside of the urban core, and focused community audiences.
- Prioritize initiatives focused on a variety of work schedules – like shift or hybrid workers – to respond to changing commute travel patterns and workplace policies.
- Support commuter services such as vanpool or shuttles in areas with a high density of employers outside of the urban core, where travel options are not as accessible.
- Better define the RTO Community Program's focus audiences or destinations and customize programming to meet their specific needs. Develop and prioritize programming that supports travelers and workers at major events and destinations, such as airports, concerts, sporting events, healthcare centers. Particular consideration should be given to destinations that are on the periphery of the region and/or destinations that are not well served by existing travel options.
- Prioritize supporting RTO Commute Program providers to deliver employer-based challenges/rewards and leverage current return to work trends to implement new programming.
- Expand Metro RTO efforts to address emerging trends like e-bikes with new tools, resources, and policy guidance.

### 7 | Strengthen Equitable & Effective TDM Program Delivery

Metro's RTO program is committed to advancing programs that are effective at reducing vehicle trips, as well as advancing programs that provide equitable access to travel options throughout the region. Metro has made progress advancing these priorities through updates to the RTO grant program as well as the 2022 RTO Racial Equity Strategy, and the Regional TDM Strategy presents an opportunity for more defined support of these efforts. The Regional TDM Strategy will identify specific regional outcomes and a prioritized list of activities that advance both priorities. Opportunities to move the needle in these areas exist within grantmaking, developing capacity building resources for existing and new partners, and directly investing in priority programming where there are gaps. Through these efforts, Metro can play a role to ensure robust implementation of these activities.

The needs assessment identified the following opportunities to address this theme:

- Using regional outcomes that will be identified in the TDM Strategy, the RTO program should invest in technical assistance and direct services to advance implementation of proven TDM activities.
- Work with partners to implement RTO Racial Equity Strategy recommendations to build racial equity into existing programming and better define opportunities to invest in culturally specific organizations to deliver travel options programming.

    - Invest in the critical work of building trust & community engagement.
    - Co-create programs and campaigns with culturally specific organizations and members of the community.
- Continue to iterate on RTO grantmaking structure to advance both travel options service delivery capacity and racial equity capacity.
- Collaborate with other TDM funders and local jurisdictions to elevate effective and equitable activities funded outside RTO and vice versa.

## 8 | Advance & Strengthen New & Existing TDM Policies

Existing TDM policies have unrealized potential to reduce SOV trips, and new TDM policies could serve to bolster the impact of TDM efforts. The impact of Oregon Department of Environmental Quality's (DEQ) Employee Commute Option (ECO) rule could be increased through stronger partnerships with employers or amplified by establishing regional or local Commute Trip Reduction (CTR) related policies. The new TDM-specific policies established in Chapter 3 of the 2023 RTP are a call to action for Metro and its partners to refine policy and implementation of TDM at the regional and local level. Additionally, the TDM element of the updated Regional Mobility Policy established in the 2023 RTP relies on local planning staff to effectively implement, but many lack experience or political support at the local level to implement TDM policy and programs.

The needs assessment identified the following opportunities to address this theme:

- Advance TDM policy at the local, regional and state level through coordinated efforts.
    - Support improvements to ECO Rules implementation and commute trip reduction (CTR) related policy efforts (e.g., regional/jurisdictional CTR rules that take ECO further).
    - Establish a TDM coordinating committee with representatives from all levels of government.
    - Support the consideration and development of local TDM Ordinances.
- Establish a system for Metro and the RTO program to support TDM in local transportation system planning (TSP) processes.
    - Create guidance and resources for jurisdictions regarding inclusion of TDM in local TSPs. Update and add resources in response to identified needs.
    - Facilitate connections between local jurisdiction planning staff and TDM practitioners who administer (or could administer) programs and services within the relevant jurisdiction.
    - Direct RTO funding to support local planning work and/or implementation of TDM projects identified in local plans.

## 9 | Align TDM Efforts with Complementary Transportation Strategies

The use of transportation options across the region is affected by many factors that are outside the purview of the Metro RTO program and Regional TDM Strategy. Complementary efforts can be leveraged by TDM program efforts, and it is strategic for the Regional TDM Strategy to identify ways to influence or coordinate with complementary efforts that are critical to the success of TDM. Complementary efforts include, but are not limited to, transit access, walk/bike infrastructure, parking policy, transportation system management and land use. For many local jurisdictions, some of these complementary strategies are included in the definition of TDM – like parking, pricing and development review. Of note, free and abundant parking was identified across needs assessment activities as a universal challenge to building demand and use of travel options.

The needs assessment identified the following complementary efforts for successful TDM implementation:

Transit Access/Service:

- Expanded transit options for underserved/rural areas and better integration across transit agencies.
- More frequent, reliable, and secure public transit.
- Investment in safe routes to transit for people walking and biking, including addressing route connectedness, and secure bike storage or parking at transit hubs.

Walk/Bike Access:

- Safe walking and biking infrastructure (sidewalks, bike lanes, crosswalks, traffic calming measures).
- School-specific safety improvements (crossing guards, speed zones, safer walking/rolling routes).
- Secure bike storage and bike network connectivity.

Land Use/Parking:

- Land use, and the location/density of housing and employment in a given context directly impacts the viability of travel options.
- Parking policy changes that reduce the availability of ample and free parking at a variety of locations, and that address the impacts on travel options use.

Other:

- Mobility hubs to integrate transportation modes.
- Shared micromobility and other emerging technologies.
- Cost and convenience issues, which were reported as barriers to using travel options by several community partners.

## CONCLUSION

This needs assessment report memo elevates key findings across all evaluation and assessment activities for consideration and inclusion in the Regional TDM Strategy. While it serves as a starting point for strategy development, the opportunities and recommendations will be refined and enhanced through working groups, staff efforts, and additional research.

This report was developed by Metro's Regional Travel Options (RTO) team with support from a consultant team comprised of staff from Alta Planning + Design, Cascadia Partners & Nelson\Nygaard.

**MEMORANDUM**

To: Grace Stainback and Noel Mickelberry, Metro

From: Trevor Luu and Anna Gore, Alta Planning + Design

Date: May 20, 2024

Re: Metro and Regional Travel Options (RTO) Policies and Objectives Materials Review Summary

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# Background

## Introduction

Metro has led Transportation Demand Management (TDM) efforts since the 1990s, when the Regional Travel Options (RTO) program was established. Over the years, the RTO Strategy has primarily served as a funding strategy document, defining how regional funding – allocated through the Regional Flexible Funding Allocation (RFFA) process – was to be spent to support TDM activities throughout the region.

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In 2023, a newly adopted Regional Transportation Plan (RTP) provided new policy direction regarding TDM and identified the need for clearer direction regarding how TDM should be implemented. The new RTP requires a greater commitment from the region's cities and counties to implement TDM activities, and recognizes the important role played by non-profit organizations in delivering TDM services.

The Regional TDM Strategy being developed by Metro, with support from Alta's consultant team, will expand the scope of the previous RTO program strategy document to implement new policies of the 2023 RTP. The Regional TDM Strategy should provide implementation guidance to local agency and non-profit partners and provide direction on how the Metro RTO program can identify and coordinate activities that are meaningful and appropriate to the context of specific communities.

### Materials Review Purpose

At the start of the strategic planning process, key consultant staff reviewed documents provided by Metro that are central to the understanding of the work of the RTO program and the new TDM policies. The purpose of this memo is to support the strategic planning process by facilitating a common understanding of the RTO program and highlighting key takeaways from recent activities relevant to the Regional TDM Strategy and RTO Program Strategy.

## Materials Review Process

The documents provided by Metro fall into three general categories:

1) Policy documents:
   *Reviewed for relevant TDM and SRTS policies and performance measurement approaches.*
   a) 2023 Regional Transportation Plan (RTP)
      i) Draft Regional Mobility Policy Update for the 2023 RTP (10/28/22)
      ii) Draft TDM and TSMO System Completeness Report (April 2024)
   b) 2014 Climate Smart Strategy (CSS)

2) Strategy documents:
   *Reviewed to gain understanding of RTO program past and current efforts.*
   a) 2018 RTO Strategy
   b) 2022 RTO Racial Equity Strategy
   c) 2022 Commute Program Action Plan & 2023 Regional Employer Framework

3) Assessment and evaluation-focused documents:
   *Reviewed for understanding of the approach and findings of recent evaluation efforts.*
   a) 2019 TDM Needs & Opportunities Assessment
   b) 2019 RTO Survey
   c) 2019 and 2016 RTO Program Evaluations

For each document, the memo summarizes and highlights pertinent information that provides critical context, policy direction, or expectations for TDM and RTO strategy. This memo will feed into the Program Framework Considerations Technical Memo, which will be developed by Alta as part of Task 2, and is intended to serve as a direct reference for the project team throughout the project.

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## Summary of Key Findings

The document review revealed several strong themes and connections that are relevant to this project. Key points are listed below, with more detail provided in later sections of this memo.

- The **Climate Smart Strategy** and **2023 RTP** both call for increased integration of TDM into planning and project development at the state, regional and local level.
    - This should be reflected and further operationalized in the Regional TDM Strategy and the RTO Strategy

- The **2022 Regional Travel Options Racial Equity Strategy** is expected to be fully integrated into the Regional TDM Strategy and RTO Program Strategy.
    - The consultant team should have access to and review the 2022 RTO Racial Equity Strategy document directly, as it is new and important for RTO and relevant to all stages of the consultant's scope of work.
    - The Racial Equity Strategy provides a clear list of actions that Metro can take to improve equity outcomes related to its three goals. Many of these actions are already underway and should be further advanced through the Regional TDM Strategy and RTO Program Strategy Update.
    - There is additional guidance on planning for equity communities in the **RTP**, specifically people of color, English Language Learners, and people with lower incomes.

- The **2023 RTP** includes TDM as a required element of policy for the first time. Jurisdictions are expected to deliver TDM planning and implementation to comply with policy as part of:
    - a Congestion Management Process;
    - a dedicated section in chapter 3 for TDM (Chapter 3.3.11 Transportation Demand Concept and Policies); and
    - a Regional Mobility Policy Update.

- The **2023 RTP TDM Policy section**, authored by RTO staff, articulates the role of TDM/the RTO program in supporting regional goals and provides the call to action for this project.
    - The Regional Mobility Policy elevates expectations for jurisdictions and charges Metro to provide direct support in the local TSP process, as well as to set regional priorities for TDM. Metro can work to provide tools for local jurisdictions to implement TDM projects and integrate with the RTO program.

- The **draft TDM and TSMO System Completion Report (2024)** will fulfill an action called for in the Regional Mobility Policy: to develop implementation guidance for TDM system completion at the regional level and provide TDM tools to support implementation.
    - This report will also consider how the plan amendment and development review process could support citywide and county-wide TDM programs, but this is currently still being ironed out at the state and regional level.

- The **Climate Smart Strategy (CSS)** recognizes Regional RTO and Safe Routes to School programs as key components of reducing greenhouse gas emissions.
    - The Toolbox of Potential Actions includes a detailed list of strategies directly related to TDM and RTO.

- **RTO staff have been directed to provide better benchmarking and measurement of performance objectives contained in the CSS** as a part of this project, with the understanding they can adjust them as needed to suit prevailing priorities.
    - In particular, the Individualized Marketing measure is not as relevant today and has become difficult to measure as a program. It is Metro's intention that this project will inform any updates to the CSS in alignment with the TDM Strategy.

- **The Oregon Travel Study (OTS) presents a major future opportunity that can inform Phase II of this project**.
    - Results of the new study are expected by fall of 2024, which may not align with Phase I. However, the updated OTS will inform Phase II of this project by providing valuable context around trends in travel behavior and setting informed regional targets.

# TDM and SRTS Policy and Performance Measures Document Review

## 2023 Regional Transportation Plan

Published by: Metro

Date (s): July 10, 2023

Description: Metro's plan to guide transportation investments in the Portland region until fiscal year 2040

Overview: This document describes the goals, objectives, performance targets, and policies that guide regional transportation investment, funding streams, as well as regional transportation projects and programs. Metro formally updates the RTP every five years.

Key Takeaways:

- The 2023 RTP includes a dedicated section for TDM for the first time.
    - Chapter 3.3.11 Transportation Demand Concept and Policies includes policies that are the basis for the Regional TDM Strategy project.
- The RTP Mobility Policy (Chapter 3.2.6) outlines the Regional Mobility Policy update (RMPU), which includes TDM as a modal element and elevates the expectation for TDM integration into local TSPs and comprehensive plan amendments.
    - The Draft Regional Mobility Policy Update includes TDM within one of the performance measures and sets new expectations for TDM planning/implementation on jurisdictions to comply with policy.
    - The TDM Policy section was authored by RTO staff, articulates the role of TDM/the RTO program in supporting regional goals, and provides the call to action for this project to provide implementation guidance.
    - The Draft Regional Mobility Policy Update elevates both expectations for jurisdictions, and for Metro to provide direct support in the local TSP process as well as set regional priorities for TDM.
- System TDM and TSMO System Completeness guidance is currently being drafted and would direct jurisdictions to follow a three-step approach to achieving system completion: Baseline, Defined, and Optimized. Metro staff have been tasked with providing assistance to jurisdictions as they navigate through this process and comply.
- The goals and objectives in the RTP, especially those related to transportation demand management and the RTO should be used to guide the development of transportation demand management programs at Metro and with any Transportation Management Association in the Portland region.
- The Congestion Management Process (CMP) gives local jurisdictions a suite of potential actions to address traffic congestion before they resort to adding additional roadway capacity. Several of these options include TDM activities such as travel information and incentives.
- The RTP notes several deficiencies with RTO including lack of inclusion of TDM activities in capital system improvement projects to ensure people are aware of new travel options, planning for implementation of TDM at a local level, and coordination of TDM programs between state, regional, and local levels.

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## Chapter 2: Our Shared Vision and Goals for Transportation

### 2.2 Shared Vision for the Regional Transportation System (chapter 2, pg. 5)

"The Regional Transportation Plan vision statement below presents an aspirational view of the future of the region's transportation system that reflects the values and desired outcomes expressed by the public, policymakers and community and business leaders engaged in development of the plan."

### 2.3 Goals and Objectives (chapter 2, pg. 6)

The 2023 Regional Transportation Plan contains within it a set of goals that guide the development of the transportation system. These goals were conceived by Metro Council and the Joint Policy Advisory Committee (JPACT) in 2014 and refined in 2018. In 2023 the goals, objectives and related performance measures and targets were further updated to focus on five interconnected goals – equity, climate, safety, mobility, and the economy.

Three of the five focus areas that may be most relevant to TDM and the RTO program: mobility, climate, and equity. The following table lists goals, objectives, and performance measures associated with those focus areas for easy reference throughout the project.

*Table 1. RTP Goals, Objectives, and Performance Measures relevant to TDM and RTO Program*

| Goal | Objectives | Performance Measures (Year 2045) (chapter 2, pg. 14-15) |
|---|---|---|
| Goal 1: Mobility Options (chapter 2, pg. 9) | **Objective 1.1 Travel Options** – Plan communities and design and manage the transportation system to increase the proportion of trips made by walking, bicycling, shared rides and use of transit, and reduce per capita vehicle miles traveled. | • *Mode Share*. Triple transit, bike, and pedestrian mode shares relative to the base year. |
| | **Objective 1.3 Access to Transit** – Increase household and job access to current and planned frequent transit service. | |
| | **Objective 3.1 Transportation Equity** – Eliminate disparities related to access, safety, affordability, and health outcomes experienced by people of color and other marginalized communities. | |

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| Goal | Objectives | Performance Measures (Year 2045) (chapter 2, pg. 14-15) |
|---|---|---|
| Goal 3: Equitable Transportation (chapter 2, pg. 11) | **Objective 3.2 Barrier Free Transportation** – Eliminate barriers that people of color, low-income people, youth, older adults, people with disabilities and other marginalized communities face to meeting their travel needs. | |
| Goal 5: Climate Action and Resilience (chapter 2, pg. 13) | **Objective 5.1 Climate Change Mitigation** – Meet adopted targets for reducing transportation-related greenhouse gas emissions and vehicle miles traveled per capita in order to slow climate change. | • *Climate*. Reduce per capita greenhouse gas emissions from light-duty vehicles and per capita vehicle miles traveled in order to meet climate targets set by the State which are to reduce vehicle miles traveled per person by 35% by 2050, with a 30 percent reduction by 2045 and a 25% reduction by 2040, compared to 2005.<br>• *Climate*. Help meet revised statewide goals identified in the Governor's Executive Order 20-04 that require accelerated reductions in greenhouse gas emissions to levels at least 45 percent below 1990 emissions levels by 2035 and at least 80 percent below 1990 levels by the year 2050.<br>• *Air Quality*. Keep air pollution from mobile sources below thresholds set by the federal government. |

## 3.2 Overarching Transportation System Components

### 3.2.2 Transportation Equity Policies (chapter 3, pg. 8)

As one of its central policies, the RTP describes the necessity for the region to plan for the goal of racial equity especially given the outsized role that transportation mobility and accessibility can play in reducing disparities. Metro adopted its Strategic Plan to Advance Racial Equity, Diversity, and Inclusion to provide a strategic approach to incorporating equity into policy, decision-making and programs. TDM work and the RTO program may consider focusing their efforts on Metro-identified Equity Focus Areas and/or on equity groups including:

- People of Color
- English Language Learners
- People with Lower Incomes

The following equity policies are relevant to transportation demand management and the RTO Program:

- **"Policy 1**. Embed equity into the planning and implementation of transportation projects, programs, policies, and strategies to achieve equitable outcomes for marginalized communities, particularly communities of color and people with low incomes.
- **Policy 4**. Meaningfully engage federally recognized tribes, communities of color and other marginalized communities to participate in the development and implementation of transportation plans, projects and programs.
- **Policy 6**. Evaluate transportation plans, policies, programs, and investments to understand how they address transportation-related disparities and barriers experienced by communities of color, people with low income and other marginalized communities and the extent disparities are being eliminated."

### 3.2.4 Climate Action Policies and Resilience Policies (chapter 3, pg. 35)

The RTP also contains policies related to addressing climate change through coordinated land use and transportation planning efforts. In particular, the plan highlights the *Climate Smart Strategy* (2014) as a tool for jurisdictions to develop climate-oriented policies on a wide array of topics ranging from electric vehicles to parking policy. The following climate and resilience policies are relevant to TDM and the RTO Program:

- "**Policy 5**. Prioritize use of technology to actively manage the transportation system and ensure that new and emerging technology affecting the region's transportation system supports shared trips and other Climate Smart Strategy policies and strategies.
- **Policy 6**. Provide information and financial incentives to expand the use of travel options and reduce vehicle miles traveled."

### 3.2.6 Mobility Policies (chapter 3, pg. 54)

This section outlines the Regional Mobility Policy update (RMPU), which includes TDM as a modal element and elevates expectations for TDM integration into local Transportation System Plans (TSPs) and comprehensive plan amendments. A 2022 Draft Regional Mobility Policy Memo is frequently referenced in this section, which provides draft RMPU implementation guidance for TDM and Transportation System Management and Operations (TSMO). The RMP establishes the goal to use the following three mobility performance measures and targets for system planning and evaluating impacts of plan amendments:

- VMT/Capita or VMT/Employee (2045 baseline)
- System Completeness
- Hours of Congestion

If local plan amendments or development review applications do not meet the thresholds or targets set by Metro and ODOT (see chapter 3, pg. 58-59 for details on thresholds and targets) then they will have to mitigate, some of the potential measures may include TDM projects. For example, if a plan amendment calls for VMT above what is described as 2045 baseline, then they would need to identify mitigation.

By introducing these three performance metrics for evaluating mobility in the region, TDM measures will take on a heightened importance. Local agencies will need to document and explain such measures in the context of project evaluation and implementation. The implementation plan for the Regional Mobility Policy outlines actions for Metro to carry out that will be fulfilled through the RTO Strategy Update planning effort:

- Developing implementation guidance for TDM system completion at a regional level and providing TDM tools to support implementation.
    - *Note: This action is underway and is the "Draft TDM and TSMO System Completeness Report (2024)" summarized below.*
- Considering how the plan amendment and development review processes could support citywide and county-wide TDM programs.
    - *Note: This is underway but very much still being ironed out at the state and regional level as part of the Plan Amendment process pre the new RMPU process.*

### Draft TDM and TSMO System Completeness Report (2024)

Description: This document aims to fulfill the action to develop implementation guidance for TDM system completion called for in the Regional Mobility Policy for Metro to carry out. It is being drafted by a consultant team, the latest draft available in April 2024.

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Overview: The draft report outlines the concept of System Completeness for Transportation Demand Management (TDM) and Transportation System Management and Operations (TSMO) within the context of regional transportation planning. It serves as a guide for city and county planners to incorporate TDM and TSMO strategies into their transportation system plans (TSPs) and comprehensive plan amendments. The document introduces the updated regional mobility policy, defines system completeness, and then explains how system completeness will play a role in planning processes.

The framework illustrates a step-by-step process through which jurisdictions can achieve higher system completion:

- **Baseline**: Identifying gaps in their TDM/TSMO systems as well as specific actions or strategies (especially funding) to fill those gaps
- **Defined**: Implementing funded priority projects identified by TDM/TSM plan to address gaps and monitoring performance against target
- **Optimized**: Actively implementing plans to address the identified gaps and are iterating to achieve stated objectives and targets.

The document also emphasizes tailoring strategies to local conditions and ensuring equitable access to transportation options, particularly for marginalized communities. Additionally, the document illustrates ways that Metro Staff, which may include members of the RTO team, can support local cities and counties comply with Mobility Policy requirements and advance system completion (see pg. 27):

- Consultation during development of TSPs and TSP amendments on implementation of mobility policy
- Coordination and knowledge sharing among regional partners.
- Funding opportunities to support TDM and TSMO efforts.
- Additional tools, resources, and direct services offered by metro that support TDM and TSMO implementation in the region.

The document provides additional context for each of these above items.

#### 3.3.3 Regional motor vehicle network (chapter 3, pg. 88)

Notably, Policy 10 references demand management as one of the methods that jurisdictions must employ before any new arterial street capacity is added. Demand management strategies can be used on many regional corridors where new arterial street capacity is proposed.

- **"Policy 10**. Prior to adding new arterial street capacity beyond the planned system of motor vehicle through lanes, demonstrate that system and demand management strategies, including access management, transit and freight priority, transit service, and multimodal connectivity improvements cannot adequately address identified needs consistent with the Congestion Management Process and Regional Mobility Policy."

#### 3.3.4 Congestion management process (chapter 3, pg. 98)

The RTP's Congestion Management Process (CMP) describes how transportation demand management strategies can be deployed to efficiently balance capacity with demand. The RTP contains a toolbox of potential CMP strategies that may be within the scope of TDM or the RTO program.

- Travel information and incentive strategies including commuter travel options programs, household individualized marketing programs, car-sharing and eco-driving techniques, safe routes to school programs, and ridesharing (carpool, vanpool) services.

#### 3.3.11 Transportation Demand Concept and Policies (chapter 3, pg. 157)

This section describes the role of Regional Travel Options in supporting TDM work in the region through funding with its partners and engagement programs, highlighting the successfulness of the program. However, the RTP notes the following needs of current TDM activities:

- Inclusion of planned and budged TDM activities in capital system improvement projects to ensure people are aware of new travel options available to them.
- Planning to define how TDM is to be implemented at a local level.
- Expansion and coordination of TDM programs at the state, regional, and local levels to ensure programs exist and are effective in reducing VMT levels.

The RTP includes the following TDM policies, which provide the basis for the regional TDM strategy project:

- **"Policy 1**. Develop and refine regional and local TDM policies and implementation plans to help reach climate, mobility, and modal targets.
- **Policy 2**. Provide adequate TDM resources and programming to meet the public's specific mobility needs for employment, education, and essential services.
- **Policy 3**. Provide and deliver TDM programming at a variety of scales: state, regional and local.
- **Policy 4**. Improve access to travel choices and eliminating barriers for marginalized communities, with a focus on communities of color and people with low incomes." (chapter 3, pg. 158)

### 5.2 Funding the Transportation System (chapter 5, pg. 6)

Metro is the organization through which much of regional transportation funding is organized and delivered to projects in jurisdictions throughout the Portland Region. The RTP estimates $25.5 billion in spending on capital projects with less than 1% of that dedicated to the information + technology category, where Metro RTO gets its funding.

### 6.3 RTP Projects and Programs (chapter 6, pg. 7)

#### 6.3.9 Transportation Demand Management Projects (chapter 6, pg. 41)

The RTP contains a list of transportation demand management projects that Metro can play a role in coordinating at the local, regional, and state levels. These projects and programs currently include activities such as supporting increased use of travel options such as walking, biking, carsharing, carpooling, and taking transit. Notably, this section only includes incentives and does not include mention of projects or programs that have the goal or effect of VMT reduction, such as transportation pricing measures. The projects are estimated to cost $102 million between 2023-2030 and $195 million between 2031-2045. The following projects and programs are included under the program:

- TDM projects
- Individualized marketing participation
- Commuter program participation
- Public awareness marketing campaign
- Provisions of travel options support tools

### 7.6 Climate and Environment (chapter 7, pg. 23)

Chapter 7 of the RTP describes regional transportation performance measures. The RTP highlights the importance of state-mandated regional climate targets and the role of projects and programs in the RTP in achieving them. The RTP aims to reduce greenhouse gas emissions and VMT by 25% by 2040, by 30% by 2045, and by 35% by 2050. Metro conducted an analysis and found that the region would not be able to meet its daily VMT targets with the current RTP investments alone. The RTP contends that demand management, increased pricing, and investing resources in alternatives to driving play a key role in meeting regional climate targets, especially if funds from demand management activities are reinvested in greenhouse gas emission reduction strategies.

### 8.2.2.7 Regional Travel Options (RTO) and Safe Routes to School Programs (chapter 8, pg. 12)

The RTP provides the following description for how the RTO Program should be implemented:

"The Regional Travel Options Program implements RTP policies and the Regional Travel Options Strategy to reduce drive-alone auto trips and personal vehicle miles of travel and to 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 trip reduction, Community-based travel options, and Safe Routes to School."

The following strategies employed by Metro's RTO Program can play a role in advancing the RTP goals:

- Regional policy development
- Funding local program implementation
- Technical assistance and regional program administration

### 8.4.2.2 Travel Activity Data (chapter 8, pg. 89)

Another Metro program, the Oregon Travel Study, surveys regional travel behavior to better understand trends and help assist regional transportation planning. Coordination with this program may help RTO better deploy resources to communities that may be underserved by the RTO program or may have limited knowledge of their travel options.

*Note: The Oregon Travel Study presents a major future opportunity; results of the new study should be shared by fall of 2024 which may not align with Phase I of this project, but the updated OTS can inform Phase II of this project (understanding trends in travel behavior, setting informed regional targets).*

## 2014 Climate Smart Strategy

Published by: Metro

Date (s): December 14, 2014

Description: The 2014 Climate Smart Strategy (CSS) is a document outlining a set of policies and actions guiding how the Portland metro area can reduce greenhouse gas emissions. Metro was required to develop and implement a strategy to reduce per capita greenhouse gas emissions from vehicles by 2025 in response to a 2009 mandate from the Oregon Legislature

Summary: The Climate Smart Strategy may contain tools for TDM planners and Metro RTO to use that help achieve regional climate goals.

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## Climate Smart Strategy Policies

The Climate Smart Strategy seeks to demonstrate leadership on climate change. The following policy directly relates to the TDM/ RTO strategy:

1. "Provide information and incentives to expand the use of travel options" (pg. 9)

The CSS also provides additional details with measurable objectives, and strategies that can be implemented to achieve those goals. The following table lists goals, associated objectives, and key strategies, as well as costs by 2023 for items relevant to TDM or the RTO program.

*Table 2. Climate Smart Strategy Goals Relevant to TDM and RTO*

| Goal | Objectives | Key Strategy | Cost to Implement By 2023 |
|---|---|---|---|
| Provide information and incentives to expand the use of travel options | Share of households participating in individualized marketing programs (existing)<br><br>Share of the workforce participating in commuter programs (existing) | • Public Awareness Strategies<br>• Commuter Programs<br>• Individualized Marketing<br>• Travel Options Support Tools | $185 million |

*Note: RTO staff have been directed to provide better benchmarking and measurement of performance objectives contained in the CSS as a part of this project and are also informed that they can adjust them as needed to suit prevailing priorities. In particular, the Individualized Marketing measure is not as relevant today and has become difficult to measure as a program. It is Metro's intention that this project will inform any updates to the CSS in alignment with the TDM Strategy.*

The remaining portion of the CSS describes potential actions that local jurisdictions can use to reduce greenhouse gas emissions, several of which are relevant for TDM and Metro RTO. Table three includes a summary with actions that are either most relevant or strong connection to a RMPU policy in bold:

*Table 3. Climate Smart Strategies Toolbox of Potential Actions Relevant to TDM and RTO*

| Action | Timeframe | Responsible Party | Supporting Goal | Page |
|---|---|---|---|---|
| Support reduced fares and service improvements for low-income families and individuals, youth, older adults and people with disabilities | Near-term (2017-20) | • Metro, Cities and Counties | 2 | 36 |
| Make funding for access to transit a priority | Near-term (2017-20) | • State, Metro, Cities and Counties | 2 | 36 |
| Link active transportation investments to providing transit and travel information and incentives | Near-term (2017-20) | • Cities and Counties | 3 | 39 |
| Adopt Statewide Transportation Options Plan with funding strategy to implement | Immediate (2015-16) | • State | 6 | 44 |
| Deploy statewide eco-driving educational effort, including integration of eco-driving information in driver's education training courses, Oregon Driver's education manual and certification programs | Immediate (2015-16) | • State | 6 | 44 |

| Action | Timeframe | Responsible Party | Supporting Goal | Page |
|---|---|---|---|---|
| Review EcoRule to identify opportunities to improve effectiveness | Immediate (2015-16) | • State | 6 | 44 |
| Increase state capacity and staffing to support on-going EcoRule implementation and monitoring | Immediate (2015-16) | • State | 6 | 44 |
| Deploy video conferencing, virtual meeting technologies and other communication technologies to reduce business travel needs | Immediate (2015-16) | • State | 6 | 44 |
| Partner with TriMet, SMART and media partners to link the Air Quality Index to transportation system information outlets | Immediate (2015-16) | • State | 6 | 44 |
| Promote and provide information, recognition, funding and incentives to encourage commuter programs and individualized marketing to provide employers, employees and residents information and incentives to use travel options | Near-term (2017-20) | • State | 6 | 44 |
| **Integrate transportation demand management practices into planning, project development, and development review activities** | **Near-term (2017-20), Immediate (2015-16)** | • **State, Metro, Cities and Counties** | **6** | **44** |
| Integrate promotion of workplace charging, carsharing, and new people mover services into employer-based outreach programs that encourage transit, walking, bicycling and carpooling | Near-term (2017-20) | • State, Metro | 6 | 44 |
| Integrate education about vehicle and fuel efficiency into public awareness strategies such as eco-driving promotion | Near-term (2017-20) | • State, Metro | 6 | 44 |
| Integrate education about carsharing programs into public awareness strategies | Near-term (2017-20) | • State, Metro | 6 | 44 |
| Continue implementing Regional Travel Options Strategic Plan | Immediate (2015-16) | • Metro | 6 | 44 |
| **Seek Metro Council/JPACT commitment to invest more regional flexible funds to expand direct services and funding provided to local partners (e.g., local governments, transportation management associations, and other community-based organizations) to implement expanded education, recognition and outreach efforts in coordination with other capital investments** | **Immediate (2015-16)** | • **Metro** | **6** | **44** |
| Provide funding and partner with community-based organizations to develop culturally relevant information materials | Immediate (2015-16) | • Metro | 6 | 44 |
| **Develop best practices on how to integrate transportation demand management in local planning, project development, and development review activities** | **Immediate (2015-16)** | • **Metro** | **6** | **44** |
| Expand on-going technical assistance and grant funding to local governments, transportation management associations, business associations and others to incorporate travel information and incentives in local projects | Near-term (2017-20) | • Metro | 6 | 44 |

| Action | Timeframe | Responsible Party | Supporting Goal | Page |
|---|---|---|---|---|
| Establish an on-going individualized marketing program that targets deployment in conjunction with capital investments being made in the region | Near-term (2017-20) | • Metro | 6 | 44 |
| Begin update to Regional Travel Options Strategic Plan in 2018 | Near-term (2017-20) | • Metro | 6 | 44 |
| Clarify that e-bikes are part of the regional toolkit of travel options | Near-term (2017-20) | • Metro | 6 | 44 |
| Encourage regional carsharing services to increase their use of electric vehicles and other clean fuel alternatives | Near-term (2017-20) | • Metro | 6 | 44 |
| Continue implementing adopted transportation system plans | Immediate (2015-16) | • Cities and Counties | 6 | 45 |
| Advocate for increased state and regional funding to expand direct services provided to local partners (e.g., local governments, transportation management associations, and other non-profit organizations) to support expanded education, recognition and outreach efforts in coordination with other capital investments | Immediate (2015-16) | • Cities and Counties | 6 | 45 |
| Host citywide and community events like Bike to Work Day and Sunday Parkways | Immediate (2015-16) | • Cities and Counties | 6 | 45 |
| Provide incentives for new development over a specific trip generation threshold to provide travel information and incentives to support achievement of EcoRule and mode share targets adopted in local and regional plans | Near-term (2017-20) | • Cities and Counties | 6 | 45 |
| Partner with businesses and/or business associations and transportation management associations to implement demand management programs in employment areas and centers served with active transportation options, 15-minute or better transit service, and parking management | Near-term (2017-20) | • Cities and Counties | 6 | 45 |
| Expand local travel options program delivery through new coordinator positions and partnerships<br>with business associations, transportation management associations, and other non-profit and<br>community-based organizations | Near-term (2017-20) | • Cities and Counties | 6 | 45 |
| Expand employer program capacity and staffing to support expanded education, recognition and outreach efforts | Immediate (2015-16) | • Special Districts | 6 | 45 |
| Provide monetary incentives such as parking cash-out and employer buy-back programs | Near-term (2017-20) | • State | 7 | 46 |

### Performance Measures (pg. 56)

In addition to potential actions that local jurisdictions can employ to reduce greenhouse gas emissions, the CSS posits the following performance measures to measure the effectiveness of transportation incentives and individualized marketing efforts.

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*Table 4. Climate Smart Strategies Performance Measures Relevant to TDM and RTO*

| Measure | Baseline | 2023 Performance Monitoring Target |
|---|---|---|
| Share of households participating in individualized marketing programs (existing) | 9% | 45% |
| Share of the workforce participating in commuter programs (existing) | 20% | 30% |

# Review and Summary of Strategy Documents

## 2018 RTO Strategy

Published by: Metro

Date (s): May 24, 2018

Description: The RTO Strategy defines a ten-year mission, goals, and objectives to coordinate, implement, and evaluate efforts that help achieve regional air quality, transportation, equity, and livability goals of the RTO program.

*NOTE: This documents where Metro RTO has been (except for the Racial Equity Strategy and Commute Plan). Metro expressed in the RFP and the consultant scope a need to evolve as a program.*

Summary: The Strategy notes the inability of the RTO program to reach a large portion of the region's population and directs Metro Staff and TPAC to form new partnerships to reach new audiences. In particular, RTO would increase partnerships with local government agencies, school districts, community-based organizations, and the private sector. The strategy notes the following current RTO Project categories:

- Employer-based services shift commute travel behaviors to non-SOV modes (such as walking, biking, carpooling, vanpooling, public transit use) by marketing through employers.
- Community-based services shift travel behaviors away from SOV use for non-commute travel through community-based events and activities.
- Safe Routes to School programs seek to shift school travel to non-SOV modes for K-12 school schools through education, encouragement, enforcement, and engineering approaches.
- Traveler information and services create new sources of information to help people become aware of and use non-SOV modes
- Planning projects develop a local approach for implementing RTO programs

Key takeaways: The Strategy has the following policies and goals to strengthen the RTO Program:

1) Increase access to and use of travel options to reduce vehicle miles traveled, provide cleaner air and water, improve health and safety, and ensure people have choices for traveling around the region.
2) Reach existing and new participants more effectively by expanding the RTO program and working with new partners.
3) Encourage families to walk and bicycle to school safely by implementing a regional Safe Routes to School (SRTS) program.
4) Measure, evaluate, and communicate the RTO program's impacts to continually improve the program.

Lessons learned: The RTO Strategy makes note of several parts of the RTO Program that could use improvement and describes how that could take place:

- Restructuring the competitive grant program into a results and capability-based funding allocation, enabling Metro to provide more reliable funding to proven partners.
- Actively developing deeper and additional relationships with local governments and community organizations to engage new audiences and expand program reach.
- Creating a fund for innovative projects that address transportation system inequities faced by people of color, older adults, youth, and people with disabilities or that test new technologies to provide greater access to travel options in the region.
- Outlining a structure for the new regional SRTS program that involves coordination and collaboration, program development and technical assistance, and direct program delivery.
- Bolstering the Collaborative Marketing Group to serve as the outreach, technical assistance, and information sharing arm of the RTO program for all organizations conducting travel options work throughout the region.
- Creating funding opportunities for partners to conduct their own marketing campaigns and pilot projects.

Relevant information for the goals/objectives: It will be important for the goals and objectives to describe partnerships between Metro RTO and outside organizations. Otherwise, review the policies and goals above that are designed to strengthen the RTO Program.

## 2022 Regional Travel Options Racial Equity Strategy

Published by: Metro

Date (s): July, 2022

Description: This strategy presents Metro's Regional Travel Options (RTO) program's commitment to advancing racial equity in travel options within the Portland Metro region. It outlines the alignment of this strategy with existing regional plans, including the 2018 Regional Transportation Plan (RTP) and Metro's Strategic Plan to Advance Racial Equity, Diversity & Inclusion. The document describes the development process of the RTO Racial Equity Strategy in response to the global COVID-19 pandemic and racial reckoning, involving a year-long strategy and action plan development process led by Anita Yap of MultiCultural Collaborative.

Summary: The strategy outlines Metro's RTO program's efforts to advance racial equity in travel options within the Portland Metro region. It details the development process of the RTO Racial Equity Strategy, including a Best Practices review, staff racial equity assessment, and focus groups with highly impacted communities. The strategy includes four goals and associated outcomes to address barriers and burdens faced by Black, Indigenous, and people of color (BIPOC) communities in accessing travel options. It also highlights accountability and implementation measures, including quarterly report-outs on progress and integration into Metro's existing plans and policies. The following are the goals of the Racial Equity Strategy:

- **“Goal 1**: Metro’s RTO program addresses community identified barriers to, and burdens on, Black, Indigenous and people of color (BIPOC) in accessing travel options
- **Goal 2**: Metro RTO funded travel options programs that are designed for BIPOC communities are developed and delivered in collaboration with BIPOC communities
- **Goal 3**: Metro’s RTO program generates long term opportunity for BIPOC communities to grow wealth through improved access from transportation investments” (pg. 4-5)

Each of these goals includes related actions (see pg. 7). The RTO Strategy should include each of these actions to ensure that racial equity efforts are moving forward at the program:

- "Identify gaps in grantee programming to address barriers and implement programming led by Metro; using data, research and funding to pilot concepts that could scale up
- Develop a language access program within RTO for Metro-led programs and grantees
- Continue racial equity focused research, building on 2019 focus groups to continue identifying barriers and potential strategies to address them
- Explore how RTO can support programs that enhance safety on transit through non-armed and culturally trained staff – building on Portland Streetcar, TriMet and Portland Street Response programs
- Provide qualitative and quantitative information from Metro research (and outside research) on barriers and burdens identified by communities of color in greater Portland to grant applicants as they develop their proposals.
- Explore opportunities for funding specific barriers through Infrastructure and Innovation grant category that may address the built environment within RTO funding eligibility (i.e. lighting)
- Develop racial equity performance measures/evaluation criteria on RTO program's reduction in identified barriers
- Develop a Racial Equity Capability Index. Along with TDM Capability Index, help partners advance in both and prioritize partners with higher capability in both as part of the RTO grant program. Start out as a simple self-assessment with grant application, develop with partners into a more robust tool.
- Learn from the Community Placemaking grant program strategies for inclusive engagement, which could include: hiring community liaisons to help inform and engage potential partners; creating different types of application submission options
- Develop training series for grantees on applying for grants, reporting, and racial equity outcomes. Offer a few at the beginning of the 3 year cycle and smaller sessions annually.
- Develop a process for direct contracts vs. grants with organizations high on racial equity capability index and emerging or new partners. Provide access to funds with a lower barrier than a grant, as well as work on Metro-led pilot initiatives to address known barriers or fill gaps in grantee programming
- Add evaluation of level of funding going toward culturally specific and BIPOC-led organizations
- Develop inclusive process for diverse grant review committee, with a focus on inclusion of those with lived experience with racism. Include implicit bias training for all committee members. Learn from other departments and grant programs at Metro.
- Provide 'meet and greet' opportunities between smaller organizations and Core Partners to connect on opportunities before grant solicitation
- Provide more outreach and engagement to community based and culturally specific organizations to better understand and access the program
- Provide support for Core Partners on community engagement with BIPOC communities, employers, and workers
- Determine internal review process for racial equity strategy. Engage with Metro DEI team for direction on review of strategy and outcomes.
- Develop racial equity outcomes for Multiple Accounts Evaluation Framework, review with DEI and align with existing outcome measurement at Metro
- Determine external review strategy of the RTO program's impact in meeting our racial equity goals and outcomes; specifically from communities of color
- Refine RTO Commuter program equity outcomes as well as RTO Community program development. Focus on defining the barriers we are trying to address within each program area.
- Explore ways to expand the employer pass program, particularly partnering with affordable housing agencies and other existing Metro workforce partners. Determine how Metro plays a role in prioritizing certain categories of workplaces.
- Determine RTO role in vanpool or local shuttles for community – particularly for non-commute trips, and for connecting workers to jobs outside of the Metro boundary
- Determine RTO role in regional discussions with large employers that require a labor force from around the region to underscore the importance of providing equitable travel options
- Explore dedicating a portion of grant funding for Core & SRTS partners toward working with a racial equity consultant, depending on partner's racial equity self-assessment or placement of the Racial Equity Capability Index

- Provide clear directions, definitions, and expectations for racial equity activities in grant application – tie to existing Metro policies
- Regularly convene existing and past grantees to share program improvements, challenges and opportunities
- Convene Core Partners to explore opportunities to create a shared racial equity data collection and analysis framework, which can inform the Racial Equity Capability Index, outcome evaluation in Multiple Accounts Evaluation Framework, etc.
- Provide general and on-going racial equity/racial equity in transportation trainings for staff and partners. Develop training continuum and operationalization expectations that connect to grant deliverables. Use Racial Equity Capability Index to support development of training continuum.
- When developed, apply Racial Equity Capability Index to overall Metro RTO program, report out to partners during evaluation of RTO program
- Collaborate and be responsive to other Metro policies and programs to refine actions and determine roles (including DEI, RTP, TSMO, Housing, Community Placemaking, etc.)
- Develop communications plan for new program initiatives, possibly a quarterly newsletter that highlights staff and the program, project examples, provides resource links and a calendar of upcoming events or opportunities
- Ensure RTO staff are trained and using Metro's Racial Equity Framework on any Metro-led RTO initiative to ensure it advances racial equity as defined by the agency
- Utilize Metro's decision-making framework and action plan on policing and use of carceral systems to evaluate our funding and impact on enforcement of the transportation system
- Evaluate Metro-led initiatives work toward racial equity outcomes and metrics for RTO and P&D, as well as within grantee program evaluation
- Add evaluation of level of funding toward organizations at different levels on the Racial Equity Capability Index, tracking progress of organizations moving up in both Racial Equity & TDM Capability Indices"

Key takeaways:

- Metro's RTO program is committed to advancing racial equity in travel options in the Portland Metro region.
- Racial equity will be integrated into the 2023 RTO grant application process and in the 2024 RTO Program Evaluation.
- Accountability and implementation measures include quarterly report-outs on progress and integration into existing plans and policies.
- The strategy analyzes the 2018 RTP in how each of its goals aligns with the four equity goals and highlights key strategies.
- Explore opportunities for more fiscal sponsorship and subcontracting to culturally specific organizations with embedded equity elements such as: requirements for timely payments, evaluating reasonable grant funding for CBO's, fiscal sponsor's commitment to racial equity, criteria for subcontracting organizations that builds their capacity to apply directly in the future
- Ensure expectations around subcontracting, federal funding requirements, overhead rates, and grantee reporting are clear and offer technical assistance for new and smaller organizations

Lessons learned:

- Meaningful engagement with stakeholders and communities of color is essential for developing effective strategies to advance racial equity in travel options.
- Clear goals and accountability measures are necessary to ensure progress towards racial equity outcomes.
- Integration with existing plans and policies can strengthen the impact of racial equity strategies and ensure alignment with broader regional goals.

Relevant information for the goals/objectives: These goals and actions from the Racial Equity Strategy should be incorporated into the RTO Program Evaluation, RTO engagement efforts, the Regional Strategy, and the RTO Strategy.

