Metro Policy Advisory Committee (MPAC) agenda

Wednesday, April 23, 2025   **5:00 PM**   **https://zoom.us/j/95889916633 (Webinar ID: 958 8991 6633)**

1. Call To Order, Declaration of a Quorum & Introductions (5:00 PM)

Please note: This meeting will be held online. You can join the meeting on your computer or other device by using this link: https://zoom.us/j/95889916633 or by calling +1 719 359 4580 (Toll Free).

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2. Public Communication on Agenda Items (5:05 PM)

Public comment may be submitted in writing and will also be heard by electronic communication (video conference or telephone). Written comments should be submitted electronically by mailing legislativecoordinator@oregonmetro.gov. Written comments received by 4:00 pm on the Wednesday 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. Council Update (5:10 PM)

4. Committee Member Update (5:15 PM)

5. Consent Agenda (5:20 PM)

5.1	Consideration of the February 26, 2025 MPAC Minutes	25-6225
	Attachments: 022625 MPAC Minutes	
5.2	Consideration of the March 19, 2025 MPAC Minutes	25-6242
	Attachments: 031925 MPAC Minutes	
5.3	Metro Technical Advisory Committee (MTAC) Appointments for Member/Alternative Member Positions	COM 25-0915

Attachments: MPAC Worksheet

MTAC Nominations Memo April 2025

6. Information/Discussion Items (5:25 PM)

6.1 Future Vision Scoping Update (5:25 PM) COM
25-0914

Presenter(s): Jess Zdeb, Metro

Malu Wilkinson, Metro

Attachments: MPAC Worksheet

6.2 TV Highway LPA Update (6:05 PM) COM
25-0913

Presenter(s): Jess Zdeb, Metro

Attachments: 2025-04-23 MPAC Worksheet

2025-02-13 TV Highway Steering Committee LPA Recommendation

6.3 Community Connector Transit Study: Policy Framework COM
and Assessment (6:35 PM) 25-0912

Presenter(s): Ally Holmqvist, Senior Transportation Planner, Metro

Attachments: MPAC Worksheet

CCT Simple Work Plan

CCT Policy Review Best Practices Report

CCT Opportunity Area Criteria

CCT Mobility Hub Criteria

7. Adjourn (7:00PM)

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលពាក្យបណ្ដឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គ ប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើររបស់លោកអ្នក ។

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January 2021

2025 MPAC Work Plan

Updated 3/6/25

January 22, 2025- online	February 26, 2025- online
• Consideration of the December 11, 2024 MPAC Meeting Minutes (consent) • MPAC Leadership Action (Commissioner Treece, MPAC Chair; 10 min) • Cooling Corridors (Andre Lightsey-Walker, Metro; 30 min) • Follow up on UGB process (Eryn Kehe, Metro; 30 min) Send by Jan 31st- Annual compliance Report	• Consideration of the January 22, 2025 MPAC Minutes (consent) • MTAC Nominations (consent) • MPAC intro/workplan review (Malu Wilkinson, Metro; 30 min) • 82nd Avenue Transit Plan LPA update (Melissa Ashbaugh; 30 min)
March 19, 2025- online	**April 23, 2025- online**
• Consideration of the February 26, 2025 MPAC Minutes (consent) • State Legislative Update (Kyung Park, Metro; (20 minutes) • Supportive Housing Services Funding Update (30 minutes) • Regional Housing Coordination Strategy: scope of work and engagement plan (Emily Lieb and Eryn Kehe, Metro; 45 min)	• Consideration of the February 26, 2025 MPAC Minutes (consent) • Consideration of the March 19, 2025 MPAC Minutes (consent) • MTAC Appointments (consent) • Future Vision: Scoping and workplan (Jess Zdeb, Metro; 40 min) • TV Highway LPA Update (Jess Zdeb, Metro; 30 min) • Community Connector Transit Study (Ally Holmqvist, 20 min) **Rosenthal is OOO**
May 28, 2025- in person	**June 25, 2025- online**
• 82nd Avenue LPA **(action)** • Regional Housing Coordination Strategy - engagement themes; categories of preliminary list of strategies (Emily Lieb and Eryn Kehe, Metro; 45 min) • Montgomery Park Streetcar LPA update (Alex Oreschak, Metro; 30 min) • Comprehensive Climate Action Plan: greenhouse gas inventory and targets (Eliot Rose, Metro; 20 min) • State Legislative Update (10 minutes)	• Montgomery Park Streetcar LPA adoption **(action)** • TV Highway LPA adoption **(action)** • Placemaking Grants Update (Dana Lucero, Metro; 30 min) • Cooling Corridors • Future Vision

July 23, 2025- online	August 27, 2025 cancelled
• Mongomery Park Streetcar LPA (action) • CPRG • Future Vision • State Legislative Update • Regional Housing Coordination Strategy - evaluation framework and draft RHCS (Emily Lieb and Eryn Kehe, Metro; 30 min)	
September 24, 2025- in person • Future Vision • Cooling Corridors • Supportive Housing Services Funding Update	**October 22, 2025- online** • Regional Housing Coordination Strategy - evaluation framework and draft RHCS ((Emily Lieb and Eryn Kehe, Metro; 45 min) • Future Vision
November 19, 2025- online • Future Vision • 2040 Grants update	**December 17, 2025- in person** • Future Vision • Supportive Housing Services Funding Update