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### 2022 Commute Program Action Plan & 2023 Regional Employer Framework

Published by: Metro

Date (s): May, 2023

Description: The Commute Action Plan provides an overview of Metro's RTO program, which seeks to change travel behavior through TDM initiatives and outreach.

Summary: The Commute Action Plan identifies challenges in engaging employers and commuters effectively and outlines the process of developing the Commute Program Action Plan to address these challenges. The Action Plan aims to enhance commuter programming, prioritize equity, increase regional collaboration, and collect data to demonstrate the program's impact.

Key takeaways:

- The Commute Program Action Plan was developed to improve the efficiency and effectiveness of commuter programming through research, stakeholder engagement, and goal setting.
- Challenges include labor shortages, funding constraints, and a lack of clarity on monitoring and evaluation frameworks.
- Stakeholders expressed interest in policies supporting sustainable commute options and collaboration between Metro and transportation agencies.
- Successful strategies for changing employee behavior include transit passes, end-of-trip facilities for cyclists, and carpooling/vanpooling.

Lessons learned:

- Collaboration among stakeholders is crucial for the success of commuter programming.
- Addressing challenges such as labor shortages and funding constraints requires innovative solutions and strong leadership.
- Prioritizing equity in commute programs is essential to ensure accessibility for all commuters.
- Data collection and evaluation are necessary to demonstrate the impact of commuter programming and refine strategies over time.

Relevant information for the goals/objectives: Given the lack of clarity on monitoring and evaluation frameworks for commuter programs, it may be valuable to include goals and objectives that seek to establish and improve those frameworks.

## Review and Summary of Assessment- and Evaluation-Related Documents

### 2019 TDM Needs & Opportunities Assessment

Published by: Metro

Date (s): August, 2019

Description: The program evaluation assesses Metro RTO's TDM activities, focusing on enhancing transportation services and offerings, particularly for underserved communities. It describes the development of a TDM inventory conducted by Steer, contracted by Metro, and the subsequent expansion of this inventory to identify gaps and opportunities in TDM programming. It also describes TDM opportunities and needs for areas throughout the Metro boundary.

Summary: The report discusses the evolution of the RTO Strategy to include equity goals, the purpose of the study to assess TDM programming in the region, and its structure. It elaborates on the methodology, including the assessment framework involving three indices: Equity, Safety, and TDM. It also outlines how TDM need and opportunity were defined, considering demographics, safety, TDM programming, accessibility, infrastructure, and strategic partnerships. Additionally, it mentions the inclusion of a gentrification analysis to balance opportunity scores.

Key takeaways:

- The RTO Program aims to enhance transportation services, particularly for underserved communities.
- The Division/Powell Corridor is the area with the highest need and opportunity score
- The analysis component of this assessment illustrates the challenge of measuring/analyzing travel option programs.

Lessons learned:

- Integrating equity goals into transportation initiatives is crucial for serving diverse communities effectively.
- A comprehensive assessment framework, including multiple indices, provides a nuanced understanding of transportation needs and opportunities.
- Considering factors like safety, accessibility, and partnerships is essential for developing effective TDM strategies.

Relevant information for the goals/objectives: Targeting TDM work in areas of high TDM opportunity or need may be an impactful way to run the RTO program.

## 2019 RTO Survey

Published by: DHM Research

Date (s): October 29, 2019

Description: The document presents findings from a survey conducted to understand transportation modes and behaviors among Metro residents, focusing on differences across racial and income groups. The survey aimed to inform strategies for promoting alternative transportation options and reducing single-occupancy vehicle (SOV) use, particularly among higher-income, older than 65, and white residents.

Summary:

- Driving alone is the most common mode of travel for both people of color and white residents, with similar rates across ethnic groups.
- Larger households tend to drive more, and income influences driving behavior, with higher-income residents driving alone more frequently and also using alternative modes like biking and ride-hailing.
- Younger residents are more likely to use alternative transportation modes such as carpooling, biking, and walking.
- Metro residents typically use multiple modes of transportation, with driving alone being common for various types of trips.
- Certain Regional Transportation Options (RTO) programs, such as safety enhancements and street improvements, are rated as helpful in reducing driving, particularly among lower-income and non-white residents.

Key takeaways:

- Driving alone is prevalent among Metro residents, regardless of race, but income and household size influence driving behavior.
- Younger residents are more open to alternative transportation modes.

- RTO programs focusing on safety enhancements and street improvements are effective in promoting alternative transportation, especially among lower-income and non-white residents.

Lessons learned:

- Transportation behaviors may be influenced by factors such as income, household size, and age.
- RTO programs such as traveler information about transportation options are helpful in motivating drivers to drive less or support others who already do.

Relevant information for the goals/objectives: Strategies to promote alternative transportation should consider demographic differences in transportation behaviors and preferences. Certain RTO strategies could target different age groups, genders, etc.

## 2016 and 2019 RTO Program Evaluations

Published by: Nelson Nygaard, Metro

Date (s): 2016, 2019

Description: Evaluations of Metro's RTO Program. Includes information on how the region is doing and where outreach about travel options may be targeted. It highlights certain accomplishments of the program and shows how they have reduced VMTS or otherwise helped with travel demand management. Evaluations of the program were performed in 2016 in partnership with a consultant and again in 2019 with an internal team at Metro.

### 2016 Evaluation

Summary: The following accomplishments were described by the program:

- Go Lloyd Lloyd District (pg. 10). SOV trip reduction by 30%, installation of new bike parking
- Swan Island TMA North Portland (pg. 10). Initiatives included travel kiosks, individualized marketing program, marketing campaign for transit subsidy program
- Westside Transportation Alliance Washington County (pg. 10). Implemented bike parking best practices, last mile feasibility study, and Comove App.
- E-Bike Research Transportation Research and Education Center (TREC) (pg. 11). Conducted a study providing employees with access to e-bikes, resulting in reduced barriers to cycling participation, increased comfort on bicycles, and encouragement for more bicycle trips.

Key takeaways:

- Transportation Management Associations (TMAs) in partnership with Metro are implementing diverse strategies to reduce SOV trips and promote alternative transportation modes.
- Initiatives range from infrastructure improvements like bike parking to marketing campaigns and innovative technologies such as the Comove App and e-bikes.
- E-bikes, in particular, have been shown to effectively reduce barriers to cycling, increase comfort, and encourage more bicycle trips.

Lessons learned:

- Combining infrastructure improvements with marketing campaigns and innovative technologies can effectively promote alternative transportation.
- E-bikes play a significant role in encouraging cycling participation and reducing reliance on SOV trips.

- Standardize reporting by using an online reporting tool, requiring quarterly, annual, and end-of-grant reporting, providing examples of best practices reporting, and identifying data collection metrics, span, and frequency at project start
- Integrate surveys into projects by providing survey tools, developing survey templates for typical programs, assisting in development of survey methodology and sampling plans, and adding demographic questions to surveys.
- Expand ECO survey validation and expansion by identifying causes of ECO survey number declines, encouraging more employers to participate in ECO survey samples, coordinating with TriMet and DEQ on data transfer and cleaning, and analyzing representativeness of ECO survey data.
- Improve communication of results by developing an online dashboard for data sharing with RTO partners, employers, and general public and requiring grantees to include stories as part of annual reporting.
- Modify grant select criteria by including context score and current non-SOV rate and integrating Metro equity work.

Relevant information for the goals/objectives:

- Organizations seeking to reduce SOV trips and promote alternative transportation should consider implementing a combination of infrastructure improvements, marketing initiatives, and innovative technologies like e-bikes.
- Strategies should aim to address barriers to cycling participation and increase comfort levels, potentially leading to a greater uptake of alternative transportation modes.

### 2019 Evaluation

Summary: The following accomplishments were described by the program:

- Grantees reported more actions, more participants, and more partnerships among organizations delivering projects and over 1700 events.
- Quantitative results, including new walking and biking trips, metric tons of CO2 reduced or prevented, auto trips reduced or prevented, vehicle miles reduced or prevented, and dollars saved.

Key takeaways:

- Metro staff increased reporting from grantees due to reporting requirements and increased efforts by Metro staff to improve data collection; however, data is still at low levels with about 20% of grantees reporting on behavior change data.

Metro described the following as improvements that the RTO program can use to advance the program:

- “Clarify expectations for Employer Support, Programs/Campaigns, Safe Routes to School and Wayfinding/Infrastructure as unique project types to improve future project evaluation.
- Provide grantees with more guidance on how to set measurable targets to collect more information about long-term travel behavior change.
- Align the grant program with Metro’s Racial Equity Strategy by elevating projects to expand access to travel options in communities of color.
- Maintain diversity in the RTO project portfolio between project types to encourage creative and innovative projects from broad group of partners.
- Build connections between the RTO grant program and other Metro-led studies and initiatives to achieve a cohesive plan of action for the region.” (pg. 5)

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# Oregon Metro Regional Transportation Demand Management Assessment and Strategy Development – Regional Framework Considerations

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# Introduction

Metro has led the region's Transportation Demand Management (TDM) efforts since the 1990s, when the Regional Travel Options (RTO) program was established. Until recently, the RTO Strategy has primarily served as a strategy document to direct TDM funding. In 2023, a newly adopted Regional Transportation Plan (RTP) provided new policy direction regarding TDM and identified the need for clearer direction regarding how TDM should be implemented. The new RTP requires a greater commitment from the region's cities and counties to implement TDM activities and recognizes the important role played by non-profit organizations in delivering TDM services. To inform the Regional TDM Strategy and an update to the RTO strategy, this research draws on lessons from peer programs to develop consideration for the regional program framework.

Alta conducted TDM plan reviews, online research, and interviews with the host agencies of two regional programs: the Atlanta Regional Commission and Central Pines Regional Council (CPRC, formerly Triangle J Council of Governments). Both agencies offer significant grant programs to advance TDM goals in their regions and the review yielded lessons for Metro summarized in the program framework considerations.

# Program Framework Considerations

## Overall Best Practices

1) **Expand beyond traditional TDM by creating guidance on where the program and its partners should focus their efforts. This can be done by identifying and clarifying thematic or geographic focus/emphasis areas and providing services and funding to cover those.**
   With TDM expanding beyond the traditional commuter and trip reduction focus to address broader mobility needs, it is important to provide guidance and priorities to partners. Both organizations took different approaches to identifying gaps in the current programming and defining where they and their partners should focus TDM efforts to reach regional goals.
   a. ARC's regional plan process, which included an equity analysis, resulted in recommendations to expand its program and direct resources to the following specific focus areas to address gaps in existing programming: Residential Outreach, Industry Outreach (essential workers/non-office workers), Flexible Mobility Needs (responding to hybrid workforce not being adequately served by commuter benefits, pass programs, etc.), and Tailored Marketing to Diverse Audiences.
   b. CPRC has been using primarily a geographic approach to identify areas where TDM is most effective and areas where equity needs are highest to guide implementation partners on where to focus their efforts.

2) **Identify opportunities to leverage existing partnerships to advance TDM.**

   Both programs leverage or intend to leverage existing partnerships the agencies have through other programs to increase the reach of the TDM program. This approach acknowledges the overlap of stakeholders with other initiatives and builds on existing relationships.
   a. ARC is expanding partnerships and leveraging marketing connections with transit agencies to advance TDM. The 2023 regional plan also recommends taking advantage of the Livable Center Initiatives' relationships with employers, schools, and CIDs to further TDM programming and to build TDM into new

investment strategies, such as Safe Routes to School. Finally, the program aims to expand partnerships with workforce development agencies, economic development agencies, municipalities, and CIDs to extend the reach and impact of TDM in the region.

b. CPRC staff uses SRTS partnerships to further TDM and vice versa.

**3) Adding new/non-traditional TDM partners to the program requires investments in capacity building and resource development.**

In addition to lacking TDM expertise, non-traditional partners often lack the staffing capacity and knowledge to work on complex grant applications and comply with stringent reporting requirements.

a. CPRC simplified its grant application for its equity grant program to two pages and provides one-on-one support to applicants. Their data specialist works closely with grantees to ensure that the required evaluation focuses on data relevant to their programs and strategies. This avoids placing an undue burden on the grantees.

b. ARC hired additional staff to work with new community partners and developed additional technical resources and support.

**4) Clearly articulate evaluation goals and metrics and provide resources and guidance for evaluation activities. Report results to stakeholders and the public.**

TDM programs across the country struggle to reconcile the goal and necessity of measuring their impact with the need to minimize the burden of data collection and processing for TDM implementers. This conflict becomes even more pronounced when working with new partners that have fewer resources, knowledge, and capacity to collect and track data.

- ARC requires funding partners to collect and report specific metrics using a standardized process. Reporting requirements cover activities conducted and survey results from periodic employer surveys ARC requires as part of the funding agreement. TMA partners access ARC's regional database and enter data directly to fulfill their reporting requirements. ARC publishes a dashboard with the data and an annual report. ARC is currently working on ways to integrate the quality of engagement into its evaluation process to supplement quantitative measures.
- CPRC provides standardized spreadsheet tools for tracking and reporting the required program data for traditional grantees. Their data analyst meets with new equity program grantees to adjust the standard evaluation approach based on the metrics that are most important and attainable for the grantee to track. CPRC publishes an annual report highlighting the program's activities and successes.

**5) Integrate TDM policies into regional transportation planning and programming processes and influence local policy through education, coordination, and resource development.**

MPOs can integrate TDM into the decision-making processes, such as the Transportation Improvement Program (TIP) or complementary grant programs, and typically have influence over other regional planning processes. At the local level, they can act as a technical resource and facilitate discussions and information sharing among municipalities.

- ARC facilitates its Transportation Demand Management Coordinating Committee (TDMCC), a high-level advisory committee to the Transportation and Air Quality Committee (TAQC) and TDM implementers. It includes representatives from TMAs, government agencies, transit providers, community improvement districts, and non-profit organizations. Through this forum ARC is able to educate policy makers at all levels on TDM and weigh in on policy topics.
- ARC's regional TDM plan includes long-term goals such as collaboration with key transportation planning efforts to ensure that TDM strategies are included. Another priority action ARC identified in its 2023 TDM plan is working with municipalities on developing policy resources and facilitating discussions around integrating TDM into local development approvals.
- CPRC participates in an advisory capacity in the Oversight Committee (OC) for the Triangle Transportation Choices program. The OC is comprised of the program funders - NCDOT, Capital Area Metropolitan Planning Organization (CAMPO), and Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC MPO) - as well as one advisory member from the NC Department of Environmental Quality (DEQ) and one from CPRC. The committee ensures that funding priorities align with regional, state, and local transportation plans and priorities.

## Specific questions to further explore in the needs assessment

- What is the current role of TMAs and GPCOG and what it could be (strategy development)?
    - In Oregon, many TDM partnerships are not through TMA's. Does that constitute a gap (in program delivery, collaboration across the region, etc.)? Could/should we explore the value TMAs may bring to parts of the Portland Metro area as part of the Regional Strategy?
- Does reviewing ARC's core services, regional emphasis areas, and regional coverage (or division of responsibilities) uncover missing pieces for Oregon Metro?
- CRPC has an oversight committee, which includes funders, ARC has a TDM Coordinating Council with representatives from TMAs, government agencies, transit providers, community improvement districts, and non-profit organizations. Both help set direction and help increase the visibility of TDM in the region. Does Oregon Metro currently have such a body, if yes, would there be a benefit to reviewing the membership? If not, consider forming such a committee/council as part of the strategy. Including transit agencies in that group could improve relationships and collaboration.
- What additional resources do current and future partners need to be successful?

## Strategy development questions/recommendations

### Goal setting

- Should metro consider a CTR goal as part of the regional TDM strategy?
- Develop performance metrics that flow out of the goal setting process

### Programming

- What, if any, guidance should Metro provide in terms of where geographically TDM is most effective vs. where the highest equity needs are (CPRC example).

### Partnership framework and relationship management

- Consider a partnership framework that is more clearly defined (partner vs. grantee, how do TMAs, jurisdictions, and other entities fit in?).

- Consider a Metro CRM tool to manage relationships with internal and external partners and collaborators with a goal of having relationship coordination as a centerpiece of staff work, i.e. leading county/regional TDM groups (as an idea). This would also help leverage relationships other departments have with community partners (SRTS, for example). How does ODOT's Get There CRM tool fit into the picture?

### Evaluation

- Consider a central database for partner reporting of metrics and results.
- Consider developing an evaluation framework that uses an engagement funnel and collaborate with ODOT on the approach?
- Consider including societal benefits in impact tracking and reporting

### Grant program

- Consider CPRC's grant program structure when developing Metro's structure.
- CPRC and ARC are both setting pots funding available for equity pilots, consider as a strategy?

MEMORANDUM

# Peer Review 1: Atlanta Regional Commission TDM Program

## Program Overview and Regional Goals

ARC's Mobility Services Division operates the Atlanta Regional TDM program in the 20-county region with oversight by and funding from the Georgia Department of Transportation (GDOT). The division oversees the regional TDM plan, the regional Georgia Commute Options program (GCO), Employer Services (TMAs), and Georgia Commute Schools. The Employer Services program currently offers grants to six TMAs, which provide commute services in specific geographies. The TMAs include Shift (Atlanta Airport), Atlantic Station Access Program (ASAP), Clifton Corridor TMA (CCTMA), Livable Buckhead, Midtown Transportation, and Perimeter Connects. Historically, the program was focused on commuters, but in recent years it has expanded to address broader mobility needs in the region.

As of fall of 2024, the program is staffed with six FTE in house, ten FTE as part of the outsourced GCO outreach and marketing contract, and an estimated 40 additional staff who lend their expertise to the program on a part-time or time-limited basis.

## Regional TDM Goals

The 2050 Metropolitan Transportation Plan (MTP) describes TDM as an important regional function and continues to fund ARC's program. The plan's goals are:

- *Healthy, safe, livable communities in the Atlanta Metro area.*
- *Strategic investments in people, infrastructure, mobility, and preserving natural resources.*
- *Regional services delivered with operational excellence and efficiency.*
- *Diverse stakeholders engage and take a regional approach to solve local issues.*
- *A competitive economy that is inclusive, innovative, and resilient.*

Key metrics relevant to TDM include average travel time, mode choice for all trips, and delay costs. While the 2050 plan does not set targets for these metrics, the next MTP update may establish desired performance levels.

ARC updated its Regional TDM plan in 2023. The regional plan identifies the following goals for TDM in the region:

- Goal 1: Support a tailored approach for TDM services that serves a diverse range of social and economic mobility needs.
- Goal 2: Develop TDM services that address workforce development and job training needs.
- Goal 3: Implement TDM strategies that improve first- and last-mile connections through partnerships with transit agencies and other mobility service providers.
- Goal 4: Support TDM strategies that are flexible and tailored to the individual needs of employers and geographic areas.
- Goal 5: Support integrated communications strategies across a range of community partners to expand the reach of TDM services and maximize marketing opportunities.
- Goal 6: Leverage and diversify funding sources that support measurable and sustainable services and programs.

## Program Structure and Partnerships

The Regional Service Delivery Model for ARC's TDM program identified in the 2023 plan defines roles and partnerships, types of services (direct services vs. capacity building), and recommended services (existing core services vs. future priorities), as well as intended outcomes.

*Figure 1: Regional Service Delivery Model (2023 ARC Regional TDM Plan)*

## Primary Partners and Roles

Below is a list of primary program partners and their roles.

- **ARC:** ARC is the regional TDM lead and focuses on the following:
  - Conducting core services (evaluation, strategic planning, data analysis and mapping, regional leadership) and leading capacity building for future emphasis areas (community partner engagement, planning and programming, land use and development).
  - Convening stakeholders, conducting research, developing tools/resources, providing policy guidance, and promoting TDM to partners and policymakers.
  - Administering grants to TMAs.
  - Managing the regional rideshare/ridematching platform, including the technology platform, maintenance, and training.
  - Overseeing and contracting for the Georgia Commute Options program (GCO). The GCO program currently has five worksite advisors and four community outreach specialists and is staffed by a consultant.
  - ARC currently also operates the City of Atlanta's equity-focused e-bike rebate program.
  - Conduct a regional commuter survey every four to five years.
- **Georgia Commute Options:** The GCO program, implemented by a consulting team through a contract with ARC, provides direct services to commuters and K-12 students to change travel behavior and has begun expanding to previously underserved emphasis areas (residential, industry, tailored marketing and communications, and adaptation to flexible mobility needs). GCO covers areas not served by a TMA. In addition, it offers modal promotions, develops materials, offers flexwork consulting, and manages the regional rideshare tool and associated incentives. GCO's B2B strategy activities are administered at the regional level with GCO's marketing and communication plan. GCO sends all leads in TMA territories to the respective TMA, and TMAs are subsequently required to report on outreach outcomes using the regional CRM software.
- **TMAs:** The six regional TMAs provide direct services to employers and commuters to achieve travel behavior change. Additional services vary by TMA based on local characteristics and needs.

## Additional and Expanding Partnerships

To achieve regional TDM goals, ARC and the TMAs rely on a larger network of partners. In addition, the regional plan foresees expanded partnerships to increase the impact of TDM in the region and reflect the new regional emphasis areas. Partners include policymakers, transportation providers, community partners, and workforce and economic development agencies.

### Policy Makers

GDOT currently provides funding and financial oversight for the regional TDM program. Along with other state agencies and local municipalities, GDOT serves on ARC committees and influences and sets priorities for funding programs, ordinances, and development requirements for transportation and land use projects. The 2023 Regional TDM plan sees a larger role for ARC and the TMAs to provide technical services to allow counties, cities, and towns to integrate TDM further into their planning processes.

### Transit Operators and Other Transportation Providers

ARC has been collaborating with the region's transit operators to increase ridership and leverage discounted employer pass programs. An example is MARTA, the region's largest transit agency. MARTA offers an employer transit pass program which grants TMAs the highest available discount (20%). GCO also coordinates with MARTA on the university pass program and a Try Transit program, a regional promotion that provides a free 10-ride transit pass to eligible participants. In turn, MARTA promotes GCO's guaranteed ride home (GRH) program. ARC's regional plan expressed an intention to work closely with MARTA and other transit agencies to align benefits and transit passes with new policies and offerings that reflect the need of hybrid work schedules.

In addition, GCO coordinates with vanpool providers, shuttle operators, micromobility providers, and parking operators.

### Community, Workforce Development, and Economic Development Partners

Recently, ARC hired additional community partner advisors to help implement a partnership program that defines partnership options for higher education, government and quasi-governmental organizations, economic development authorities/chambers of commerce, non-profits, and residential property managers/neighborhood associations. The program aims to increase the reach of GCO through partner organizations.

ARC is currently in the process of defining and building this program, including the services to offer and the expectations for partners. One element currently being advanced is developing a pledge that defines what the partner agrees to as part of the program.

Early actions with chambers of commerce focused on making sure the chambers know the value GCO can bring to the table and use it to recruit employers to the region. For example, GCO is included in relocation agreements to assuage transportation and commuting fears and ease the transition for employees. On the workforce development side, GCO is working with workforce development organizations, such as the Goodwill Career Center, to present GCO services as wrap-around service that helps employees get to the new job they are starting. Part of the collaboration is a "train the trainer" model with GCO providing training to case workers to make sure they understand GCO services and programs available to the audiences they work with.

The 2023 Regional TDM plan includes additional recommendations to explore in the future with new community partners to extend the reach of TDM services and programs:

- Extend modal promotions to new community partners beyond the traditional TMA partners.
- Explore partnerships with non-profits that run shuttle programs to assess opportunities for using the shuttles during times they are not used for their programs.

- Work with the Latin American Association to expand and formalize existing carpool and vanpool networks within the Hispanic community.
- Work with youth/young adult-serving non-profits on access to jobs and job training.

### Regional Coordination

ARC facilitates its Transportation Demand Management Coordinating Committee (TDMCC), a high-level advisory committee to the Transportation and Air Quality Committee (TAQC) and TDM implementers. It includes representatives from TMAs, government agencies, transit providers, community improvement districts, and non-profit organizations. The TDMCC ensures alignment with the Regional Plan focusing on transportation alternatives and supporting other plan goals, including "the promotion of livability, sustainability, transit, walking and biking, transportation and land use planning, systems operations, economic development, climate change, healthy communities, and active aging". The committee meets quarterly. The TDMCC also supported the development of the 2050 Metropolitan Transportation Plan (February 2024).

At the planning and programming level, ARC aims to work on integrating TDM into key transportation planning efforts (freight plans, transit plans, etc.) and strengthening TDM requirements for Livable Center Initiatives (LCI) and county-level transit plans. In addition, one of the 2023 plan's regional emphasis areas is land use development. Lacking land use and regulatory authority, ARC aims to act as a facilitator and develop technical resources and policy guidance for local governments. As this work is not eligible for funds, different funding sources need to be identified.

ARC's Mobility Services group collaborates closely internally with the transportation planning group. Data from the regional commute survey and special data collection efforts, such as a series of remote work surveys during the COVID-19 pandemic are used in transportation modeling.

### Program Funding

ARC's TDM programs are funded by GDOT using CMAQ and state funds. Funding awards require a 20% local match from non-federal funding sources. The reliance on CMAQ funding has limited the program's ability to address transportation challenges beyond commute trips.

As laid out in its 2023 Regional TDM Plan, ARC aims to seek additional state and federal funding sources, such as IIJA and the Inflation Reduction Act; leverage internal ARC resources, such as Aging, Community Development, and Workforce Development; develop partnerships with community improvement districts (CIDs), human services organizations, and other organizations; and develop private funding partnerships to fund pilot programs in new or underserved markets~~. In addition, ARC is examining whether FTA Section 5310 funds currently being used by transit agencies and counties to provide transportation services to the elderly and disabled, could be used to expand transportation options to that community.~~

Toll pricing or revenue from similar pricing initiatives has not been identified as a potential revenue source for TDM in the region.

## Programs, Strategies, and Funding Allocation

Traditionally, the regional TDM program was focused on commuter TDM, though that focus has been expanding to address broader mobility needs. Through the 2023 Regional TDM Plan process, ARC identified regional emphasis areas, which represent opportunities for expanding TDM services beyond the traditional core services provided by GCO and the TMAs. The areas include residential outreach, industry outreach (essential workers), adaptation to flexible mobility needs, tailored messages to reach diverse audiences, land use and development policy assistance, integrating TDM into planning processes, and community partner engagement.

Currently, the grant funding available is focused on traditional partners while expanded community partners are served with technical resources, capacity building, and related activities. TMA funding is allocated based on workforce size. In line with the equity analysis ARC conducted as part of its 2023 Regional TDM Plan, the GCO and TMA work programs have an equity focus and have specific funding allocated to equity-based programming and locations. An additional $1.5m in funding was made available this year via an RFP for equity pilots in the region to enhance mobility for underserved communities and promote sustainable commute options.

ARC does not prescribe specific strategies to the TMAs and other partners. It does lead modal campaigns, such as Try Transit, which have been proven successful in achieving mode shifts in the past.

- Try Transit is a campaign that provides a week's worth of transit rides (a 10-ride pass) to people who are not already riding transit. The campaign originally started with TMAs paying for and distributing 10-ride passes. Through surveys conducted two weeks, two months, and one year post-campaign, they were able to show that 70% of participants were still riding transit a year later, confirming long-term sustained behavior change. With that clear ROI, TMAs were able to get MARTA to provide the passes at no cost. Because of sustained increase in ridership and the minimal cost of providing the 10-ride passes, MARTA did not have to tap into a specific funding source to make up lost revenue.

- ARC took over the regional coordination for Try Transit to ensure a more unified feel and took over brokering the pass donations, all registrations, and post-campaign surveys. However, due to staff shortages, ARC stopped offering the regional campaign in 2023, handing the reigns back to any TMAs that want to organize them.

During and following the pandemic, ARC has provided technical assistance and policy guidance to employers to assist with remote work and hybrid work implementation. In addition, ARC uses research and its evaluation process to inform and find ways to improve its service offerings, including the incentives offered through the GCO program and the Guaranteed Ride Home program.

As part of the 2023 regional TDM plan development, ARC held group discussions with employers, TMAs, government agencies, and chamber of commerce representatives to identify top TDM strategies and activities for the region.

## Evaluation and Data Collection

ARC's Research and Analytics Division leads evaluation activities for ARC in general, including the TDM program evaluation. ARC and its partners use an evaluation framework that measures the following across TDM activities in the region:

- Awareness (measured by marketing metrics, including website sessions and visitors, email campaigns and recipients, open rates, social media followers, paid advertising impressions, and similar).
- Influence (measured by progression of employer and property manager partners through internal membership tiers/levels).
- Participation (number of partners and commuters participating in incentive programs, ridematching database, and modal promotions).
- Impact (measured by a shift in the percentage of clean commuters at partner organizations).

The framework established regional goals and objectives. Specific strategies are selected by TMAs but measured and evaluated by ARC with TMAs entering data into the regional CRM database. The SalesForce database is managed by ARC staff, and all TMAs and the GCO outreach team have access to the database. It can generate automated reports in regular intervals.

GCO and TMAs that receive funding from ARC must report outreach activities, such as the number of meetings and events held, to ARC monthly and are responsible for keeping all employer information up to date in the regional CRM database. To understand program impact, they must conduct at least one commuter survey with each level 3 and 4 employer partners in the 2-year funding period and submit the clean commute percentages into ARC's Regional CRM database. The survey questions are standardized by ARC.

ARC is currently working on defining success measures that more accurately reflect the quality of employer partner engagement rather than solely relying on quantitative measures. Staff is in the process of developing an engagement score that will reflect the depth and quality of TDM programming implemented and will be linked to different partnership categorizations that are primarily used for internal tracking purposes.

ARC aggregates the data reported by GCO and the TMAs and used to make it available to the public on its website. In addition, GCO published an annual report of the activities and achievements of GCO and its partner programs. This link contains highlights from the 2022 annual report. Updates were put on hold while ARC has been reframing its success measures. ARC aims to bring back the dashboard once the new success measures have been finalized and implemented.

In addition to the employer surveys conducted by GCO and the TMAs, ARC leads an annual survey of employer transportation coordinators and a regional commuter survey every few years to capture commuting pattern trends and understand commuters' awareness of transportation options as well as services and transportation challenges in the region. The next regional survey is anticipated to be completed in Q1 2025. Previous surveys were conducted in 2007, 2010, 2014, and 2019.

## Challenges and Opportunities

### Challenges

- A conservative interpretation of by GDOT of what CMAQ funding allows compared to how CMAQ funds are used in some other states and an overall lack of funding diversity limits the strategies that can be implemented.
- Declining program participation has been exacerbated by the increase in telework.
- A lack of policy mandates makes engagement and participation at all levels voluntary.

### Opportunities

- Leverage existing partnerships to attract new partners and increase TDM's regional reach: Build and formalize the community partner program and work closely with workforce development, amplifying B2C connections.
- Leverage complementary efforts, such as safety, system management, micro mobility, and active transportation to prioritize the movement of people, not cars.

# Peer Review 2: Central Pines Regional Council

## Program Overview and Regional TDM Goals

Central Pines Regional Council (CPRC), previously named Triangle J Council of Governments, serves 47 member governments in seven counties: Chatham, Durham, Johnston, Lee, Moore, Orange, and Wake counties. The Triangle Transportation Choices Program was founded in 2007. The Triangle Regional 7-Year Long Range Travel Demand Management Plan adopted that same year set a goal of 25% annual reduction ~~growth~~ in commute vehicle miles traveled (VMT) by 2015. Funding for TDM services was rolled out in 2009. Since then, program partners have collaborated on marketing, outreach, and incentives to exceed the goal every single year. The plan is currently being updated to meet the goals of the Connect 2050 Metropolitan Transportation Plan (MTP) and policy priorities set by regional transportation partner jurisdictions, which specifically include "strengthen support for demand management and technology".

While under the Triangle Transportation Choices umbrella, the Safe Routes to School program, funded with a grant from NCDOT's Non-Infrastructure Transportation Alternatives Program, is administered separately to fulfill grant requirements. The program is focused on programmatic strategies to reduce traffic congestion and air pollution near schools (by promoting biking, walking, and rolling); promote equitable and safe access, and create awareness about the benefits of biking, walking, and rolling to school. Rather than distribute funding, it provides technical assistance and resources to school districts and community partners to deliver programming, such as bike rodeos, walking/biking safety curricula, pop-up traffic gardens, and similar activities.

## Program Structure and Partnerships

The TDM program is primarily a grant program that relies on grantees for program implementation. CPRC provides strategic planning, technical assistance, and regional leadership.

### Primary Partners and Roles

Figure 2 illustrates the partners involved in the Triangle Transportation Choices program, followed by a description of each partner's role.

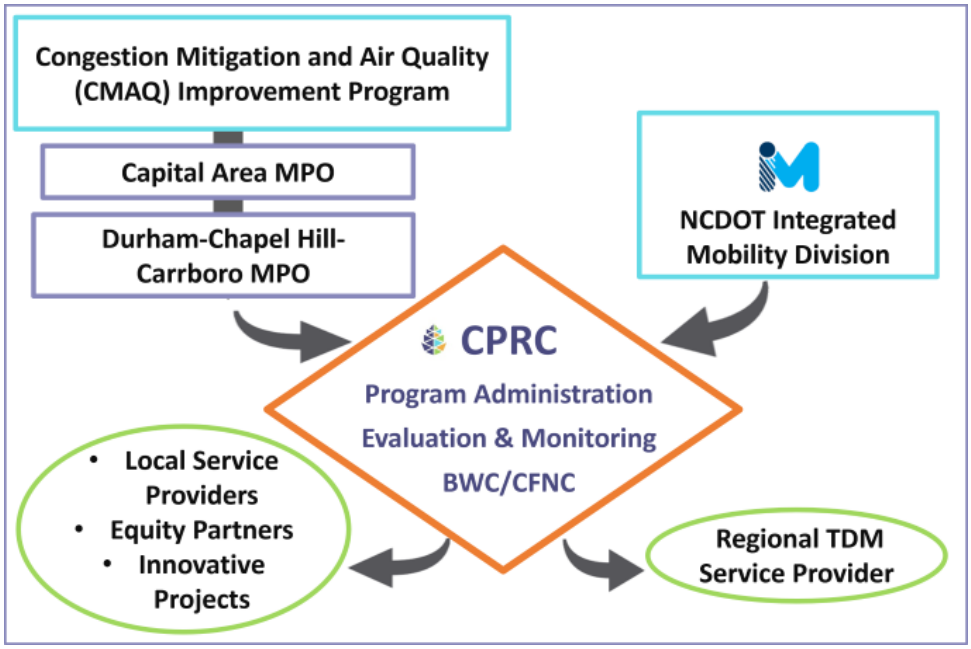


*Figure 2 CPRC Program Roles and Responsibilities (Triangle Transportation Choices Annual Impact Report FY 2022-23)*

- **NCDOT** provides a vision, mission, and policy guidance for TDM in the statewide strategic transportation plan. It provides funding and financial oversight. NCDOT also operates Share the Ride NC, a statewide carpool matching site, which regional and local service providers use (www.STRNC.org).
- **MPO roles:** CAMPO and DCHC MPO provide CMAQ funds to the program. The MPOs coordinate between local governments, NCDOT, and FHWA and prepare the Joint-MPO Metropolitan Transportation Plan and the Metropolitan Transportation Improvement Programs (TIPs).
- **CPRC roles**: CPRC is the regional council representing five counties. They are the regional administrator of the Triangle Transportation Choices program. Tasks include ensuring alignment between NCDOT statewide policies and the funded programs, dispersing funds through its grant programs, conducting evaluation activities, coordinating contracts, supporting the Oversight Committee, and coordinating between the OC and implementation partners.
    - CPRC administers the Best Workplaces for Commuters (BWC)/Commute Friendly NC, the employer recognition and awards programs.
- **Transit Agency roles:** The regional transit agency GoTriangle acts as the Regional TDM Service Provider. It leads regional TDM marketing and outreach initiatives, a website with regional TDM resources (www.gotriangle.org), commuter incentives and achievement awards, a vanpool program and subsidy with Commute with Enterprise, the GoPass (universal access pass program that allows employees to ride free and employers are billed only for actual rides taken) and the 485 Ride Transit Information Center. Like the local service providers and other partners, it is funded through CPRC. The agency leads monthly meetings of all service providers and offers TDM services in areas not covered by local service providers, such as the Wake County TDM program and RDU Airport.
- **Local Service Providers (LSP) roles:** LSPs include municipalities, counties, and higher education institutions that implement TDM. They utilize regional resources and offer tailored local outreach, events, and other TDM initiatives. All LSPs track and report their activities and results quarterly.
- **Equity Partners:** Receive funding through the Equity and Inclusion Pilot Initiative offered to community-based organizations and non-profits who serve underserved groups, such as low-income and communities of color.
- **Local Transit Agencies:** Local transit service providers operate independently from the program; however, program staff communicate fare changes to program partners and facilitate conversations around the topics. All transit providers in the region have been fare-free since the COVID-19 pandemic. GoTriangle and one other provider are returning to charging fares.

### Expanding Partnerships

The Triangle Transportation Choices equity grant program has attracted partners that have already had a relationship with CPRC and received grants through the Safe Routes to School and the Climate Pollution Reduction grant program. While the SRTS program is under a different funding umbrella and serves a different audience, some staff work on both projects and can make connections to grantees that serve youth and adults with their programming. In addition, CPRC has advertised the program widely, and traditional grantees helped spread the word.

### Regional Coordination

The program aligns NC state policy and funding for local and regional service providers with NCDOT's TDM Strategic Plan. One of the plan goals is to achieve "improved accessibility, connectivity, economic growth, environment, public health, and safety through enhanced performance transportation demand management service provisions." Regionally, TDM goals are spelled out in Connect 2050, the metropolitan transportation plan created by CAMPO and DCHC MPO for the region. Under Goal 3: manage Congestion and System Reliability, two objectives relate directly to TDM:

- Promote Travel Demand Management (TDM), such as carpooling, vanpooling, and park-and-ride.

- Increase efficiency of the existing transportation system through strategies such as Transportation Demand Management (TDM) and Intelligent Transportation Systems (ITS).
- In addition, the program draws from ideas and strategies from county transit plans in Durham, Wake, and Orange Counties.

An Oversight Committee (OC) represents the program funders - NCDOT, Capital Area Metropolitan Planning Organization (CAMPO), and Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC MPO) - as well as one advisory member from the NC Department of Environmental Quality (DEQ) and one from CPRC. The OC makes funding awards and provides program guidance in alignment with state and regional policy goals.

### Program Funding

NCDOT provides funding and fiscal oversight for all five regional TDM programs through its Integrated Mobility Division. CAMPO and DCHC MPO provide CMAQ funds to the program. The MPOs coordinate between local governments, NCDOT, and FHWA and prepare the Joint-MPO Metropolitan Transportation Plan and the Metropolitan Transportation Improvement Programs (TIPs). CMAQ and NCDOT funds have strict restrictions on how they can be used. This limits the program's ability to provide incentives, food for events, prizes, etc. As a result, staff time is spent securing sponsorships to offer such prizes and incentives.

## Programs, Strategy, and Funding Allocation

The majority of funding is dedicated to the grant program. CPRC has a budget of approximately $300,000 per year, which covers three FTEs or a four- to five-person team to cover grant administration, reporting, evaluation, and technical assistance. CPRC works closely with the partners it funds, particularly community-based organizations funded through the Equity and Inclusion program, to help build local capacity for implementing TDM programs.

As mentioned above, funding is allocated by the Oversight Committee (OC). In fiscal year 2023, $1.66 million were awarded, to six equity pilots ($186,111) and 13 traditional partners ($1,474,496). In FY23, the OC created a separate grant process under the Equity and Inclusion Pilot Initiative targeted at community-based organizations and non-profits that serve underserved groups, such as low-income and communities of color. Awards were capped at $75,000 to spread the available funds to as many organizations as possible (this may change in the future to create parity with the traditional grant program applicants. To counteract the limited staff capacity of eligible organizations, CPRC simplified the grant process and offered extensive coaching to applicants. In FY24, CPRC and the OC awarded $152,342 to four organizations.

The most recent grant cycle was the first year the program piloted a 2-year RFP to allow grantees more time for program implementation and less time on grant writing. Awards received funding for FY25 and FY26 in three different categories:

- Traditional grant program: typically for entities with a sustained dedication to TDM, including local governments and higher education institutions.
    - Regional service providers (20% local match)
    - Local service provider (50% local match)
- Innovative projects grant program: pilot projects to test the effectiveness of new strategies, approaches, or technologies. (50% local match)
- Equity and inclusion grant program: projects must focus on equity-priority communities and are available to community-based organizations and non-profits. (20% local match)

The 50% local match ensures that more programs can be supported with limited funds available. CPRC has not seen the high match as a barrier to participation. The grant overview for the FY25-26 cycle can be found here.

To focus TDM strategies, CPRC created a Transportation Choice Hubs map, designed to help grant applicants identify areas within their service area where TDM is most effective for employer-based outreach, based on job density, bus service, and bicycle and pedestrian facility indicators. In addition, CPRC created the REINVEST Neighborhoods map in FY22 to "encourage equitable residential-based outreach in neighborhoods that are home to residents who are more likely to use and benefit from alternative transportation options due to their race/ethnicity, income, vehicle availability, and status".

Generally, CPRC sees successful programs in downtown areas, particularly universities downtown, where parking spaces are at a premium and carpooling and biking are attractive transportation options. They have not seen a drastic change in the TDM programs and strategies implemented in the past few years. The biggest change has been the intentional focus on historically underserved communities.

## Evaluation and Data Collection

Key performance measures relate to travel behavior and emissions impacts: vehicle trips avoided, commute miles reduced, gallons of gasoline saved, and pounds of carbon dioxide reduced. The program also tracks the number of alternative transportation users supported. The evaluation is designed to provide the information needed to report on metrics related to regional policy goals. For example, the metrics to measure the equity program when it was launched last year were paired down to measuring the number of attendees at events, for the time being. Additional measures may be evaluated in the future.

In FY23, the program added societal benefits to the measures tracked and translated those into dollars saved: air pollution emissions reductions, global climate change mitigation, noise pollution reduction, reduction in fuel consumption, reduction in traffic congestion, deferral of new road construction, reduced vehicle crashes, and active transportation health. The methodology used can be found here.

The evaluation methodology considers program participation metrics, survey data, and comparative research to identify the number of people who switched modes due to the influence of the TDM program. The methodology takes into account program overlaps, repeat use of services, and temporary use of services. From the number of people, estimated impacts are calculated (see above).

Program data is collected and reported quarterly by the local and regional service providers and then rolls up into regional numbers. Additionally, local and regional service providers administer commute surveys every three years. CPRC processes the data, calculates the impacts of all programs, and publishes an Annual Impact Report of the Triangle Transportation Choices Program on its website.

To minimize the data collection burden for all partners, CPRC created standardized templates for reporting participation metrics, GoPass sales, marketing statistics, and outreach events. For equity grantees, staff further simplified the template and required less detailed reporting. CPRC provides a lot of assistance to equity grantees to ensure that the administrative and reporting burden is minimal. For example, at the beginning of each fiscal year, their data team meets with each partner to determine the most relevant data to collect. The organization also views the feedback they receive as a learning process that will inform how the program and its evaluation are structured in the future.

## Challenges and Opportunities

### Challenges

- Having restrictions on how program funding can be spent is challenging for the program and its grantees. Staff would like to secure complementary funding to provide incentives for vanpools, which would help translate outreach into more trackable results.

### Opportunities

- CPRC recently applied for a $200 m funding application that would allow more flexible funding distribution and could be used for incentives and prizes. It would include $7 million targeted for e-bike subsidies.
- In the fall of 2024, CPRC aims to resume their TDM plan update which was in progress when COVID-19 hit. In the meantime, CPRC has started implementing certain components of the draft plan. One anticipated change is making the equity pilot a permanent program.
- On the technical resources side, staff plans to merge/align the Reinvest neighborhoods analysis with NCDOT's transportation advantage index to work with a shared definition.

NELSON
NYGAARD

# MEMORANDUM

**To:** **Oregon Metro**

**From:** **Nelson\Nygaard**

**Date:** October 31, 2024

**Subject:** **Task 3 Regional Travel Options (RTO) Evaluation**

# 2019-2023 Regional Travel Options Evaluation Executive Summary

Oregon Metro's (Metro) Regional Travel Options (RTO) program seeks to create safe, vibrant, and livable communities by supporting programs that increase walking, biking, ride sharing, remote work, and public transit use. The 2019-2023 RTO Evaluation documents the contribution of the grant program towards meeting regional transportation goals and identifies opportunities for Metro to improve reporting and grantmaking processes.

In the 2019-2023 RTO grant cycle, Metro funded 56 projects. Beginning in 2021, Metro staff have organized their work into three program areas. While the 2019-2023 grant cycle did not originally define grants according to these program areas, this evaluation used the program area definitions to categorize grantee projects:

- **Commute Program:** Grantee projects market to and provide services for people going to work and higher education using non-drive-alone and active travel commute options, such as walking, biking, rolling, and taking transit.
- **Community Program:** Grantee projects focus on how people move for all types of trips, including going to the grocery store, accessing a nearby park, or traveling to an essential service like the doctor.
- **Safe Routes to School (SRTS) Program:** Grantee projects are designed to reach school-age children and their parents/caregivers by providing education and encouragement around the trip to school.

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## Overall Impact

The 2019-2023 RTO grant cycle reported a significant number of participants, reduced drive alone trips, increased transit and active transportation trips, and generated millions of views and impressions via information sharing and marketing (Figure 1):

- **437,000 participants**, with projects supporting the Community Program reporting the highest number of participants.
- **5.9 million auto trips reduced, 5 million transit trips taken, and 1.3 million active transportation trips taken** with projects supporting the Commute Program reporting the vast majority of trips.
- **18.9 million views/impressions**, with activities supporting the Community Program generating the highest number of views/impressions.
- As a result, the RTO program reduced/prevented an estimated **25,668 metric tons of CO2** by reducing **52,888,192 vehicle miles traveled.**[1]

**Figure 1 MAE Framework Data Collected by Program Area, 2019-2023 RTO Grant Cycle**

| Metric Type | Commute | Community | Safe Routes to School | All |
|---|---|---|---|---|
| **Project Count** | 11 | 30 | 15 | **56** |
| **Participants** | 40,336 | 212,366 | 184,536 | **437,238** |
| **Awareness (Views/Impressions)** | 962,839 | 15,325,955 | 2,606,242 | **18,895,036** |
| **Auto Trips Reduced** | 4,336,115 | 1,399,273 | 175,616 | **5,911,004** |
| **Bike Trips** | 279,348 | 37,679 | 7,314 | **324,341** |
| **Walk Trips** | 261,955 | 8,485 | 24,902 | **295,342** |
| **Transit Trips** | 4,856,235 | 109,140 | 61,924 | **5,027,299** |
| **Bike/Walk/Transit Trips** | 612,999 | 44,684 | 17,227 | **674,910** |
| **Metric Tons of CO2** | 20,623 | 4,482 | 563 | **25,668** |
| **Vehicle Miles Reduced** | 42,493,927 | 9,235,199 | 1,159,065 | **52,888,192** |

Source: Data collected by program partners via Zoomgrants quarterly and final reports, 2019-2023

[1] Calculated using the Metro RTO Calculator, a tool for outcome measurement, based on a combination of Auto Trips Reduced recorded by grantees in ZoomGrants quarterly reports throughout grant cycle, and total Vehicle Miles Reduced reported by some partners in cumulative final reports. Vehicle Miles Reduced was calculated using average trip length by type from Metro's 2016 Travel Survey. These measures reflect grantee-reported data. Methods and consistency in reporting data across grantees varied widely. These measures should be considered estimates.

# Key Takeaways

The RTO Evaluation Executive Summary summarizes key takeaways on the overall impact of the projects funded as well as opportunities to improve reporting in future grant cycles. The first section covers each RTO Program Area and includes the following:

- **Program Highlights** describes the quantitative and qualitative benefit of the programs and identifies key program successes and takeaways.
- **Gap Analysis** summarizes who is being served by the Metro RTO program and who is being left out, as well as opportunities to address identified gaps.

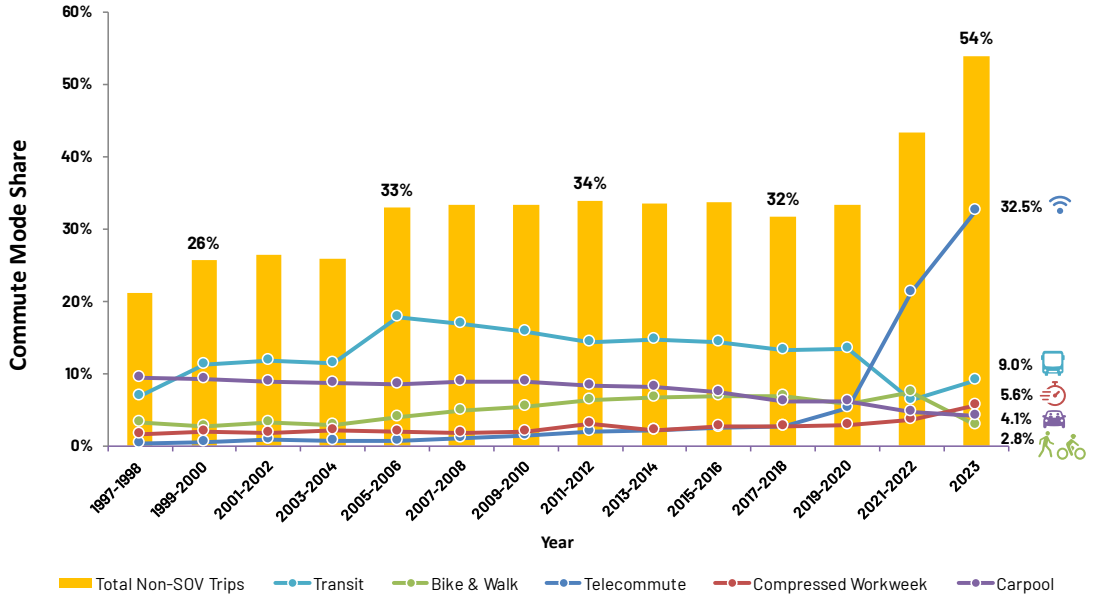
## Commute Program

Commute Program projects market to and provide services for people going to work and higher education using non-drive-alone and active travel commute options, such as walking, biking, rolling, and taking transit.

### Program Highlights

- Program Benefit: Commute Program efforts translated to 42,493,927 vehicle miles reduced and 20,623 metric tons of CO2 avoided.
- Commute travel patterns have shifted dramatically, with less employees driving to work. Compiled mode split data from employer survey efforts shows that non-single occupancy vehicle (SOV) commute mode share amongst surveyed employer sites has risen significantly in the 2019-2023 RTO grant cycle compared to previous cycles (Figure 2). However, this change can be attributed to the vast increase in employees working from home. The COVID-19 pandemic and lasting changes to hybrid work schedules have significantly impacted the region's travel patterns, inviting an opportunity for RTO to re-think approaches to travel options programming for commuters.

**Figure 2. Non-Single Occupancy Vehicle (SOV) Commute Mode Share, Employer Surveys 1997 - 2023**




Source: Employer survey data compiled by TriMet, June 2023.

- Employer pass and engagement programs had a proven effect on reducing drive-alone trips. Employers that conducted modal surveys of employees and participated in a TriMet employer program in the 2019-2023 grant cycle had a cumulative drive-alone rate of 48%, compared to a drive-alone rate of 69% for employers who conducted modal surveys but did not participate in a TriMet employer program.
- During the pandemic some commute programs shifted to focus on initiatives serving frontline and essential workers. WTA launched the Commuter Kickbacks program with incentives targeted towards essential workers. Commuter Kickbacks ran from 2021-2023 and the percentage of participants that were frontline and essential employees ranged from 26-35%. Serving shift and essential workers' travel needs should continue to be a priority for future RTO Commute programming.
- Targeted engagement and communication with specific populations helped identify barriers to transportation access. Shifting to more digital marketing improved outreach and standardized training efforts. Success relied on selecting the most effective communication methods for target populations.
- Projects that implemented tailored incentives and participation strategies saw an increase in participation. Projects that addressed participation barriers, such as providing bikes and helmets or holding events at accessible times, saw increased participation. Incentives that were carefully chosen to resonate with focus populations were effective at improving participation.

## Gap Analysis

A wealth of data to support analysis of the Commute Program is currently recorded, including mode split based on employer surveys and transportation program status at worksites; however, these resources come from multiple sources and are stored in different formats. A recommendation for the RTO program moving forward is to refine the coordination of data collection, in order to enhance its utility to inform measurement of impacts and identification of needs for future outreach and programming. This effort is already underway in the current 2023-2026 grant cycle.

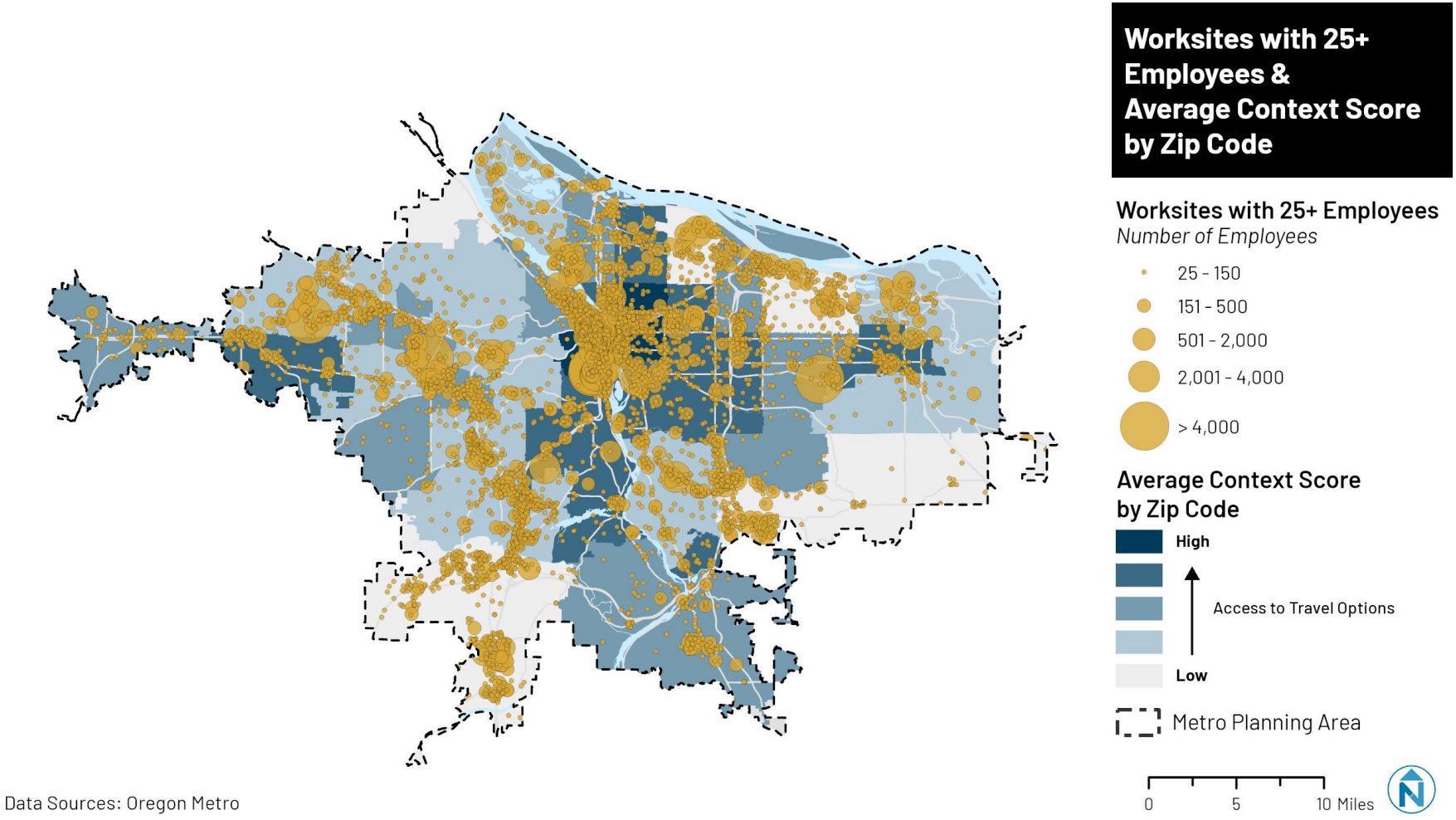
This evaluation used the information available to make informed recommendations about where the commute program could best benefit from focusing its efforts. In addition to data provided by commute program partners, Metro's Data Resource Center developed a 'Context Score' tool that can produce an index of travel options-related metrics for a given location in the Metro region. This score evaluates a given location's relative suitability for accessing travel options, including:

- Proximity to parks
- Bike route density
- Sidewalk density
- Transit access (density of transit stops weighted by number of total weekday headways)
- Urban Living Infrastructure (density of amenities)
- Intersection density
- Block size density

Metro recognizes that a person's mode choice depends upon the options available – regional residents cannot reasonably be expected to walk or bike without adequate active transportation infrastructure, or to ride transit without adequate transit service.

Figure 3 illustrates context scores summarized by zip code, as well as worksites in the Metro region symbolized by number of employees. A higher context score indicates higher access to transportation options, and a better existing physical environment for promoting and sustaining active transportation. Metro can use these context scores to help support programming tailored to best support employees in a given area. For example, providing education and incentives to try transit or active modes is suitable in areas with high context scores, whereas working towards providing commuter services such as vanpool or employee shuttles may be more suitable in areas with low context scores. Density of employment can help focus and tailor outreach and programming efforts.

**Figure 3 Worksites by Employee Size and Average Context Score by Zip Code**



## Community

While the SRTS and Commute Programs focus on trips between home and school or work, the Community Program focuses on how people travel to all other destinations by focusing outreach to a specific geography or population.

### Program Highlights

- Program Benefit: Community projects translated to 9,235,199 vehicle miles reduced and 4,482 metric tons of CO2 avoided.
- Community projects prioritized awareness, with over 15 million views/impressions reported by Community projects, 80% of all reported this grant cycle.
- Needs-based incentive programs had a proven effect on reducing drive-alone trips. Transportation Wallet: Access for All, an element of PBOT's Core Community project, offers low-income individuals and households a package of transportation options at no cost. From the post-program survey, 76 percent of people that owned a car reported driving alone less due to the transportation wallet.
- During the COVID-19 pandemic, the Community Cycling Center launched an Emergency Food Delivery Program delivering 300,000 lbs. of food to 4,895 participants by bike. The launch of this program led to the creation of a New Columbia neighborhood advocacy group, creating a space for the community to voice concerns about transportation infrastructure impacts.
- Community projects varied in nature and reported on a wide range of quantitative and qualitative metrics that helped grantees tell their stories and describe their results. Reported results that helped tell their stories include the number of bikes donated or given away, number of partnerships with CBOs, and testimonials provided by project participants.
- Holistic project approaches that addressed intersectional community needs, such as food insecurity and needs, were successful in engaging participants. Targeted engagement, especially multilingual engagement, identified specific barriers to accessing transportation options.
- Staffing and adaptability were critical to project success. Hiring culturally specific staff deepened community relationships, and adapting outreach methods, such as narrowing focus or using text messaging communication during the pandemic, improved participant engagement.

**Gap Analysis**

- Community projects serve a wide range of audiences. Each project may have a specific audience, which is dependent on its partnerships with community organizations, and it remains a challenge to understand the level of engagement with a specific audience unless specified by project partners.
- Generally, cost, convenience and safety (real and perceived) are reported as barriers to using travel options by several community partners.
- Outreach by Ride Connection to Latinx & Asian communities identified key culturally specific barriers to travel options: language, income, literacy, transportation options awareness, trust, and immigration status. Older travelers within these community groups, in particular, experience language barriers that limit their participation in filling out forms, navigating websites and participating in in-person events such as travel training.
- Due to the nature of the trips and people that community projects are attempting to influence (which includes: travel to and from many different start and end points, sporadic and choice-based contact with potential participants, and participants that may have many different schedules and destinations they are trying to navigate), tracking coverage and and impact can be a challenge to assess program-wide.
- Research suggests that changes in travel behavior due to the pandemic is causing a rise in non-work-related trips throughout the day (due to an increase in employees working from home). Metro's Community Program is uniquely positioned to expand its efforts and play a larger role in influencing travel behavior for these types of trips. Focusing on identifying travel options gaps and needs both within neighborhoods/communities and at major destinations (such as the Portland Airport, health care centers, large event sites, and major retail hubs) is recommended to assist RTO in identifying future programming to serve community-based trips.

## Safe Routes to Schools

The 2019-2023 RTO grant cycle was the first cycle to formally include dedicated Safe Routes to Schools (SRTS) funding. SRTS is designed to reach school-age children and their parents/caregivers by providing education and encouragement around the trip to school. Metro is one of many funders of SRTS in the region, with one of the largest school districts (Portland Public Schools) providing robust programming funded through other sources. This evaluation only examined Metro funded projects, which means that it is not reflective of activities at all schools in the region.

### Program Highlights

- Program Benefit: SRTS projects translated to 1,159,065 vehicle miles reduced and 563 metric tons of CO2 avoided.
- The most common activities performed were organized ride/walk/transit trips, Learn-to-Ride and bike/ped safety education, and marketing/informational campaigns.
- Most SRTS project activities happened at elementary schools, and they had the highest number of educational activities, active trips, and auto trips reduced by school enrollment.
- Several partners incorporated bike and pedestrian safety education into classroom learning to increase participation. Applying a District-wide approach to education enhanced equity: Beaverton School District found that, in previous years of programming, primarily affluent schools were choosing to incorporate optional SRTS programming into their classroom. During this grant cycle they adopted a district-wide policy to provide pedestrian education in all 34 elementary schools, which has been effective at ensuring a more equitable program.
- Success of SRTS programs rely on the enthusiasm and participation of volunteers. Some partners reported that the enthusiasm of one champion was a catalyst of change, whereas others reported that lack of volunteers led to programs drying up. Keeping volunteers engaged through advocacy and incentives is essential.
- Partners found that incorporating parents, caregivers, or older students in bike education programming and pairing it with access to bikes and bike accessories helped expand project impact. In particular, the Community Cycling Center found that for families that may not be as comfortable with biking, teaching parents how to bike increased the likelihood of the student being allowed and encouraged to ride a bike.

### Gap Analysis

There are 18 school districts and 321 schools in the Metro Planning Area (MPA). In order to support regional planning and coordination for SRTS, RTO and Metro's Data Resource Center developed an online SRTS mapping tool that provides an interactive comparative analysis of safety and equity data for all schools in the region. This tool includes a one-mile "walkshed" for each school site, and Metro assigned all schools in the region a **Walkshed Score,** which combines metrics for physical infrastructure limitations (barrier streets, crashes, missing sidewalks) with student population demographic metrics (students of color, students with a disability, English learners, school-based income levels, absenteeism) to create a relative score ranging from 1 to 5, with 5 indicating higher safety needs & priority student populations. This tool can be used to help understand how local schools compare to others, and where projects should be prioritized to address specific school-based user and safety needs.

Additionally, during the 2019-23 grant cycle SRTS partners submitted data regarding activity levels at individual schools throughout the region, which contributed to this gap analysis. Some partners who completed SRTS activities as part of a larger RTO project did not fill out tracking sheets for individual schools, and some activities were focused on an entire district or geographic area rather than individual schools- and are thus not reflected in the analysis of individual school activity.

Figure 4 (below) illustrates schools in the Metro area with a high walkshed score (indicating high need) that were **not** served directly by RTO-funded program activity during the 2019-23 grant cycle. Conversely, Figure 5 illustrates RTO-funded program activity coverage by school district as well as at the individual school site level, along with walkshed score.

The RTO program does not fund all SRTS programming in the MPA, however this gap analysis looked at activities across schools funded by Metro in comparison to all schools in the MPA. The SRTS gap analysis gathered the following takeaways:

- Metro-funded SRTS projects served 17 out of 18 school districts in the region (Forest Grove is the only district not served by a Metro-funded SRTS project, at the individual school or district-wide scale). Some projects served large geographic areas, so while 17 districts had access to a SRTS coordinator or SRTS offerings, they may not have offered individual school-based activities.
- Metro RTO-funded SRTS projects served about half of all Title I schools in the MPA (46%) and half of all RTO-funded SRTS activities occurred at Title I schools (50%).
- SRTS projects are successfully targeting schools with high walkshed scores (reflecting higher relative need): 61% of schools with a walkshed school of 5 had one or more program activities. However, SRTS projects at elementary schools with low walkshed scores (reflecting lower relative need) were more likely to have multiple activities:

31% of elementary schools with low walkshed scores had 2+ activities. Metro should explore how to understand barriers and expand activities at individual high need schools, with learning potential from the projects serving schools with low walkshed scores.

- The reported number of auto trips reduced was higher at schools with low walkshed scores (reflecting lower need). This could indicate that schools with more resources or less infrastructure barriers are more likely to influence mode shift.
- Metro should prioritize serving individual schools with higher walkshed scores and lower levels of activity. Figure 4 illustrates clusters of schools within districts that fall into this category, including Hillsboro, Forest Grove, David Douglas (and schools in outer east Portland adjacent to David Douglas).
- Since Metro does not fund all SRTS projects in the region, more data is needed to accurately assess who is being left out of SRTS programming. Consider partnering with fellow SRTS providers in the region to collectively track data on whether high need schools are being served.

**Figure 4 Schools with High Walkshed Scores and no RTO-funded SRTS activities**

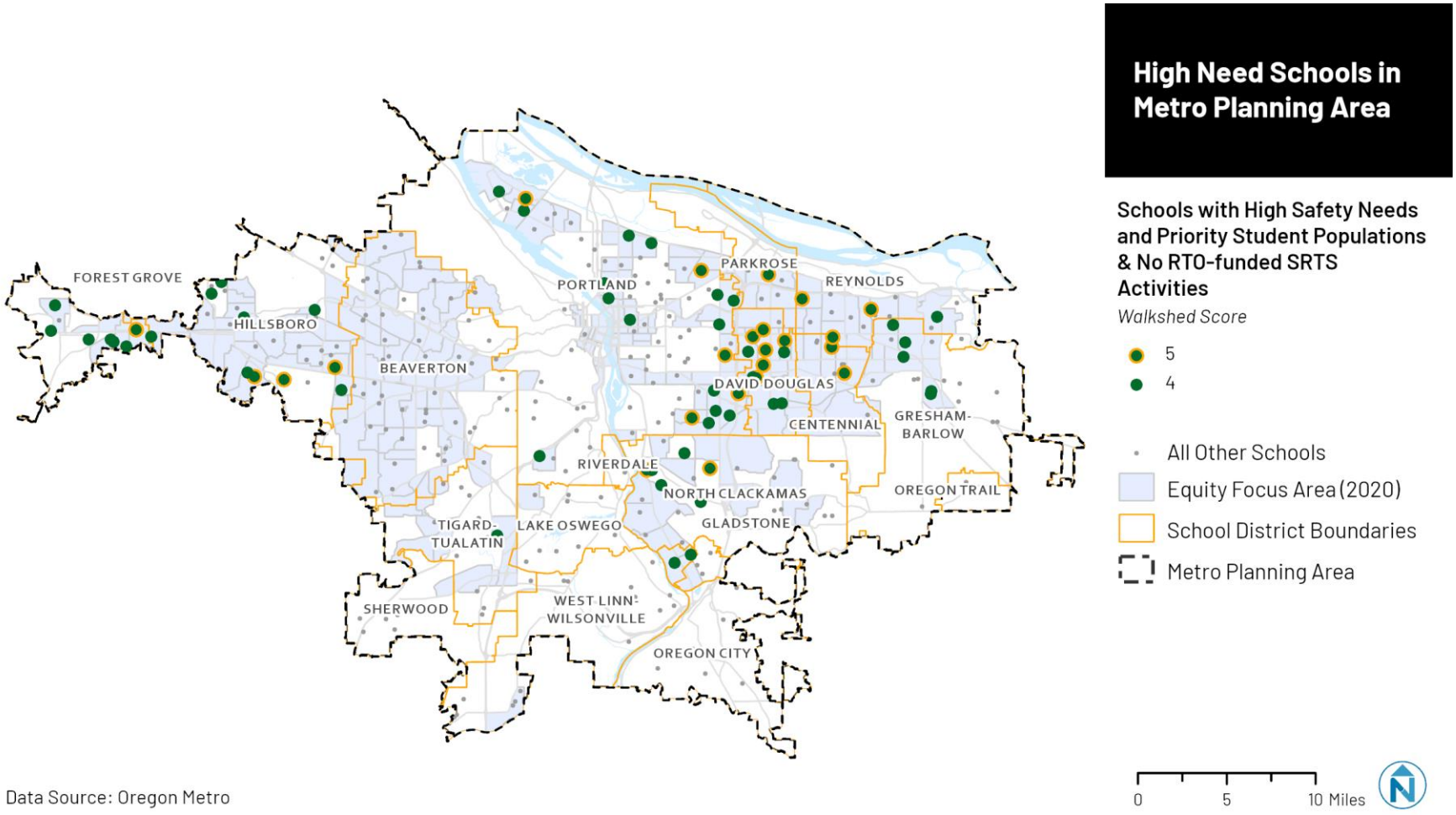
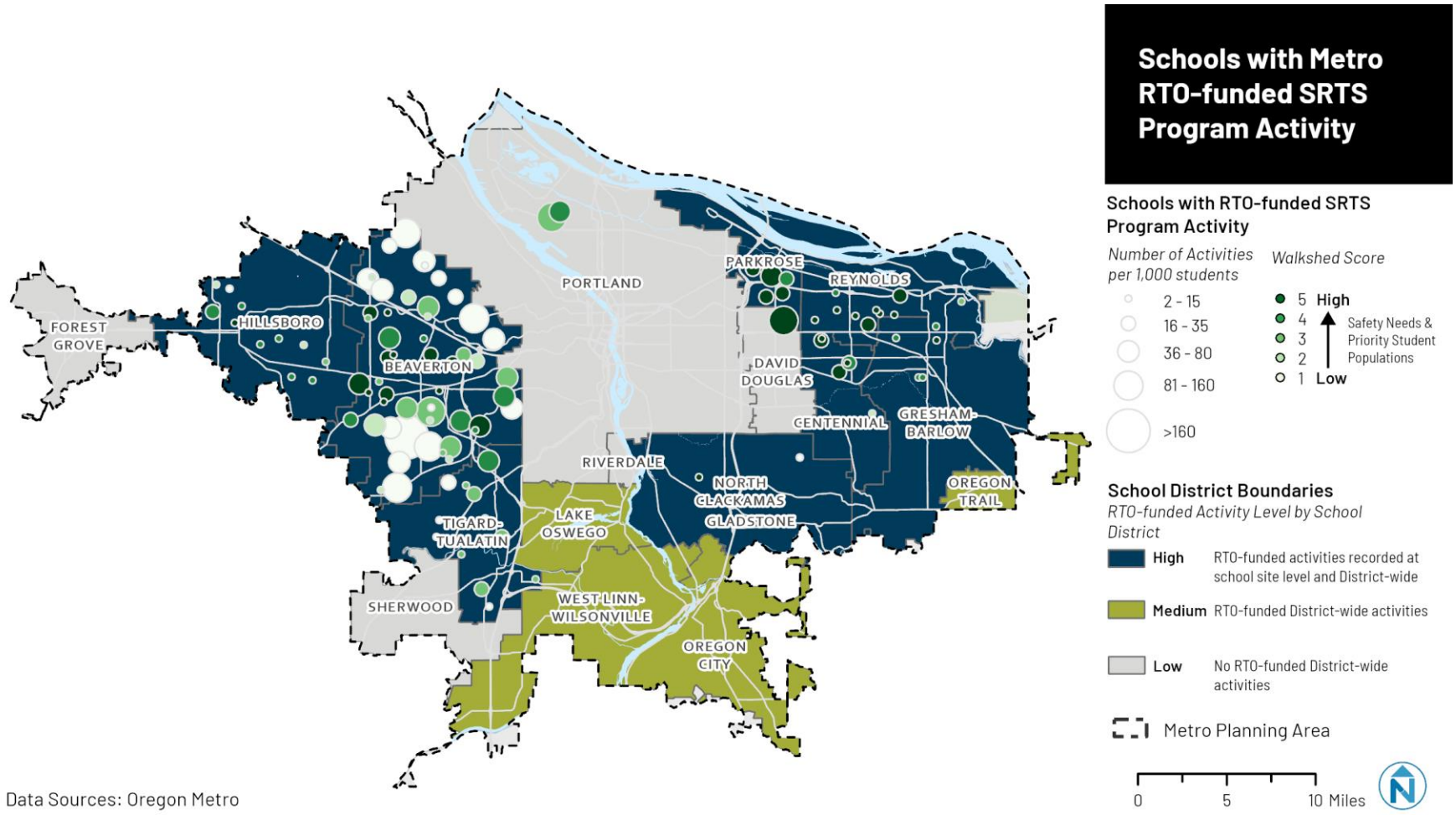


**Figure 5 RTO-funded SRTS Program Activity and School Walkshed Score**



### Impact of Pandemic on Grant Cycle

COVID-19 caused large disruptions in the way people traveled and interacted throughout the region. The pandemic impacted the ability of RTO Program partners to complete activities as originally intended.

- **Commute:** The COVID-19 pandemic and lasting changes to hybrid work schedules have significantly impacted the region's travel patterns. Total non-SOV trips increased from 32% to 54%. A large portion of this change can be attributed to an increase in remote work from 3% in 2017 to 32.5% in 2023[2].
- **Community:** Projects were interrupted by stay-at-home orders, which put in-person meetings and events on pause. Post-pandemic engagement has yet to return to pre-pandemic levels, and overall participation in events remains low. Virtual participation has allowed for trainings to be recorded and posted online for more access to information.
- **SRTS:** COVID-19 led to the cancelation of in-person activities and adjustment in staff workload to accommodate health and safety concerns. During school closures SRTS projects pivoted to encouraging and creating safe outdoor places for kids to walk and roll outside**.** These activities successfully encouraged active transportation for school-age children but did not directly replace auto trips.

## Recommendations

Due to the unique nature of each program area, measuring outcomes across programs will never be a simple process. Based on the 2019-23 grant cycle evaluation, the following are recommended areas of improvement for Metro to consider.

- **Focus on data collection processes that will help Metro measure tangible impacts.**
  - Modal trip data can support measurement of some of the most tangible outcomes (vehicle miles reduced, emissions reduced/prevented, health outcomes improved) that support regional goals. However, modal trip reporting varies across the grant program.
  - Many projects facilitate the distribution of resources to encourage mode shift, but the long-term benefits of these interventions remain unclear.
  - In order to accurately and consistently measure and report on impact across grants, RTO should continue to develop data collection systems and tools to

[2] See Figure 2. Source: Employer survey data compiled by TriMet, June 2023.

assist grantees with measurement, an effort which is already underway during the 2023-26 grant cycle.

  - Metro should collaborate with agencies and partners involved in employer data collection to streamline processes and optimize the use of data for program measurement and planning.

- **Mitigate barriers to reporting and take responsibility for some tracking internally.**
  - Metro should clarify the distinction between project-level outputs and derived outcomes to partners and clarify partner responsibility in reporting.
  - Metro should track year-to-year trends at program, district, and regional levels based on reported data.
  - Metro could develop a database or partnership customer relationship management tool (CRM) that allows all grantees to view existing and past partnerships, creating a CBO directory internal to RTO grantees.
- **Encourage qualitative and narrative reporting to help tell nuanced stories of success.**
  - In the case of many projects, the documented experiences of individual participants illustrated the benefits of a program or service.
  - Metro should provide clear, guiding questions and prompts to grantees in order to facilitate collection of qualitative information and stories to illustrate success.
- **Use information and feedback gleaned from partners during the 2019-23 grant cycle to inform performance measures to support RTO's 2022 Racial Equity Strategy.**
  - Metro's existing MAE framework includes the following metrics intended to support equity: 'increasing access to travel options for people of color, seniors, youth, people with disabilities, low-income residents, and/or Title 1 or equivalent schools' and 'Percent of investment focused on meeting equity goals'. However, the format in which reports were structured made it challenging to assess how successful projects were in supporting these metrics.
  - Metro should revisit these metrics as well as methodologies for capturing information from partners in order to better understand how the RTO program contributes to meeting equity goals.
  - Ask that partners identify target audiences and report out on success of reaching these audiences, to improve understanding of who is and is not being served by RTO programs. Encourage that partners use data and tools to inform this process, including Metro's SRTS Mapping Tool and Social Vulnerability Explorer.

**MEMORANDUM**

To: Noel Mickelberry and Grace Stainback, Oregon Metro

From: Ulla Hester and Jordyn Jones, Alta Planning and Design

Date: January 15, 2024

Re: Final Memo on Metro Regional TDM Strategy Needs Assessment, COVID Adaptation

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# Introduction

## Problem Statement

The COVID-19 pandemic has profoundly disrupted traditional transportation patterns, exposing critical gaps in current Transportation Demand Management (TDM) strategies. The rise of hybrid and remote work has diminished the predictability of daily commutes, while flexible work arrangements have driven an increase in diverse, non-commute trips such as errands, medical visits, and leisure activities. Traditional TDM approaches, historically focused on white-collar commutes, now struggle to address the growing demand for equitable, inclusive transportation solutions that meet the needs of all community members. Without adapting to these shifts, Metro risks falling short of its goals to reduce vehicle miles traveled (VMT) and improve access to opportunities. As outlined in the 2022 Metro TDM Emerging Transportation Trends memo in support of the 2023 Regional Transportation Plan (RTP), regional practitioners face urgent challenges in redesigning strategies to provide diverse travel options, optimize the potential benefits of teleworking, and leverage digital tools for equitable transportation solutions.

## Purpose

This memo outlines research objectives and provides an overview of emerging TDM trends and strategies to address the shifting transportation landscape. The primary goal of this research is to answer the following key research question:

- As the pandemic created more flexible work patterns, how can Commute, Community & SRTS programs meet the demands of modified trip-making?

This research has been collected using desktop analysis, focusing on case studies and innovative practices from across the United States.

## Identified Trends

Three key trends have emerged from this research:

1. **Trend One:** Post-pandemic TDM strategies have an increased focus on equity considerations to create transportation solutions that are accessible, inclusive, and safe for all travelers and trip types.
2. **Trend Two:** A growing number of TDM efforts now encompass non-commute trips, recognizing the growing importance of diverse travel needs.
3. **Trend Three:** There is a sustained emphasis on promoting sustainable travel options for hybrid and flexible workers, as well as essential and shift workers.

MEMORANDUM

# Identified Trends and Case Studies

## Trend One

Post-pandemic TDM strategies are increasingly focused on addressing equity concerns to ensure mobility solutions are accessible, inclusive, and safe.

*Universal Basic Mobility Programs (UC Davis Summary)*

Universal basic mobility (UBM) programs are currently being piloted and implemented by several government agencies, often in partnership with local community-based organizations. These programs provide low-income applicants with a pre-paid debit card that can be used to pay for qualified transportation purchases, such as transit, bikeshare, carshare, bicycle-related purchases, and in some cases Uber/Lyft/taxi rides. Also sometimes called mobility wallet, the cards are reloaded monthly for the duration of the pilot or program, and utilization can be monitored for evaluation purposes. Depending on the focus, UBM can act as a trip reduction strategy aimed at all trip purposes, however, the primary focus is on providing underserved populations with reliable, safe, and affordable transportation options.

Pilot programs have been implemented in a number of cities, including Portland, Seattle, Oakland, Stockton, Bakersfield, and Los Angeles, with some of the programs recently moving into a second round of pilots or ongoing implementation. Participants have consistently reported a positive impact on their ability to access transportation options. Success implementing UBM programs was documented in the RTO 2019-23 RTO Grant Program Evaluation through the City of Portland's Transportation Wallet: Access for All program, which reported that 76 percent of people that owned a car reported driving alone less due to the transportation wallet. In the Bakersfield program, 79% of survey respondents noted that the mobility wallet improved their ability to take care of basic needs, and for 86% of respondents it improved their social relationships.

*MTC Blue Ribbon Task Force (San Francisco Bay Area)*

After COVID-19, the San Francisco Metropolitan Transportation Commission (MTC)—the Bay Area's primary agency for transportation coordination, planning, and funding—established the Blue Ribbon Task Force to help the region's transit network adjust to increased equity concerns highlighted by the pandemic. Over the course of a year, the task force developed 27 actionable, near-term strategies aimed at creating a more connected, efficient, and customer-focused transportation system. This initiative underscores the importance of creating integrated and equitable transportation solutions. Among the task force's key strategies, two outcomes stand out as particularly relevant to Metro's interests:

1) Student and Residential Pass Programs: The task force spearheaded the development of the Clipper BayPass, a pilot program designed to make transit more accessible for college students and support affordable housing residents. By providing a single transit pass valid across multiple agencies, this program addresses equity by reducing cost barriers and simplifying access to public transportation. It also promotes broader regional transit integration, a priority for Metro.

2) Pilot Programs Targeting Equity: Another key focus was exploring pilot projects aimed at improving transit access and affordability for underserved populations. These initiatives highlight the potential for targeted interventions to drive meaningful improvements in transit equity.

*Addressing personal safety and security concerns in public spaces*

Two concurrent issues were brought forward during COVID-19: increases in hate and harassment in public spaces – particularly based on race or gender- as well as reduced ridership on transit, leading to perceived and real concerns about crime with fewer eyes on the street. Perceived and real incidents of crime in public spaces is a deterrent to choosing all

types of travel options – walking, biking and transit in particular. States like California passed laws to specifically address the issue of hate on public transit that led to transit agencies conducting surveys to better understand the safety concerns of riders and operators. Seventy-seven percent of survey respondents in Sacramento indicated they experienced behaviors that they or others perceived to be unsafe. In 2023, TriMet was recognized by the American Public Transit Association for their approach to improve public safety for both riders and workers and to improve the customer experience through their Reimagining Public Safety and Security on Transit Plan. In addition, PBOT developed the Beyond Traffic Safety toolkit in 2024. Both of these plans may include strategies that Metro could support to encourage more participation in travel options.

### Key Takeaways

- Consider prioritizing programs and strategies that primarily focus on improving access to transportation as opposed to vehicle trip reduction.
- UBM is one such program that can act as a trip reduction strategy aimed at all trip purposes, with the added benefit of a focus on providing underserved populations with reliable, safe, and affordable transportation options.
- Consider MTC Blue Ribbon Task Force actions when developing the "universe of options" for Metro's RTO program as a mechanism for identifying new subtypes or activities. Programs like the Clipper BayPass offer valuable lessons for Metro as it seeks to enhance accessibility and inclusivity within its own transit network.
- Understand that public safety and security concerns are both real and perceived barriers to sustainable transportation and work with partners to implement identified solutions.

## Trend Two

Post-pandemic there is a need for TDM strategies to adapt commuter focused programming and expand to a more inclusive approach that addresses more trip types. In the United States, the number of short trips (less than 3 miles) taken between 11 a.m. and 1 p.m. by those working from home increased by more than 400% between 2019 and 2022. And more than 1,100 counties across the nation saw even greater growth in short, midday trips made by remote workers — some as much as 800% (Toole 2024). This trend highlights the importance of addressing non-commute travel, such as school drop-offs, medical appointments, grocery shopping, and leisure, to meet the needs of diverse populations, including those with non-traditional work schedules.

*Arlington, Virginia*

Arlington, Virginia has implemented TDM studies for all new developments, including both residential and commercial properties, to ensure projects support diverse transportation needs. Residential TDM strategies include providing travel options information to residents, offering shuttle services to public transit stations, supporting transit use with free or discounted SmarTrip Cards, and unbundling car parking costs. Notably, according to the residential building study, where parking is unbundled there is approximately 6% lower auto ownership per unit and 13% lower auto ownership per adult resident. These insights underscore how pre-pandemic TDM policies, like Arlington's 2018 TDM ordinance, can serve as a foundation for addressing non-commute trips and adapting to post-pandemic shifts in travel behavior.

*Proceedings of the National Academy of Sciences (PNAS)*

A study published in the *Proceedings of the National Academy of Sciences* (PNAS) expands on the environmental implications of remote and hybrid work, focusing on greenhouse gas (GHG) emissions. By analyzing data from Microsoft, the American Time Use Survey, the National Household Travel Survey, and the Residential Energy Consumption Survey, the study provides a nuanced view of how remote work influences travel and energy use. Key findings include:

- Remote work can reduce peak-hour congestion in dense commuting zones, improving fuel economy during traditional commuting periods.
- Increased remote and hybrid work may shift energy consumption to residential spaces, resulting in higher home energy use and associated GHG emissions.
- While remote and hybrid work reduce commuting-related emissions, non-commute travel and home energy use must be accounted for in TDM strategies to achieve net reductions in carbon footprints.

The study revealed that non-commute-related travel accounts for a significant portion of GHG emissions:

- 79% for remote workers.
- 33–50% for hybrid workers.
- 31% for onsite workers.

Remote workers make 1.6 times more trips than onsite workers, with higher activity in recreational travel, healthcare visits, and errands. Despite shorter average trip distances, the volume of non-work travel significantly impacts emissions.

These findings emphasize the need for TDM programs to account for both direct and indirect impacts of changing work patterns, including non-commute travel, residential energy use, and vehicle miles traveled (VMT).

**Key Takeaways:**

- Support TDM programs and policies to support trips beyond commute trips - including TDM policies or similar land use policies adopted by local jurisdictions.
- RTO's strategy development process should include a focus on identifying and prioritizing specific TDM activities to support all types of trips, based on regional context and needs.
- Incorporate programming and messaging that addresses non-work-trip into existing commute-focused work.
- Recognize and prioritize non-traditional work schedules in commute programming - including essential and shift workers.
- Acknowledge and measure both direct (ex. commuting) and indirect (ex. midday trips, home energy use) impacts to evaluate the full effect of regional TDM programs on VMT and GHG emissions.

## Trend Three

The increase of hybrid work has presented challenges and opportunities for TDM solutions. With hybrid workers commuting less frequently, TDM strategies must focus on promoting mode shifts for in-office days to help commute trips remain as sustainable as possible.

*Georgia Commute Options*

The Atlanta region's Georgia Commute Options has adjusted communication strategies to directly market commute options to hybrid workers post-pandemic. Incentives are provided to commuters who choose sustainable transportation modes. Workers can earn incentives for each day they commute using a "clean" mode. The incentives offered are flexible and adaptable to hybrid work schedules and can be gained on in office and work from home days. Using marketing to specifically address hybrid workers and providing flexible opportunities for program participation motivates hybrid workers to incorporate sustainable practices into their commute routines.

**Key Takeaways:**

- Support/solicit tailored incentive programs and campaigns that address hybrid workers' needs, such as flexible rewards for sustainable commutes and outreach and campaigns that directly target hybrid workers.
- Work with Get There Oregon to design statewide challenges that acknowledge hybrid work schedules.
- Acknowledge that employees working a hybrid schedule would benefit from more frequent and consistent reminders about travel options to their worksite. Work with employers to ensure that travel information shared with employees (and other members of the general workforce visiting the worksite) consistently promotes the use of available travel options.

## Conclusion

COVID-19 has reshaped TDM, creating a need for innovative strategies that address emerging trends and diverse needs. By integrating equity considerations, expanding focus to non-commute trips, and promoting sustainable modes of transportation for hybrid workers, organizations have been adapting to create more inclusive and adaptable mobility solutions.

MEMORANDUM

To: Noel Mickelberry and Grace Stainback, Oregon Metro

From: Ulla Hester and Jordyn Jones, Alta Planning and Design

Date: January 15, 2025

Re: Final Memo on Measuring the Long-Term Impact of TDM Strategies

# Introduction

## Problem Statement

Transportation Demand Management (TDM) programs play a critical role in reducing vehicle trips, vehicle miles traveled (VMT), greenhouse gas (GHG) emissions, and in promoting equitable mobility. However, measuring the short- and long-term impacts of specific TDM strategies remains a challenge for many organizations. Identifying effective tools, methodologies, and frameworks to track these impacts is essential to the successful implementation of TDM programs.

## Purpose

The purpose of this memo is to explore best practices for measuring the impact of TDM strategies and provide insights into tools that can be used to evaluate effectiveness over time. Key research questions include:

- What are other agencies doing to measure or estimate the long-term impacts of TDM strategies, in particular VMT and GHG emissions, and advancing equity goals?
- Are there any existing best practices to document the impact of distribution of resources that support access and use of travel options (i.e. bikes, helmets, bike locks) on travel behavior?

This research has been collected using desktop analysis, focusing on case studies and innovative practices from across the United States.

## Key Findings

Three key findings have emerged from this research:

1. There are few examples of agencies or TDM implementers that track the long-term impact of TDM strategies or programs. Pre- and post-implementation surveys remain a powerful tool to help evaluate the effectiveness of TDM programs at the site or program level. Several upcoming opportunities exist for RTO to pilot the measurement of site-specific VMT reduction impacts of TDM strategies.
2. Our team found limited research or case studies on the effectiveness of providing resources to individuals on travel behavior in industrialized nations. However, a case study on providing e-bike rebates to low-income residents and a pilot that served as the basis for the rebate program indicate great potential for trip and VMT reduction, improved mobility, and equitable distribution of impacts. The case study showcases surveys and apps as data collection methods to assess impacts.
3. Tools and calculators can help measure both direct and indirect impacts- as well as project impacts- for specific TDM strategies. While it is impractical to collect and analyze data for all RTO-funded projects, RTO should consider working with specific partners to understand the impact of specific strategies using industry-proven methods. The

use of tools such as Mobility Lab's Transportation Cost-Savings Calculator, tailored to the local context of the Portland metro region, could be used as a methodology to identify, evaluate, and prioritize strategies during the development of the Regional TDM Strategy.

# Identified Examples and Case Studies

## Example One

Reliable methods and tools to measure the long-term impact on VMT is important for understanding the success of TDM strategies. The example below highlights one way to measure site-specific trip reductions.

*Fairfax County, VA: Trip Reduction Impacts of Required TDM Programs*

Fairfax County sets trip reduction targets and requires periodic vehicle trip counts as part of its TDM program mandate for new developments. To assess the impacts of TDM programs on trip reduction, a study conducted in 2020 analyzed trip generation data from monitoring at 13 properties over a seven-year period (2013–2019). Key analyses included comparing trip generation rates to projections from the Institute of Transportation Engineers (ITE) Trip Generation Manual and examining long-term traffic patterns. By quantifying trip reductions, Fairfax County effectively measures the sustained impact of its TDM interventions and identifies areas for improvement.