Holding Tank:

- Happy Valley downtown development and/or parking requirements
- How cities are responding to housing analysis/production
- How are cities providing affordable housing and other services – nexus with SHS work/reform – maybe July?
- 2040 grant presentations by grant recipients
- Housing Bond Update

5.1 Consideration of the February 26, 2025 MPAC Minutes
Consent Agenda

Metro Policy Advisory Committee
Wednesday, April 23, 2025

METRO POLICY ADVISORY COMMITTEE (MPAC)
Meeting Minutes
February 26th, 2025

MEMBERS PRESENT	AFFILIATION
Vince Jones-Dixon	Multnomah County
Elana Pirtle-Guiney	City of Portland
Candace Avalos	City of Portland
Jerry Hinton	City of Gresham
Keith Kudrna	City of Fairview
Brett Sherman	Other Cities in Clackamas County
Sherry French	Special Districts Clackamas County
Beach Pace	Largest City in Washington County
Allison Tivnon	Second Largest City in Washington County
Tim Rosener	Other Cities in Washington County
Miles Palacios	Special Districts Washington County
Kristin Greene	Oregon Dept of Land Conservation and Development
Wil Fuentes	Clark County
Ty Stober	City of Vancouver
Dan Eisenbeis	Port of Portland
Gerritt Rosenthal	Metro Council
Duncan Hwang	Metro Council
Mary Nolan	Metro Council

MEMBERS EXCUSED	AFFILIATION
Terri Preeg-Riggsby	Special Districts
Omar Qutub	Citizen of Multnomah County
Joe Buck	Largest City in Clackamas County
Denyse McGriff	Second Largest City in Clackamas County
Ed Gronke	Citizen of Clackamas County
Pam Treece	Washington County
Luis Nava	Citizen of Washington County
JT Flowers	Trimet
Brian Hodson	City in Clackamas County Outside the UGB
James Fage	City in Washington County Outside the UGB

ALTERNATES PRESENT	AFFILIATION
Nafisa Fai	Washington County
Cathy Keathley	City of Gresham
Mike Mitchell	Second Largest City in Clackamas County
Jim Duggan	Special Districts Washington County
Laura Kelly	Oregon Dept of Land Conservation and Development

1.   CALL TO ORDER AND DECLARATION OF A QUORUM

MPAC Chair Brett Sherman called the meeting to order at 5:00 pm.
Chair Sherman called the roll and declared a quorum.

2.   PUBLIC COMMUNICATION ON AGENDA ITEMS

Metro staff Ramona Perrault read aloud the instructions for providing public testimony.
There was none.

3.   COUNCIL UPDATE

Chair Sherman introduced Metro Councilor Gerritt Rosenthal, who provided an update on future housing funding, housing development, planning grants, and community enhancement grants.

4.   COMMITTEE MEMBER UPDATE

There were no committee member updates.

5.   CONSENT AGENDA

Chair Sherman stated that there were two items on the consent agenda: Metro Technical Advisory Committee (MTAC) Nominations for Member/Alternative Member Positions and Consideration of the January 22, 2025 MPAC Minutes.

> **MOTION**: Commissioner Vince Jones-Dixon moved to approve the consent agenda, seconded by Commissioner Nafisa Fai.
> **ACTION**: The consent agenda was unanimously approved.

6.   INFORMATION/DISCUSSION ITEMS

6.1 MPAC Intro/Workplan Review

Malu Wilkinson and Eryn Kehe presented on Metro and MPAC's role in the region, highlighting Metro's purpose, issue areas, project goals, and decision-making processes.

Chair Sherman inquired about how members and interested parties can get more information or become more knowledgeable about funding and goals for housing and transportation.

Wilkinson responded that Metro staff would determine the right time to discuss federal infrastructure dollars and staff would provide an update on the State Legislative Session at a future meeting.

6.2 82nd Avenue Transit Plan LPA

Metro staff Melissa Ashbaugh, Brian Harper, and Kelly Betteridge presented on the 82nd Avenue Transit Plan Locally Preferred Alternative (LPA) and the Equity Development Strategy.

Chair Sherman inquired about how often Frequent Express (FX) lines run and the general distance between stops.

Jesse Stemmler, TriMet, responded that TriMet is in the process of adopting standards; the stations presently average every third of a mile, however this depends on a variety of factors.

Mayor Tim Rosener asked about the funding sources and clarification on whether this is for capital improvements and not operations.

Melissa Ashbaugh and Jesse Stemmler provided information about the funding stack.

Councilor Candace Avalos expressed concerns about displacement asked if investments are being made to address and combat displacement.

Brian Harper provided information about current programs and ongoing work with local and regional partners.

Dan Eisenbeis expressed appreciation for Metro staff and their involvement with the Port of Portland as well as consideration of anti-displacement efforts.

Mayor Keith Kudrna asked if the project will also improve pedestrian walkways between shelters.

Jesse Stemmler answered that safer walkways and crossings will be developed and there is collaboration with the City of Portland to improve accessibility.

Councilor Gerritt Rosenthal mentioned the TV Hwy LPA was just adopted by its committee and spoke to the similarities and differences with 82nd Avenue.

Council President Elana Pirtle-Guiney recommended developing a back-up plan in case federal funds do not come through for the project and asked how the project will affect Line 72.

Melissa Ashbaugh answered there will be a new Line 72 from Swan Island to Parkrose Transit Center with a connection to the new FX bus line.

Chair Sherman wondered what other areas might be next on the list for improvements.

Jesse Stemmler stated TriMet is working with Metro on the High-Capacity Transit plan.

Deputy Director Kristin Greene celebrated the project's stabilization strategies and emphasized that addressing displacement is a major challenge. Greene offered the Department of Land Conservation and Development's anti-displacement toolkit as a resource.

Malu Wilkinson highlighted that a High-Capacity Transit strategy was adopted as part of the Regional Transportation Plan. Wilkinson noted that it is a long-term, collaborative effort to leverage federal funds for these projects, and despite the uncertainty, the timeline allows staff to continue to move forward and be ready when the funds are there.

Kelly Betteridge added that there is momentum for the project and noted there are various paths to successful outcomes.

7.   ADJOURN

Councilor Mary Nolan expressed optimism for the newly appointed MPAC committee members and their leadership. Chair Sherman shared this appreciation and thanked everyone for their participation and engagement.

Chair Sherman adjourned the meeting at 6:13 p.m.

Respectfully Submitted,

Emma McIntosh

Emma McIntosh,
Recording Secretary

5.2 Consideration of the March 19, 2025 MPAC Minutes
Consent Agenda

Metro Policy Advisory Committee
Wednesday, April 23, 2025

METRO POLICY ADVISORY COMMITTEE (MPAC)
Meeting Minutes
March 19th, 2025

MEMBERS PRESENT	AFFILIATION
Vince Jones-Dixon	Multnomah County
Candace Avalos	City of Portland
Joe Buck	Largest City in Clackamas County
Brett Sherman	Other Cities in Clackamas County
Sherry French	Special Districts Clackamas County
Beach Pace	Largest City in Washington County
Allison Tivnon	Second Largest City in Washington County
Tim Rosener	Other Cities in Washington County
Miles Palacios	Special Districts Washington County
Luis Nava	Citizen of Washington County
Kristin Greene	Oregon Dept of Land Conservation and Development
Dan Eisenbeis	Port of Portland
Gerritt Rosenthal	Metro Council
Duncan Hwang	Metro Council

MEMBERS EXCUSED	AFFILIATION
Elana Pirtle-Guiney	City of Portland
Jerry Hinton	City of Gresham
Keith Kudrna	City of Fairview
Terri Preeg-Riggsby	Special Districts
Omar Qutub	Citizen of Multnomah County
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Ed Gronke	Citizen of Clackamas County
Pam Treece	Washington County
JT Flowers	Trimet
Wil Fuentes	Clark County
Ty Stober	City of Vancouver
Brian Hodson	City in Clackamas County Outside the UGB
James Fage	City in Washington County Outside the UGB
Mary Nolan	Metro Council

ALTERNATES PRESENT	AFFILIATION
Shannon Singleton	Multnomah County
Cathy Keathley	City of Gresham
Nafisa Fai	Washington County
Rob Harris	Largest City in Washington County
Laura Kelly	Oregon Dept of Land Conservation and Development

1. CALL TO ORDER AND DECLARATION OF A QUORUM

MPAC Chair Brett Sherman called the meeting to order at 5:03 p.m. In addition to MPAC members and alternates, Commissioner Marth Schrader was present for the meeting on behalf of Clackamas County.

2. PUBLIC COMMUNICATION ON AGENDA ITEMS

Metro staff Ramona Perrault read aloud the instructions for providing public testimony. There was none.

3. COUNCIL UPDATE

Chair Sherman introduced Metro Councilor Duncan Hwang to provide the Council Update. Councilor Hwang shared updates on the WPES Regional Facilities Waste Plan, Eagle Creek Golf Course, Community Placemaking Grants, and other Metro grant opportunities.

4. COMMITTEE MEMBER UPDATE

Commissioner Vince Jones-Dixon reported that Multnomah County had announced a COO and shared an update on the Mt. Hood Community College bond.

5. CONSENT AGENDA

Due to a lack of voting members present, the Consent Agenda was postponed.

6. INFORMATION/DISCUSSION ITEMS

6.1 State Legislative Update

Chair Sherman introduced Metro staff Kyung Park.

Park provided a presentation that covered bills that would impact funding and regulation of transportation and housing /homelessness.

Mayor Rosener asked about the ODOT shortfall being operational/maintenance vs. capital.

Chair Sherman inquired about legislation creating a centralized loan program for housing.

Commissioner Jones-Dixon expressed support for Representative Mark Gamba's bill HB 2968.

Mayor Rosener asked about HB 3031 qualification and writing it to be flexible – regulatory vs statutory. On the topic of SDC legislation, Rosener asked whether the central bank would pay up front or recoup the payments.