**Key Takeaways:**

- While most applicable at the property or employment site level, vehicle trip counts provide an accurate measure of vehicle trip generation and the impacts of TDM strategies at specific sites.
- Consider conducting a study with select properties, employers, and/or school sites to enable Metro to understand the long-term impacts of TDM strategies. The results could inform tools that facilitate the selection of TDM strategies to achieve specific goals and targets.
    - Metro's Transit-Oriented Development (TOD) program conducts surveys at program properties every five years (via PSU TREC), offering a partnership opportunity to pilot assessing impacts at properties with TDM programming vs those without.
    - Metro's three-year Safe Streets for All grant focused on Safe Routes to School initiatives at seven schools in North Portland offers another opportunity to pilot assessing impacts at properties with TDM programming vs those without, or before/after mode split at target school sites. This project will include the distribution of bicycles to students without them. PSU TREC will be supporting the evaluation by assessing student mode-split as well as student knowledge of the transportation system and real/perceived safety impacts.

## Example Two

There is a lack of research or case studies that focus on the trip reduction impact of distributing resources that support the use of travel options, such as bike helmets, lights, or similar resources. The closest equivalent found is the distribution of incentives to purchase e-bikes, which showed significant decreases in vehicle trips and associated VMT in an initial pilot and one case study. The example below highlights the research finding and methodologies for each.

*City and County of Denver E-Bike Rebate*

In 2022, the City and County of Denver launched an e-bike voucher program that offered $400 to all residents and $1200 to income qualified residents for the purchase of an e-bike. 4,700 Denver residents took advantage in the first round and additional 860 in the second round. The city sent out a survey to voucher recipients to understand the voucher's impact on travel behavior and encouraged riders to track their rides using an app. More than 1,000 recipients responded, and the resulting data indicated that recipients ride their e-bike 26 miles and replaced 3.4 car trips per week. Income-qualified

residents reported using their e-bikes more than other voucher recipients. Also of note is that almost 30% of respondents said they were new bike riders.

Since the initial round of rebates, Denver has adjusted the rebate amounts: low-income applicants can continue to apply for a $1200 rebate, moderate-income applicants qualify for a $700 rebate, any resident can apply for a $300 rebate, and persons with disabilities can apply for a $1400 rebate.

*Measuring Equity*

To evaluate the program's success in achieving equity goals, Denver analyzed participation rates across income levels, demographics, and geographic areas. Key equity-focused considerations included:

- Higher rebate amounts for income-qualified and moderate-income residents encouraged broader access to e-bikes, particularly for those in underserved communities.
- The city tracked the geographic location of participants to ensure that rebate access extended to historically disadvantaged neighborhoods.
- Nearly 30% of participants were new bike users, showcasing the program's ability to engage populations less likely to use bicycles previously.
- By comparing travel behavior changes across different demographic groups, Denver assessed whether income-qualified participants experienced greater reductions in car trips or VMT compared to other groups.

*Colorado Energy Office E-Bike Mini Pilot*

Denver's program builds on insights from a 2020 pilot study conducted by the Colorado Energy Office. The pilot provided 13 e-bikes to low-income households under an individual ownership model and collected data over three months using partially automated travel diaries. While the sample size was small, the results indicated an increase in biking, leading to improved mobility and reduced $CO_2$ emissions for participants. The study found that:

- E-bikes accounted for 31% of commute mode share, a dramatic increase compared to the local census bicycle commute mode share of less than 1%.
- E-bike trips replaced 28% of single-occupancy vehicle (SOV) trips, 24% of walking trips, and 20% of regular bike trips.
- Participants saved an estimated 1,367 lbs. of $CO_2$ emissions during the pilot.

The program's targeted approach demonstrated the potential for equitable interventions to reduce emissions and improve mobility options. However, the pilot's small, homogenous sample and limited alternative mobility choices highlighted the need for more inclusive program design and broader demographic representation.

*Wheels of Change: The Impact of Bicycle Access on Girls' Education and Empowerment Outcomes in Rural Zambia*

World Bicycle Relief partnered with Innovations for Poverty Action to study the impact of providing free bicycles and access to maintenance to girls in primary schools (grades 5-7). The study included 2,471 girls, 100 schools, 45 that received bicycles and 55 that did not. Students signed an agreement to use the bikes as their primary mode of transportation to school. Groups of teachers, parents, students, and local leaders formed a bicycle supervisory committee at each school.

The program's duration was one year. Evaluation included pre-program surveys and post-program surveys, attendance analysis, and game-like activities to measure the impact of having access to a bicycle on student empowerment, including their willingness to share their opinion and their bargaining power in their household. Results included a 28% reduction in absenteeism, a 33% reduction in commute time saving students more than an hour per day, a 66% increase in punctuality, fewer girls leaving school early due to safety concerns, and an improvement in math scores. Girls who received a bike reported an increased sense of control, improved self-image, greater bargaining power within their household, and increased pro-social tendencies.

**Key Takeaways:**

- There is a lack of research on the impact of giving away bicycle accessories or other physical resources.
- Providing people with e-bikes or providing a significant e-bike rebate or subsidy increases biking and decreases vehicle trips and VMT.
- Additional benefits can include more reliable transportation to school or work, leading to less absenteeism and related positive benefits.
- Pre- and post-implementation surveys remain a powerful tool designed to help evaluate the effectiveness of TDM programs at the program level. They can provide quantitative and qualitative data and can be repeated in the future to assess long-term program impacts.
- Apps can be helpful in tracking participant's number and length of trips, however, participation in trip tracking tends to be low, even when incentivized. To accurately measure impact, pre-program data will need to be measured as well.

## Example Three

Evaluation tools and calculators help visualize the outcomes of TDM strategies. There are several examples of tools that allow users to make data-driven decisions to improve access and inclusivity in transportation systems. In the past, Metro's Regional Travel Options program has used a custom calculator tool developed to support its own Multiple Accounts Evaluation (MAE) framework to evaluate grant program outcomes. However, one goal of the Regional TDM Strategy process is to align TDM and RTO program outcome measurement more closely with regional and state performance measurement standards and methodologies. Doing so will increase standardization and coordination of efforts, enable RTO to estimate and prioritize TDM strategies for implementation, and reduce the reliance of the program on grantee-collected data. For example, RTO staff are currently working to adapt measures from the California Air Pollution Control Officers Association (CAPCOA) Handbook for Analyzing Greenhouse Gas Emission Reductions to estimate anticipated TDM impacts on climate mitigation to support Metro's Comprehensive Climate Action Plan. The outcome of this work may be used to inform the Regional TDM Strategy, as well as potential use of tools outlined below.

*Mobility Lab Transportation Cost-Savings Calculator*

Mobility Lab, a TDM research center, developed the Transportation Cost-Savings Calculator. The calculator is a tool designed to help organizations quantify the financial savings resulting from TDM strategies. The tool helps track KPIs by estimating cost savings from TDM strategies. It is particularly useful for analyzing the equity impacts of TDM strategies, ensuring that the benefits of cost savings are equitably distributed across communities.

*San Jose VMT Evaluation Tool*

The City of San Jose developed an Excel-based tool to evaluate VMT impacts of proposed land use projects and assess how TDM strategies can mitigate transportation impacts. This tool uses data from local traffic patterns, land use changes, and transportation interventions to estimate how much VMT can be reduced through TDM measures. By applying the tool, San Jose is able to assess potential VMT reductions for various scenarios, ensuring that land use projects align with broader sustainability goals and incorporate effective TDM strategies from the start.

*ODOT Employee Trip Reduction Calculator (In Development)*

ODOT is currently developing a trip reduction calculator employers can use to develop their required trip reduction plans under Oregon's Employer Commute Option program. This calculator will be based on a literature review of demonstrated impacts of employer strategies. While still underway, the literature review draws heavily on the California Air Pollution Control Officers Association (CAPCOA) Handbook for Analyzing Greenhouse Gas Emission Reduction and additional sources. Once completed, ODOT's employee trip reduction calculator will be a useful tool for employers to estimate trip reductions generated from specific employer TDM strategies.

**Key Takeaways:**

- The use of data-driven tools that adjust for local context, land use changes, and transportation patterns can help cities align development goals with TDM objectives.
- As calculators and tools rely on studies that have identified the impact of specific strategies, incorporating rigorous program evaluation approaches into TDM programs and grants- focused on specifically identified strategies and in partnership with appropriate partners- would be a good way for Metro to collect data that is locally applicable.
- Consider the use of tools such as Mobility Lab's Transportation Cost-Savings Calculator, tailored to the local context of the Portland metro region, as a methodology to identify, evaluate and prioritize strategies during the development of the Regional TDM Strategy.
- It will likely be impractical to collect and analyze direct and indirect impacts for all Metro-led and -funded TDM strategies. Instead, Metro could consider collecting data from select strategies or programs as well as from the Oregon Travel Study and building a model that allows TDM implementers and the region to holistically estimate the impacts of TDM. Additionally, the use of tools identified in Example Three can support estimation of impacts of different TDM strategies, enabling the RTO program to prioritize strategies for funding and implementation.

## Conclusion

As TDM strategies continue to evolve, measuring their impact is essential to optimizing their effectiveness and ensuring equitable outcomes. Metro can play a role in both collecting data to understand the impacts of specific strategies as well as provide tools that would allow TDM implementers to forecast the impact of said strategies.

As Metro RTO continues to develop its work plan, it is essential to integrate methodologies and tools that measure the long-term impacts of these interventions on key outcomes such as VMT, GHG emissions, and equity. By utilizing data-driven tools and frameworks, Metro RTO can gain a clearer understanding of the effectiveness of its strategies and support the needs of all communities.

# 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

CASCADIA PARTNERS

# Table of Contents

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

MEETING TOPIC: RTO PARTNER MEETING DATE: NOVEMBER 7 2024

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

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

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

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

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

MEETING TOPIC: RTO PARTNER MEETING DATE: NOVEMBER 7 2024

  - Paper maps

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

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

# 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

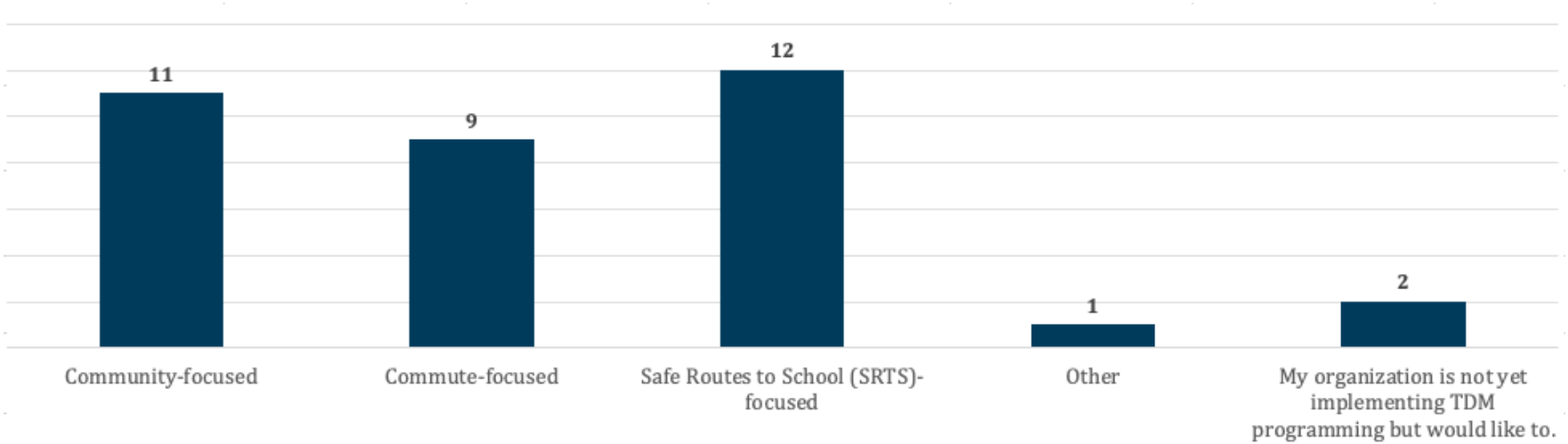
**Dependable/tailored options**
- WSB/BB for schools
- Personalized trip planning
- Shuttles

## 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<br>• Job types that are not computer-based are harder to engage<br>• 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<br>• Limited time to provide education<br>• Lack of adequate storage facilities<br>• 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 that may include 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 | | 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 | HOW THEY ARE ASSESSED |
|---|---|
| **Affordable access/resources**<br>• Shared mobility costs<br>• Access to bikes/gear | • Utilization of transportation options<br>• Bike giveaways and bike trainings |
| **Incentive programs and policies**<br>• Employer transit passes<br>• Transportation Wallet<br>• Challenges<br>• Flexible remote work | • ECO Surveys<br>• VMT before/after trip reduction plan<br>• Participation, behavior change |
| **Dependable/tailored options**<br>• WSB/BB for schools<br>• Personalized trip planning<br>• Shuttles | • Travel tallies<br>• Walking audits<br>• Caregiver surveys<br>• 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 VMT reduction 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 addressing transportation barriers 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 VMT reduction 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 addressing transportation barriers 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 VMT reduction 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 addressing transportation barriers 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

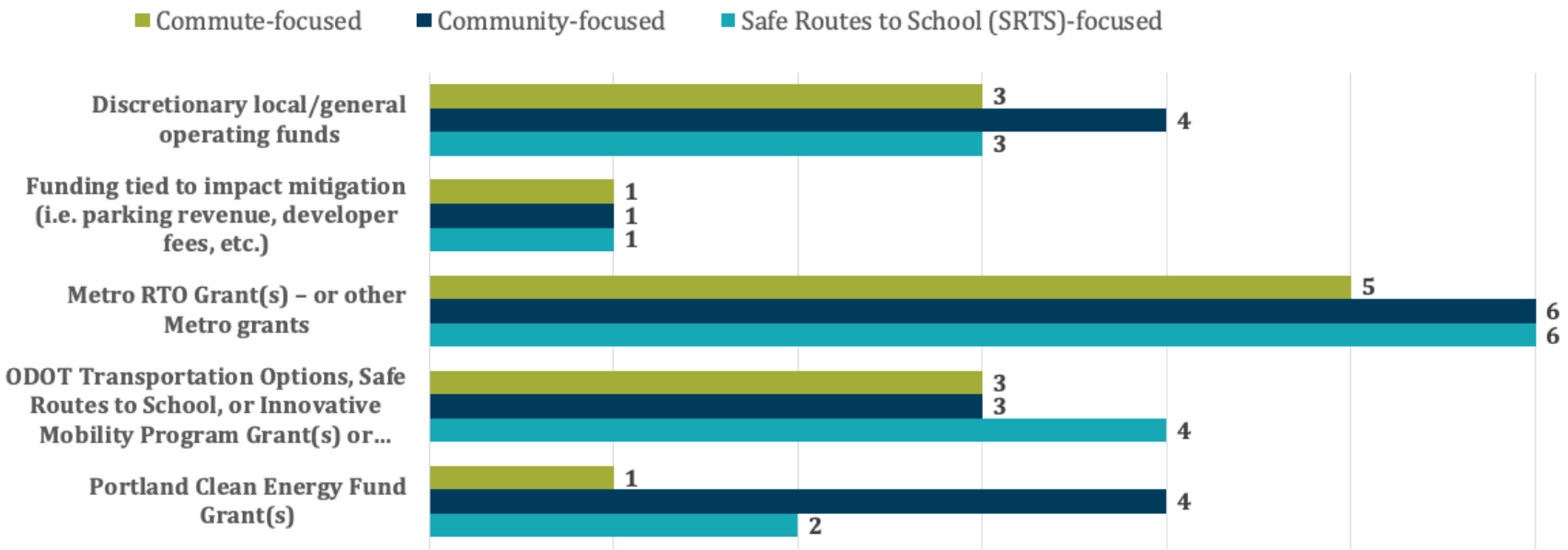
**HOW THEY ARE ASSESSED**

- 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

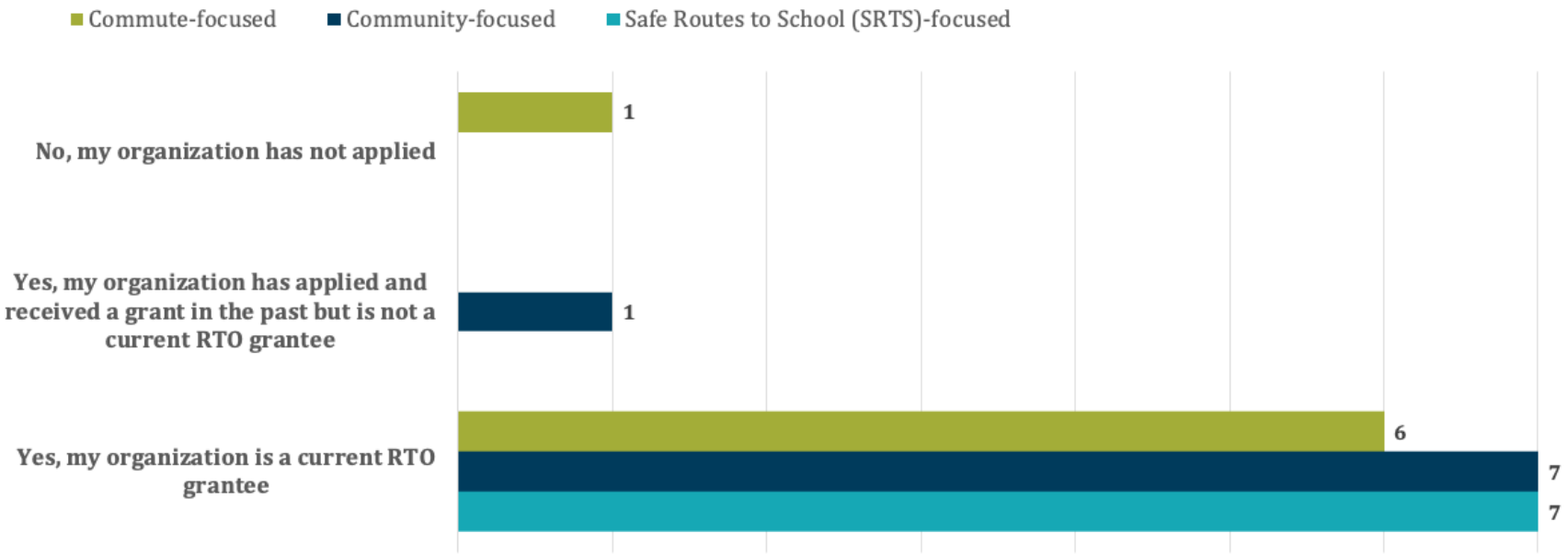
(25 respondents)






*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)






*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)*

**MEMORANDUM**

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

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# 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

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

| | |
|---|---|
| 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**
Priority dots: 9
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**
Priority dots: 8
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**
Priority dots: 8
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**
Priority dots: 3
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

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

| | |
|---|---|
| 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?
    - Jeff Pazdalski: Asks about partnership building (mostly with employers) – something to make sure is reflected within activities
    - Mary Rosenthal: Where do we see the resource connecting work?
        - Noel (Metro): Maybe it's TDM Policy, Planning & Partnership…
    - Kim Ellis: Where does TOD fit in?
        - Noel (Metro): Highlights TOD in Place-based Program activity
    - 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
    - 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

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

| | |
|---|---|
| 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.

    - Education could include educating parents about physical safety / safe routes to/from specific schools
    - Consider that working with schools is challenging; maybe focus on families
    - Consider policy elements
    - Consider focusing on families & siblings too
    - What do we consider "comprehensive' education?
    - add some specificity about whether this is education/ information for parents and/ or integrating bike, ped education in schools?
    - Support for highlighting safer routes
    - Principle-permissible activities vary; consider steps to achieve "every student" reach
- SRTS programs directly support student active travel to school.
    - Consider physical infrastructure / safety
    - physical safety is a common barrier; consider route continuity
    - 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?
    - What does it mean to "directly support" - ?
    - How can programmatic improvements lead to infrastructure improvements?
- Every student has access to the resources needed to walk, roll and bus to school.
    - What does access mean?
    - Define resources
    - Define resources and who has control of ensuring students have those resources
    - 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.
    - Clarifying what removing barriers mean in relation to base level of program benefit
    - what kind of base level commute benefit could still work for shift workers outside of transit service (hours or range)
    - Clarify what the base level of commute means (e.g., access to pass program, other mobility programs)
    - 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?
    - 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?

    - engaging with potential providers on what is easier to provide people
    - first outcome is ambitious, may want to have interim goals to help meet the vision of serving everyone
    - 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.
    - 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?
    - This one can possibly be tied to the first outcome and measures, if financial incentives are part of a base-level commute benefit program
    - 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.
    - 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?
    - Prioritize programing that's not work from home folks
    - Shift workers may have unique barriers to commuting such as no transit service
    - Provide accessible outreach materials/communications in multiple languages
    - Consider pilot projects to explore and demonstrate new tools; and report on progress made
    - Engage with orgs like the Columbia Corridor association
    - 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 PARTNERS

# 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

Executive Summary

Survey Results

- Section 1: Survey Demographics
- Section 2: How Do You Get Around?
- Section 3: Trips to Work/College
- Section 4: Trips to K-12 Schools
- Section 5: Getting Where You Need to Go
- Section 6: Recreational Trips

# Key Findings

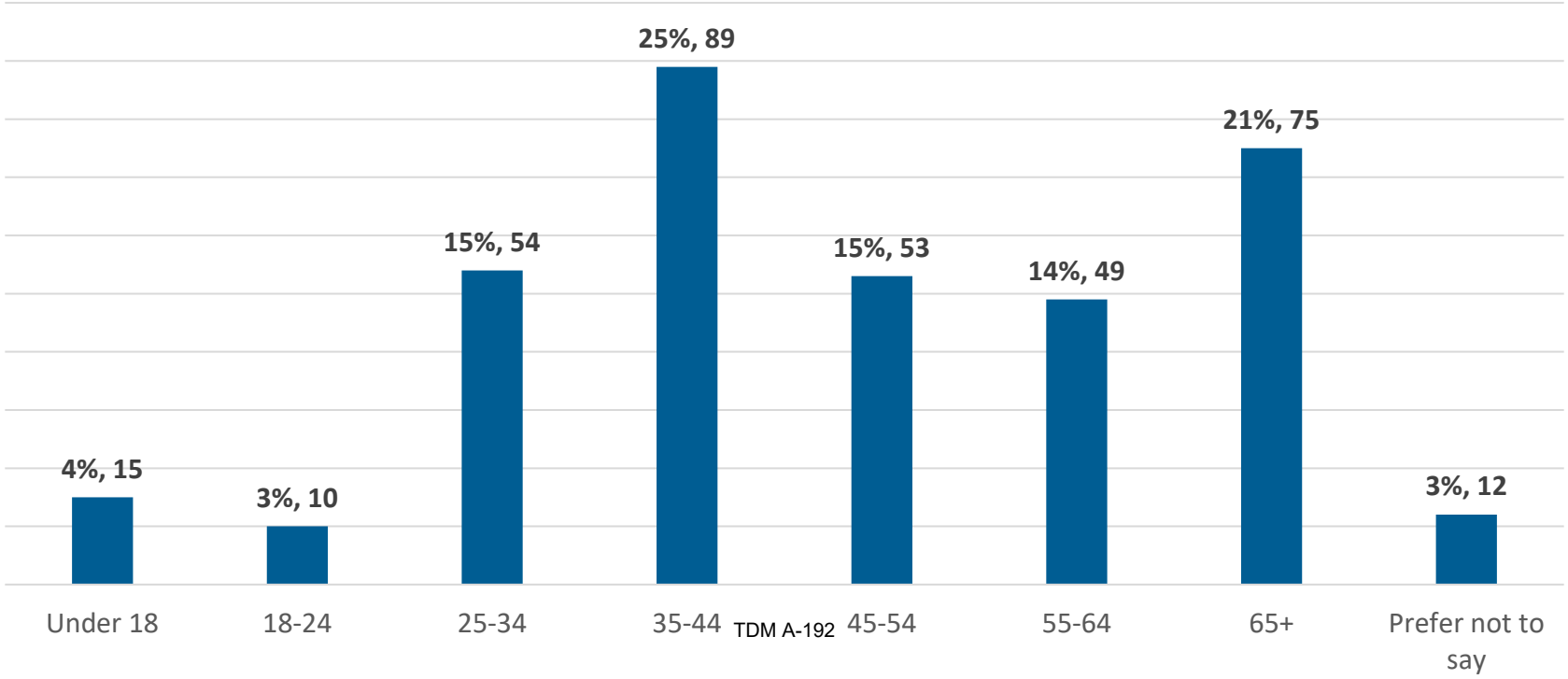
The received 413 complete responses while it was open between September 18th through October 17th 2025.

- 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

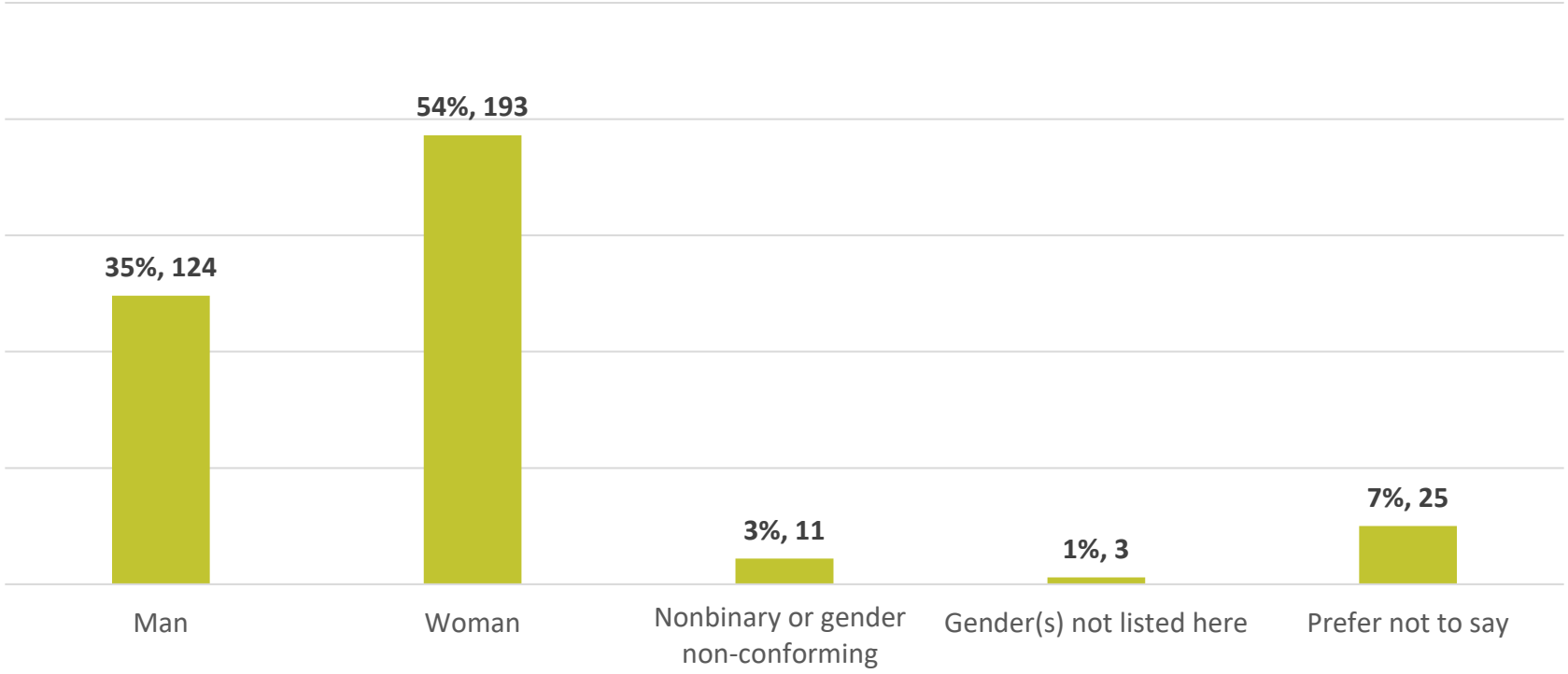
# Please select your age range.

(357 responses)



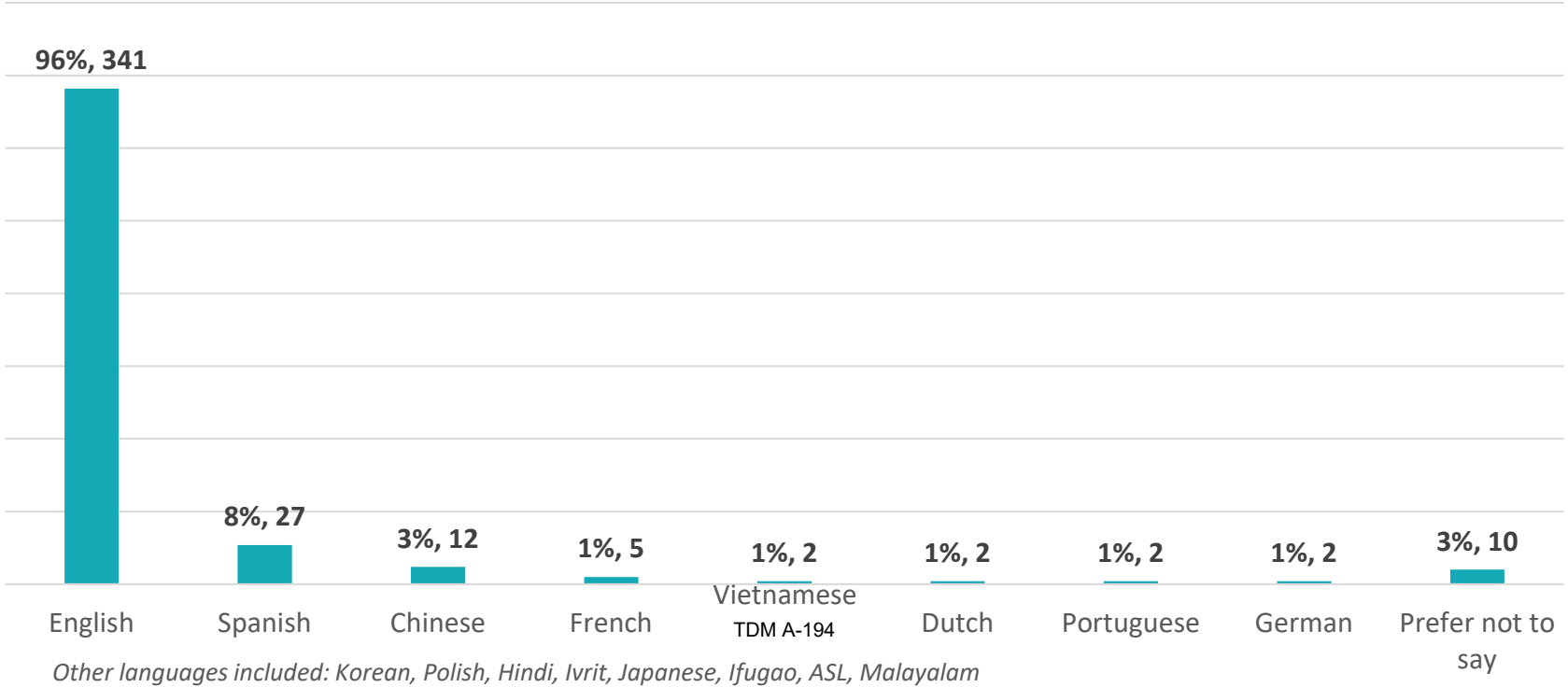
# What is your gender identity?

(356 responses)



## What are the primary languages that you speak? Check all that apply.

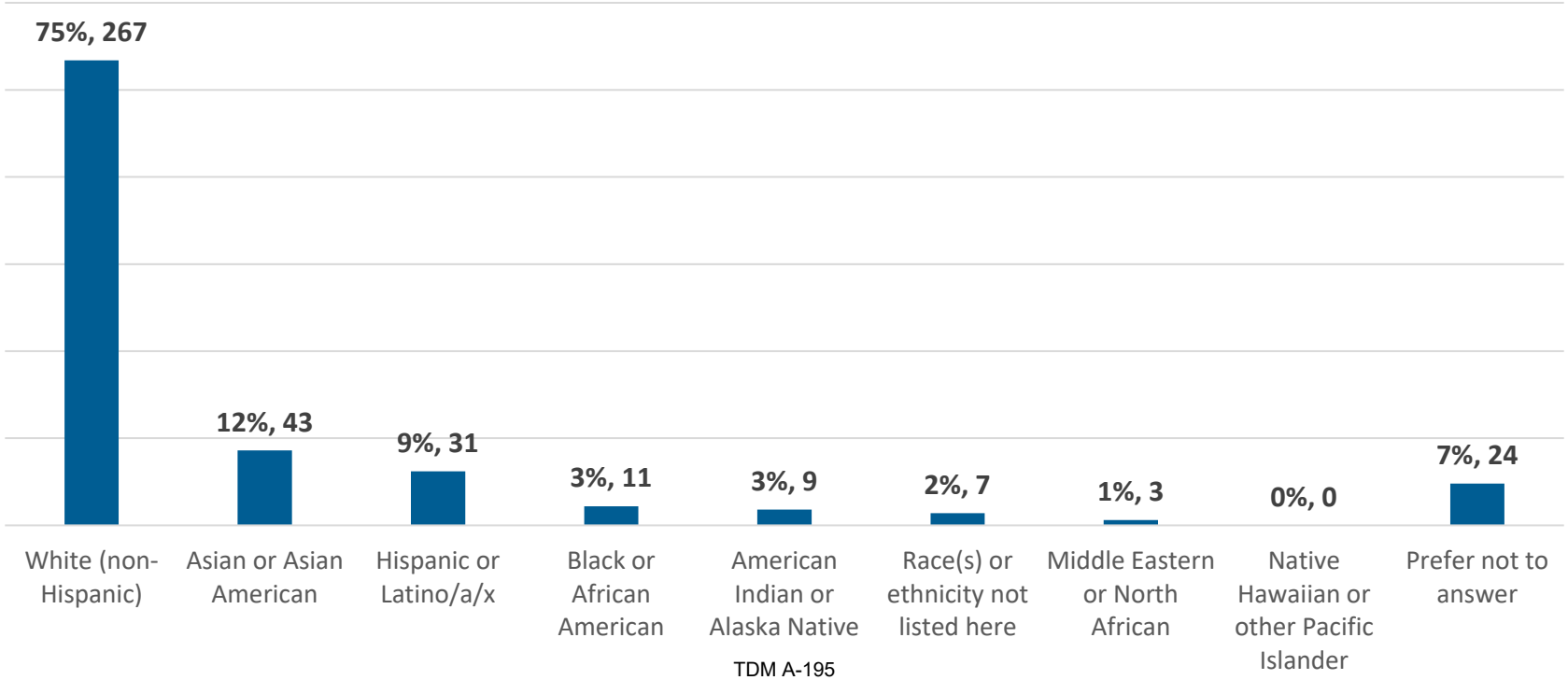
(356 people responded, 403 selections made)




*Other languages included: Korean, Polish, Hindi, Ivrit, Japanese, Ifugao, ASL, Malayalam*

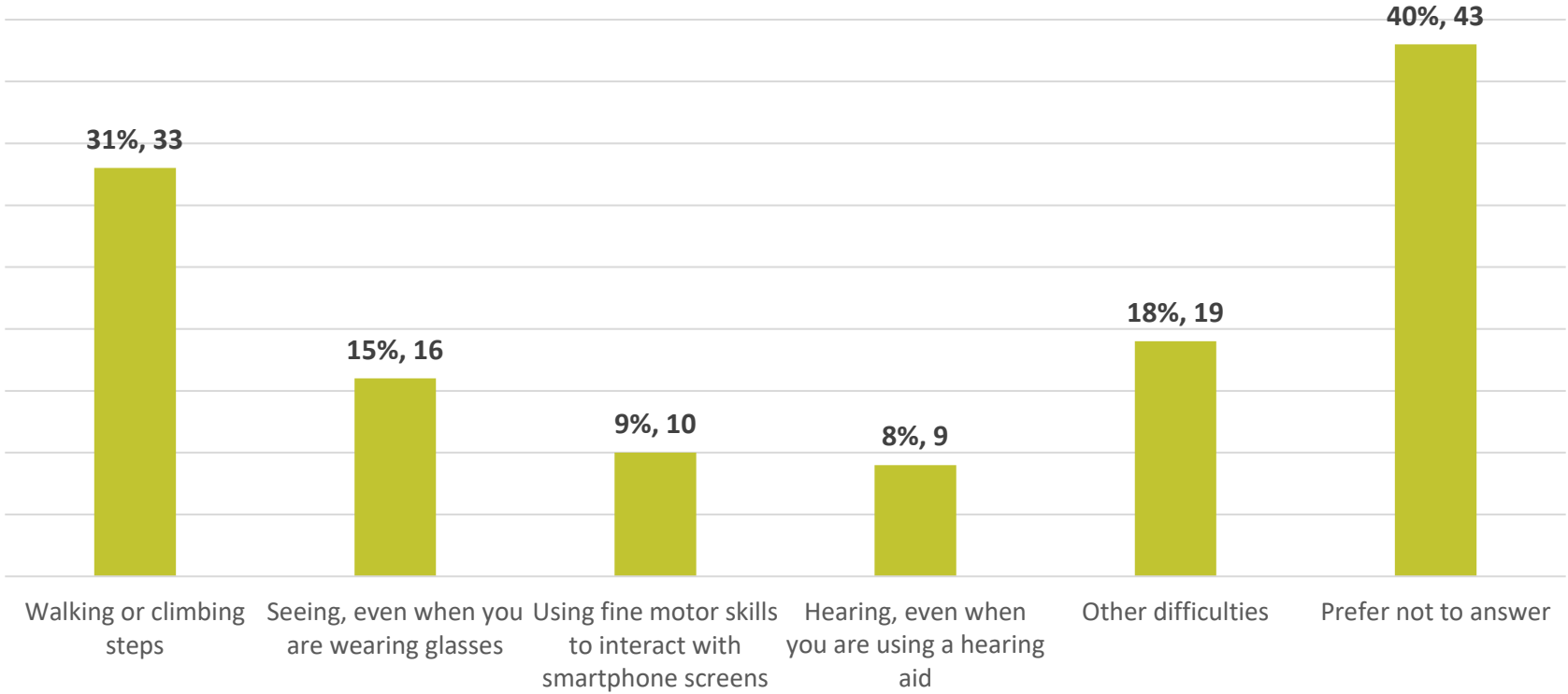
## What best describes your race or ethnicity? Check all that apply.

(355 people responded, 395 selections made)



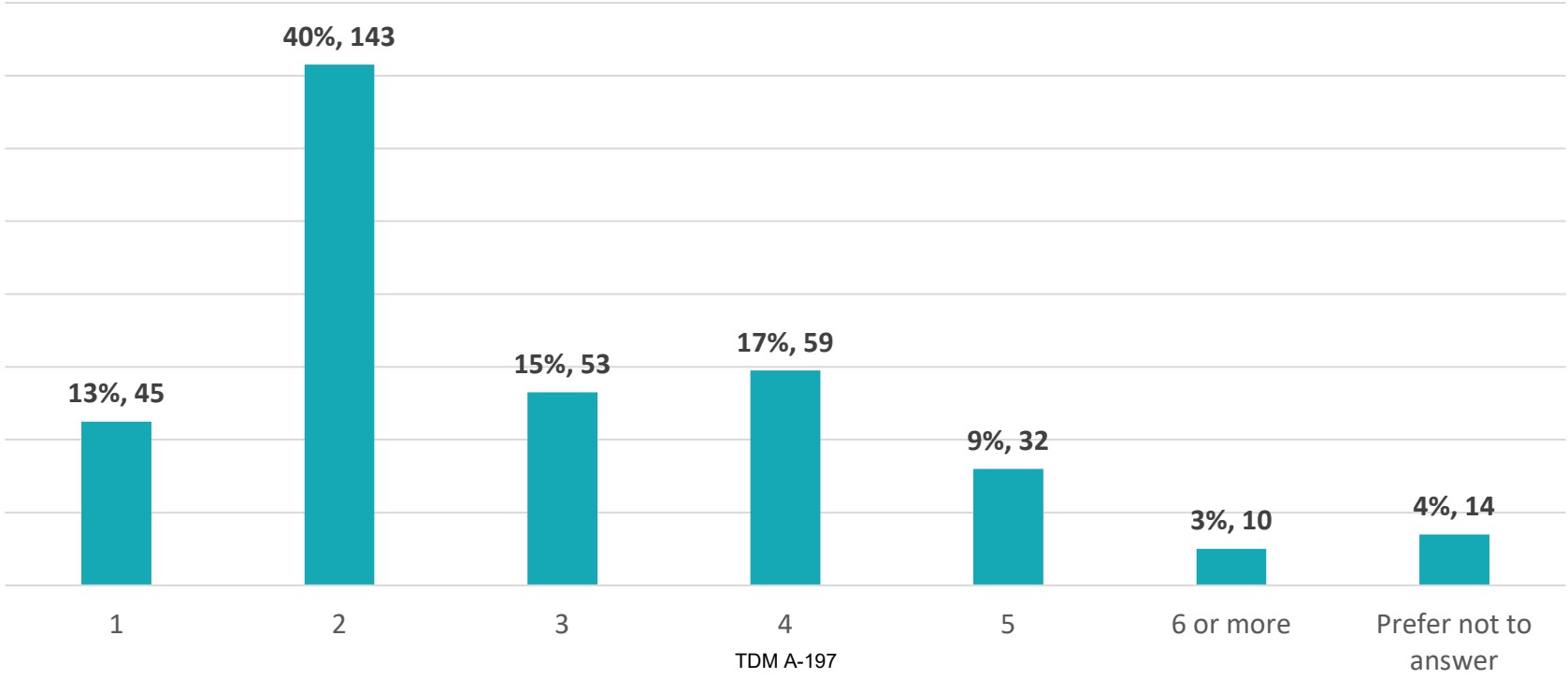
## Do you have difficulty doing any of the following activities? Check all that apply.

(108 people responded, 130 selections made)



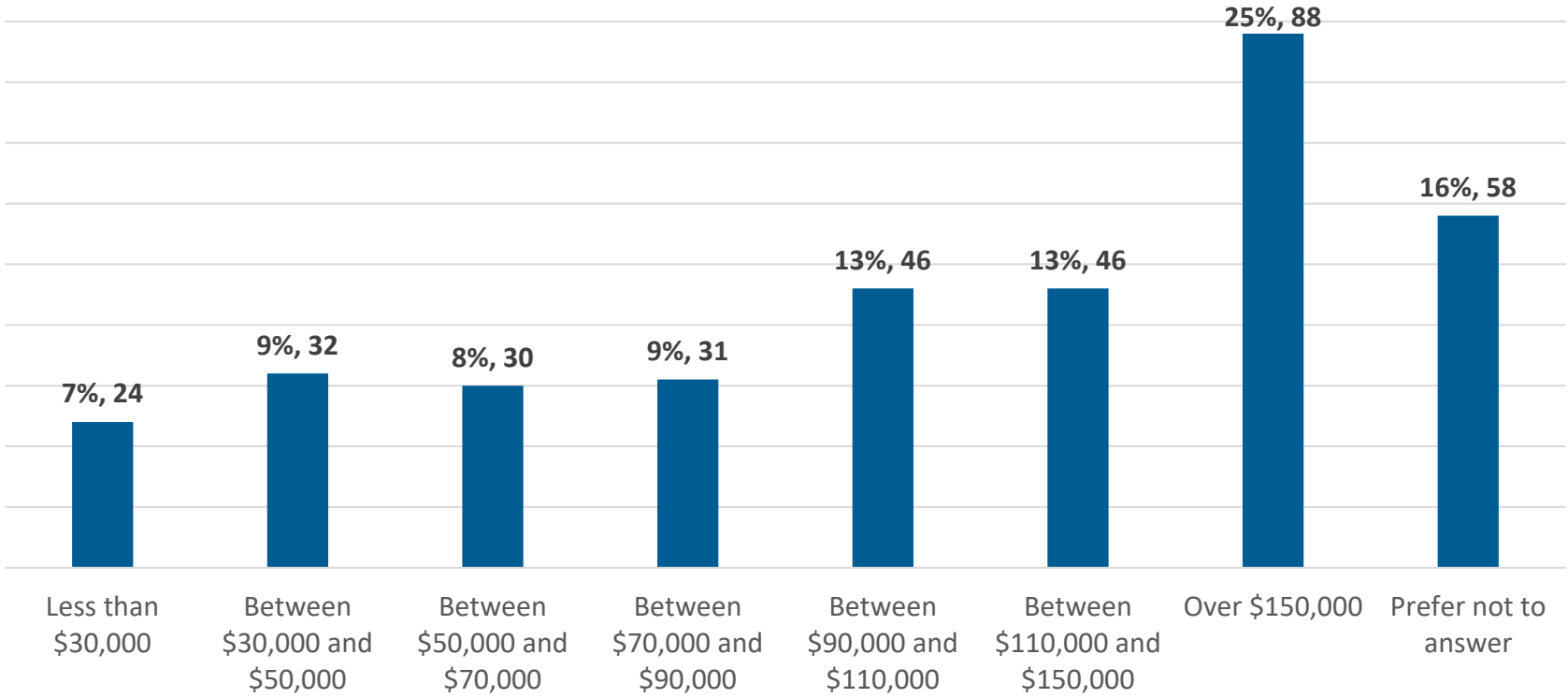
## Including yourself, how many people live in your household?