Chair Sherman pointed out that accelerating the building permit approval process is problematic, because cities do not have the staff to make that happen.

Mayor Rosener emphasized that a lot of these bills are data-poor; many building permit applications that take a lot of time are not complete when submitted and it takes a lot of time to complete them.

6.2 Regional Housing Coordination Strategy: Scope of work and engagement plan

Chair Sherman introduced Metro staff Emily Lieb and Laura Combs.

Emily Lieb and Laura Combs provided a presentation regarding scope of the project and the engagement plan.

Commissioner Schrader noted that Clackamas County Housing Authority has a successful strategy to create affordable housing. Schrader asked 1) if the enterprise comes with dollars attached, particularly with federal cuts, 2) will Metro have a funding stream to implement and 3) if these strategies only apply within the Urban Growth Boundary. Schrader commented that rural communities need the same opportunities.

Lieb clarified this coordination strategy does not have any funding allocated, but the strategy presents the opportunity to elevate needs and potential opportunities to consider funding possibilities.

Commissioner Schrader asked if it will be up to the local jurisdictions to find the funds for Metro's strategies.

Lieb responded that the point is to create a regional plan and strategies that could lead to funding opportunities.

Mayor Tim Rosener noted that putting together a strategy without tools to implement it could be a problem, however, this could also provide an inventory of barriers; in Sherwood, infrastructure is the barrier.

Commissioner Fai asked if the state gave Metro money for this.

Lieb answered that this was not the case; the Metro Council had to find funds.

Commissioner Fai wondered if the budget allocation extends to counties/cities.

Lieb responded that the funding is only for developing the plan. Commissioner Fai stated that a lot of state requirements are coming without funding.

Kristin Greene reported that there is a budget allocation to help Metro-area counties and cities pay for planning.

Council President Rob Harris asked for examples of how critical gaps could be filled at the regional level.

Emily Lieb offered that some of the strategies could be helping local jurisdictions with technology or data or training, which could add value to the work being done by the jurisdictions.

Eryn Kehe stated that this is meant to be a coordination strategy for how Metro can fill gaps and be helpful; it is not an effort to create more requirements.

Chair Sherman appreciated the help with identifying barriers and noted that federal actions could make work challenging.

6.3 Regional Supportive Housing Services: Reporting and Reform Updates

Chair Sherman introduced Metro staff Patricia Rojas, Liam Frost, and Andy Shaw.

Rojas and Frost provided a presentation reviewing the SHS FY24 annual report.

Andy Shaw presented on SHS reform conversations.

Commissioner Jones-Dixon reported that the Oversight Committee presentation at Multnomah was very helpful and would be interested in a joint work session with the County and Metro with data-driven conversation. Jones-Dixon appreciated the outcomes that were shared along with the former presentation on a regional approach.

Commissioner Singleton noted how clearly the information is laid out and highlighted that there are reforms and improvements to make right now, and these should not be delayed.

Commissioner Fai asked about the emergency ordinance that had a first reading and its status since the county had asked for that to not move forward.

Andy Shaw answered that it had a first reading, but not a second.

Chair Sherman stated he understands the counties have had concerns about setting aside money for affordable housing.

Andy Shaw explained how the group is considering these concerns and that the Metro Council has acknowledged counties need more time to consider

7.   ADJOURN

Chair Sherman adjourned the meeting at 7:01 p.m.

Respectfully Submitted,

Ramona Perrault

Ramona Perrault,
Committee Legislative Advisor

**5.3 Metro Technical Advisory Committee (MTAC) Appointments
for Member/Alternative Member Positions**
Consent Agenda

Metro Policy Advisory Committee
Wednesday, April 23, 2025

MPAC Worksheet

Agenda Item Title: Metro Technical Advisory Committee (MTAC) Nominations for Member/Alternative Member Positions

Presenters: Eryn Kehe, Urban Policy & Development Manager II

Contact for this worksheet/presentation: Miriam Hanes

Purpose/Objective
The purpose of this presentation is to forward nominations from regional jurisdictions, agencies and community partners to fill vacant positions on the Metro Technical Advisory Committee (MTAC). MTAC is an advisory committee of MPAC that provides technical recommendations on growth management subjects as directed by MPAC. The candidates nominated to fill these positions are excellent professionals and knowledgeable in the subject matter of this committee.

Outcome
Action to approve the nominations presented for the Metro Technical Advisory Committee.

What has changed since MPAC last considered this issue/item?
Vacancies on the committee have left positions open. These nominations help fill the committee roster for review of subjects and technical recommendations to MPAC.

What packet material do you plan to include?
A memo that describes the nominations and positions being considered for confirmation on the committee.

Memo

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

Date: April 4, 2025
To: Metro Policy Advisory Committee (MPAC)
From: Eryn Kehe, Metro Technical Advisory Committee (MTAC) Chair
Subject: MTAC Nominations for MPAC Consideration

BACKGROUND

The Metro Technical Advisory Committee (MTAC) is an advisory committee to the Metro Policy Advisory Committee (MPAC). MTAC's purpose is to provide MPAC with technical recommendations on growth management subjects, including technical, policy, legal and process issues, with an emphasis on providing policy alternatives.

PURPOSE

Nominations to fill MTAC member and alternate member positions are submitted for consideration and approval by MPAC according to committee bylaws. MPAC may approve or reject any nomination submitted.

RECOMMENDED MTAC APPOINTMENTS

Position: Residential Development
Nomination: **Isaac Ambruso, member**
Deputy Director of Government Affairs, Home Buildering Association of Greater Portland

Position: Housing Affordability Organization
Nomination: **Kathleen Mertz, alternate member**
Director of Housing Development, REACH Community Development

Position: Redevelopment/Urban Design
Nomination: **Saumya Kini, alternate member**
Senior Associate and Urban Designer, Walker Macy

Position: Private Utility
Nomination: **Preston Korst, alternate member**
Local Government Affairs Manager, Portland General Electric

6.1 Future Vision Scoping Update
Information/Discussion Items

Metro Policy Advisory Committee
Wednesday, April 23, 2025

MPAC Worksheet

Agenda Item Title: Future Vision scoping update

Presenters: Malu Wilkinson, Jess Zdeb

Contact for this worksheet/presentation: Jess Zdeb

Purpose/Objective
Provide an update on the scoping process for the Future Vision project, an effort to update Metro's 1995 conceptual 50-year vision for the region.

Outcome
MPAC members are up to date on the status of scoping the overall workplan and engagement strategy for this effort, as well as the process for appointing the Future Vision Commission.

What has changed since MPAC last considered this issue/item?
MPAC last received an update on this project in October 2024. Since that time, staff has been working with Council to define the desired outcomes of the project and the process elements required to achieve these outcomes. Project staff have held individual and small group conversations with Council members and two Council work sessions on February 25 and April 8.

These conversations have identified several key goals that Council has for the Future Vision process:
- Be an opportunity to incite excitement and dreaming about our region's potential.
- Be aspirational and supported by a plan that is actionable.
- Combine rigorous analysis and inclusive community engagement.
- Provide a basis to open difficult conversations and grapple with tough questions.
- Reflect the unique attributes of the Portland region.
- Embody regional coordination.

Council has also delivered further guidance about the process for seating and the composition of the Future Vision Commission who, per Metro's charter, will recommend a vision for Council's approval. The application window for this body will have closed just prior to this MPAC meeting on April 15, and staff expect Council to appoint this body in June.

What packet material do you plan to include?
No packet materials. PowerPoint presentation can be provided after the meeting.

6.2 TV Highway LPA Update
Information/Discussion Items

Metro Policy Advisory Committee
Wednesday, April 23, 2025

MPAC Worksheet

Agenda Item Title: Tualatin Valley Highway Transit Project LPA Update

Presenters: Jess Zdeb, Principal Regional Planner, Metro

Contact for this worksheet/presentation: Jess Zdeb

Purpose/Objective
The purpose of this item is to provide an update to MPAC about the TV Highway transit project. Later this year, MPAC will consider the locally preferred alternative (LPA) for this project for endorsement and subsequently for amendment in the Regional Transportation Plan.

Outcome
MPAC members are updated about the last several years of process to develop an LPA for the TV Highway transit project, including key project benefits, public engagement process and findings, LPA elements and project funding strategy. Staff are provided any feedback about additional information MPAC would require prior to the endorsement vote.

What has changed since MPAC last considered this issue/item?
This is the first time this item has come before MPAC. The Metro and TriMet project team have worked with partners since early 2022 to explore numerous facets of and options for bringing high-capacity transit to TV Highway. The work has been guided by a project Steering Committee consisting of elected officials, agency leaders, and community-based organization representatives, and supported through coordination at the staff level across the five corridor jurisdictions, Metro, TriMet and ODOT.

The work of the last three years has included the following milestones:

- **Spring 2022**: Steering Committee adoption of five goals for the project
    o Improve the travel experience (safety, time, reliability) for transit riders, in particular communities of color and low-income communities
    o Advance local goals related to land use, transportation, equity, and climate
    o Supported by the community, in particular transit riders and communities of color
    o Feasible to fund, construct and operate
    o Able to move into the next phase, Project Development

- **Spring-Summer 2022**: Development of a Round 1 design for bus rapid transit (BRT) in the corridor with a cost estimate of ~$550M.

- **Fall 2022-Spring 2023**: Exploration of possible phasing options for the Round 1 design, including various iterations of splitting the existing Line 57 route to deliver the entire corridor in two or more phases.

- **Spring 2023**: Steering Committee direction to revisit and revise project design to identify an end-to-end BRT project from Beaverton to Forest Grove that is more feasible from a funding perspective.

- **Summer 2023-Summer 2024**: Development of two Round 2 designs: a) a project that is eligible for the FTA's Small Starts Capital Investment Grant (CIG) program, and b) a lower-cost project that does not meet eligibility thresholds for CIG funding. Work resulted in a $300M CIG-eligible project (needing $150M local match), and a $150M non-federal project.

- **Winter 2023**: Steering Committee approval of draft station locations for public engagement.

- **Summer 2024**: Steering Committee direction to pursue the CIG-eligible project.