(356 responses)



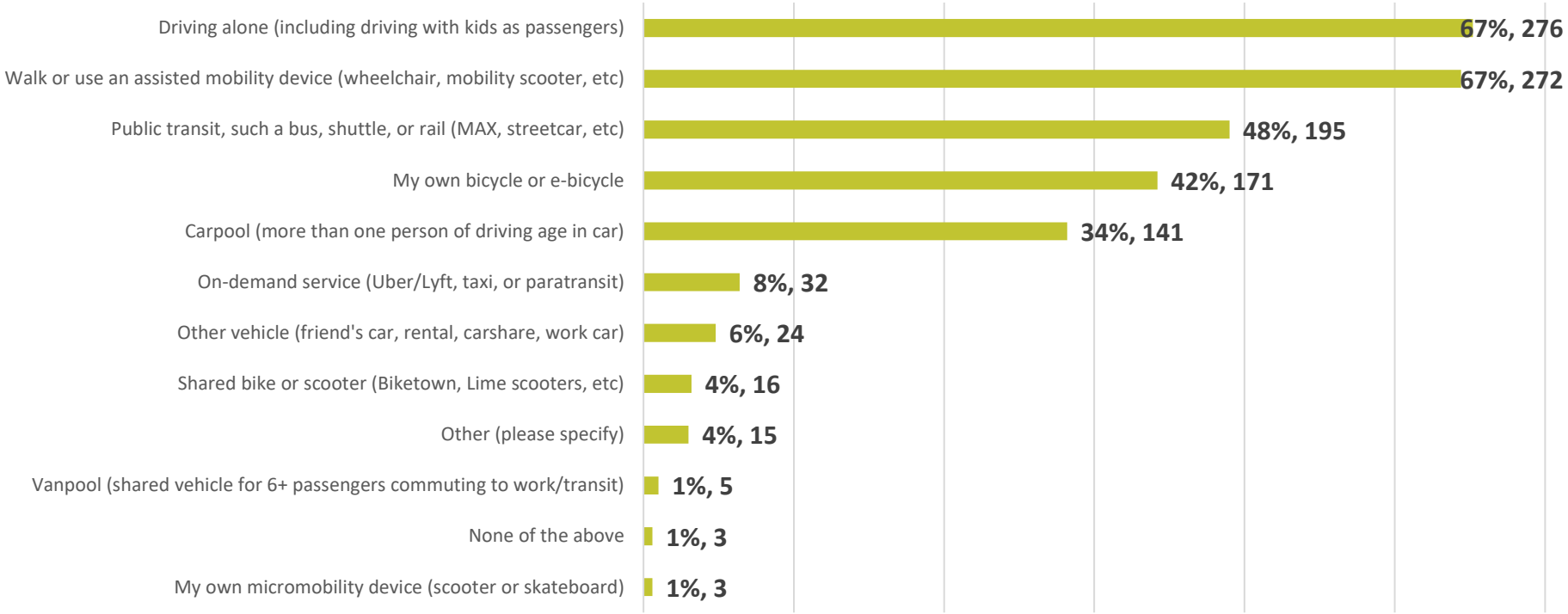
# What was your total household income before taxes in 2023?

(355 responses)



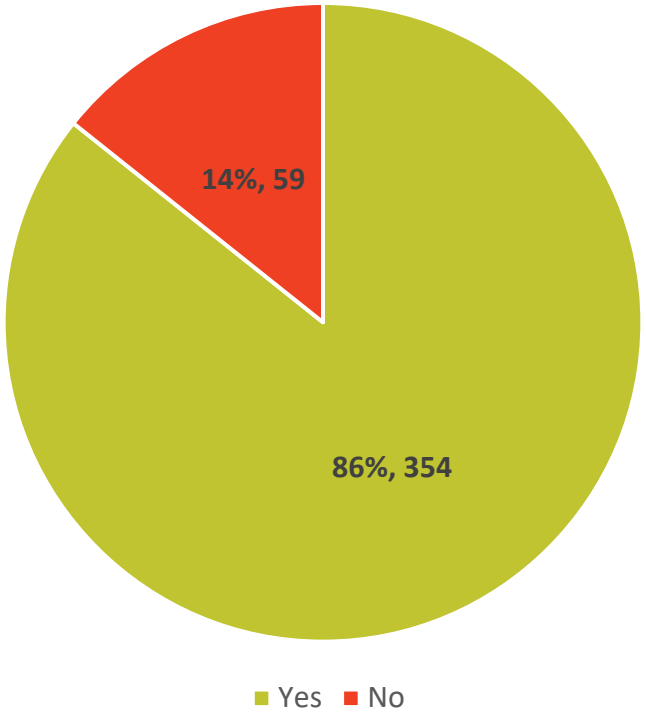
# Select the three modes of transportation that you used the most in the last month:

(409 people responded, 1153 selections made)



# Do you use mobile apps for planning your travel options?

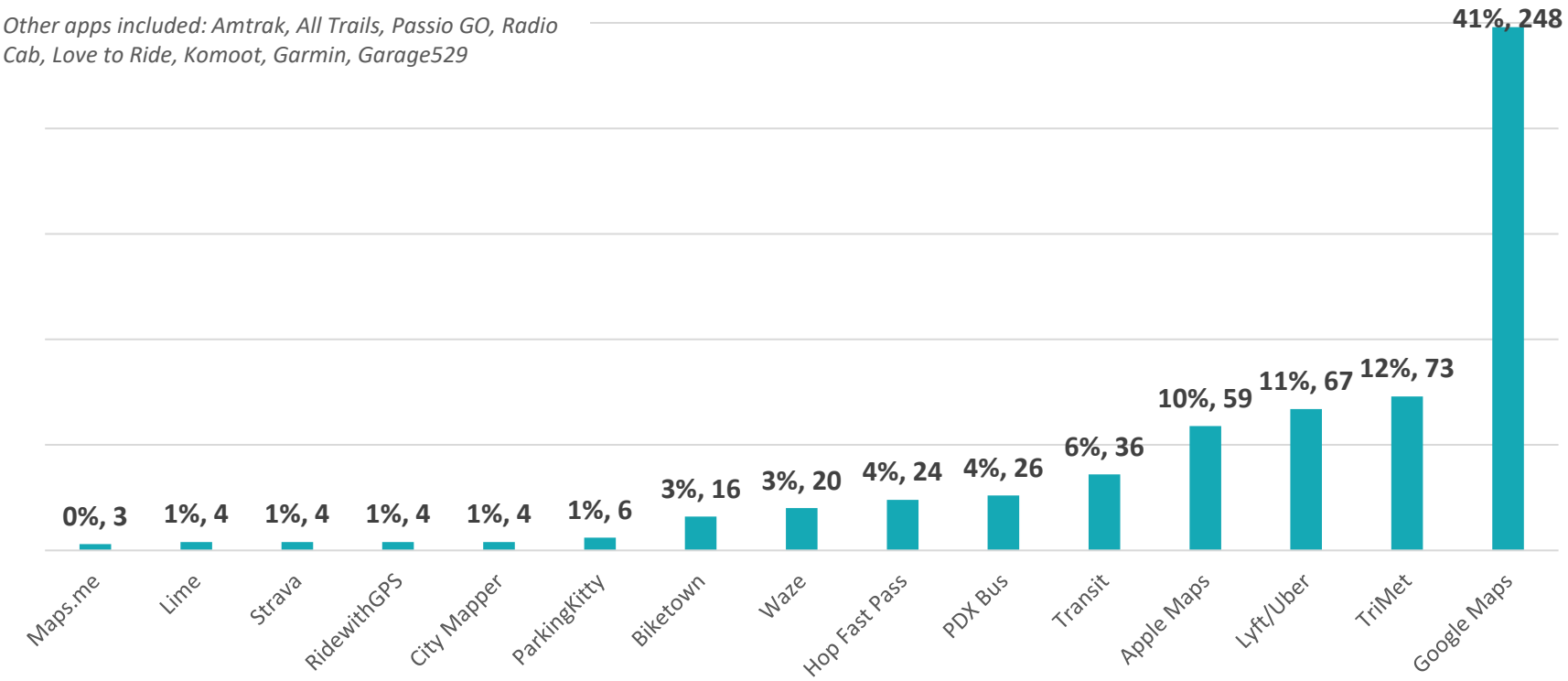
(413 responses)



# Which mobile apps do you use?

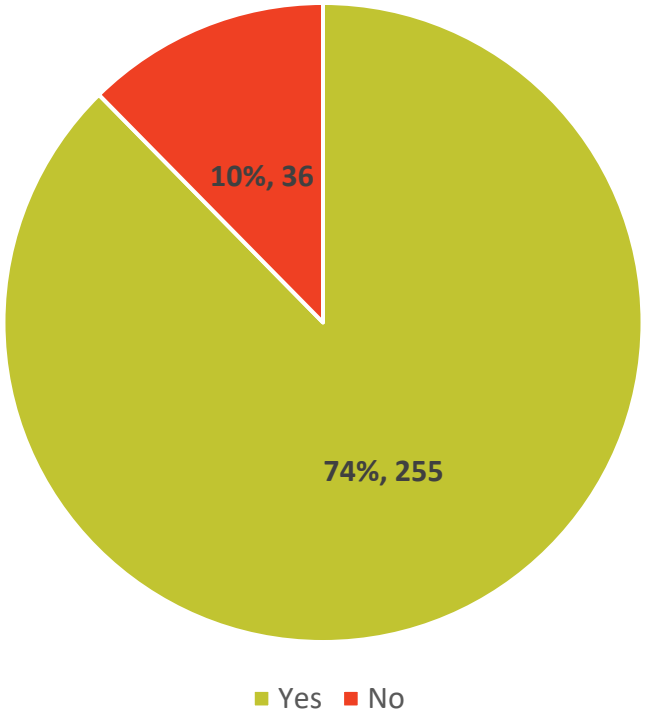
(335 responses)

*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

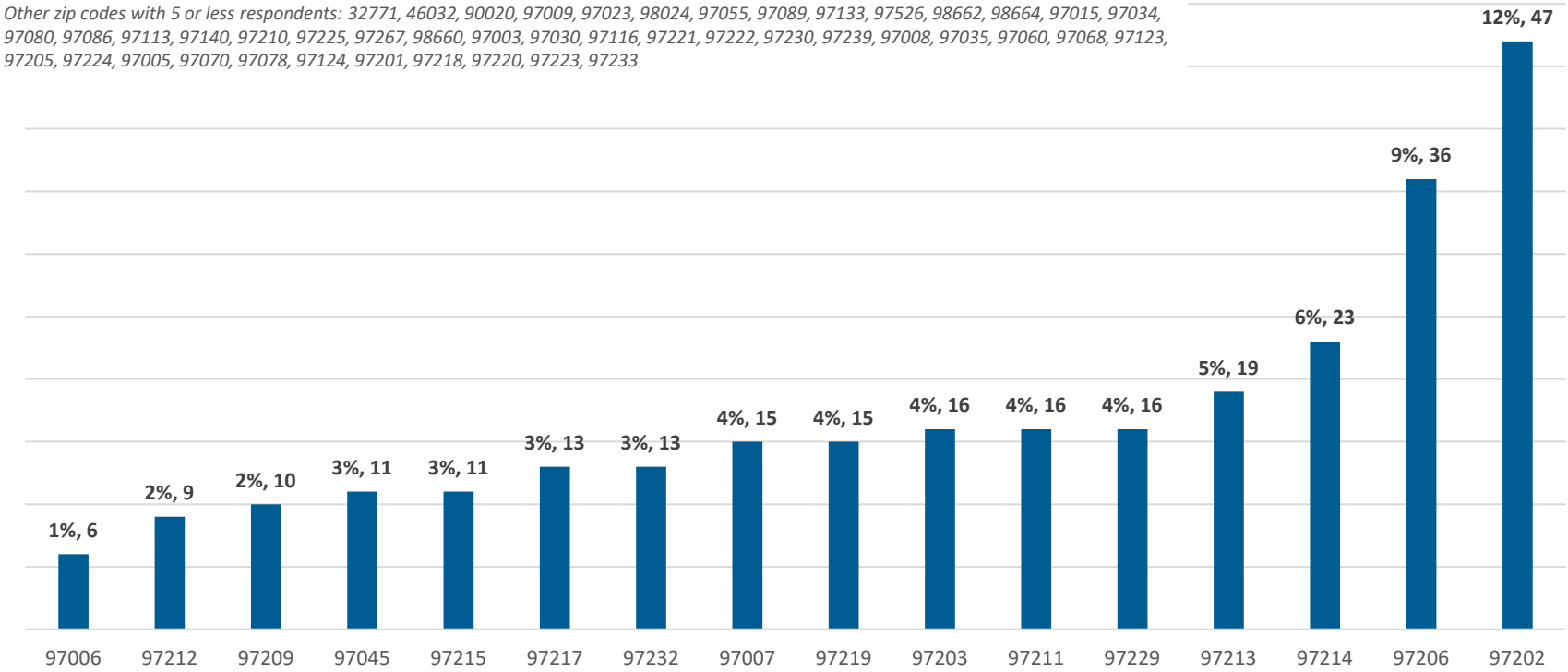
(54 responses, 16%)

- 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?

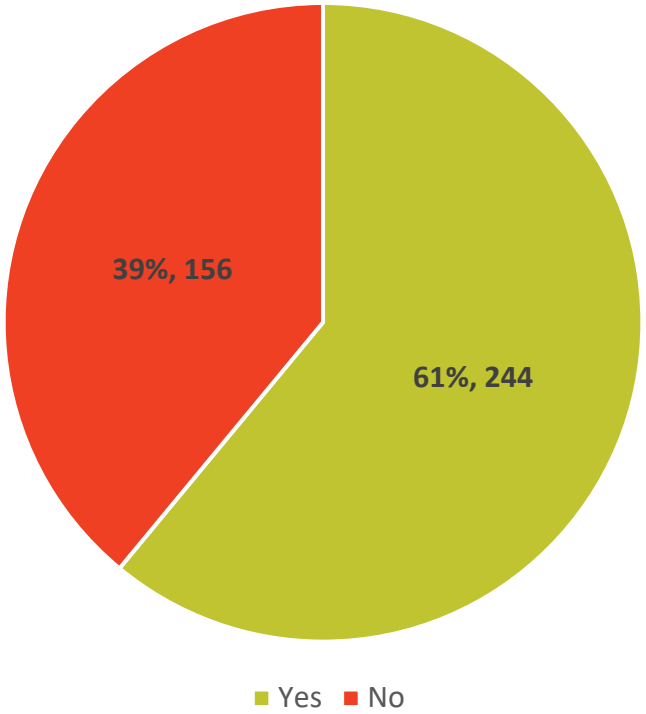
(405 responses)

*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*



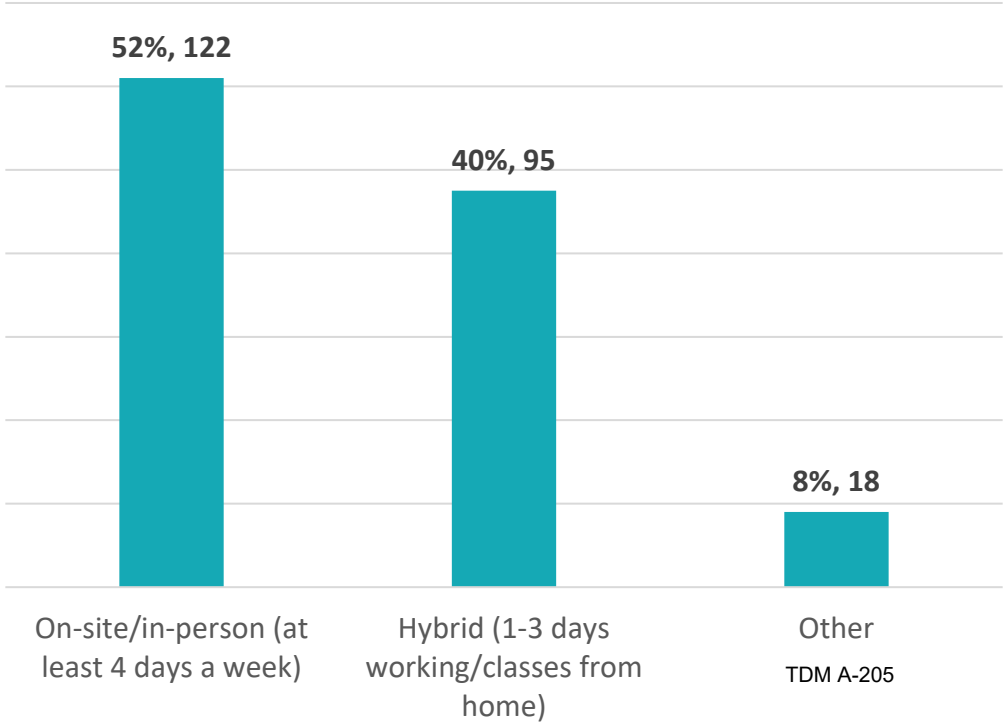
# Do you commute to a work or college site outside of your home?

(400 responses)



# Are you required to work/attend college in-person or do you have a hybrid schedule?

(235 responses)

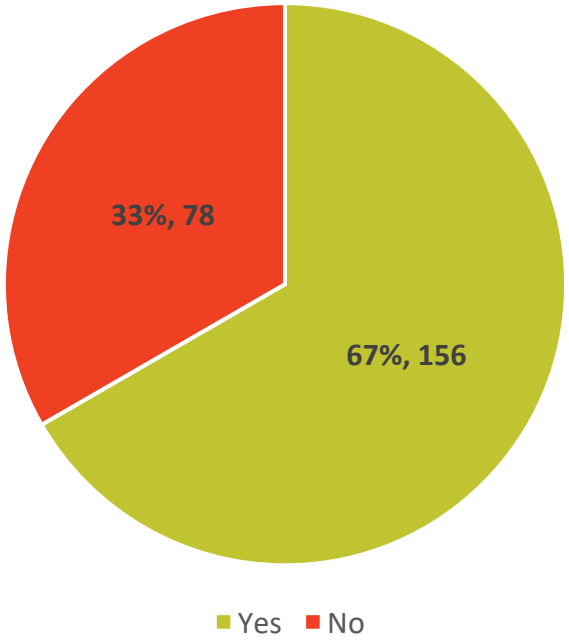



## Other

- 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

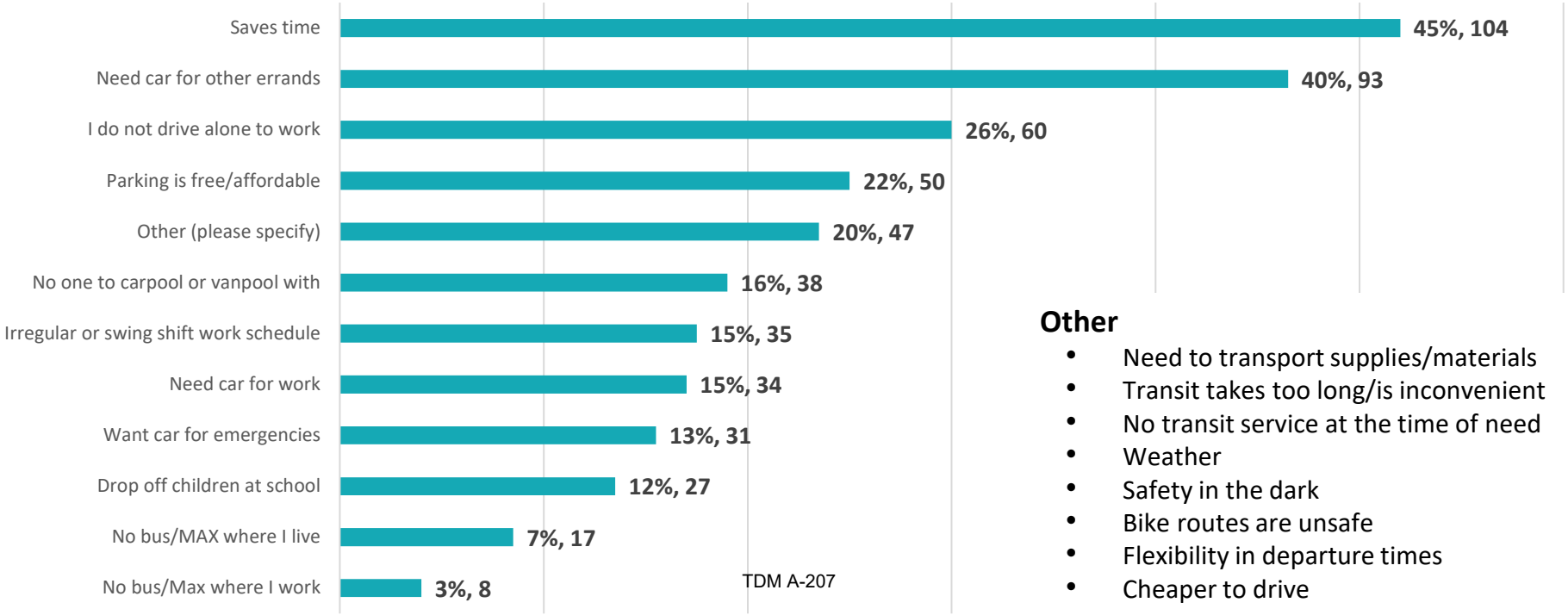
## Did the distance, availability of reliable transportation options, or availability of a hybrid schedule play a role in your decision about your job or college?

(234 responses)



# If/when you drive alone to work/college, what are the reasons? Select all that apply.

(232 people responded, 544 selections made)



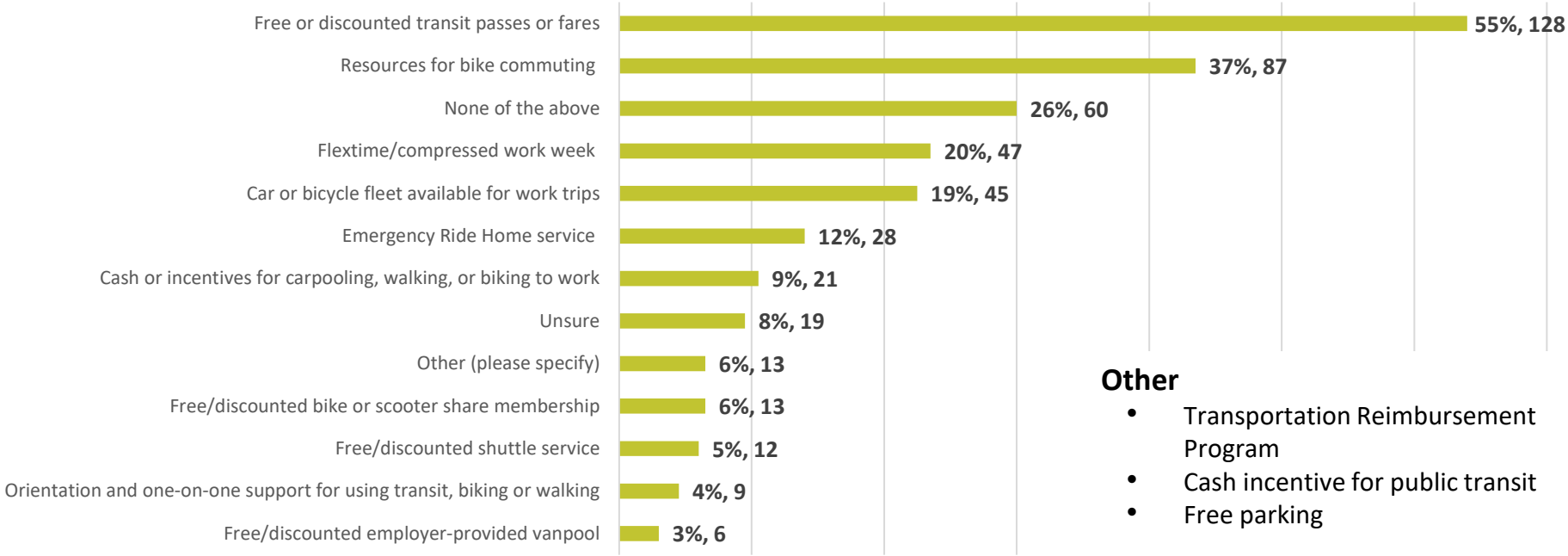

TDM A-207

**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)




**Other**

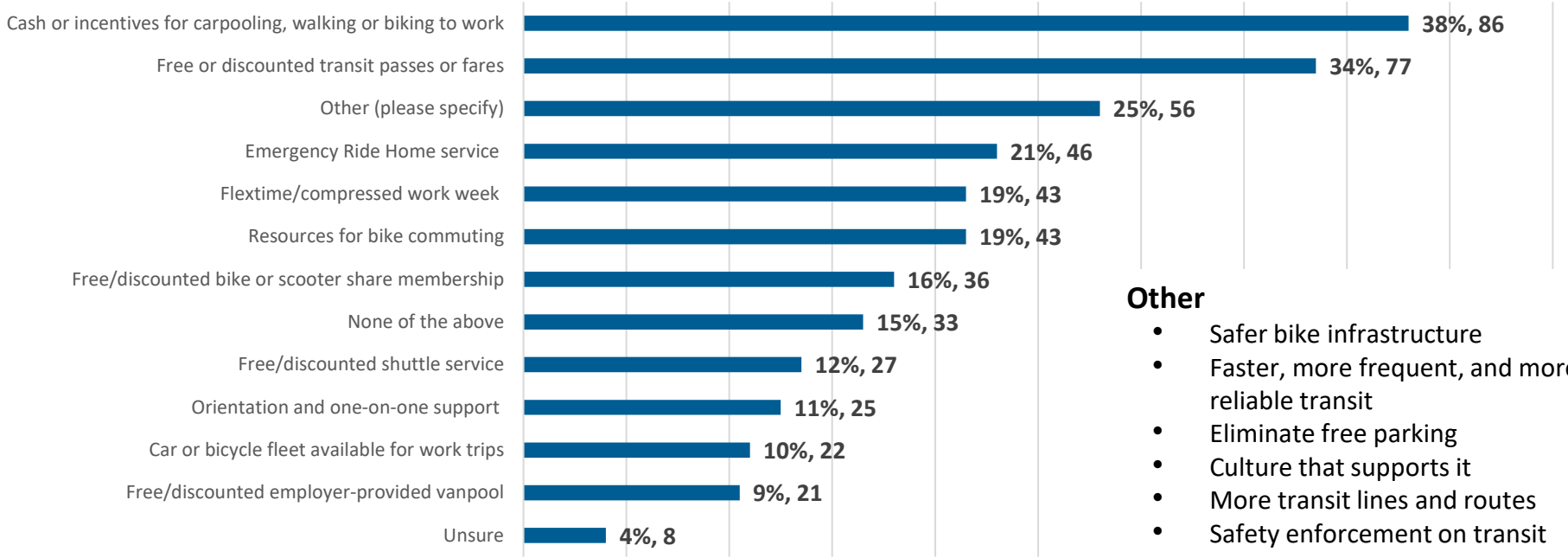
- Transportation Reimbursement Program
- Cash incentive for public transit
- Free parking

# TRIPS TO WORK/COLLEGE



## Which of these options would make it easier to drive alone to work less? Select all that apply.

(224 people responded, 523 selections made)



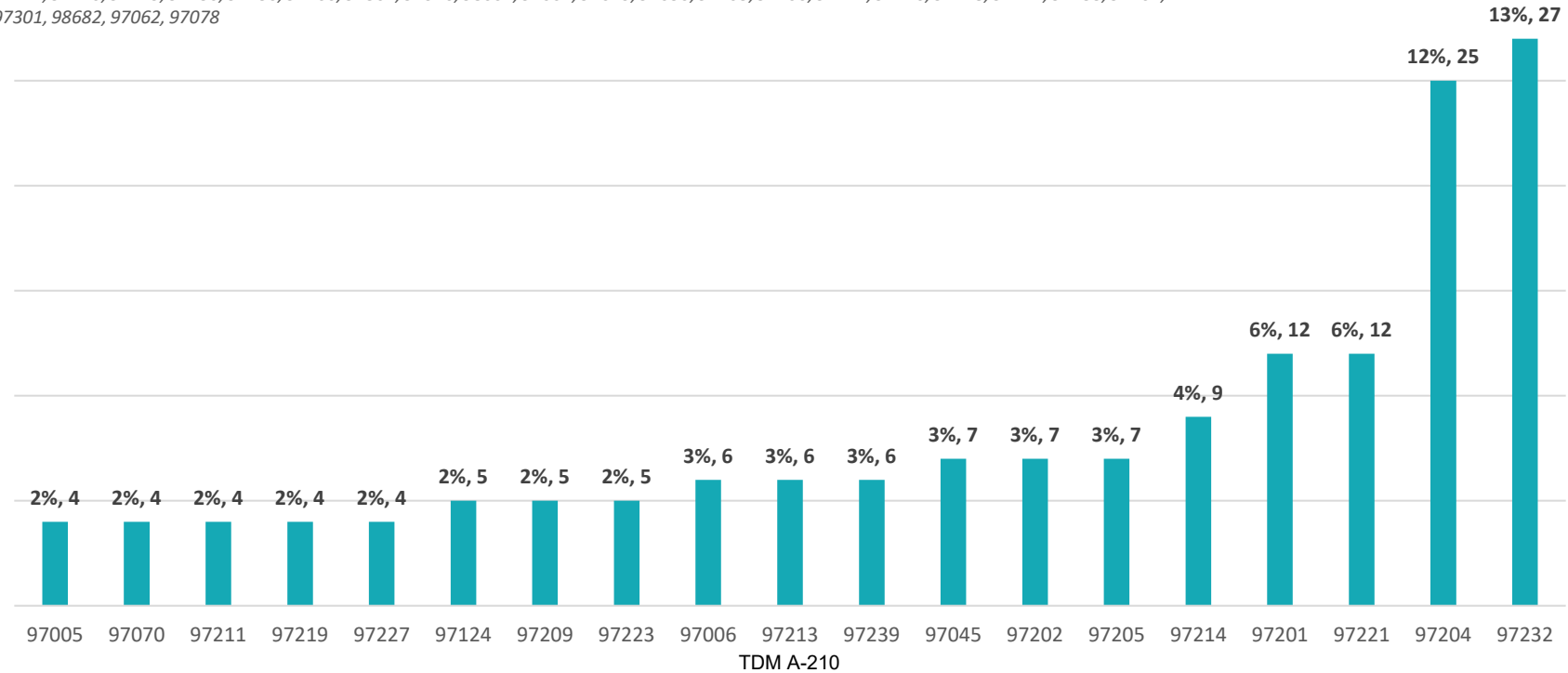

### Other

- 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?

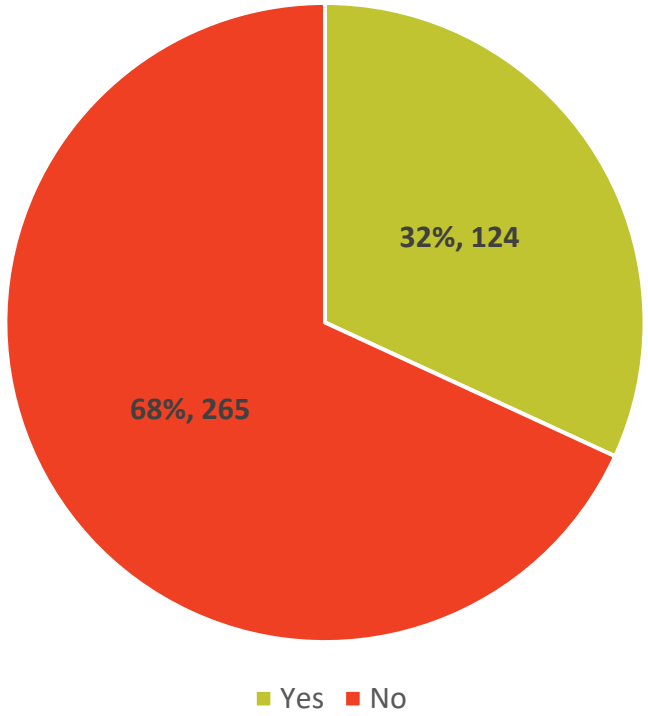
(221 responses)

*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*



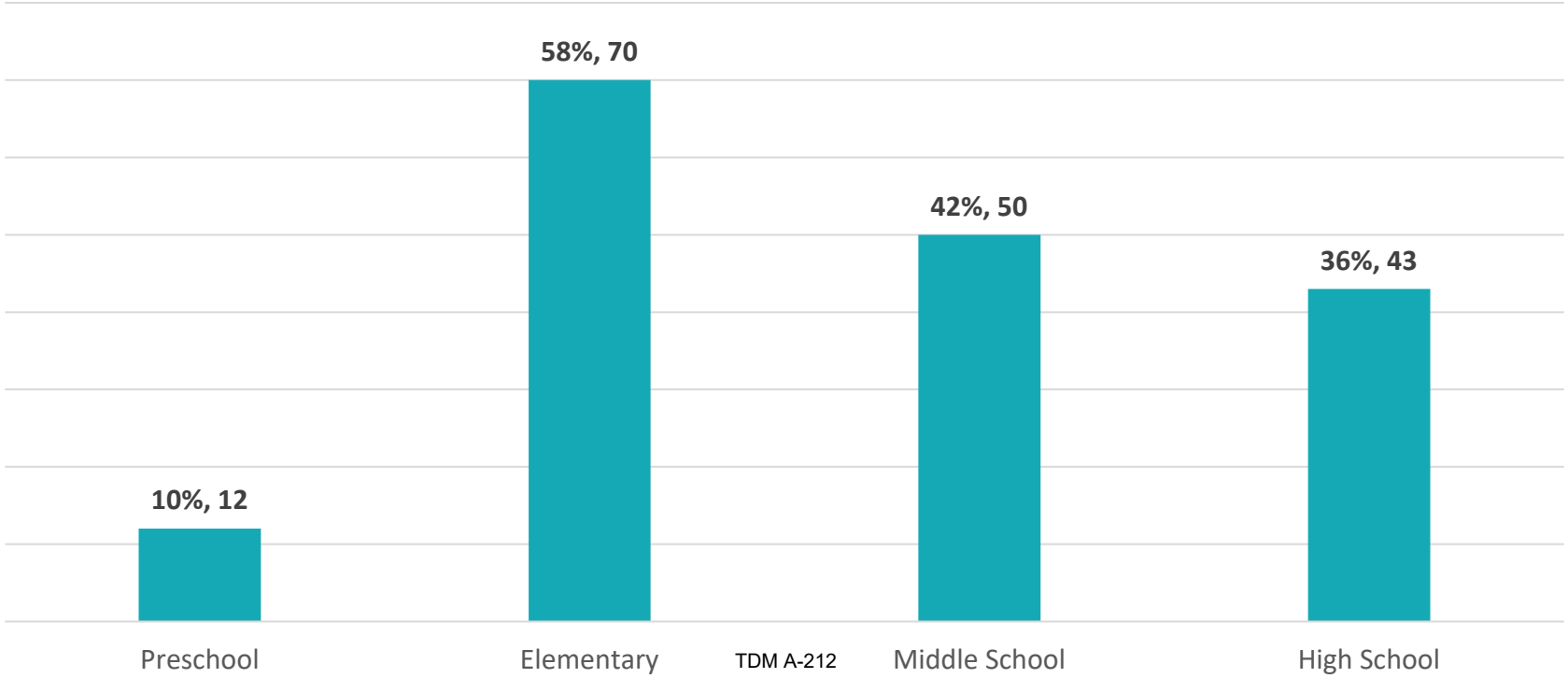
# Do you have K-12 children in your household who travel to school?

(389 responses)



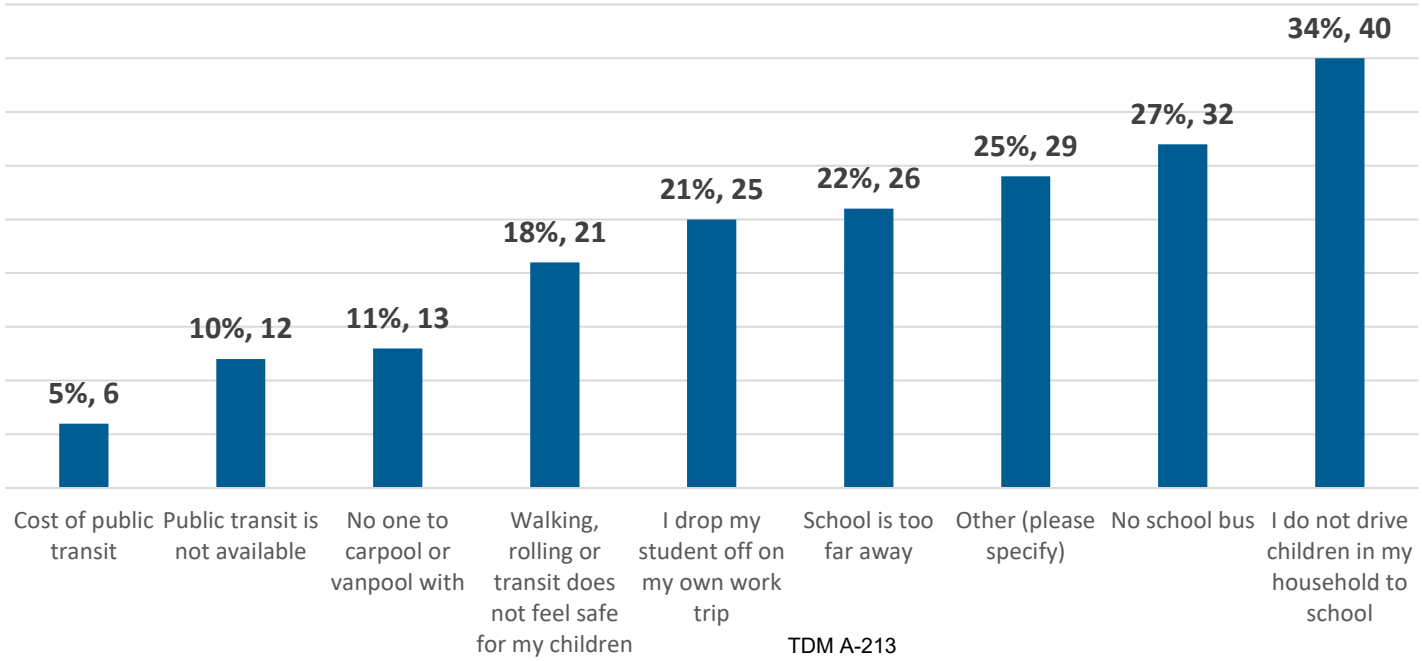
## What grade level are the children in your household? Select all that apply.

(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)

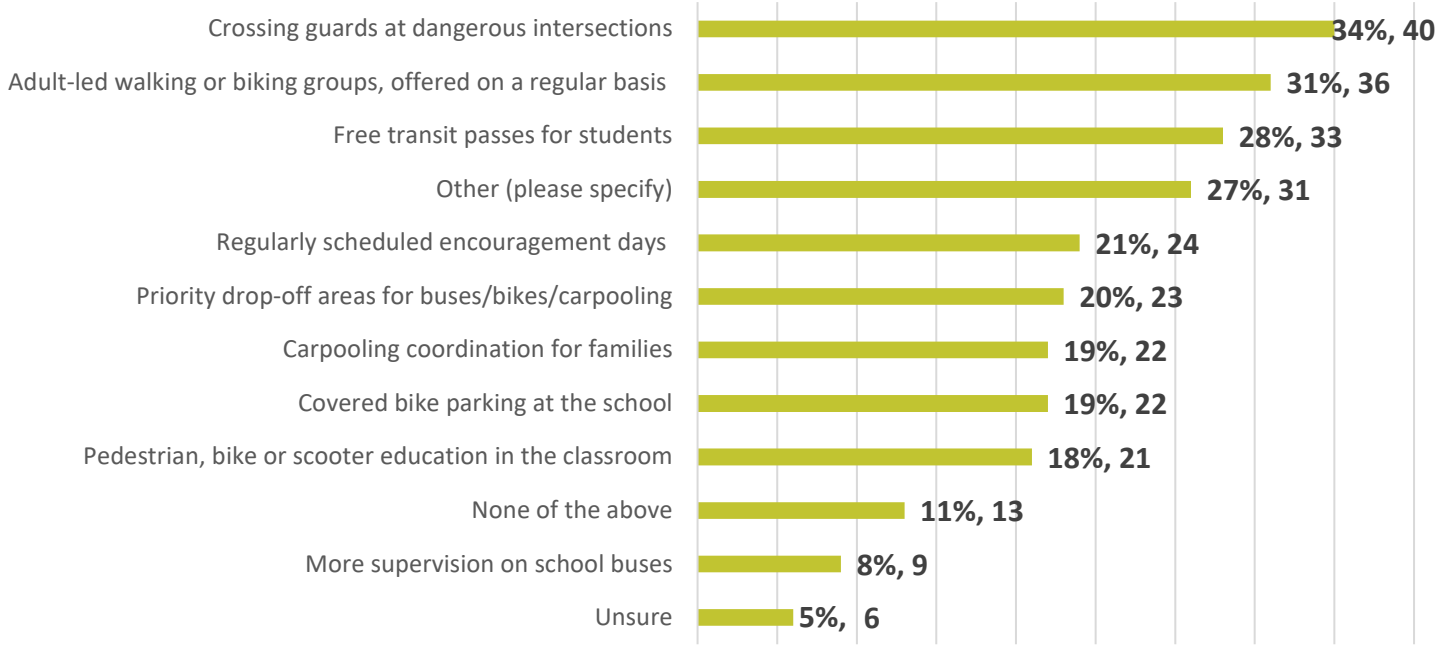



**Other**

- 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)

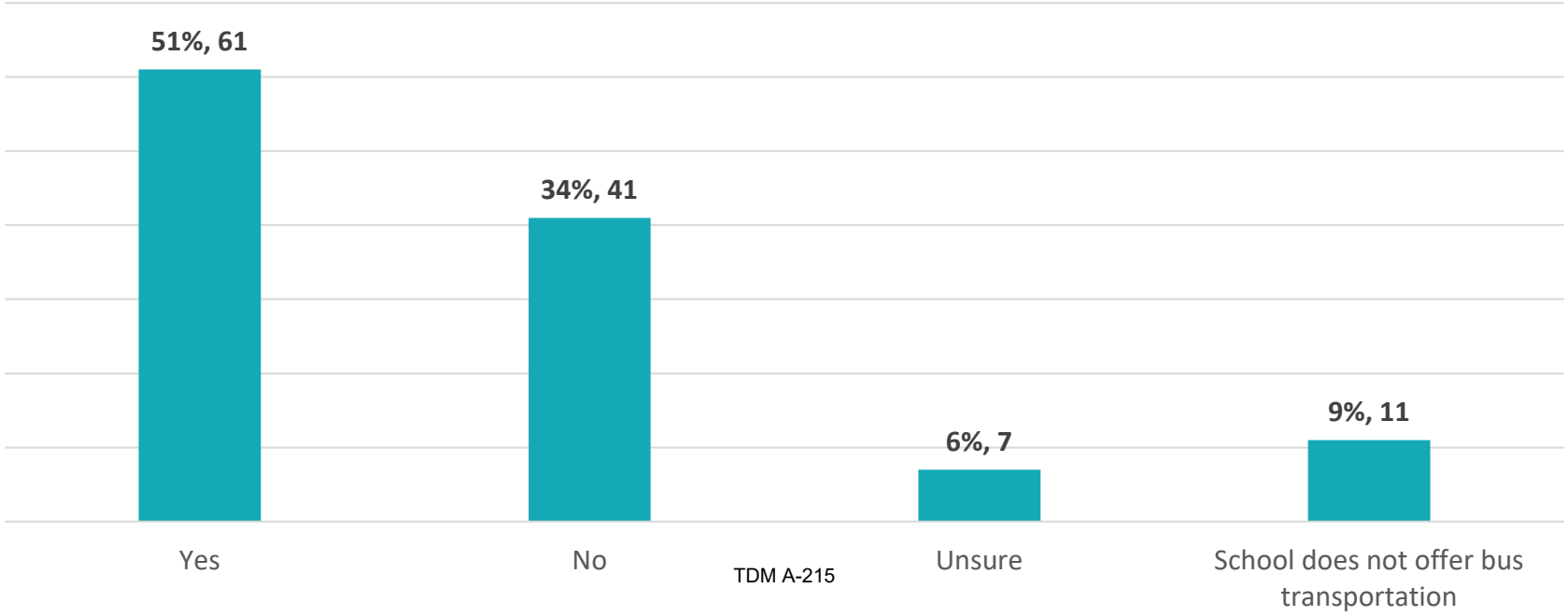



**Other**

- Safer bike routes and better bike infrastructure
- Culture change
- Transportation to after school events
- More bus stops and better bus routes

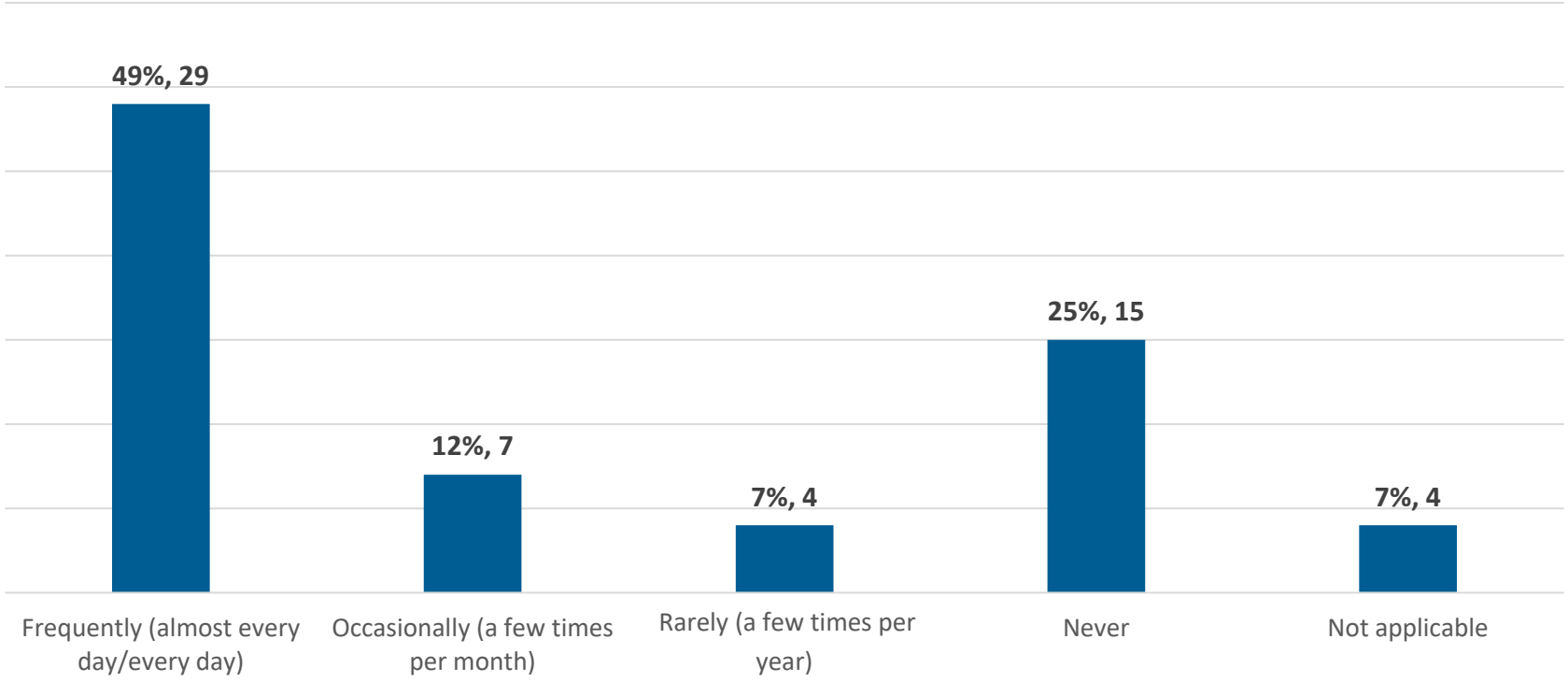
# Is school bus service provided by the school district for any children in your household?