- **Fall 2024**: Public engagement regarding station locations and

- **Winter 2024-25**: Development of project funding strategy.

- **February 2025**: Steering Committee approval of Locally Preferred Alternative (LPA) and high-level funding strategy.

The project LPA identifies mode, alignment and general station locations and is represented by the following text and map. Note that general station locations in downtown Cornelius are yet to be determined and will be finalized during Project Development.

What packet material do you plan to include?
Project LPA paragraph and map

Tualatin Valley Highway Transit Project Steering Committee Locally Preferred Alternative

The recommended Locally Preferred Alternative for high-capacity transit in the Tualatin Valley Highway corridor is bus rapid transit with stations at the general locations indicated on the attached map, operating between Beaverton Transit Center and 19th Avenue and B Street in Forest Grove. The route will generally follow the same alignment as TriMet's current Line 57 route.

TV Highway transit project
Recommended Locally Preferred Alternative

Metro

FOREST GROVE

NW HWY 47
NW HWY 47
E ST
B ST
B ST
PACIFIC AVE
Ash St
Elm St
ELM ST
19TH AVE
19th Ave
MAPLE ST
Oak St
OAK ST
A&B Row
Yew St
N 4th Ave
N 10th Ave
N 12th Ave
N 14th Ave
20th Ave
26th Ave
East Lane
NW 334th Ave
TV HWY

CORNELIUS

SW 10th AVE
SW GOLF COURSE RD
SW FERN HILL RD

SW 17th Ave
W Main St
SW Dennis Ave
SW Adams Ave
Hillsboro TC
SW OAK ST
SW HILLSBORO HWY
SE 7th/8th Ave
SE Walnut St
SE Maple St
SE 11th Ave
SE 13th Ave
SE Cypress St
E MAIN ST
NE 25th AVE
NE CORNELL RD
NE 28th AVE
NE 32nd AVE
SE 24th Ave
SE 32nd Ave
SE RIVER RD
MATCH

HILLSBORO

SE Cypress
SE 24th Ave
SE 32nd Ave
SE 44th Ave
SE Brookwood Ave
SE Century Blvd
SE 67th Ave
SE Cornelius Pass Rd
SW 209th Ave
Market Centre
SW 198th Ave
SW 192nd Ave
SW 185th Ave
SW 178th Ave
SW 170th Ave
SW Millikan Way
SW Murray Blvd
SW Hocken Ave
SW Watson Ave
Beaverton TC
SE RIVER RD
MATCH
SE WITCH HAZEL RD
TV HWY
SW 209TH AVE
SW 198TH AVE
SW 185TH AVE
SW 170TH AVE
SW FARMINGTON RD
SW CANYON RD
SW HWY 217
SW CEDAR HILLS BLVD
SW WALKER RD
SW JENKINS RD
SW MURRAY BLVD
SW MERLO RD
SW 158TH AVE
W BASELINE RD

ALOHA

BEAVERTON

Elements of locally preferred alternative

○ General station location

◎ General terminus station location

· Potential general station location *to be determined*

━━ Bus rapid transit route

N

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6.3 Community Connector Transit Study: Policy Framework and Assessment
Information/Discussion Items

Metro Policy Advisory Committee
Wednesday, April 23, 2025

MPAC Worksheet

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Agenda Item Title: Community Connector Transit Study: Policy Framework and Assessment

Presenter: Malu Wilkinson, Planning, Development & Research Deputy Director, Metro; Ally Holmqvist, Senior Transportation Planner, Metro

Contact for this worksheet/presentation: Ally Holmqvist, ally.holmqvist@oregonmetro.gov

</div>

Purpose/Objective
Provide an update on the Community Connector Transit (CCT) Study to support a discussion that will help shape the role in the regional transit vision for community connectors (improving access to the regional transit network) and mobility hubs (creating comfortable, convenient connections within that network), guide how areas of opportunity are identified for both tools, and influence the approach for engaging community in that work.

Action Requested/Outcome
Staff is seeking MPAC's feedback on: 1) the developing policy framework, 2) the proposed opportunity area and mobility hub assessment methodologies and 3) the planned engagement approach. The study will make recommendations for updates to the Regional Transportation Plan.

What has changed since MPAC last considered this issue/item?
The CCT Study is being updated in four key phases, ending in Spring 2026 to align with the timeline for the 2028 Regional Transportation Plan update (see Attachment 1). In November, MPAC (and Metro and County advisory committees and regional partners) received an introduction to the study. Staff heard it was important to consider: recent urban growth boundary expansion areas and cities at the regional edge, coordinating with the Regional Housing Study, and reaching out to business organizations for input.

Since then, staff has been working with the Transit Working Group (a group of agency partners) to incorporate what was heard from decision-makers, advisory committees, regional stakeholders, and community to create a draft policy framework, develop and begin to implement the approach for re-envisioning the regional community connector transit network, and implement the engagement strategy. This study is leveraging a foundation of work by regional and local partners to explore improved coverage and connection solutions for the local element of our transit vision.

Updating the Local Transit Policy Framework
There are many tools in the transit toolbox for implementing the regional vision to better serve growing communities and achieve regional goals of equity, climate, economy, safety, and mobility in the future. Community connector transit is one of these tools. To understand how to best use this tool, the project team leveraged existing work done to identify needs through regional and local plans (e.g., Washington County Transit Study, Clackamas Transit Development Plan, Forward Together) and community feedback (from the summary of the past ten years of transit input).

This work led to the development of four key themes that guided regional and national best practices research to explore where and how community connectors have been successful and what elements contributed to that success. In addition to informing future recommendations by the study, this insight gave shape to the role that community connectors can play as part of our regional transit system (see Attachment 2). In addition to facilitating first and last-mile connections to frequent and high-capacity transit to extend the reach of the existing network, community connectors can provide mobility solutions for: lower-density suburban and exurban areas at the

regional edge (including both neighborhoods and community places), industrial and/or shift work jobs, and major recreation sites. In areas where local bus service is planned but does not yet exist today, community connectors can bridge the gap to build ridership for future service.

As we plan for shuttles to link to frequent and high-capacity transit – it will also be important to ensure there is space to facilitate convenient connections and connection points are comfortable. Mobility hubs are places where people can access and efficiently transfer between different types of transit and transportation options. A forthcoming Mobility Hub Toolkit will provide concepts and guiding principles to encourage cooperative partnership by regional and local agencies to implement mobility hubs together in ways that respond to local character.

Identifying Opportunity Areas Using the Framework
Building from the emerging vision for the role of community connectors, the project team has developed approaches for identifying opportunity sites for both community connectors and mobility hubs to update the regional transit network vision map to include more solutions meeting community needs and contributing to our transportation goals (see Attachment 3).

Identifying community connector opportunity areas involves answering three key questions:
- Where are areas today not served by transit, but where people may need it?
- Within these unserved areas, what locations demonstrate demand for and/or the different transit-supportive ingredients that are part of the recipe for success?
- Within these unserved areas, what do other resources tell us about existing or future markets for community connectors?

The outcome will be a map of opportunity areas in four categories: current opportunities today, temporary opportunities where bus service is envisioned in the future but connectors can build ridership near-term, and future opportunities that anticipated to build that market in the future.

Identifying potential mobility hub locations involves the following factors (see Attachment 4):
- **Connectivity:** Being well-integrated into the broader transportation network where seamless connections are needed between different types of transit and different modes of transportation.
- **Land use and regional significance:** Aligning with areas planned for higher-density, mixed-use development with strong transit connections, creating ideal conditions for integrating multimodal transportation services and enhancing regional mobility.
- **Equity and community impact:** Serving historically marginalized neighborhoods, reducing transportation barriers for underserved communities and improving connections to key destinations like jobs, healthcare, and education.
- **Transit access:** Enhancing seamless access to and from the regional transit system, including bus, light rail, and other high-capacity modes.

The result will identify regional hubs supporting a mix of transit services (e.g., Beaverton Transit Center), town hubs bridging regional and local travel with vibrant public spaces (e.g., Orenco Station), and local and emerging hubs connecting local travel modes (e.g., Tualatin Park & Ride).

Next Steps
Following community outreach, staff will return to MPAC this fall to discuss the outcomes of both assessments through the lens of regional priorities that will guide study recommendations.

What packet material do you plan to include?
1. CCT Study Workplan (Updated)
2. CCT Best Practices Research Technical Memorandum
3. CCT Opportunity Area Assessment Criteria Technical Memorandum
4. CCT Mobility Hub Evaluation Criteria Presentation

COMMUNITY CONNECTOR TRANSIT STUDY

Project Milestone Work Plan: Key Activities and Events

Winter/Spring 2025

Activities: Assess plans and policies, including state and federal changes. Conduct a policy gap analysis and identify potential changes. Develop criteria for identifying first/last mile areas and mobility hubs. Develop approach for assessing opportunities. Consider regional networks. Develop hub toolkit outline.

Outcome: Review policy gaps analysis and discuss policy framework. Feedback on opportunity area and mobility hub criteria and assessment and prioritization approaches.

Date	Who
January 20	**Working Group #3: Policy Framework** • Best practices findings • Policy gap analysis • Policy/transit vision refinements
February 26	**Working Group #4: Network Role & Opportunities** • Updated transit vision • Opportunity area criteria • Opportunity area assessment approach
April 1	**Metro Council (work session)**
April 2	**Working Group #5: Mobility Hubs and Criteria** • Mobility hub criteria update and assessment approach • Mobility hub toolkit • Opportunity area assessment approach update
April 2	East Multnomah County Transportation Committee TAC
April 3	Clackamas County Coordinating Committee TAC
April 3	Washington County Coordinating Committee TAC
April 4	**Transportation Policy Alternatives Committee (TPAC)**
April 14	Washington County Coordinating Committee (policy)
April 14	East Multnomah County Transportation Committee (policy)
April 16	**Metro Technical Advisory Committee (MTAC)**
April 17	**Joint Policy Advisory Committee on Transportation (JPACT)**
April 23	**Metro Policy Advisory Committee (MPAC)**
January-May *Provide a guiding framework for addressing policy gaps to drive investment to meet regional goals.* *Align with regional & local plans & priorities.* *Ensure assessment criteria reflect regional goals and align with regional needs.*	• Deliverables o Best practices summaries and policy framework technical memo o Opportunity area and mobility hub criteria and approach technical memos o Engagement summaries • Project webpage o Survey – pins on inaccessible destinations o *Video (in development) – community needs and input study influence* • Community committee meetings/agency and provider outreach o What lessons have we learned? What could we learn from best practices? o What role should community connectors play in the region? o Where are there existing gaps and current challenges or opportunities?