(120 responses)



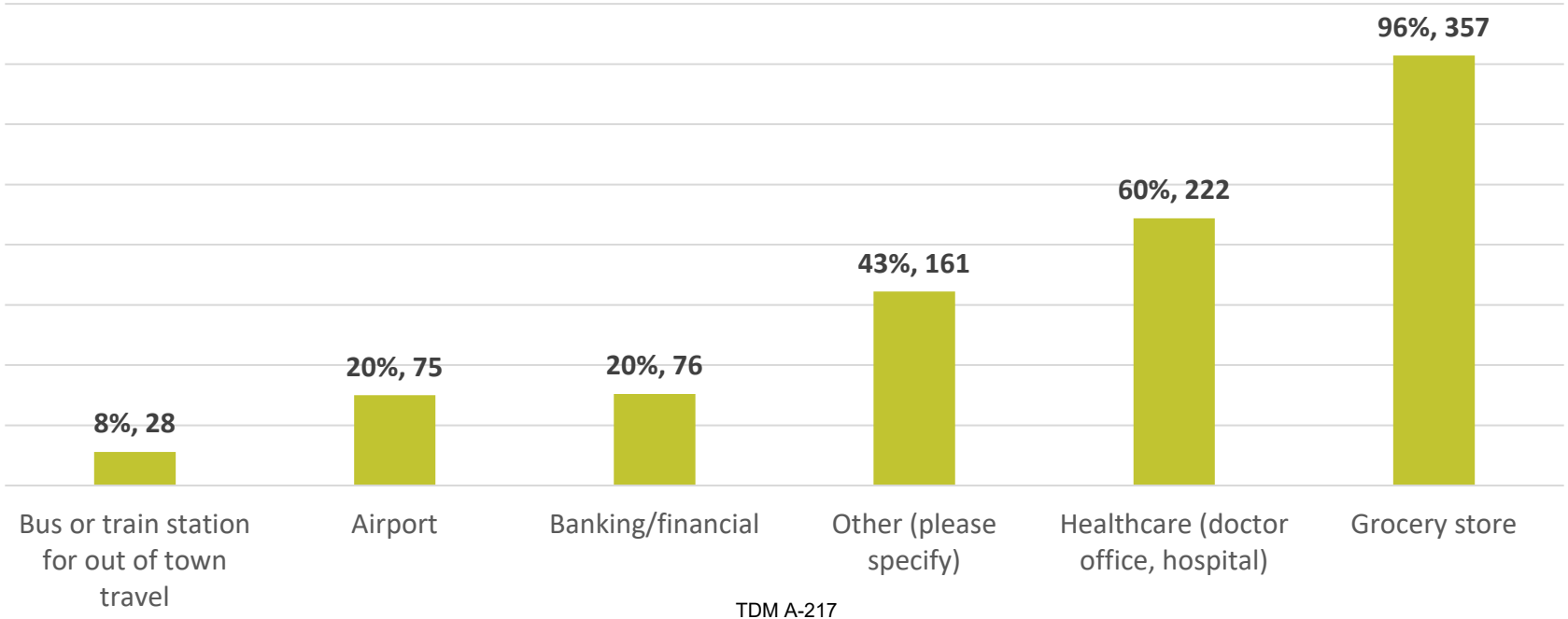
# How often do your children ride the bus?

(59 responses)



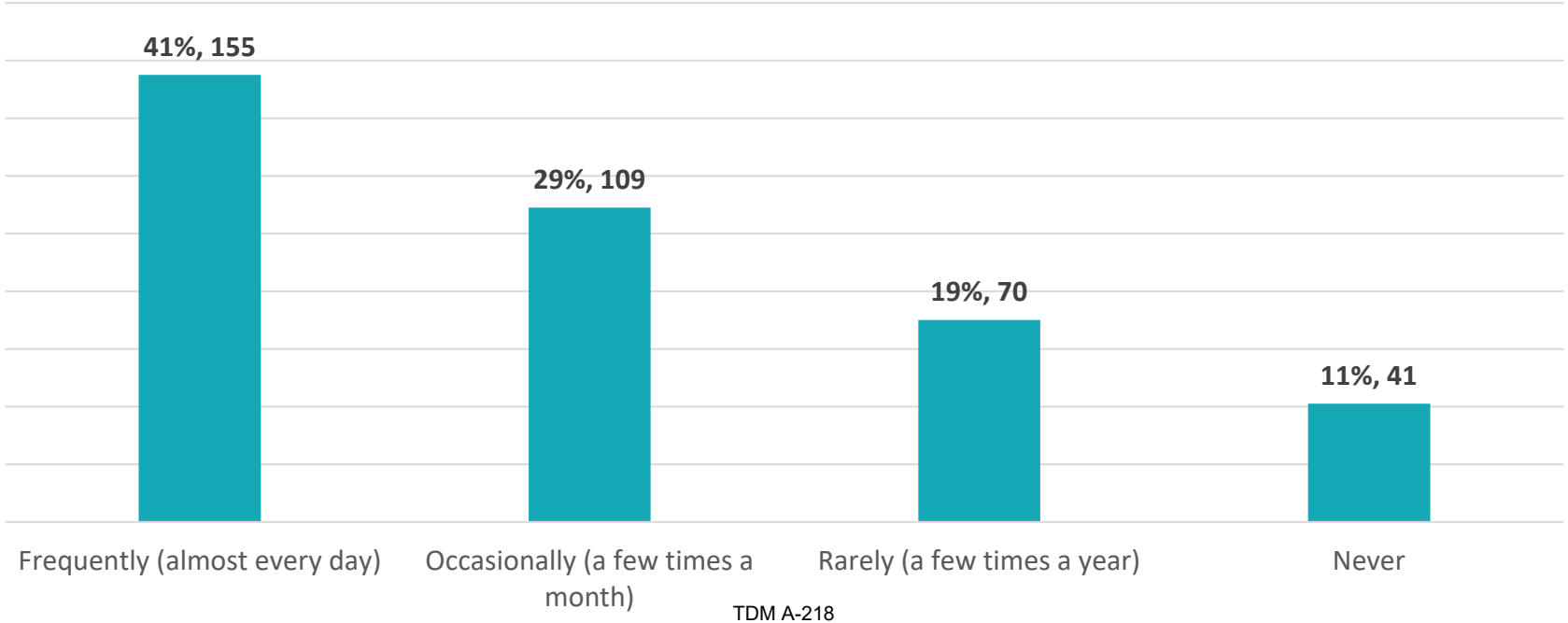
## Excluding work or college, what were the top three places you regularly traveled to for essential activities in the last month?

(372 people responded, 919 selections made)



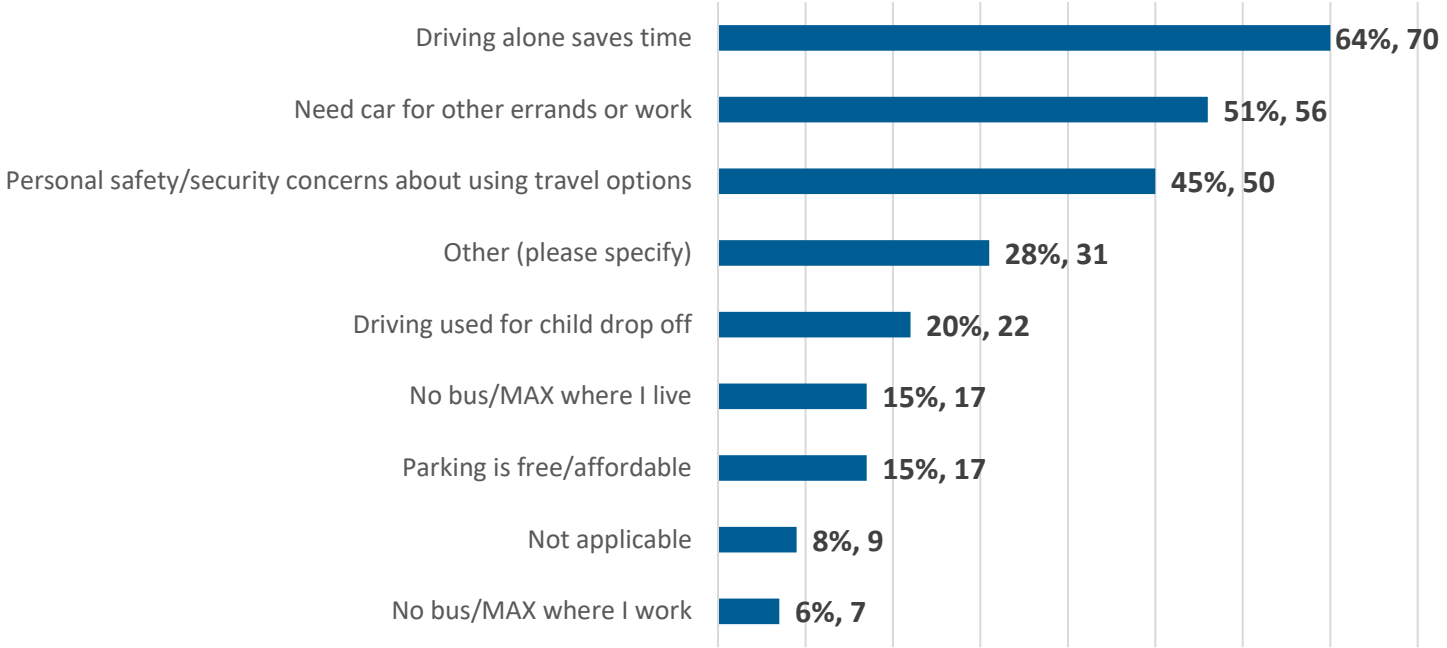
## How often do you use active or shared transportation to get to your shared destinations?

(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)

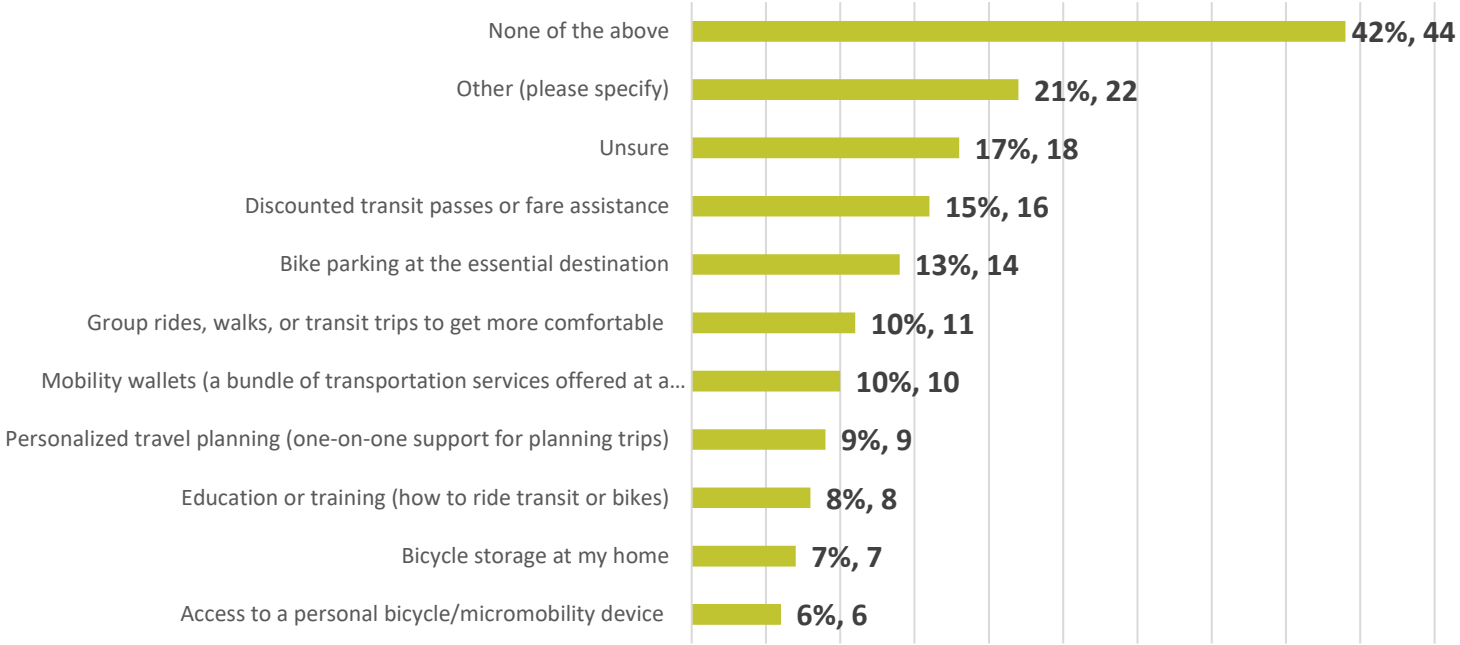



**Other**

- 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)

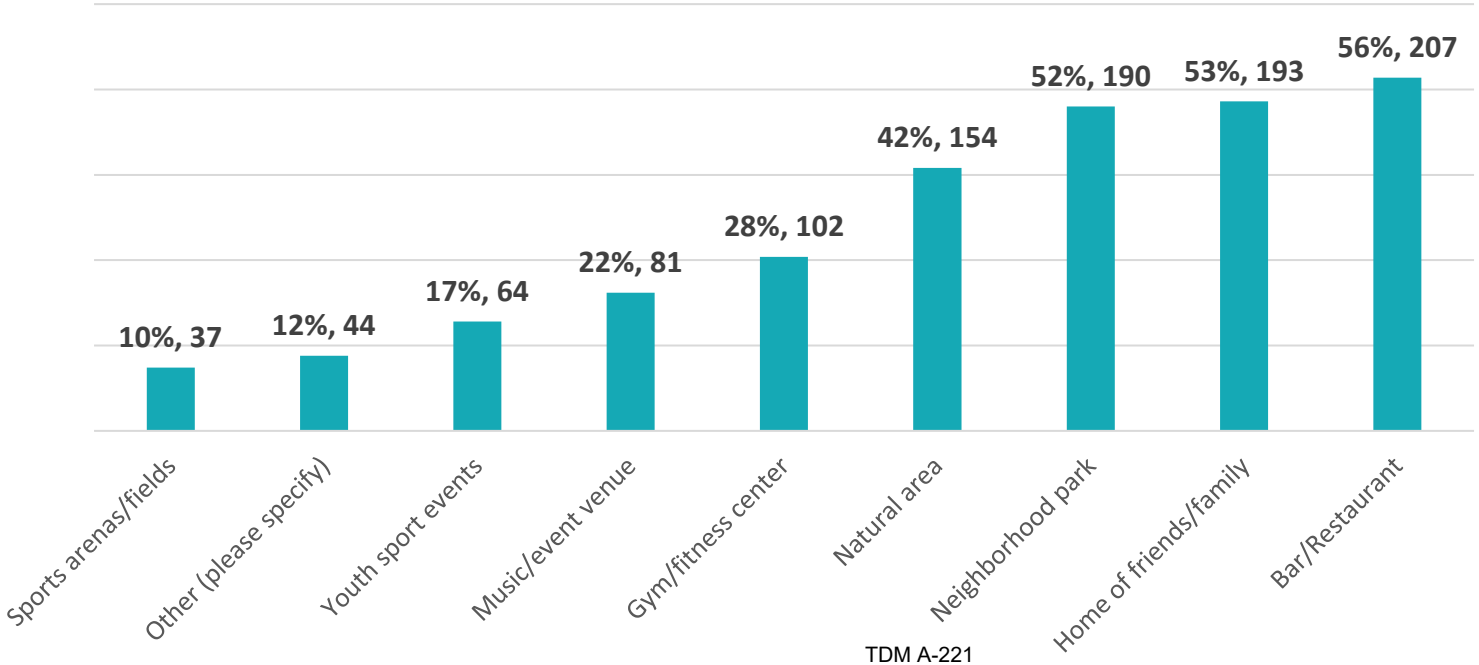



**Other**

- 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)

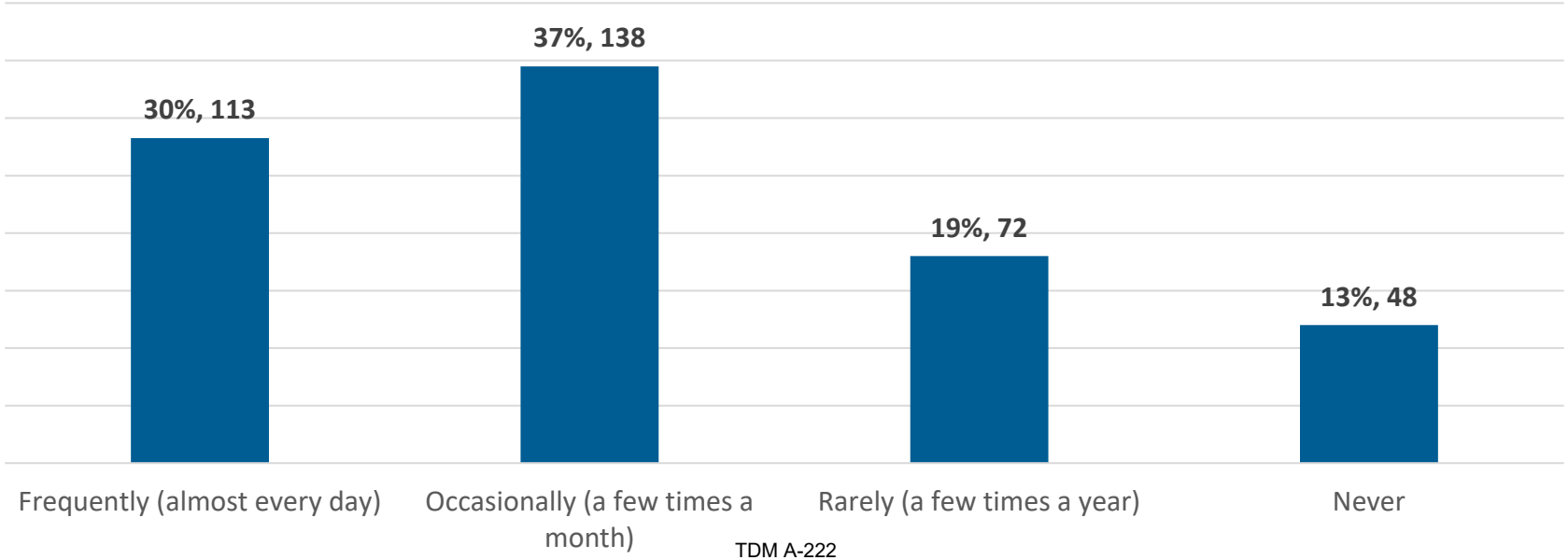



**Other**

- Zoo
- Library
- Movie theater
- Church
- Shops/retail
- Coffee shop
- Community center
- Farmers market
- Hiking trails
- School

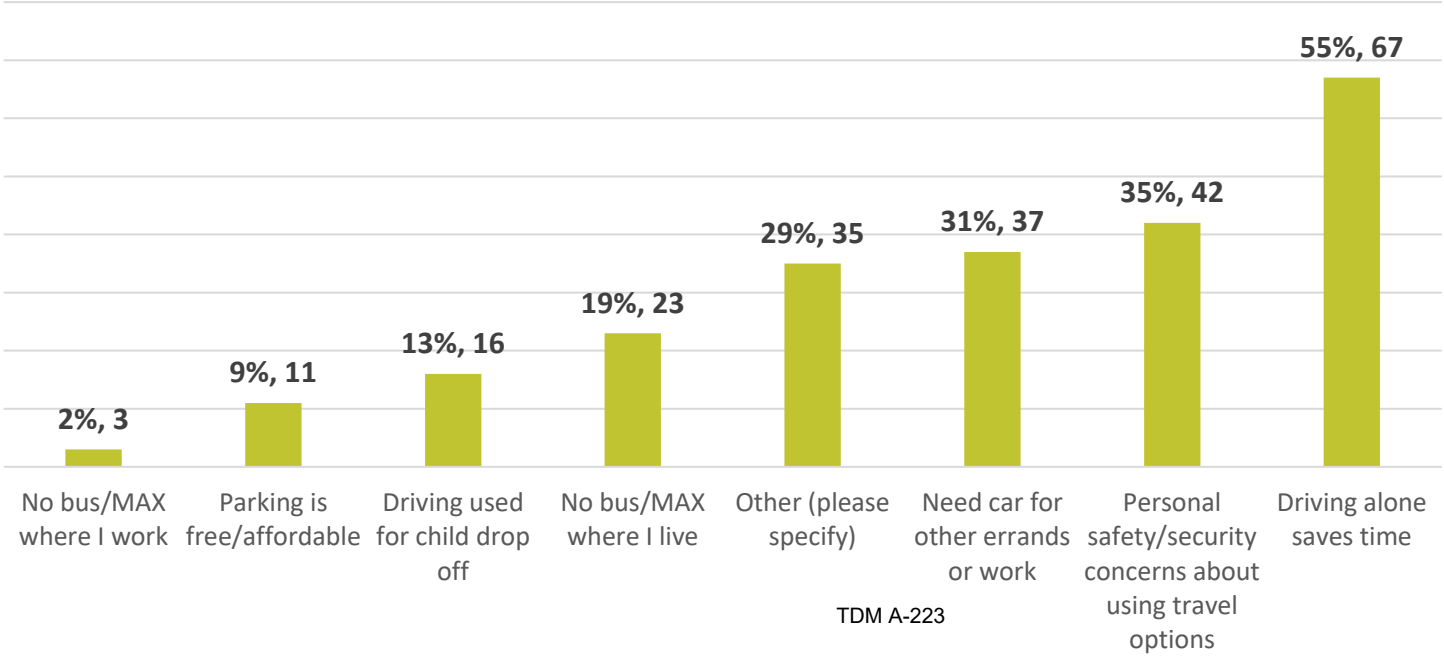
## How often do you use active or shared transportation to get to recreational activities (like sports, fitness centers, or parks) or social activities (like gatherings, events, or concerts)?

(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)

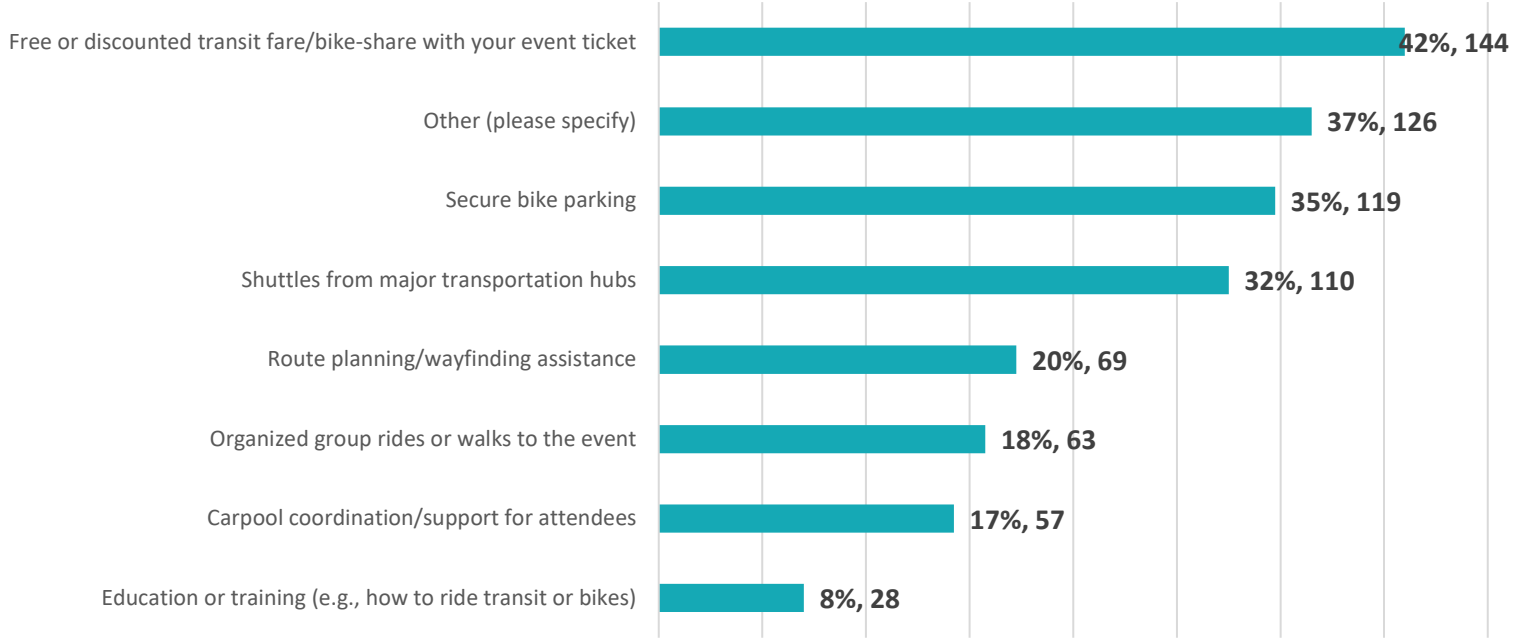



**Other**

- Infrequent and inconvenient transit services
- No sidewalks or bike lanes
- No transit at destination
- Bus takes much longer than driving

# 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

# Meeting minutes

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

| | |
|---|---|
| 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.

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- 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

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- 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:
    - Bikeworks by p:ear
    - DMA TESYA
    - Oregon Walks WSB program
    - Ride Connection group trips on public transit and shuttles
    - Sunday Parkways – group rides and workshops with partner orgs
    - PBOT city bike bus, SRTS
    - CCC
    - WTA – Ride Westside, Westside bike share lending library, LCI certified
    - 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.

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- 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))

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- 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!

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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

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- 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.

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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

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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

**Regional Transportation Demand Management (TDM) Strategy**
**Summary of public comments (January 12 - February 13 2026)**

| Comment # | Last Name | First Name | Organization (if applicable) | Method (Survey, email, public hearing) | Date received | Specific chapter or general comment | Comment proposes a change? Y/N | Summary of comment and/or proposed change identified in comment | Recommended change in response to comment (changes shown in strike-out and red-line) | Change Recommended (Y/N) |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Griffiths | Amy | | Survey | 1/7/2026 | General | N | More specific detail on actions | Comment noted, no changes recommended. A more detailed RTO Work Program will be developed and shared in the Fall following adoption of the Regional TDM Strategy. As a regional policy and framework document that supports the RTP (our long range transportation planning work), the strategy itself is meant to encompass the bodies of work that will move us toward our regional goals. | N |
| 2 | Klefman | Judith | | Survey | 1/14/2026 | General | N | Feels like there is a missing coordination between transportation, housing, and business. Frustration with the lack of parking, reduced TriMet routes, bicyclists behaving dangerously. Concerns for these conditions for people with mobility issues. | Comment noted, no changes recommended. | N |
| 3 | Britton | Adriana | TriMet | Survey | 1/14/2026 | General | N | Appreciation for TDM policies in Metro's RTP and TDM's value in regional goals | Comment noted, no changes recommended. | N |
| 4 | Britton | Adriana | TriMet | Survey | 1/14/2026 | Ch 1 Intro | Y | Continue to integrate TDM in regional and local land use policies. Examples include prioritize housing near existing job centers, schools and access to transit to reduce travel times, trip lengths, car dependencies. Include drivers in target audience when developing wayfinding projects and design wayfinding to be visible to drivers to build awareness of non-vehicular travel options. Create universal messages and wayfinding. Coordinate between jurisdictions. | Comment noted, no changes recommended. Local land use is a complementary strategy, noted as critical to TDM success. The definition of wayfinding in the TDM strategy includes the encouragement of travel options use. Specific activities around wayfinding are not included in strategy 1A, but this could be part of RTO work program development (such as creating universal messaging/wayfinding signage) | N |
| 5 | Britton | Adriana | TriMet | Survey | 1/15/2026 | Ch 2 Policy Framework | N | 2A Expand information about availability of transit pass programs and benefits. The pass programs rely on third-party vendor technology and changes to the technology require funding that is not available in TriMet's budget. 2C Use TriMet's employer commute survey to inform research about incentive programs. TriMet could assist with Metro's research phase and pilot programs. TriMet to participate in idea generation and planning of this. | Comment noted, not changes recommended. RTO staff look forward to coordinating with TriMet on implementation of strategy 2A | N |
| 6 | Britton | Adriana | TriMet | Survey | 1/16/2026 | Ch 3 TDM Policies and Strategies | N | Expand on the pilot programs with the Port and Airport to grow transit use. Ticket2Ride shows positive results and may be expanded. | Comment noted, no change recommended. Metro looks forward to coordination with TriMet on expansion of Ticket2Ride and coordination with TDM programs at high demand locations like the airport | N |
| 7 | Britton | Adriana | TriMet | Survey | 1/17/2026 | Ch 6 TDM Funding | N | Challenges with uncertainty around funding. Must work collaboratively to fulfill TDM goals. New transit programs must not create a reduction in transit revenues as it could potentially cause more budget deficits and service reductions. | Comment noted, no changes recommended. Through the RTP process, the identification of transit investments and ongoing strategies to increase transit service and ridership will be a priority focus. | N |
| 8 | More | Stan | | Survey | 1/15/2026 | General | N | Sad about service declines | Comment noted, no changes recommended. Through the RTP process, the identification of transit investments and ongoing strategies to increase transit service and ridership will be a priority focus. | N |
| 9 | More | Stan | | Survey | 1/15/2026 | Ch 1 Intro | N | Reducing transit isn't compatible with encouraging people to get around without a car | Comment noted, no changes recommended. Through the RTP process, the identification of transit investments and ongoing strategies to increase transit service and ridership will be a priority focus. | N |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 10 | Branham | Donald | | Survey | 1/16/2026 | General | N | Make driving and parking harder and more expensive. More bikes, pedestrians, transit. | Comment noted, no changes recommended. Pricing strategies are noted as a complementary RTP policy area in | N |
| 11 | Rolsma | Janet | | Survey | 1/16/2026 | General | N | Would like transit plan to include more frequent service to areas. TriMet is cancelling buses that are operating at full capacity and replacing them with less frequent service. It will be hard to commute with reduced transit. | Comment noted, no changes recommended. Through the RTP process, the identification of transit investments and ongoing strategies to increase transit service and ridership will be a priority focus. | N |
| 12 | Smith | LH | | Survey | 1/16/2026 | General | N | Should be a focus on repaving roads that are crumbling and unsafe to drive, walk, or bike on. | Comment noted, no changes recommended. | N |
| 13 | Williams-Gru | Jane | | Survey | 1/16/2026 | General | N | Several, simultaneous actions need to be taken to reduce single drives. Increasing parking fees, ensure reliable public transit, ensure payment systems are enforced on transit, ensure safety and security on transit, improve lighting at MAX stops | Comment noted, no change recommended. Metro recognizes the complementary nature of parking programs, transit service, and a safe public transit environment. The TDM Strategy works to align programmatic and policy efforts around that work. There is one strategy dedicated to personal safety coordination with transit agencies and community based groups (Strategy 4B). | N |
| 14 | Chen | Jason | | Survey | 1/16/2026 | General | N | Concerned about TriMet supporting increased ridership while cutting lines due to budget. To manage more time-sensitive or logistically challenging tasks, perhaps offer rideshare or taxi vouchers every month to regular TriMet riders. | Comment noted, no changes recommended. Through the RTP process, the identification of transit investments and ongoing strategies to increase transit service and ridership will be a priority focus. | N |
| 15 | Wilson | Jenny | | Survey | 1/16/2026 | General | N | Plant trees and install solar farms on rights-of-way of streets and highways | Comment noted, no changes recommended. | N |
| 16 | Aerts | Geert | | Survey | 1/16/2026 | General | N | Expresses support for bike lanes, car-free streets, local grocery stores, trees, and EV charging infrastructure for low-income and multi-family. Is against new vehicle lanes and new I-5 bridge. | Comment noted, no changes recommended. | N |
| 17 | Miller | Alan | | Survey | 1/16/2026 | General | N | Proposes ideas for changing public perception around transit. Safety officers on board, changing decor seasonally, commercials and celebrities promoting transit, naming contests for each line, prizes/contests for ridership, site-seeing by transit. Think about promoting transit from business perspective. | Comment noted, no change recommended. These are helpful recommendations for TDM program implementation, which occurs through local partners and the development of Metro's RTO Work Program, following adoption of the TDM Strategy. | N |
| 18 | Tolonen | Andrea | | Survey | 1/16/2026 | General | N | Newly installed flashing crosswalk lights are helpful, but don't seem to be placed in logical spots so they aren't used as often as they should be. Concerns about safety, bike theft, seniors being limited by the systems in place, and costs. | Comment noted, no change recommended. The TDM Strategy recognizes the complementary needs of safe active transportation infrastructure. Policy 2 focuses on the cost barriers of transportation. | N |
| 19 | Emerick | Monica | | Survey | 1/16/2026 | General | N | Concern about the lack of infrastructure maintenance. Praise for the bike lanes, multi-use paths, and sidewalks, but they need to be cleaned and maintained regularly. | Comment noted, no change recommended | N |
| 20 | Cheek | Paul | | Survey | 1/16/2026 | General | N | Concerns for the e-bike and e-scooter riders that don't wear helmets as it is a safety issue and liability. | Comment noted, no change recommended. The TDM Strategy recognizes the complementary needs of safe active transportation infrastructure. Many TDM programs provide access to helmets and safety education. | N |
| 21 | Gaylle | Debrayh | | Survey | 1/17/2026 | General | N | Buses seem empty. What is the plan to increase safety for riders? | Comment noted, no change recommended. Metro recognizes the complementary nature of a safe public transit environment. The TDM Strategy works to align programmatic and policy efforts around that work. There is one strategy dedicated to personal safety coordination with transit agencies and community based groups (4B). | N |
| 22 | Kardon | Kelly | | Survey | 1/17/2026 | General | N | Praise for transit system. Concern for large loss of revenue from people not paying fares. | Comment noted, no change recommended | N |

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| 23 | Shumaker | Adam | No Easy Feet Personal Training | Survey | 1/17/2026 | General | N | Appreciate the bike lanes on Stark. But many East side areas are underserved with bicycle infrastructure. Desire to build greenways through East Portland. Currently many cyclists use sidewalks, putting elderly and disabled people at risk. Bike lanes on every major street. | Comment noted, no change recommended. The TDM Strategy recognizes the complementary needs of safe active transportation infrastructure. | N |
| 24 | Cain | Joanna | | Survey | 1/20/2026 | General | N | Convenient and safe parking near businesses is important for vitality of downtown. Must include population that still uses and needs cars. | Comment noted, no change recommended. Metro recognizes the complementary nature of parking programs, transit service, and a safe public transit environment. The TDM Strategy works to align programmatic and policy efforts | N |
| 25 | Griffiths | Amy | | Survey | 1/26/2026 | General | Y | Wants more specific detail on the actions and how they'd be achieved | Comment noted, no changes recommended. A more detailed RTO Work Program will be developed and shared in the Fall following adoption of the Regional TDM Strategy. As a regional policy and framework document that supports the RTP (our long range transportation planning work), the strategy itself is meant to encompass the bodies of work that will move us toward our regional goals. | N |
| 26 | Beckwith | Natalie | | Survey | 1/27/2026 | General | N | Disappointed in TriMet service cuts as it will likely lead to less ridership. Public transit is crucial for sustainability and community health. | Comment noted, no changes recommended. Through the RTP process, the identification of transit investments and ongoing strategies to increase transit service and ridership will be a priority focus. | N |
| 27 | Osterlund | Andrea | | Survey | 1/28/2026 | General | N | Wants more protected bike lanes. Off-road paths, and bike parks desired. | Comment noted, no changes recommended. | N |
| 28 | Bouillion | Tom | Port of Portland | Survey | 1/29/2026 | Ch 3 TDM Policies and Strategies | Y | For major capital projects, TDM measures should be required during construction | Comment noted, no change recommended. As an exploratory performance measure to measure TDM system completion detailed in Chapter 4, we are looking at measuring integration of TDM into RTP capital projects. As we understand our ability to measure this and provide guidance to local jurisdictions, this may become a requirement and elevated to a regional TDM performance metric. The role of TDM during construction of projects can also be considered as part of this exploratory measure | N |
| 29 | Cahall | Walker | | Survey | 1/29/2026 | General | N | Appreciate the thinking on long term sustainability for the City. Investing dollars into robust transit systems, walkability, and pedestrian dignity will produce economic growth and long term savings. These systems will ensure the region keeps up growing climate challenges facing the state. | Comment noted, no change recommended | N |
| 30 | Cahall | Walker | | Survey | 1/29/2026 | Ch 1 Intro | N | The document is dense and hard to understand. Adding some graphic elements could help people understand the complex challenges and information. | Comment noted, no changes recommended. The final designed draft of the strategy will provide a much more approachable document, and the document will be fully accessible. | N |
| 31 | Win | Hollu | | Survey | 1/30/2026 | | N | Not accessible enough | Comment noted, no changes recommended. The final designed draft of the strategy will provide a much more approachable document, and the document will be fully accessible. | N |
| 32 | Merriam | Melinda | | Survey | 1/31/2026 | General | N | The goal of reducing single occupant vehicle trips is not compatible with increasing vehicle lanes. Reference to Albina Plan and the Interstate Bridge. Money being spent on roads need to be spent on bicycling, walking, and public transportation infrastructure. | Comment noted, no change recommended | N |

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| 33 | De Simone | Anthony | Clackamas County | Survey | 2/2/2026 | Ch 1 Intro | Y | Add the term "Travel options" into the definition of "What is TDM" | Additional language added to Chapter 1 TDM definition: The TDM Strategy utilizes 'TDM' as the industry adopted term, but often refers to ‘travel options’ as the ways in which people get around without use of a single occupancy vehicle, Regional Travel Options when referring to Metro's TDM program, and ‘transportation options’ when referring to state guidance or requirements. All of these terms are referencing TDM activities, programs and modes. | Y |
| 34 | De Simone | Anthony | Clackamas County | Survey | 2/2/2026 | Ch 3 TDM Policies and Strategies | Y | Would like implementation examples of "leveraging technology platforms to advance TDM." Where do PTA's fit in as an organization? CBO's can help to identify solutions, but transit agencies should have lead role on personal safety and security solutions for traveling in public spaces. Appreciate the call out on post-COVID travel patterns as they are critical for considering TRO strategies. | Strategy 1D - combined Strategy 1D & 1E, as 1D was not clear and 1E was more specific for Metro (will instead be part of RTO work program) New strategy focuses on sharing existing tools as well as developing new - which may look different at local and regional levels: 1E Develop and share regional tools, guidance and resources that improve access to travel options and TDM services for a variety of audiences including community members, schools, employers and local planners.<br>Policy 3 Strategies & implementation roles table:<br>Add PTOs as Partner to Strategy 3C (Also add footnote defining PTO: Parent Teacher Organization). For strategy 4B, keeping CBOs as lead, as the personal safety in public spaces strategy is not specific to transit. | Y |
| 35 | De Simone | Anthony | Clackamas County | Survey | 2/2/2026 | Ch 5 Metro RTO Work Program | Y | Strategies misnumbered on Page 51. | Page 51: Update 1E to 1D, and 2A to 2C | Y |
| 36 | Westendorf | Nic | | Survey | 2/2/2026 | General | N | The comment process didn't feel accessible. Would like to see more required incentive programs. Many employers structure operations and benefits around driving. There has been a decline in employer paid transit passes. Worry that people will continue to default to driving. Requiring more equity in the process would be great. Working for a local government agency and there are no benefits for biking and taking transit to work. | Comment noted, no changes recommended | N |
| 37 | Marston | Michelle | Wilsonville SMART | Survey | 2/3/2026 | General | N | There is no strategy that includes the ECO support work or assisting in preparing trip reduction plans. Would like to see more work on the community transportation challenges with incentives. Would like to have a creative way to encourage biking, particularly for Wilsonville. | Added new strategy to Policy 1 to reflect missing focus on TDM policy support, refinement and development: New strategy 1D: Refine existing, and develop new, policies at the state, regional and local levels that support effective TDM implementation: State implementors: ODOT & DEQ – Partner, Regional implementors: Metro– Develop, Transit providers - Partner, Local implementors: Cities/Counties – Partner | Y |
| 38 | Marston | Michelle | Wilsonville SMART | Survey | 2/3/2026 | Ch 3 TDM Policies and Strategies | N | What qualifies as a New Incentive Program? (Section 2C) | Comment noted, no change recommended. Staff to follow up with commenter on defining 'new' incentive programs. | N |
| 39 | Barr | Dhai | | Survey | 2/3/2026 | General | N | Concerned about the increasing traffic speed on 80th Ave between Powell and Holgate. Decreasing a lane on 82nd will push more traffic to the side streets. Consider cement planter boxes to slow traffic. Concerned about pets and lives as speeding traffic increases. | Comment noted, no change recommended | N |
| 40 | O'Niell | Wyle | Wilsonville SMART | Survey | 2/4/2026 | General | Y | Would like to see a TDM strategy that centers youth bicycle education, learn-to-ride opportunities, bike maintenance, and mentorship programs. As the e-mobility conversation expands, it's important to incorporate consumer, youth, and family education around e-bikes and e-scooters. Proactive education is essential to promote safety and reduce confusion. | Comment noted, no change recommended. Strategy 4D focuses on learn to ride education, and Strategy 2D and 5E have the opporunity to bring forward maintenance and e-bike program activities | N |

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| 41 | O'Niell | Ryan | | Survey | 2/4/2026 | General | N | 40% of air pollution comes from transportation and automobiles are the 3rd highest cause of premature deaths in the County. Will achieving the goals of this program have an impact? | Comment noted, no change recommended. | N |
| 42 | Murawski | Mike | Explore Washington Park | Survey | 2/9/2026 | General | Y | Strong and timley strategy that elevates TDM as an essential tool for meeting mobility, climate, and equity goals. Appreciate the post-COVID travel pattern reflection. Strategy would be strengthened by explicitly addressing large destinations, parks, and event-based places as a distinct travel context. These places generate significant travel demand but operate differently than work commute destinations. Clear guidance, examples, or pilot frameworks for these kinds of destinations would make the Strategy more useful. May be helpful to acknowlege tension between regional goals to reduce driving and realities of major destinations that rely on attendence and revenue. Guidance on how TDM strategies can align with sustainability, visitor experience, and revenue needs could | Comment noted - see change recommended in comment 45 to acknowledge the nature of event-based travel needs. Specific guidance will emerge out of activities in RTO Work Program and with partners to support development. | |
| 43 | Murawski | Mike | Explore Washington Park | Survey | 2/9/2026 | Ch 1 Intro | Y | Clear overview of what TDM is and why it matters. Emphasis on supporting wider range of trip types beyond commuting is important. An improvement would be to signal early on that destinations like parks, cultural institutions, and major visitor/tourist attractions are part of the conversation as they play an important role in the local economy and regional travel demand. | Comment noted, no change recommended. Strategy 3A focuses on major desintations | |
| 44 | Murawski | Mike | Explore Washington Park | Survey | 2/9/2026 | Ch 2 Policy Framework | Y | Clarify how organizations that are not traditional transportation agencies can meaningfully engage with and contribute to these policy goals. Policy connections are clear, but more explanation of how non-jurisdictions partners fit into the framework would make it more accessible. | Chapter 3, implementation role definition - add: ~~Both public and private partners are listed as having implementation roles.~~ Partnerships between public and private entities are critical to TDM implementation. In particular, community-based organizations (CBOs) and transportation management associations (TMAs) are critical intermediaries in cross-jurisdictional programming and implementation of TDM programs that support local planning and policy guidance. | |
| 45 | Murawski | Mike | Explore Washington Park | Survey | 2/9/2026 | Chapter 3: TDM Policies and Strategies | Y | It is important to continue building a deeper understanding on non-commute travel and how organizations and partners can be better supported in this area. To strengthen this policy, more explicitly recognize the role of seasonal demand in recreation and place-based transportation, which creates challenges in sustaining transportation strategies year-round rather than concentrating services only during peak periods. | Add language to Chapter 3, Policy 3 description: Edits to the Managing Demand and Providing Transportation Choices paragraph:<br>Major destinations, including airports, event venues, and health care centers, are ~~often located where existing transportation choices don't always meet individual trip needs.~~ a leading source of recreational and essential trips. Seasonal demand in recreational and place-based transportation can create challenges in sustaining transportation strategies year-round rather than concentrating services only during peak periods. ~~As a result, both travelers and workers have difficulty accessing travel options and may choose to drive alone.~~ Major one-time events provide an opportunity to work with event coordinators to support shifting attendees' travel choices, provide travel options resources for event workers, as well as provide relief for the neighboring community which may be impacted by the increased vehicle traffic. ~~Building demand for sustainable~~ The most persistent challenge for building demand for travel options is ~~faces persistent challenges, most notably~~ the widespread availability of free and/or abundant parking. | Y |

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| 46 | Murawski | Mike | Explore Washington Park | Survey | 2/9/2026 | Ch 4 Performance Monitoring & Measurement | N | How does VMT reduction show up at a program level? Are there plans to support RTO partners in better understanding how their programs contribute to VMT outcomes? Particularly for shuttles or fare-based incentives where reductions in driving may be more directly measurable. Additional guidance, tools, or methodologies might help partners explore these impacts and strengthen the connection between local programs and regional performance targets. | Comment noted, no change recommended. RTO Program Evaluation Framework and new Climate Smart implementation monitoring measures (Chapter 5) will focus on guidance and coordination around collecting data on activities that reduce VMT. | N |
| 47 | Murawski | Mike | Explore Washington Park | Survey | 2/9/2026 | Ch 5 Metro RTO Work Program | N | Clear and helpful connection between Strategy and Regional Travel Options work program. Appreciate the transition from high-level policy into short-term and long-term actions. | Comment noted, no change recommended | N |
| 48 | Murawski | Mike | Explore Washington Park | Survey | 2/9/2026 | Ch 6 TDM Funding | Y | Discussion of funding challenges is honest and grounded in reality. Appreciate that it does not shy away from uncertainty and instead focuses on need to be creative about long-term investment and coordination with pricing and revenue strategies. Consider expanding the role that major destinations and high demand, event-based locations could play in funding or reinvesting in transportation options. Explore how parking revenue, ticket-based visitor fees, or event-related funding could support travel options directly at high-demand locations for more self-supporting programs. | Chapter 6, Add a bullet on funding: Major destinations and high demand, event-based locations could play a role in providing resources that support TDM programs. In addition to exploring the use of parking fees, this could include ticket-based visitor fees, or event-related funding could support travel options directly at high-demand locations and may offer a practical path toward more sustainable and self-supporting programs. | Y |
| 49 | Titra | Renata | PBOT | Survey | 2/10/2026 | General | N | Strategy was useful as an acknowledgment/inventory of existing work and strategies that Metro partners are conducting and big-picture coordination that will motivate us to advance and improve TDM efforts. | Comment noted, no change recommended | N |
| 50 | Titra | Renata | PBOT | Survey | 2/10/2026 | Ch 3 TDM Policies and Strategies | N | Roles table was particularly helpful and helps to prioritize certain actions over others as a City agency. | Comment noted, no change recommended | N |
| 51 | Titra | Renata | PBOT | Survey | 2/10/2026 | Ch 6 TDM Funding | N | Would like to explore getting different funders in the future | Comment noted, no change recommended | N |

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| 52 | Dunn | Julian | BikeLoudPDX | Survey | 2/12/2026 | General | Y | BikeLoud PDX strongly supports the RTP and TDM goals of completing the Metro bicycle network by 2035. Find the TDM Strategy Draft overly broad and generic. Contains few concrete plans, specific measurements, and accountability assignments for achieving goals. While the document uses support/partner/lead language, it isn't clear whether they are aspirational assignments or the entities have actually agreed to perform the responsibilities indicated. We expect the document to answer the following questions: 1. What new programs have been developed in response to the Needs Assessment from March 2025? 2. What new pilot programs have been development? 3. How does TDM improve or expand existing programs? 4. What funding is available to the City of Portland and what investments are being made by Metro? 5. Where are the reports on the successes of these programs, improvements, expansions? What is the baseline and what are the targets? Suggestions for specific programs include: expand paid parking areas, keep micromobility prices low (consider public-private partnership with vendors), Ticket2Ride for Portland Airport, emphasize the positive impacts of congestion pricing, with revenues going to transportation alternatives. Suggestions for the chapter on measurement: 1. A measure of community sentiment about safety and affordability of cycling. 2. Some of the measures about access be expanded to cover actual utilization. BikeLoud PDX thinks the TDM Strategy reads as another framework document that does not drive action in the Portland Metro region. | Comments noted. Written responses to all questions provided to commetner, per request. Specific edits: While parking is listed as a complementary policy in Chapter 2, to strengthen this connection we have added local parking policies as a complementary strategy in **Chapter 3, Policy 5**: Parking management plans and requirements: These plans and requirements typically occur at the local level. The availability and cost of vehicle parking can impact the travel choices that people make, particularly in traveling to high demand locations. Shared micromobility is identified in Metro's emerging technology strategies and is a modal approach outside of the TDM strategy scope but is noted as complementary throughout (Policy 2, 4 & 5). Strengthened language around shared micromobility in Policy 5 description that focuses on public private partnerships: **Chapter 3, Edits to Policy 5 description**, Collaboration and New Service Models paragraph: As new mobility models emerge~~—such as~~ including mobility hubs, vanpools, shuttles, shared micromobility services and expanded access to personal 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. | Y |
| **2/12 Public Hearing at Metro Council** | | | | | | | | | | |
| 53 | Ford Oades | Sara | Clackamas Community College Transportation | Public Hearing | 2/12/2026 | General | N | Support for the TDM strategy. Transportation is a basic need and there are many shortfalls of relying on single-occupancy vehicles and car culture. TDM helps everyone, from affluent to vulnerable. It also helps drivers, by reducing cars on the road. Education and support for multi-modal transportation promotes physical activity, social cohesion, and communal stewardship. TDM is one of the quickest, cheapest, and most cost-effective strategies to reduce traffic and parking problems. The Metro Emerging Partners Regional Grant has helped Clackamas Community College increase marketing for programs, provide outreach, and introduce students to options other than driving. Implementing TDM strategies has impacted many student's lives positively by giving them new senses of freedom and perspective. The will be very high impact of implementing TDM strategies on a regional-level. TDM is low-cost, high impact, effective, efficient, and creates thriving communities. It should be a regional priority and the Council should move forward with the TDM plan. | Comment noted, no change recommended | N |

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| 54 | Pazdalski | Jeff | Executive Director, Westside Transportation Alliance | Public Hearing | 2/12/2026 | General | N | In support of the TDM strategy. Westside Transportation Alliance is a nonprofit in Washington County that works to increase the number of people using travel options. Washington County's commute trip data demonstrates the importance of having a regional approach, as 65% of commutes represent cross-county trips, not including recreation-based trips or errands. The All Trips approach of the TDM strategy will ensure all policies, programs, and services are coordinated and work together across the region to maximize support for people who walk, bike, roll, take transit, and share rides. I ask to support the TDM strategy. | Comment noted, no change recommended | N |
| 55 | Shrestha | Lisha | Executive Director, Division Midway Alliance | Public Hearing | 2/12/2026 | General | N | DMA leads community driven projects, one of which is the Transit Education and Safety Youth Ambassador Program which cultivates youth leadership from East Portland and prepares them to become Transit Safety Ambassadors. The youth leaders are trained through workshops, and then train other youth in multiple languages. They host large training sessions, organize transportation resource fairs, and Place Street events (the first ever east of I-205). TDM's strategy plays a critical role in supporting the work we have been doing throughout our organization. We look forward to continuing the partnership and implementing the TDM strategy for safe streets, access to transit resources, and more equitable transportation outcomes for East Portland. | Comment noted, no change recommended | N |
| 56 | Rodriguez | Sofia | Transportation Planning Intern, City of Eugene | Public Hearing | 2/12/2026 | General | N | Student who participated in Transit Education and Safety Youth Ambassador Program. Learned how to make transportation fun and accessible and is inspired to expan equitable access to transportation. Learned how important it is to meet people where they are at and gained experience collaborating with local government. Is now a transportation planning intern at City of Eugene. | Comment noted, no change recommended | N |
| 57 | Huber | Lindsay | The Street Trust | Survey | 2/12/2026 | General | Y | The Street Trust strongly supports Metro's leadership on developing this framework. The following feedback is offered: 1. Affirmation of Strategic Direction. 2. Support for the expanded definition of TDM. Encourage additional emphasis on "mobility justice" language throughout the plan. 3. Encouraging Role Clarity and Multi-Level Coordination. Future implementation should include clearer articulations of expectations for intermediary organizations (like the Street Trust), defined technical assistance resources 4. Strengthening Evaluation Frameworks with Narrative and Storytelling. Supplement quantitative indicators with qualitative success measures, such as community stories or visual media. 5. Funding Realism and Innovation Encouragement. Encourage Metro to protect predictable base funding for established programs and partners while creating space for new approaches or strategies partnerships. Street Trust is encouraged by the depth and vision of the strategy and look forward to playing central role in implementation in the years ahead. Thanks to Metro staff and consultants for thorough engagement throughout the process. | Comments noted. See edit in response to Comment 44 that provides more specificity for the role of different types of organizations in TDM implementation | Y |

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# Metro

Agenda #: 4.1

**File #:** COM 26-1055 **Agenda Date:**3/19/2026

## Resolution no. 26-5569 For The Purpose Of Adding, Amending, Or Canceling Two Projects To The 2024-27 MTIP To Meet Federal Project Delivery Requirements



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# JPACT Worksheet

**Agenda Item Title**: **March FFY 2026 MTIP Formal Amendment #2 Approval Request – Resolution 26-5569**

**Presenters: Not Applicable.** The item is proposed to be a JPACT consent item

**Contact for this worksheet/presentation:** Gabriela Lopez, Senior Transportation Planner, gabriela.lopez@oregonmetro.gov

**Purpose/Objective:**
**FOR THE PURPOSE OF AMENDING TWO PROJECTS TO THE 2024-27 MTIP TO MEET FEDERAL PROJECT DELIVERY REQUIREMENTS**

**Action Requested:**
**Recommend approval of Resolution 26-5569 to Metro Council to amend two projects, as stated within Exhibit A, to the 2024-27 MTIP to meet federal project delivery requirements.**

**Outcome:**
JPACT action to recommend approval to Metro Council. Final action allows the proposed programming changes to two projects in the 2024-27 MTIP:

- Amends the Burgard Bridge Resiliency and Multimodal Enhancement Project
- Amends the Broadway Main Street and Supporting Connections project

**What has changed since JPACT last considered this issue/item?**
None. This is the first time the amendment will be presented to JPACT.

**What packet material do you plan to include?**

1. Draft Resolution 26-5569 with requested changes to two projects.
2. Exhibit A to Resolution 26-5569 (MTIP Project Detail Report) showing the specific changes to the projects.
3. Exhibit B to Resolution 26-5569 (Public Comment Period Summary)
4. A staff report in support of the formal amendment's action to amend the two projects. The staff report provides a summary of the project changes, review processes, and required approval steps.

BEFORE THE METRO COUNCIL

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| **FOR THE PURPOSE OF AMENDING TWO PROJECTS TO THE 2024-27 MTIP TO MEET FEDERAL PROJECT DELIVERY REQUIREMENTS** | ) ) ) ) ) ) | RESOLUTION NO. 26-5569<br><br>Introduced by: Chief Operating Officer Marissa Madrigal in concurrence with Council President Lynn Peterson |

WHEREAS, the Metropolitan Transportation Improvement Program (MTIP) prioritizes projects from the Regional Transportation Plan (RTP) to receive transportation-related funding; and

WHEREAS, the U.S. Department of Transportation (USDOT) requires federal funding for transportation projects located in a metropolitan area to be programmed in an MTIP; and

WHEREAS, in July 2023, the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council approved Resolution No. 23-5335 to adopt the 2024-27 MTIP; and

WHEREAS, the 2024-27 MTIP includes Metro approved RTP and federal performance-based programming requirements and demonstrates compliance and further progress towards achieving the RTP and federal performance targets; and

WHEREAS, pursuant to the USDOT MTIP amendment submission rules, JPACT and the Metro Council must approve any subsequent amendments to the MTIP to add new projects or substantially modify existing projects; and

WHEREAS, the formal amendment amends the Burgard Bridge Resiliency and Multimodal Enhancement Project to cancel Right-of-Way and Construction phases to address rescinded grant funding by the USDOT; and

WHEREAS, the formal amendment amends the Broadway Main Street and Supporting Connections project to cancel Right-of-Way, Utility Relocation, and Construction phases to address rescinded grant funding by the USDOT; and

WHEREAS, the project's preliminary engineering phase will be amended to be reduce to $5,000,000 of Neighborhood Access and Equity (NAE) grant funds; and

WHEREAS, the programming updates to the two projects are stated in Exhibit A to this resolution; and

DRAFT

WHEREAS, on February 5, 2026, Metro's Transportation Policy and Alternatives Committee recommended that JPACT approve this resolution; and

WHEREAS, on February 28, 2026, Metro completed a 30-day public comment period, as summarized in Exhibit B to this resolution; and

WHEREAS, on March 19, 2026, JPACT approved and recommended the Metro Council adopt this resolution; now therefore

BE IT RESOLVED that the Metro Council adopts this resolution to amend the two projects, as stated within Exhibit A, to the 2024-27 Metropolitan Transportation Improvement Program to meet federal project delivery requirements.

ADOPTED by the Metro Council this ___ day of _____ 2026.

_____
Lynn Peterson, Council President

Approved as to Form:

_____
Carrie MacLaren, Metro Attorney

DRAFT

**Exhibit A to Resolution 26-5569**
**2024-2027 Metropolitan Transportation Improvement Program (MTIP)**
March FFY 2026 Formal Amendment #2, FFY26-NO.5-MAR2

## Proposed Amendment to 71400 - Burgard Bridge Resiliency and Multimodal Enhancement Project

| ODOT Key | RTP ID | RFFA ID | Lead Agency |
|---|---|---|---|
| 23554 | 11797 | - | Portland |

| Project Type | System Investment Type | Total Cost |
|---|---|---|
| Roadway | Capital Project | $6,846,490 |

Project Description

Replace/reconstruct existing Burgard bridge over UPRR, plus culvert, and include bicycle/pedestrian upgrades for safer freight and pedestrian movements.

| PHASE | FUND SOURCE | PRIOR | FY2024 | FY2025 | FY2026 | FY2027 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Preliminary Engineering | CITY | $0 | $1,369,298 | $0 | $0 | $0 | $0 | $1,369,298 |
| Preliminary Engineering | HIP - Bridge Improvement Program 2022 | $0 | $5,477,192 | $0 | $0 | $0 | $0 | $5,477,192 |
| Total Preliminary Engineering | | $0 | $6,846,490 | $0 | $0 | $0 | $0 | $6,846,490 |
| **Total Programmed** | | **$0** | **$6,846,490** | **$0** | **$0** | **$0** | **$0** | **$6,846,490** |

## Previously Approved Amendment 71400 - Burgard Bridge Resiliency and Multimodal Enhancement Project

| ODOT Key | RTP ID | RFFA ID | Lead Agency |
|---|---|---|---|
| 23554 | 11797 | - | Portland |

| Project Type | System Investment Type | Total Cost |
|---|---|---|
| Roadway | Capital Project | $17,369,096 |

Project Description

Replace/reconstruct existing Burgard bridge over UPRR, plus culvert, and include bicycle/pedestrian upgrades for safer freight and pedestrian movements.

| PHASE | FUND SOURCE | PRIOR | FY2024 | FY2025 | FY2026 | FY2027 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Preliminary Engineering | CITY | $0 | $1,369,298 | $0 | $0 | $0 | $0 | $1,369,298 |
| Preliminary Engineering | HIP - Bridge Improvement Program 2022 | $0 | $5,477,192 | $0 | $0 | $0 | $0 | $5,477,192 |
| Total Preliminary Engineering | | $0 | $6,846,490 | $0 | $0 | $0 | $0 | $6,846,490 |
| Right of Way | CITY | $0 | $0 | $13,931 | $0 | $0 | $0 | $13,931 |
| Right of Way | HIP - Bridge Improvement Program 2022 | $0 | $0 | $55,725 | $0 | $0 | $0 | $55,725 |
| Total Right of Way | | $0 | $0 | $69,656 | $0 | $0 | $0 | $69,656 |
| Construction | CITY | $0 | $0 | $2,090,590 | $0 | $0 | $0 | $2,090,590 |
| Construction | HIP - Bridge Improvement Program 2022 | $0 | $0 | $8,362,360 | $0 | $0 | $0 | $8,362,360 |
| Total Construction | | $0 | $0 | $10,452,950 | $0 | $0 | $0 | $10,452,950 |
| **Total Programmed** | | **$0** | **$6,846,490** | **$10,522,606** | **$0** | **$0** | **$0** | **$17,369,096** |

| | |
|---|---|
| CURRENT CHANGE REASON | Schedule / Funding / Scope- Update Cancel Phase (FA) |
| PROJECT CHANGES | Plan Revision Name changed from "AM25-28-AUG4" to "FFY26-NO.5-MAR2" |
| FUNDING CHANGES | **HIP - Bridge Improvement Program 2022**<br>- Decrease funds in FY 2025 in RW from $55,725 to $0<br>- Decrease funds in FY 2025 in CN from $8,362,360 to $0<br>**CITY**<br>- Decrease funds in FY 2025 in RW from $13,931 to $0<br>- Decrease funds in FY 2025 in CN from $2,090,590 to $0 |
| FEDERAL PROJECT COST | Decreased from $13,895,277 to $5,477,192 (-60.58%) |
| TOTAL PROJECT COST | Decreased from $17,369,096 to $6,846,490 (-60.58%) |

## Proposed Amendment to 71445 - Broadway Main Street and Supporting Connections

| ODOT Key | RTP ID | RFFA ID | Lead Agency |
|---|---|---|---|
| 23646 | 11646 | - | Portland |

| Project Type | System Investment Type | Total Cost |
|---|---|---|
| Roadway | Capital Project | $5,000,000 |

Project Description

Project will include enhanced sidewalks including ADA curb ramps and reduced crossing distances for safer pedestrian crossings, enhanced access to Rose Quarter Transit Center, Portland Streetcar, and other transportation services. Upgraded and protected lanes for biking and scooting. Restoration of managed on-street parking and loading. Additional tree canopy, green infrastructure, street lighting, and other streetscape amenities. Placemaking opportunities to honor the district's history through public art, street activation, and monumentation. Project will result in greater access and connectivity to Portland's Lower Albina neighborhood.

| PHASE | FUND SOURCE | PRIOR | FY2024 | FY2025 | FY2026 | FY2027 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Preliminary Engineering | Advance Construction | $0 | $0 | $5,000,000 | $0 | $0 | $0 | $5,000,000 |
| Total Preliminary Engineering | | $0 | $0 | $5,000,000 | $0 | $0 | $0 | $5,000,000 |
| **Total Programmed** | | **$0** | **$0** | **$5,000,000** | **$0** | **$0** | **$0** | **$5,000,000** |

## Previously Approved Amendment 71445 - Broadway Main Street and Supporting Connections

| ODOT Key | RTP ID | RFFA ID | Lead Agency |
|---|---|---|---|
| 23646 | 11646 | - | Portland |

| Project Type | System Investment Type | Total Cost |
|---|---|---|
| Roadway | Capitl Project | $38,394,000 |

Project Description

Project will include enhanced sidewalks including ADA curb ramps and reduced crossing distances for safer pedestrian crossings, enhanced access to Rose Quarter Transit Center, Portland Streetcar, and other transportation services. Upgraded and protected lanes for biking and scooting. Restoration of managed on-street parking and loading. Additional tree canopy, green infrastructure, street lighting, and other streetscape amenities. Placemaking opportunities to honor the district's history through public art, street activation, and monumentation. Project will result in greater access and connectivity to Portland's Lower Albina neighborhood.

| PHASE | FUND SOURCE | PRIOR | FY2024 | FY2025 | FY2026 | FY2027 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Preliminary Engineering | Advance Construction | $0 | $0 | $8,255,000 | $0 | $0 | $0 | $8,255,000 |
| Total Preliminary Engineering | | $0 | $0 | $8,255,000 | $0 | $0 | $0 | $8,255,000 |
| Right of Way | Advance Construction | $0 | $0 | $0 | $591,000 | $0 | $0 | $591,000 |
| Total Right of Way | | $0 | $0 | $0 | $591,000 | $0 | $0 | $591,000 |
| Construction | Advance Construction | $0 | $0 | $0 | $29,418,000 | $0 | $0 | $29,418,000 |
| Total Construction | | $0 | $0 | $0 | $29,418,000 | $0 | $0 | $29,418,000 |
| Utilities | Advance Construction | $0 | $0 | $0 | $130,000 | $0 | $0 | $130,000 |
| Total Utilities | | $0 | $0 | $0 | $130,000 | $0 | $0 | $130,000 |
| **Total Programmed** | | **$0** | **$0** | **$8,255,000** | **$30,139,000** | **$0** | **$0** | **$38,394,000** |

| | |
|---|---|
| **CURRENT CHANGE REASON** | Schedule / Funding / Scope- Update Cancel Phase (FA) - Adjust funds (FA) |
| **PROJECT CHANGES** | Plan Revision Name changed from "End of Year 24" to "FFY26-NO.5-MAR2" |
| **FUNDING CHANGES** | **Advance Construction**<br>- Decrease funds in FY 2025 in PE from $8,255,000 to $5,000,000<br>- Decrease funds in FY 2026 in RW from $591,000 to $0<br>- Decrease funds in FY 2026 in CN from $29,418,000 to $0<br>- Decrease funds in FY 2026 in UR from $130,000 to $0 |
| **FEDERAL PROJECT COST** | Decreased from $38,394,000 to $5,000,000 (-86.98%) |
| **TOTAL PROJECT COST** | Decreased from $38,394,000 to $5,000,000 (-86.98%) |

**Exhibit B**

# Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Date: March 2, 2026

To: JPACT, Metro Council, and Interested Parties

From: Gabriela Lopez, Senior Transportation Planner

**Subject: Public Comment Period Summary**
**March FFY 2026 MTIP Formal Amendment #2 (FFY26-NO.05-MAR2)**

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The March FFY 2026 Metropolitan Transportation Improvement Program (MTIP) Formal Amendment #2 proposes the following programming changes:

- Amends the Burgard Bridge Resiliency and Multimodal Enhancement Project
- Amends the Broadway Main Street and Supporting Connections project

**Public Comment Period Notice and Invitation to Participate**
Between January 29, 2026 and February 28, 2026, residents of the Portland metropolitan area were invited to provide comment on the proposed MTIP formal amendment. The notice and invitation to participate was distributed via the Metro News notification service and posted on the Metro website: https://www.oregonmetro.gov/what-metro-does/transportation/metropolitan-transportation-improvement-program

Comments were accepted via email to summer.blackhorse@oregonmetro.gov.

## Draft Placeholder:
## Public Comment Period Summary
## to be provided upon completion

# Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Date: March 2, 2026
To: JPACT and Interested Parties
From: Gabriela Lopez, Senior Transportation Planner
Subject: March FFY 2026 MTIP Formal Amendment & Resolution 26-5569 Approval Request – FFY26-NO.5-MAR2

**Amendment Purpose Statement**

**FOR THE PURPOSE OF AMENDING TWO PROJECTS TO THE 2024-27 MTIP TO MEET FEDERAL PROJECT DELIVERY REQUIREMENTS**

**Amendment Summary:**

The March FFY 2026 Metropolitan Transportation Improvement Program (MTIP) Formal Amendment #2 proposes the following programming changes:

- Amends the Burgard Bridge Resiliency and Multimodal Enhancement Project
- Amends the Broadway Main Street and Supporting Connections project

Resolution No. 26-5569 authorizes the proposed MTIP Formal Amendment.

**TPAC Recommends Approval:**

Gabriela Lopez, Senior Transportation Planner, provided Transportation Policy Alternatives Committee (TPAC) members with an overview of the proposed project amendments at its February 6, 2026 meeting. TPAC voted unanimously to recommend approval to JPACT.

**Requested Action:**

**Recommend approval of Resolution 26-5569 to Metro Council to amend two projects, as stated within Exhibit A, to the 2024-27 MTIP to meet federal project delivery requirements.**

**Amend Existing MTIP/STIP Programmed Projects:**

| Project Number: 1 | **Key Number: 23554** | **Status: Existing Project** |
|---|---|---|
| Project Name: | **Burgard Bridge Resiliency and Multimodal Enhancement Project** | |
| Lead Agency: | City of Portland | |
| Description: | Replace/reconstruct existing Burgard bridge over UPRR, plus culvert, and include bicycle/pedestrian upgrades for safer freight and pedestrian movements. | |
| Funding Summary: | The project is currently programmed with $13,895,277 of Bridge Investment Program (BIP) grant funds with a local match of $3,473,819. | |
| Added Notes: | The formal amendment cancels RW and CN phases due to BIP grant funding rescinded by the U.S. Department of Transportation. | |

| Project Number: 2 | **Key Number: 23646** | **Status: Existing Project** |
|---|---|---|
| Project Name: | **Broadway Main Street and Supporting Connections** | |
| Lead Agency: | City of Portland | |
| Description: | Project will include enhanced sidewalks including ADA curb ramps and reduced crossing distances for safer pedestrian crossings, enhanced access to Rose Quarter Transit Center, Portland Streetcar, and other transportation services. Upgraded and protected lanes for biking and scooting. Restoration of managed on-street parking and loading. Additional tree canopy, green infrastructure, street lighting, and other streetscape amenities. Placemaking opportunities to honor the district's history through public art, street activation, and monumentation. Project will result in greater access and connectivity to Portland's Lower Albina neighborhood. | |
| Funding Summary: | The project is currently programmed with a total of $38,394,000 of Neighborhood Access and Equity (NAE) grant funds. | |
| Added Notes: | The formal amendment cancels RW, UR, and CN phases due to NAE grant funding rescinded by the U.S. Department of Transportation. Reduce PE phase to $5,000,000 of NAE federal funds to reflect funding obligation amount. Local matching funds are not required. | |

**METRO REQUIRED PROJECT AMENDMENT REVIEWS**

In accordance with 23 CFR 450.316-328, Metro is responsible for reviewing and ensuring MTIP amendments comply with all federal programming requirements. Metro staff evaluate each project and its requested changes against multiple MTIP programming review factors that originate from 23 CFR 450.316-328. The evaluation process is designed to ensure the MTIP is fiscally constrained, consistent with the approved RTP, and provides transparency in its updates, changes, and/or implementation.

**Proposed Processing and Approval Actions:**

| Action | Target Date |
|---|---|
| • Initiate the required public notification/comment process……. | January 29, 2026 |
| • TPAC agenda mailing…… | January 30, 2026 |
| • TPAC action …… | February 6, 2026 |
| • Completion of public notification/comment process…… | February 28, 2026 |
| • **JPACT action ……** | **March 19, 2026** |
| • Metro Council action…… | March 19, 2026 |
| • Final amendment package submission to ODOT & USDOT…….. | Late March 2026 |
| • USDOT clarification and final amendment approval…….. | Mid-May 2026 |

Note: The above dates are anticipated and could change.

**ANALYSIS/INFORMATION**

1. **Known Opposition/Support/Community Feedback:** The agencies leading the projects included in this amendment acknowledge the proposed programming changes.

   Metro conducted a 30-day public comment period, which closed on February 28, 2026. During this comment period, Metro did not receive any comments. Detailed information can be found in the Public Comment Period summary report, Exhibit B.

2. **Legal Antecedents:**
   a. Amends the 2024-27 Metropolitan Transportation Improvement Program adopted by Metro Council Resolution 23-5335 on July 20, 2023 (FOR THE PURPOSE OF ADOPTING THE 2024-2027 METROPOLITAN TRANSPORTATION IMPROVEMENT PROGRAM FOR THE PORTLAND METROPOLITAN AREA)

   b. Oregon Governor approval of the 2024-27 MTIP on September 13, 2023.

   c. 2024-2027 Statewide Transportation Improvement Program (STIP) Approval and 2024 Federal Planning Finding on September 25, 2023.

3. **Anticipated Effects:** Enables the amendments to the projects in the MTIP and STIP.

4. **Metro Budget Impacts:** The proposed amendments have no impact to the Metro budget.

Metro

600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

Agenda #: 4.2

**File #:** COM 26-1059 **Agenda Date:**3/19/2026

# February 19, 2026 JPACT Minutes



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# Meeting minutes

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: JPACT
Date/time: February 19, 2026
Location: Zoom

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**Chair Juan Carlos Gonzalez called the meeting to order at 7:30 AM.**

**Attendees**
Commissioner Shannon Singleton
Commissioner Nafissa Fai
Commissioner Paul Savas
Mayor Keith Wilson
Mayor Travis Stovall
Mayor Jef Dalin
Mayor Joe Buck
Rian Windsheimer
JC Vannatta
Dan Eisenbeis
Ali Mirzakhalili
Councilor Juan Carlos Gonzalez
Councilor Christine Lewis
Devin Reck
Mayor Anne McEnerny-Ogle
Scott Patterson

**Absent**
Sam Desue
Curis Robinhold
Councilor Ashton Simpson

**Public Communications**
There was no public communication.

**Updates from the Chair**
Metro staff Ted Leybold provided the Fatal Crash Report.

Members enjoyed the Transit Minute.

Gonzalez provided details on the 2023 Regional Transportation Plan Amendments coming to JPACT for action in March. The amendments will incorporate into the RTP Locally Preferred Alternatives for 82nd Avenue Transit Project, Tualatin Valley Highway Transit and Safety Project and Montgomery Park Streetcar Extension. He also referred to the memo in the packet.

Gonzalez provided information on the Community Transportation Academy and referred to the document in the packet.

Gonzalez reported that he is making calls this week to invite a few JPACT members to participate in a work group about the provision of transit service in areas not served by fixed route service. This is following up on a request made by our Clackamas area members last summer. Gonzalez committed to keeping the full JPACT committee updated on the proceedings or any recommendations for further JPACT consideration.

Gonzalez noted the memo in the packet with an updated 2026 JPAC work program that incorporates members' feedback from the January meeting.

**Consent Agenda**
Resolution no. 26-5562 For the Purpose of Adding, Amending, or Canceling Seven Projects to the 2024-27 MTIP to Meet Federal Project Deliver Requirements

Consideration of the January 15, 2026 JPACT minutes
Motion: Stovall
Second: Lewis
Action: Motion passed

**Information/Discussion Items**
MPO Certification Action Plan Update
Leybold provided a presentation on the MPO Certification Action Plan.

Vannatta shared that we need to find funding for TriMet and the smaller providers, and he hopes the work groups will discuss this. Leybold responded that funding will be discussed.

Mirzakhalili asked how staff would prioritize the work. Some of it won't be done until 2029, and he feels some of the work, such as public participation, is worth investing in earlier. what the timeline will be for recommendations and implementation. Leybold replied that mostly the things he highlighted we can get to in the next year or year and a half. Updates to the public engagement guide are on a 5 year cycle, and so those will happen in 2029.

Dalin shared that he believes TriMet's participation is critical, but that we also need participation from the small transit providers. He would like to see a Small Transit representative at the JPACT table. He's also concerned about the proposal for a prioritization process in the RTP. For the last RFFA process, the region came up with a scoring system together. That was successful. The mayors and the county representative looked at what Washington County was going to spend on projects and which projects were of importance. That allowed the cities to look at how their projects were interacting with each other, and then they could give the county direction and feedback.

Windsheimer expressed having a similar concern. Jurisdictions have limited resources to engage in these things, but that one in particular is a ver important conversation. And it's about where people are allocating their own money. So we're talking about where Washington County is going to allocate their funds, where they are choosing to spend their funds. And we're talking about Metro and JPAC setting up a process that's going to tell them,

no, we have a better priority for you. Windsheimer is concerned that that kind of an effort is going to create division. He said he understands there's been a desire to set something like this up for a while by certain folks, but it becomes a challenge when you're talking about how we're going to tell other people what projects they're going to put in with their own fiscal constraint.It's a different conversation than how we would spendregional flexible funds that come to this body to allocate when we're talking about how other people can spend their own funds.

Savas shared that he concurs with Mayor Dalin's points. He also shared concerns that money alone isn't going to fix this problem when it comes to the operational aspects. He noted we're 10 years in practically on the HB 2017 STIF funds, and we just saw a marginal increase through that period of time when it comes to connecting people that otherwise wouldn't be connected. And now the trajectory seems that it's going to even be less service than we've had in the past. He's believes we need to look at the paradigm, and that the local small transit agencies can be partners in trying to find a more efficient means to get the most bang for the dollars that we do have. Savas thinks we need to sort that out, but he's concerned that throwing money at the problem alone isn't a solution. He believes we need some discussion about performance measures. He feels we need more meaningful metrics as opposed to aspirational.

Singleton said she wanted to piggyback a little bit on what Ryan was saying and maybe be a little blunt about it, but there's just a huge problem. This came up in SHS as well. The idea of taking legislative budget authority out of county commissions to direct them how to spend money is a huge problem. She would definitely welcome more conversation about that before anything further happens with that with that one particular one.. She welcomes more conversation about that.

Buck wanted to second Mayor Dalin's comments. As the Clackamas city's rep here, he's also supposed to be representing SMART, and it's a very challenging position to be in. He's not involved in SMART and it's really difficult to speak well to what's going on there, let alone the other small transit providers in Clackamas County. So, having that seat, not just on TPAC, but here at the JPAC table, he thinks is really critical to ensuring our communities are well represented, and the variety of ways in which transit is provided is spoken to at this table.

Lewis said she thinks this is a worthy conversation broadly, but she thinks we've strayed a little bit in comments today, so she asked Leybold clarify or give direct feedback if her understanding is incorrect. The scope of what we're talking about today is transit projects, not overall infrastructure investment. So whereas we did bring up the RTP In the slides, is that RTP writ large or focused on capital project transit investment? For the RTP recommendations coming from Federal Highway Administration FTA, that the recommendation was about ensuring that as we prioritize projects for the financially constrained list of the RTP that there is a demonstrated process that shows how the projects that are included will advance and reflect the goals and values, policy outcomes that we were looking for in that RTP itself, and so that there is a link between project selection for the RTP. Leybold confirmed Lewis' understanding.

Fai shared that Washington County would like to see a seat at the TPAC table for small transit providers.

Gonzalez said he wanted to end with a reflection and respond to some of the things he's hearing. He asked rhetorically about why we do regional planning. He believes it is because we want to build alignment and pool resources to do things that we otherwise could not do alone. He's concerned about some themes, and noticing this happening, not just in transportation spaces, but in spaces more broadly in the Portland metro area, which is that as our region struggles economically, as we try and figure out what our path forward is, more and more people want to take their ball home with them and not share. And he's seeing that happen in transportation, in transit, in tourism, in housing, in supportive housing, and he thinks that if we decide to take that approach as a region, we really lose a lot of the strength that we have in re-emerging stronger in a more aligned way, where the broader region can lift all boats.

Singleton said that that's a mischaracterization of what she's saying. She said we get crossways with each other when we make assumptions about authority and don't have explicit conversations with the legislative bodies that we're talking about. And so it's not about taking my ball. She said she is one representative, and if we don't have a process that the boards actually make votes before this committee does, then you are stepping outside of the authority, or taking away authority that the boards have. She reiterated we need to preserve the legislative budget authority of county commissions.

Savas said Leybold laid out quite a bit there, and he was reluctant actually to respond because there's so much in here. He thinks we're all touching on things that maybe are close to us right now. He doesn't think that what he heard the Chair say is truly a reflection on at least on what I meant to talk about, but he's concerned that that summary doesn't really size up some of these huge problems. He said we have a lot of people that are paying for a service and not receiving it, and he thinks it's fundamental to us, whether we're in the region or where whether we're in our in our jurisdiction. That's a big deal. And if it's a critical service that's to be part of our climate action plan we need to be responsible for that. And we can't deliver that, or it's not efficient enough to deliver that, we'll never accomplish any of our goals. He thinks this really calls for deeper conversation.

Gonzalez shared that his comments were broadly in response to the many pieces of feedback that he heard, so not to any one individual comment. He was responding to what he's hearing here, but also at many other tables at the regional level and in the legislature. He said as our state looks to rebound from some of the issues that we're facing right now, that we really need to continue to look across our single authorities and our single jurisdictional boundaries to see where we can find efficiencies. Gonzalez said that ultimately, to Commissioner Savas' point, the point is to deliver the goods and services that we want to Oregonians. He agreed with Savas on that.

<u>Cascadia High Speed Rail: Service Development Plan Update</u>

Gonzalez shared he thinks most folks know here that the high speed rail project envisions connecting the mega region of Portland, Seattle, and Vancouver, BC. The work that members are going to hear about today has started to paint the picture of how high-speed rail can serve as an economic development tool for our region. It would add capacity, it will catalyze development alongside the I-5 corridor, and this project could also solve quite a number of issues that we have right now with relation to congestion, air quality, air quality, affordability, and a stagnating economy. So something that we want to dive deeper on, and we're starting discussions with private sector partners here in Greater Portland to better understand the opportunities and potential benefits that we see realized in Greater Portland. There are multiple examples of where this has been significant. You can look at Brightline in Miami, the work that is happening in California.

Ally Holmqvist, Metro, and Chelsea Levy, Cascadia High-Speed Rail Project Manager, WSDOT, provided an update on the Cascadia High Speed Rail service development plan.

Wilson thanked Chelsea for her time. He said Chelsea really talked about the technical aspects, about what the timeframe looks like. What he would like to talk about is just the value and what this table can bring as this conversation goes forward. Metro is now a US High speed rail coalition member. Wilson has been working with Councilor Simpson, advocating for funding because it really is a national play as well as a local opportunity. City of Portland is now a member of that coalition as well, and he invited members on trips to Washington, D.C. He stated this is a long play, and it's a huge financial play. But the value is recognizing that Vancouver, BC, Seattle, and Portland, those three cities are in the top 10 of the worst congestion in North America. And so, if we keep doing the same thing the same way, we're not going to expect or address the outcomes of our future. We also have a huge opportunity. That mega region, that 10 million people in the mega-region, produces $662 billion in economic activity. We are the 25th largest economic zone in the world. We're as big as Switzerland when we combine those three cities and the mega-region together. Wilson noted the other problem is that in this next 20 years we're going to grow 20%, 30%. And so we just can't keep doing the same things that we are doing. The Amtrak Cascade, which is trying to keep up with that, where we see passenger boardings increasing is at 49% on time for 2024, the last time they put it together. 49%. The Shinkansen in Japan is always on time, the 99.9% of the time within one minute. So we really need to start rethinking how we do things and compete globally as opposed to nationally, and when we do that, we actually increase the wealth of all of our community members. Wilson shared that in China, we're really able to track the last 10 years, because they went from zero to 20,000 kilometers in a matter of a decade. He said we've seen GDP in rural communities double the growth of the urban community. So we have this huge bipartisan divide between rural and urban, conservative and liberal, and this is our opportunity to really provide back to those timber communities that we promised a better life by reducing timber economies. So this is a chance to kind of bring those communities back into a different sort of world. And then, what's the promise of high-speed rail? The service development plan, we're able to gain 9 to 1 match. The federal government will give $9 for every $1 we can collectively bring forward. My compliments to WSDOT, because for the last day decade, they've been dogged in their approach, and they're leading the nation. We have one of the top four lines in the nation now ready for funding, and then the next step is the FSP or the federal-state

partnership, and they're going to match four to one, the same as the highway program that allowed us to build highways in a ubiquitous fashion. A lot of them, you know, not well deserving of the communities they went into, but now we get to build high-speed rail at the same rate that we did in the last century with this new technology. And so I really want to bring us all together and start really helping WSDOT. They are the lead partner. They've got everything ready to go, we just need to continue that forward progress, and I would like all of us to be the bulwark that just clears the path for them as they deliver this project as we continue to fund that really important technology for the future. So thank you for that.

Lewis said she is very excited by this project. Some people characterize it as wild or ambitious, but when you look at the amount of energy that's being sunk into technologies that are still unproven and untested right now - we know how trains work. Trains have always been connectivity. And as you point out, Mayor, the amount of precision that we can have in terms of reliability of schedule goes far beyond any of our other modes of transportation. Lewis reiterated that she's really excited about this project. The question she has is around tribal engagement. We're obviously dealing across two countries that treat tribal engagement and the role of tribal government in processes like this very differently. She's curious if the standards of Canada, which are in some ways far superior to our own will apply across the project, or are there two separate kinds of tribal engagement mechanisms for this series of planning decisions, not on the construction side, but even just this early?

Project staff explained there are dozens of tribes and First Nations with ceded territory within the mega region, and they're an important group collectively for the project to be engaging. They also have both different needs and different requirements, established procedures for engagement in Canada and the United States. And at this early phase of planning, they're leveraging and using those existing structures to engage First Nations in BC and tribes in Washington and Oregon. It's unclear what that sort of engagement will look like, but right now, they're really working to leverage the resources and expertise of the First Nations representative and expert with the Ministry of Transportation and Transit in BC, as well as tribal relations directors at ODOT and WSDOT to support engagement through the existing relationships that they have. More to come on this and they've just begun their engagement with Indigenous communities in Washington and Oregon that included a letter that went to all of the tribes within the mega region in Washington and Oregon from WSD in collaboration with Oregon. That letter has gone out to tribes, and they are invited to a webinar that will occur later this month. And then also they had the Assistant Secretary for Transportation at WSDOT present to a tribal transportation convening yesterday.

Dalin said he's probably going to be a wet towel on this, and that's probably because he doesn't understand what Mayor Wilson understands. He was sitting here listening and doing a little math. He's going to BC this summer. It's going to cost $29 a seat to drive up there for his family of four. If they were to take the train, it'd be between $52 and $134 to do the trip. If they flew, it'd be $319, and that's the part that would be more closely in the speed in comparison to this. You know, an hour and 18 minute flight to get up there. So, what he doesn't understand, who is this being done for? His family's doing their once every

couple year trip to BC, and for that, he'll just drive. And to congestion, it's only when he gets to Seattle, and it's only getting out of Portland that he has a congestion problem. So he'd like to understand who is this being done for or done to, and then he's just going to write the reality check that we've all lived through, especially if you've been around this table as long as he has. Dalin shared that we're over 20 years into the Columbia River Crossing, IBR, whatever name you want to recycle it on, and we still don't have a bridge, and we're hundreds of millions of dollars into paperwork. So his faith in our ability to get a rail all the way from Portland to BC when we can't get across the one river is deeply challenged. He said he needs some education, and he's willing to learn and understand, but right now he just can't see it.

Wilson responded that to build that highway that we would drive on between Vancouver, BC, and Portland, it would be north of $100 billion to add one lane in each direction. To build a high-speed rail, it's going to be less than $50 billion. The difference there, though, is that when we build a highway lane, we know that demand's just going to immediately create congestion, and you're only going to go 55 miles per hour. The day we open up the high-speed rail lane, it's 250 miles. And the three questions Dalin had were kind of why is it pragmatic for a person to do that? Emissions, high-speed rail is 1/10 of the emissions of plane or car, which is very valuable for us in our context of thinking. The cost, looking at the competitive nature of Italy and the Spanish network now. The cost is about $20 to $40 for Portland to Seattle per person, so when you think about that, once you have that competitive nature, the rail cost, and so you're able to compete on cost, and then it's time. It's 2 hours to go from Portland to Vancouver, BC now. So you're able to jump in the cafe car, have a beer, read the paper with your family, and enjoy your family, as opposed to be in that car. And it's always going to be on time, and you get to go at 250 miles an hour. So it's the new Main Street we create. It's the new transportation design villages, it's all designed to be an attractive, pleasant, easy way to travel, because that's how 26 other nations are experiencing this around the world right now. And it is ubiquitous in developed countries except for ours, and so he thinks it's time for us to dream and then look at the data points and love the wet towel, ready to have the conversation anytime you want.

Ali said he appreciates the vision and enthusiasm and patience as we build this project out, but he's going to show his ignorance. He has a question as to why we are looking at alternate routes, given all the difficulty. Can we put rail alongside the existing right of way. Staff replied we might use an adjacent corridor to the existing Amtrak tracks or BNSF tracks that Amtrak operates on tracks that are owned by Burlington Northern Santa Fe primarily. This is part of their evaluation in this early planning phase. They have assumed that baseline that this project for high-speed rail is greenfield development not shared tracks, in part because they know that there are existing constraints on those tracks. A, they're owned by the freight railroad, B, the freight railroad prioritizes freight, and we have an agreement with them to operate passenger rail service, but we all are aware of what the on-time performance and reliabilities are for Amtrak Cascades. And so this is really an opportunity to study the possibility of using existing infrastructure, but also study the opportunities for greenfield development, high speed, fast trains want to go flat and straight. And Amtrak tracks, those BN tracks are not always flat and straight, they have different sorts of requirements, speed limitations because of their design, and so really as

part of this early, early planning, they're investigating these questions about what is the art of the possible for new greenfield development, as well as where might there be opportunities for us to align.

Eisenbeis wanted to emphasize some of Mayor Wilson's comments that our connections to the broader region and to the world, frankly, are critical to our economic success. We need to be thinking long-term about strengthening our connectivity with the other urban centers in the Cascadia region, so he applauds this effort. He also noted that it'll be absolutely critical that there is local connectivity to major facilities like Portland International Airport, where our catchment basin for passengers includes Southwest Washington, and we are expecting passenger growth from 18.5 million passengers in 2025 to 34 million passengers by 2045. And then last he just also wanted to note the importance of engaging the private sector in this effort.

Fai extended her gratitude to the presenter. She said they did a great job and she can see the excitement in their presentation. She shared she's from Somalia, and they have a robust community that lives both in Vancouver, British Columbia, and in Seattle, Washington, as well as Vancouver. She knows the Somali community that lives in Oregon travels constantly, so she's constantly traveling to Seattle, to Vancouver, Canada, and really just, like, sometimes in a month, like 3 or 4 times, just visiting family and friends, or just, you know, vice versa, and people are coming here. So she's really excited that this idea and the opportunity to have a high-speed rail will actually facilitate that connection of traveling between the two states and even to Canada, and more importantly, it would mitigate freeway congestion, because if any of you travel to the North, you know that it gets heavily congested. So she's really excited. The first big trip to Europe she took she remembers experiencing for the first time high speed rail. It was from London to Liverpool, and it was very fast. She thinks we would really boost our economy, and it will boost interstate and inter-Canada and America movement. She likes this idea, but one question that she has from Washington County's perspective is around the funding of this study. Will Oregon or the Metro region be expected to fund part of this project as it proceeds? And then if that answer is yes, when would that funding contribution will be needed to be pledged? Then there is a broader conversation about other pressing transportation funding needs within our region, including the IBR. Project staff replied we're in the federal funding pipeline for passenger rail projects now through FRA. Just to go back in time. So, Mayor Wilson did a nice job articulating the step 2 that we are in. We have 90% funding from FRA and a 10% match from WashDOT. Going forward into the next step, the split changes will need a 25% match to match those federal funds. And so, they'll complete this step 2 at the end of 2028. In 2027, they'll need to start looking ahead. They're already looking ahead, but they'll really be planning and organizing to set up our eligibility and approvals for the next phase of funding that will require a higher match. And so really, I think. Oregon, Washington, and British Columbia will need to be thinking and working together about how to meet that match requirement for the next phase of work.

Future Vision Update: Engagement
Jess Zdeb and Laura Combs provided the presentation.

Singleton said she wants to chat with Commissioner Jones-Dixon about some recommendations of places to hit up as part of the roadshow, but she did have a question. She asked if staff had considered having one or two folks from the Youth Commission actually be on the more formal body itself? Project staff responded they did not receive a lot of applications from young people for that, but they do have one member who falls within that 16 to 24 year old range. One reason that they haven't really pushed having more people in that space in that age range is just it takes a really special person at that age to be able to be comfortable in a space like that, and so that's why they're sort of creating this separate youth committee that then will have a lot of interaction with the Future Vision Commission. Singleton encouraged staff to have the conversation with the members of the Youth Committee about that rather than assume their comfort level.

Reck noted he's a father of a couple of native kids, and he's just curious if there's representation. Project staff replied that they've been working with Metro's tribal affairs staff to develop a formal consultation process outline for what that will look like, and then also working with them to make sure that we are including outreach opportunities to urban indigenous populations throughout the region. So they're really looking to them and their expertise to guide what that looks like within this project. For the Commission itself, the advice of Metro staff was that they don't do a specific invite to leaders within each of our tribal partners, but that we instead do a formal consultation process throughout the effort. They did work with those staff to get the word out about the youth committee in particular, and they did have several applications who referenced that that was how they had heard about the committee. In the pool of 75, they had 7 or 8 that talked about hearing about the opportunity through a newsletters from the tribal affairs team and other organizations that they work with regularly. So that was really exciting.

Gonzalez asked Mayor Anne McEnerny Ogle, who sits on the commission, if there was anything she would like to add? She replied that staff did a wonderful job of explaining everything about it, and she has homework to do before the next meeting. Vancouver is looking forward to giving input from the north bank of the Columbia River.

Savas said he heard many times the phrase thinking outside the box. He was wondering whether it's geographic or whether it is people and their culture. He's wondering, is this really going to be a metropolitan kind of a vision versus something that includes farming, that includes ranching, that includes all those different things that we do here in this region. There are distinct cultures of people who've moved here from other places, and that of people that are actually Native Americans is quite the contrast. So I'm wondering how we actually capture and respect those cultures and also the livelihoods that come with those cultures. Staff responded that they're actually going to be bringing this question about geography to Metro Council in a meeting with them in April. The geography of this has to be a fuzzy edge when we're talking 50 years in the future. Staff has a couple of ideas that they want to talk about sort of the ways in which those boundaries are defined, whether that is how we share, a regional culture ourselves? Like, how do we identify? And what are the different aspects that make up a commute shed or a labor market? That's one way to define an edge. And then there's also just sort of that ineffable feeling of being part of a region. Project staff agreed we do need to acknowledge that there are a lot of different ways that

people are parts of our region, whether that is a person from the city who conceptualizes part of their region being the place where they take their kids to go berry picking. And then the farmer who comes in to go to a cultural event at a venue within sort of the more urban core of the metro region. So there are all those different kinds of connections that they do want to be considering. Savas replied this was something that they took on a long, long time ago in Clackamas County, because their diverse lay of the land, the people, and also the economics of it. The farm to table effort that they did in Clackamas County for a long time really showed that where you live and what you do for a living, and what your parents did for a living shapes your lives. And knowing that as we encroach deeper on the farmlands, and we're doing a lot to protect farmland, so it seems there ought to be a really distinct representation of just the natural economics of what it takes to be a sustainable region. And sustainable means, again, farm to table. How? How do we actually maintain a good food source, a local food source? And how do we protect those properties, lands, and people and cultures that actually develop that? That's something he's afraid we're losing. And same thing with those families that represent that mode of life. They're deeply concerned that there's not a place for them any longer.

Gonzalez thanked staff for the presentation and then called on McEnerny whose hand was raised. She replied she wanted to make sure everyone knows that the Coast Guard gave permission for the IBR to have a fixed bridge at 116 feet. They celebrated with champagne on their side of the river.

**Adournment**
**Gonzalez adjourned the meeting at 9:29 AM**

Respectfully submitted,

Ramona Perrault

Ramona Perrault, Engagement Committee Legislative Advisor

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Agenda #: 5.1

**File #:** COM 26-1058 **Agenda Date:**3/19/2026

# 2027-30 Metropolitan Transportation Improvement Program (MTIP) Public Review Draft Summary and Public Hearing

Grace Morris (she/her), Senior Regional Planner, Metro



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# JPACT Worksheet

**Agenda Item Title**: 2027-30 Metropolitan Transportation Improvement Program (MTIP) Public Review Draft and Public Comment

**Presenters**: Grace Morris (grace.morris@oregonmetro.gov)

**Contact for this worksheet/presentation:** Grace Morris (grace.morris@oregonmetro.gov)

**Purpose/Objective**
To provide JPACT a summary of the 2027-30 Metropolitan Transportation Improvement Program (MTIP), announce the public comment period that is open through April 9, 2026, and provide an opportunity for members of the public to provide testimony on the 2027-30 MTIP.

**Outcome**
JPACT members receive information regarding the 2027-30 MTIP and hear any public testimony on the 2027-30 MTIP Public Review Draft and the programming of projects.

**What has changed since JPACT last considered this issue/item?**
At the November 2025 JPACT meeting, Metro staff shared an update on the development schedule for the 2027-30 MTIP. On March 9th, Metro published a public review draft of the 2027-30 MTIP and a public comment period is in progress. The 2027-30 MTIP public review draft is available on Metro's website and the community members are invited to share their feedback through a public comment survey.

In addition to providing public comments online, a public hearing opportunity is scheduled for the March 19th JPACT meeting to allow for members of the public to provide testimony before JPACT if desired.

**Next Steps**
Following the public comment period Metro staff will begin to prepare the 2027-30 MTIP adoption draft to bring before TPAC and JPACT in June 2026 requesting action.

# Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Date: Tuesday, March 10, 2026
To: Joint Policy Advisory Committee on Transportation (JPACT) and Interested Parties
From: Grace Morris, Principal Transportation Planner
Subject: 2027-30 Metropolitan Transportation Improvement Program (MTIP) Public Review Draft Summary, Public Comment and Public Hearing

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**Purpose:** To provide a short summary of the 2027-30 MTIP Public Review Draft and announce the public comment period currently in progress. In addition, inform JPACT members of the scheduled public hearing on the 2027-30 MTIP at the upcoming March 19th meeting.

**What is the Metropolitan Transportation Improvement Program (MTIP)?**

The Metropolitan Transportation Improvement Program (MTIP) is a federally required four-year financial document prepared by metropolitan planning organizations (MPOs) with the purpose:

- to track and manage federal transportation funds, ensuring that investments in highways, roads, transit, bicycle and pedestrian facilities do not overspend available monies; and
- to demonstrate how the four-year program of planned transportation investments advance the Regional Transportation Plan (RTP) goals and comply with federal regulations including, but not limited to fiscal constraint, performance-based planning, and public involvement.

The 2027-30 MTIP addresses federal fiscal years 2027 through 2030. The MTIP can be described as a transportation-specific, capital improvement program of federally funded projects and programs.

**2027-30 MTIP Summary**

The 2027-30 MTIP public review draft includes a little over $1.1 billion of transportation investments scheduled between October 1, 2026 and September 30, 2030. These investments reflect the outcomes of project selection processes that were conducted by Metro, ODOT, SMART, and TriMet over the course of the last two years. Spread over 139 projects and programs across the Portland metropolitan region, the 2027-30 MTIP includes:

- Approximately $623 million or 53% in maintenance and preservation investments to take care of the transportation infrastructure already in place.
- Approximately $462 million or 37% in capital investments to enhance and fill gaps in the transportation system across all forms of travel.
- The remaining $100 million or 10% are investments in mix of activities including:
    - transportation planning
    - using technologies to make the system run more efficiently and safely
    - travel options education and encouragement programs
    - support for kids walking and rolling to school safely, and
    - transit services for people 65 and older and people with disabilities.

Capital project investments in the 2027-30 MTIP are nearly evenly split across active transportation (35%), roadway and highways (33%), and transit (32%), and many of these projects are community-oriented transportation investments which aim to address network gaps to increase mobility options and transportation safety.

The average cost of the capital projects programmed in the 2027-30 MTIP is $6.5 million and no single investment is greater than $100 million. Notably the 2027-30 MTIP programming of projects

does not include any of the region's large capital transportation projects.[1] Almost all of these projects have phases underway through funds programmed and obligated in the 2024-27 MTIP. Later phases for these projects are expected to be programmed in the 2027-30 MTIP through the amendment process as additional funds become available. The funding for the projects in the 2028-30 Regional Flexible Fund Allocation Step 1A.1 New Project Bond appears in the 2027-30 MTIP as Metro Regional Flexible Fund New Project Bond Payment in each federal fiscal year for 2028 through 2030 and will be amended as bond funds become available.[2]

A last highlight to note, the 2027-30 MTIP reflects a 46% increase in investment in transportation safety compared to the previous MTIP cycle. A total of $226 million is programmed for projects with the aim of reducing crashes. With many competing needs of the region's transportation system, the investments in the 2027-30 MTIP illustrates the region's effort to prioritize investment into transportation safety.

**Public Comment on the 2027-30 MTIP**
A 30-day public comment period for the 2027-30 MTIP Public Review Draft opened on Monday, March 9th and ends on Thursday, April 9th. The 2027-30 MTIP public comment survey and the 2027-30 MTIP Public Review Draft and Programming of Projects are available on Metro's website.

At the March 19th JPACT meeting, a public hearing will take place to provide an opportunity for members of the public to provide comment directly to JPACT on the 2027-30 MTIP.

Following the public comment period, Metro staff will make final revisions to the 2027-30 MTIP in preparation to request TPAC and JPACT approval and Metro Council adoption.

**Next Steps**

| Timeframe | MTIP Development Activity |
|---|---|
| **March 9, 2026** | Public comment opens |
| **March 19, 2026** | Public hearing at JPACT |
| **April 9, 2026** | Public comment closes |
| **April – May 2026** | Develop public comment report<br>Prepare the 2027-30 MTIP adoption draft package |
| **May 2026** | Publish public comment report |
| **June 5, 2026** | TPAC action to recommend JPACT approval of the 2027-30 MTIP Adoption Draft |

[1] The 2027-30 MTIP does not include the following projects: Interstate Bridge Replacement Project or Interstate 5 Rose Quarter.

[2] The five projects allocated 2028-30 Regional Flexible Fund Step 1A.1 bond funds are: 82nd Avenue Transit Project, Tualatin Valley Highway Transit Project, Montgomery Park Streetcar Extension, Earthquake Ready Burnside Bridge, and Sunrise Gateway Corridor Project

| Timeframe | MTIP Development Activity |
|---|---|
| **June 18, 2026** | JPACT action to approve and recommend Metro Council adopt the 2027-30 MTIP Adoption Draft |
| **July 9, 2026*** | Metro Council action to adopt 2027-30 MTIP Adoption Draft |
| **July 10, 2026** | Transmittal of adopted 2027-30 MTIP to the Governor for inclusion without change in the 2027-30 STIP |

*Awaiting confirmation of Metro Council scheduling

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Agenda #:

**File #:** COM 26-1052 **Agenda Date:**3/19/2026

## Interstate Bridge Replacement Program Update

Carley Francis, Interim Program Administrator, Interstate Bridge Replacement Program
Brent Baker, IBR Financial Structures Lead
Alan Keizur, IBR CEVP Risk Lead

# JPACT Worksheet

**Agenda Item Title**: Interstate Bridge Replacement Program Update

**Presenters**: Carley Francis, Interim Program Administrator, Interstate Bridge Replacement Program, Brent Baker, IBR Financial Structures Lead, Alan Keizur, IBR CEVP Risk Lead

**Contact for this worksheet/presentation:** Alex Oreschak, Senior Transportation Planner, Metro

**Purpose/Objective**

The Interstate Bridge Replacement Program (IBRP) will provide an update on program costs and funding as well as a high-level overview of how the program could move forward in the coming months.

**Outcome**

JPACT members will understand current cost and funding estimates for the IBRP and next steps for the program.

**What has changed since JPACT last considered this issue/item?**

Since the IBRP last presented to JPACT in October 2024, the program has developed updated information on program costs and funding.

**What packet material do you plan to include?**

None.

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# Metro

Agenda #: 5.3

**File #:** COM 26-1053 **Agenda Date:**3/19/2026

## State Legislative Session Recap

Anneliese Koehler, Metro
Carly Slyvia-Gabrielson, Washington County
Tom Powers, Multnomah County
Lindsey Tenes, TriMet
Derek Bradley, Portland


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# JPACT Worksheet

**Agenda Item Title**: State legislative session recap

**Presenters**: Anneliese Koehler, Metro; Lindsay Tenes, TriMet; Tom Powers, Multnomah County; Carly Sylvia-Gabrielson, Washington County; Derek Bradley, City of Portland

**Contact for this worksheet/presentation: Anneliese Koehler, Metro**

**Purpose/Objective**
To recap the 2026 Oregon legislative session and transportation bills and conversations.

**Outcome**
JPACT members leave with an understanding of transportation legislation and discussion during the 2026 Oregon legislative session.

**What has changed since JPACT last considered this issue/item?**
2026 Oregon Legislative session convened and concluded.

**What packet material do you plan to include?**

**N/A**

Agenda #: 7.3

**File #:** COM 26-1054 **Agenda Date:**3/19/2026

## 2028 Regional Transportation Plan Work Plan: Scoping Kick-off

Kim Ellis (she/her), Regional Transportation Planning Manager
André Lightsey-Walker (he/him), RTP project manager
Alfredo Haro (he/him), RTP engagement lead

# JPACT Worksheet

**Agenda Item Title**: 2028 Regional Transportation Plan Work Plan: Scoping Kick-off

**Presenters**: Kim Ellis (she/her), Regional Transportation Planning Manager, André Lightsey-Walker (he/him), RTP project manager, Alfredo Haro (he/him), RTP engagement lead

**Contact for this worksheet/presentation:** André Lightsey-Walker

## Purpose/Objective

Metro is initiating the scoping phase for the 2028 Regional Transportation Plan (RTP) update. The Metro Council and JPACT must adopt an updated RTP every five years to maintain compliance with federal and state requirements. This update is due by November 30, 2028, when the current plan expires. The update will also include an update to the Climate Smart Strategy. The plan guides investments in all forms of travel – motor vehicle, transit, bicycle and walking – and the movement of goods and services throughout greater Portland. The plan identifies regional priorities and establishes eligibility for federal and state funding.

This kick-off discussion is an opportunity for JPACT to shape the work plan and engagement strategy that will guide the update. JPACT feedback is requested on these questions:

1. Do you have feedback on staff's proposed process for scoping and updating the RTP?
2. Are the current RTP goals for safety, equity, mobility, climate and thriving economy still JPACT's shared goals for the RTP?
3. Do the policy outcomes and priorities identified by the Metro Council also reflect JPACT's priorities for this RTP update? Is anything missing?
4. Do you have suggestions or comments on outreach and engagement for update?

Staff will begin engaging Metro policy and technical advisory committees, community leaders, and other partners to further shape the work plan and engagement strategy.

A draft work plan and engagement strategy will be presented to JPACT for further feedback in June and approval in July. The outreach and engagement strategy will build on past Metro and partner engagement and identify opportunities to be coordinated with and help leverage other engagement efforts across Metro and by jurisdictional and community partners as much as possible. It will also seek to be more inclusive of underserved community voices as well as business and economic development leaders.

**Identified Policy Outcomes and Metro Council Priorities for the 2028 RTP**

The identified policy outcomes for scoping the 2028 RTP are to reaffirm Metro Council and JPACT's shared commitment to building and maintaining a 21st century transportation system in which everyone has safe, reliable, affordable, efficient and climate-friendly travel options; to measurably advance the five adopted goal areas of Mobility, Safety, Equity, Thriving Economy, and Climate Action and Resilience; to prioritize restoration and expansion of transit service and capital investments that improve access to jobs and key destinations; to increase completion of pedestrian, bicycle and trail networks especially in equity focus areas and near transit; to maintain and operate the existing system as a foundational investment; to support freight reliability and access to industrial and employment lands; and to implement an outcomes-based, performance-tracked approach that aligns transportation investments with the RTP goals, the 2040 Growth Concept, and regional climate commitments.

**Metro Council Priorities for the 2028 RTP Update:** In February and March 2026, Metro Council expressed these priorities for the update to focus on:

- **Elevating safety as a priority.**
- **Strengthening the plan's economic focus** by improving access to jobs, services and opportunities.
- **Setting the table for updating the region's transit vision and strategy**.
- **Providing clarity on available revenues to support future efforts to bring more transportation funding to the region** to fund critical investments.
- **Navigating tradeoffs created by state and federal funding uncertainty and changing federal priorities** by balancing large-scale capital projects with ongoing system maintenance needs and local spending priorities, recognizing local, state and transit agencies' decision-making authority.
- **Communicating clearly and transparently about what it will take to meet state and regional climate goals,** and the urgency of meeting them given the growing impacts of climate change**.**
- **Elevating community voices and priorities with creative engagement practices that** combine digital and story-based engagement to bring to life the experiences and transportation needs of people living and working throughout the region.
- **Supporting and optimizing local participation** by coordinating Metro outreach, partnering with local governments and community-based organizations, and providing partners and community a multitude of ways to meaningfully engage whether that is in-person, virtual and hybrid convenings.

**What has changed since JPACT last considered this issue/item?**
The 2028 RTP update has not yet been introduced to JPACT. To provide context, a summary of the RTP adoption deliberations in 2023 and significant changes since 2023 that will affect this update follows.

**2023 RTP Adoption Deliberations:** During the adoption of the 2023 RTP, the Metro Council, JPACT, and the Metro Policy Advisory Committee (MPAC) engaged in extensive deliberations regarding the region's long-term transportation strategy. At the time of adoption, the RTP faced significant scrutiny regarding the balance of investments, with stakeholders raising concerns over the prioritization of roadway capacity over transit, walking, and biking infrastructure, as well as the plan's overall progress on safety and climate goals. Public opposition specifically targeted major projects such as the I-5 Interstate Bridge Replacement, the I-5 Rose Quarter Project, the Regional Mobility Pricing Project, and the I-205 Toll Project, alongside criticisms of the 2023 RTP's climate modeling assumptions related to state-led pricing. Key policy discussions centered on expanding efforts to secure stable funding for RTP priorities and addressing concerns related to congestion pricing. Leaders also committed to advancing climate analysis tools, implementing the adopted regional mobility policy, and refining the project evaluation process before the next update.

**Changes since 2023:** Since 2023, the region's funding outlook and planning needs have dramatically changed, including:

- federal and state revenue uncertainty and federal volatility
- concerns about the region's economy
- reduced transit funding (and related service reductions)
- changing travel patterns
- recurring death and serious injury on the transportation system
- growing impacts of climate change and expectations.

The policy concerns at the end of the 2023 RTP update and factors listed above require the 2028 RTP update to be more explicit about tradeoffs and what projects and goals are realistically attainable. It will be important to establish a transparent decision-making process that ensures thorough, inclusive, and well documented engagement at every phase of the scoping and plan development process. Early and sustained engagement with community members, partner agencies, Tribes, business leaders, business and community organizations, and advocacy groups will help build shared understanding of tradeoffs, surface potential concerns, and strengthen the credibility of and support for the final plan.

Early scoping decisions will shape how the RTP balances ambition and credibility, and how effectively it sets the region up to make measurable progress on safety, equity, mobility, climate, and economic prosperity over the next 25 years.

**Known Opposition and Support**
There is no known opposition. With each update, the RTP consistently draws significant regional interest and scrutiny. As the long range blueprint that makes projects eligible for federal and some state funding, guides billions of dollars in transportation investments, and establishes the policy framework for mobility, safety, equity, economic vitality, and climate action, the RTP is closely followed by local governments, state and federal partners, business and freight interests, transit providers, advocacy organizations, and community-based groups.

Historically, there has been strong support for transparent decision-making, clear performance expectations, and meaningful community engagement throughout the development of the RTP. At the same time, there are often differing perspectives regarding project prioritization, funding allocation, the balance between major capital projects and local improvements, and the pace of climate and mode shift goals.

**Explicit list of groups and individuals who will be involved shaping the 2028 RTP**
This information will be described in more detail in the draft engagement plan developed for Metro Council and JPACT discussion and consideration. To date, the project team has identified these agencies and groups to engage in the update:

- **Community leaders and community-based organizations** for underserved communities[1], health and equity interests, environmental protection, affordable housing, transportation, and social, climate and environmental justice (through engagement activities).
- **Business, economic development and freight groups**, including large and small employers, freight shippers, business organizations, associations and chambers of commerce (through engagement activities).
- **Local jurisdiction staff and elected officials representing counties and cities in the region** (through county coordinating committees, TPAC/MTAC workshops and regional technical and policy advisory committees).
- **Tribal governments** (through consultation and engagement activities in coordination with Metro Tribal Affairs team)
- **Special districts**, including TriMet, SMART, Port of Portland and Port of Vancouver (through TPAC, MTAC, JPACT and MPAC briefings and consultation activities).
- **Southwest Washington Regional Transportation Council (RTC) and other Clark County governments** (through Regional Transportation Advisory Committee (RTAC), SW RTC, TPAC, JPACT and MPAC briefings).
- **State agencies**, including the Oregon Department of Transportation, the Oregon Transportation Commission (OTC), the Oregon Department of Land Conservation and Development (DLCD), the Oregon Land Conservation and Development Commission (LCDC), the Oregon Department of Environmental Quality (DEQ) and the Oregon Health

[1] Underserved communities include people of color, people with low incomes, people with limited English proficiency, youth, older adults and people experiencing a disability.

Authority (OHA) (through TPAC, MTAC, JPACT and MPAC briefings and consultation activities).

- **Federal agencies**, including the Federal Highway Administration, Federal Transit Administration and the U.S. Environmental Protection Agency and other federal resource agencies (through TPAC briefings and consultation activities).

**Background**

The Regional Transportation Plan (RTP) is a state- and federally-required long-range transportation plan for the Portland metropolitan area. As the federally-designated metropolitan planning organization (MPO) for the Portland metropolitan area, Metro is responsible for leading and coordinating updates to the RTP. The Metro Council and JPACT must adopt an updated RTP every five years to maintain compliance with federal and state requirements.

As the regional government responsible for regional land use and transportation planning under state law, Metro is also responsible for developing a regional transportation system plan (TSP), consistent with the Regional Framework Plan, statewide planning goals, the Oregon Transportation Planning Rule (TPR), the Metropolitan Greenhouse Gas (GHG) Reduction Rule, the Oregon Transportation Plan (OTP), and by extension the Oregon Highway Plan (OHP) and other state modal plans. As a land use action under the statewide land use planning program, MPAC serves in an advisory role to the Metro Council.

The RTP is a key tool for the implementing the 2040 Growth Plan and Climate Smart Strategy. In that role, it serves as the region's long-range blueprint for planning and investing in a safe, reliable, multimodal transportation system that serves everyone, whether they drive, walk, roll, take transit or transport goods and services throughout the region, connecting people to their jobs, families, school and other important destinations. The RTP defines the outcomes the region aims to achieve with investments in the transportation, and the investments needed to support our region's residents and businesses today and into the future.

The RTP is a significant policy document that covers multiple key areas, including:

- Shaping how people move and live by identifying the projects, programs, and policies that support access to jobs, housing, education, essential services, recreation, and nature.
- Setting shared goals for transportation that align with broader values and desired outcomes related to equity, safety, climate action, mobility, thriving economy, and regional housing and land use goals.
- Directing billions of dollars in federal, state, regional, and local transportation funding by determining which investments are regionally significant and priorities for the near- and long-term.
- Measuring our progress over time through goals, objectives, and performance targets that ensure accountability and guide future policy and investment decisions.

- Supporting coordination across jurisdictions and agencies, ensuring that cities, counties, tribal governments, transit providers, freight agencies, and state and federal agencies work together toward a safe and connected transportation system.

Together, these elements make the RTP one of the region's most influential policy tools, establishing the long-term goals and near-term investment priorities that will shape mobility, safety, community well-being, and climate outcomes for decades to come.

The current RTP establishes five overarching priorities – equity, safety, climate, mobility and thriving economy– and eleven goals and supporting objectives, performance targets and policies that together guide planning and investment priorities to meet current and future needs of our growing and changing region. The plan identifies local, regional, state and federal transportation funds the region expects to have available to pay for those investments.

In November 2023, JPACT and the Metro Council adopted a significant update to the RTP following two years of engagement that included numerous touch points with community members, community and business leaders, tribes, and local, regional and state jurisdictional partners. Built around key values of equity, climate, safety, mobility and economy, the 2023 RTP provided the policy foundation for several planning activities identified in Chapter 8 that have since been completed or are underway that will inform the 2028 RTP update, including:

- Endorsement of locally-preferred alternatives for three major transit projects – 82nd Avenue Transit Project, the Tualatin Valley Highway Transit and Safety Project and the Montgomery Streetcar Extension *(completed in 2025)*
- Regional Freight Strategy Update *(completed in 2025)*
- Comprehensive Climate Action Plan *(completed in 2025)*
- Regional Rail Futures Study *(completed in 2025)*
- Regional Emergency Transportation Routes Update *(Ph 2. anticipated completion in Spring 2026)*
- Regional Transportation Demand Management Strategy *(anticipated completion in Spring 2026)*
- Community Connector Transit Study *(anticipated completion in Fall 2026)*
- Future Vision update *(anticipated completion in Winter/Spring 2027)*

Other local, regional and state efforts have been completed or are underway since 2023 that will also inform the update, including local and state implementation of the Oregon Transportation Plan and Climate Friendly and Equitable Communities (CFEC) planning rules through local transportations system plans and the Oregon Highway Plan update. The city of Tualatin completed a TSP update in 2025. Several TSP updates are underway – including the cities of Beaverton, Gresham, Milwaukie, and Portland, and Clackamas County. The OHP update is anticipated to be completed in 2027, and will include new policies and performance expectations that will be addressed in the next RTP update (due in 2032).

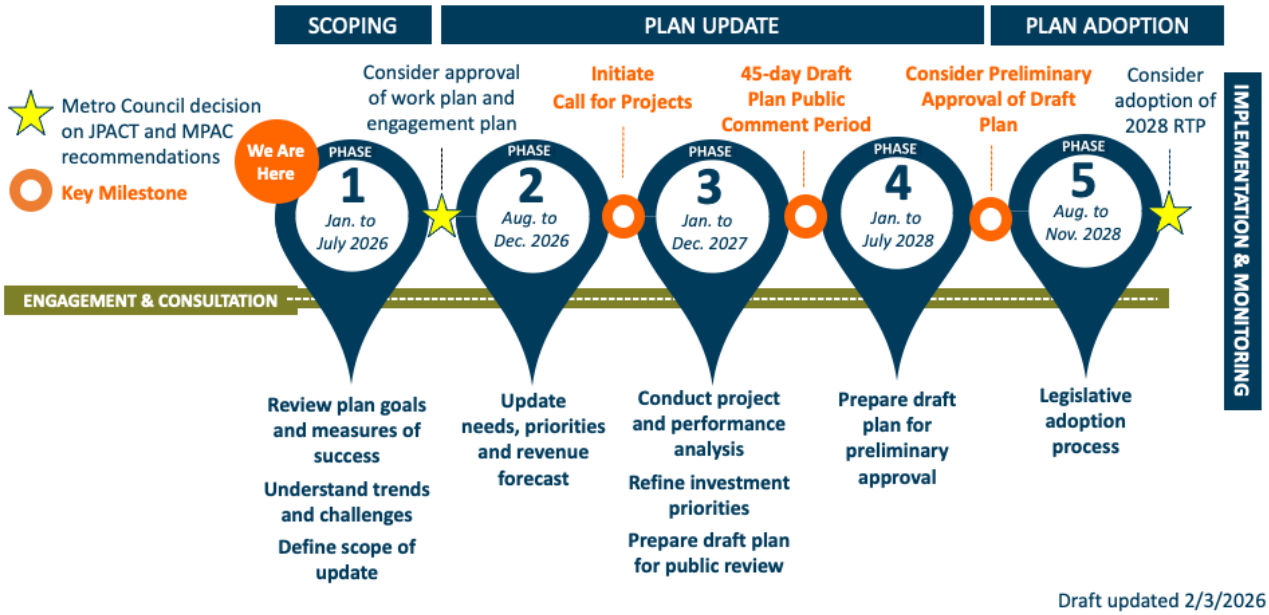
In 2025, the Land Conservation and Development Commission (LCDC) approved Metro's 2023 Major CFEC Implementation Report – developed following the 2023 RTP update. The report identified corrective actions to be addressed as part of the 2028 RTP update, including updating the 2014 Climate Smart Strategy and improve the process of developing and evaluating projects with the RTP project list. These actions and recommendations are also reflected in Chapter 8 of the 2023 RTP.

Metro also received corrective actions and recommendations directed toward the 2028 RTP Update as part of the Federal Certification Review completed in 2025. The actions are related to the financial planning, documenting how project priorities in the plan align to the RTP goals and advance the region's congestion management process. The corrective actions must be addressed as part of this RTP update to ensure continued federal compliance and the recommendation should be addressed as part of the RTP update to ensure they do not become corrective actions in the next Federal Certification Review in 2029.

**Relationship to the Future Vision Update**
This scoping effort is occurring concurrently with Metro's Future Vision update, which is intended to articulate the region's long-term direction for growth, prosperity, equity, and climate leadership. Early scoping decisions will therefore need to coordinate alignment between the evolving Future Vision, including how transportation supports access to opportunity, compact development, resilience, and economic vitality. However, full implementation of the new Future Vision will occur in subsequent RTP updates.

**What packet material do you plan to include?**
1- 2028 RTP Proposed Planning Process and Scoping Engagement Schedule
2- 2028 RTP Factsheet
3- 2023 RTP Goals

# 2028 RTP Timeline and Scoping Schedule (working draft)




Draft updated 2/3/2026

### Introduction – Introduce RTP purpose, timeline and next steps

| Who | Date |
|---|---|
| Metro Council Work Session | March 10, 2026 |
| Joint Policy Advisory Committee on Transportation (JPACT) | March 19, 2026 |
| Transportation Policy Alternatives Committee (TPAC) | April 3, 2026 |
| Metro Technical Advisory Committee (MTAC) | April 15, 2026 |
| Metro Policy Advisory Committee (MPAC) | April 22, 2026 |
| Metro Committee on Racial Equity | TBD |
| Metro Committee on Disability Inclusion | May 12, 2026 |
| TBD Engagement (Tribes, Coordinating Committees, CBOs, Business Partners, Interviews, Survey) | April-May, 2026 |

### Review – Seek feedback on draft work plan and engagement plan

| Who | Date |
|---|---|
| Metro Council Work Session | May, 2026 (TBC) |
| Transportation Policy Alternatives Committee (TPAC) | June 5, 2026 |
| Joint Policy Advisory Committee on Transportation (JPACT) | June 18, 2026 |
| Metro Technical Advisory Committee (MTAC) | June 17, 2026 |
| Metro Policy Advisory Committee (MPAC) | June 24, 2026 |

### Action – Share feedback and seek recommendation on proposed work plan and engagement plan

| Who | Date |
|---|---|
| Transportation Policy Alternatives Committee (TPAC) | July 10, 2026 |
| Joint Policy Advisory Committee on Transportation (JPACT) | July 16, 2026 |
| Metro Council | July 30, 2026 |

*Updated 2/27/26*

# 2028 Regional Transportation Plan Update

**Transportation shapes how people live, move, and thrive in greater Portland.** Access to safe and reliable transit, biking and walking routes, and streets and highways that function well allow us to reach work, school, essential services, family, and recreation. Investment in our transportation system is critical for the region's long-term prosperity and resident's quality of life.

As the federally-designated Metropolitan Planning Organization (MPO), Metro is responsible for leading and coordinating updates to the Regional Transportation Plan (RTP) every five years to address the evolving needs of our growing region. For transportation projects to be eligible to receive Federal funding they must be in the RTP. The last update was adopted in 2023. The next update is due **by November 30, 2028**, when the current plan expires.

Throughout 2026 until late 2028, Metro will work closely with cities and counties, transit providers, port districts, state and federal partners, businesses and community-based organizations to develop the 2028 RTP and update the Climate Smart Strategy. This factsheet provides an overview of the plan and the anticipated timeline.

## What is the Regional Transportation Plan?

The Regional Transportation Plan (RTP) is greater Portland's long-range blueprint for planning and investing in a safe, reliable, multimodal transportation system that serves everyone, whether they drive, walk, roll, take transit or transport goods and services throughout the region. The RTP defines the outcomes the region aims to achieve with investments in the transportation, and the investments needed to support our region's residents and businesses today and into the future.

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The RTP is a significant document that covers multiple key areas, including:

- **Shaping how people move and live** by identifying the projects, programs, and policies that support access to jobs, housing, education, essential services, recreation, and nature.
- **Setting shared goals** for transportation that align with broader values and desired outcomes related to equity, safety, climate action, mobility, thriving economy, and regional housing and land use goals.
- **Directing billions of dollars in federal, state, regional, and local transportation funding** by determining which investments are regionally significant and priorities for the near- and long-term.

*Adopted by JPACT and the Metro Council in 2023, with support from MPAC*

- **Measuring our progress over time** through goals, objectives, and performance targets that ensure accountability and guide future policy and investment decisions.
- **Supporting coordination across jurisdictions and agencies**, ensuring that cities, counties, transit providers, freight partners, and state and federal agencies work together toward a safe and connected transportation system.

Together, these elements make the RTP one of the region's most influential policy tools, establishing the long-term goals and near-term investment priorities that will shape mobility, safety, community well-being, and climate outcomes for decades to come.



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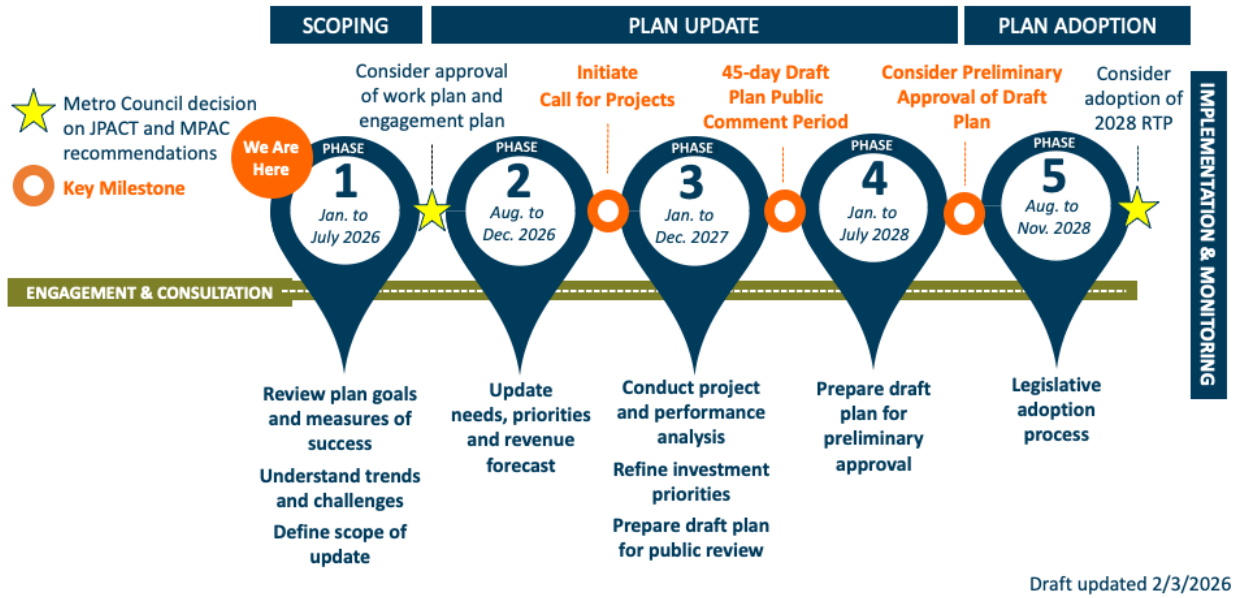
## Anticipated Timeline for the 2028 RTP Update




Draft updated 2/3/2026

## Phase 1 | Scoping and Early Engagement (Jan. to July 2026)

- Communicate status of transportation system planning and implementation in the region since 2023.
- Gather input from Metro Council, JPACT, MPAC, CORE, and business and community partners on values, desired outcomes, and strategic priorities to focus on in this update.

**Decision: JPACT and Metro Council consider approval of the work plan and public engagement plan** (by resolution, anticipated in July 2026).

## Phases 2 & 3 | Plan Development (August 2026 – Dec. 2027) [1]

- **Policy Review:** Review policies to identify changes needed to reflect state, regional and local plans and studies since 2023.
- **State of the Transportation System Report**: Report on system performance to understand today's travel behavior and progress toward shared regional goals related to safety, equity, climate, mobility, and the economy.
- **Revenue Forecast:** Update revenue projections with local, regional, state and tribal governments to set budget for plan.

[1] Engagement activities for this phase will be identified during the scoping phase.

- **Needs Analysis**: Seek feedback on the current RTP project list and transportation needs, and complete a multimodal needs analysis using the new mobility policy to inform investment priorities.
- **Call for Projects:** Coordinate update to project list with local, regional, state and tribal governments.
- **Investment Priorities:** Update project list priorities and investment strategies for the region's major travel corridors, evaluate performance, and seek feedback on updated priorities.
- **Draft Plan and Investment Strategy:** Prepare public review draft plan and investment strategy.

## Phase 4 | Public Review and Preliminary Plan Approval (Jan. – July 2028)

- **Jan. 14 to Feb. 29:** Publish the **public review draft 2028 RTP** for a 45-day comment period, with public hearing, briefings to regional policy and technical advisory committees and county coordinating committees and other stakeholders, and consultation activities with tribes and state, federal and resource agencies.
- Prepare public comment report and recommended changes to draft plan to respond to public comments.
- Technical committees consider public comments and make recommendations to policy committees on preliminary approval of the 2028 RTP; MPAC makes recommendations to the Metro Council.

**Decision: JPACT and Metro Council consider preliminary approval of the 2028 RTP,** directing staff to prepare final legislation for adoption (by resolution; anticipated in July 2028).

## Phase 5 | Plan Adoption (July 2028 – November 2028)

- Prepare final plan and investment strategy and legislation for adoption.
- MTAC and TPAC make recommendations to MPAC and JPACT, respectively.
- MPAC makes recommendations to the Metro Council.

**Decision: JPACT and Metro Council consider final adoption of the 2028 RTP** (by ordinance; anticipated by November 30, 2028).

## EQUITABLE TRANSPORTATION

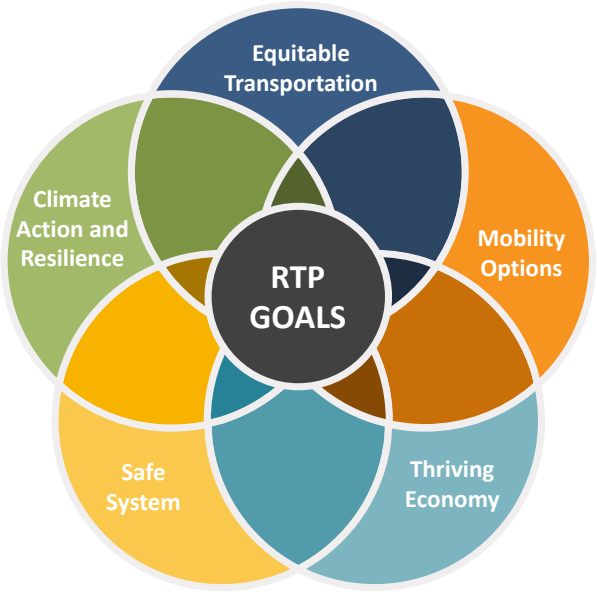
Transportation system disparities experienced by Black, Indigenous and people of color and people with low incomes, are eliminated. The disproportionate barriers that people of color, people who speak limited English, people with low incomes, people with disabilities, older adults, youth and other marginalized communities face in meeting their travel needs are removed.

## CLIMATE ACTION AND RESILIENCE

People, communities and ecosystems are protected, healthier and more resilient. Carbon emissions and other pollution are substantially reduced as more people travel by transit, walking and bicycling. People travel shorter distances to get where they need to go.

## SAFE SYSTEM

Traffic deaths and serious crashes are eliminated, and all people are safe and secure when traveling in the region.




## 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.

## THRIVING ECONOMY

Centers, ports, industrial areas, employment areas, and other regional destinations are accessible through a variety of multimodal connections that help people, communities, and businesses thrive and prosper.

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## 2023 Regional Transportation Plan Goals

*Adopted by the Joint Policy Advisory Committee on Transportation (JPACT) and Metro Council in November 2023, with support from the Metro Policy Advisory Committee (MPAC).*