Summer 2025

Activities: Identify and evaluate first/last mile and mobility hub opportunity areas. Refine the local network vision map. Create the mobility hub toolkit. Develop the prioritization approach. Consider 2028 RTP.

Outcome: Review and input on the assessment results and mobility hub toolkit. Discuss priorities approach.

Date	Who
May TBD	**Working Group Office Hours**
Late May TBD	**Opportunity Area Partner Workshops (by County)** • Opportunity assessment outcomes • Mobility hub assessment outcomes
Mid-June TBD	**Working Group #6: Network Vision** • Debrief workshops • Opportunity assessment outcomes • Mobility hub assessment outcomes • Prioritization approach
Mid-June TBD	**Intercity Transit Providers Meetings**
July 9 (tentative)	*East Multnomah County Transportation Committee TAC*
July 10 (tentative)	*Clackamas County Coordinating Committee TAC*
July 10 (tentative)	*Washington County Coordinating Committee TAC*
July 11	**Transportation Policy Alternatives Committee (TPAC)**
July 16	**Metro Technical Advisory Committee (MTAC)**
June-August *Engage partners to shape the network vision. Shared understanding of the opportunity areas for local transit and mobility hub connections.* *Reflect regional and community needs in the mobility hub toolkit.* *Align prioritization approach with desired regional outcomes and local priorities.*	• Deliverables o First/last mile and mobility hub assessment outcome technical memos o Local transit network vision map o Mobility hub toolkit o Engagement summaries • Stakeholder Meetings/Interviews and Focus Groups/Community and Business Events o How can the vision capture the specific needs of communities in the region? o Are there any needs we missed? o What is most important to consider when identifying priorities?

Fall/Late 2025

Activities: Identify local network priorities. Consider priorities as part of the regional system and performance. Develop a checklist for making local land use plans more transit-supportive. Identify strategic recommendations for local transit serving parks. Explore and document governance and funding strategies.
Outcome: Review network priorities and consider investment strategies. Discuss recommendations and tools.

Date	Who
Early/Mid-September TBD	**Working Group #7: Tools Part 1 & Priorities** • Priorities • Transit-supportive land use checklist • Introduce approach to parks transit development strategy • Governance preview
October 1 (tentative)	*East Multnomah County Transportation Committee TAC*
October 2 (tentative)	*Clackamas County Coordinating Committee TAC*
October 2 (tentative)	*Washington County Coordinating Committee TAC*
October 3	**Transportation Policy Alternatives Committee (TPAC)**
October 13 (tentative)	*East Multnomah County Transportation Committee (policy)*
October 13 (tentative)	*Washington County Coordinating Committee (policy)*
October 14	**Metro Council (work session)**
October 15 (tentative)	*Clackamas County C-4 subcommittee (policy)*
October 15	**Metro Technical Advisory Committee (MTAC)**
October 16	**Joint Policy Advisory Committee on Transportation (JPACT)**
October 22	**Metro Policy Advisory Committee (MPAC)**
Late October TBD	**Working Group #8: Tools Part 2 & Recommendations** • Recommendations • Review draft governance approach • Introduce subarea strategies • Review parks transit development strategy

<u>October-November</u>
 	
Engage partners to align priorities and reflect community needs as part of a shared regional strategy. Create guidance for investments in the 2028 RTP.
 	
Reflect user-feedback in tools and strategies. Collaboratively discuss governance approaches.
 	
Shared understanding in next steps for a regional approach to supporting local transit.
	• <u>Deliverables</u>
	    o Prioritization map and technical memo
	    o Transit-supportive land use plan checklist
	    o Recommendations list/matrix
	    o Governance strategy
	    o Parks development strategy
	    o Report outline
	    o Engagement summaries
	• <u>Project webpage tab</u>
	    o Interactive vision storymap with survey
	• <u>Stakeholder Meetings/Interviews and Focus Groups/Community and Business Events</u>
	    o Are these the right investment priorities for the region?
	    o Will these priorities help meet our equity, economy and climate goals?
	    o What should we consider to set us up to implement the Vision?

Winter/Spring 2026

Activities: Co-create subarea strategies. Develop and refine regional plan and policy update recommendations. Compile technical and engagement information. Prepare study engagement summary. Draft study report. Revise report to incorporate feedback and prepare final report.

Outcome: Feedback on the subarea strategies and draft report. Acceptance of final report by committees.

Date	Who
Early January TBD	**Working Group #9: Subarea Strategies & Report Outline** • Subarea strategies review • Discuss plan and policy update recommendations • Report outline • Wrap-up discussion on other topics
Late January/early February TBD	**Working Group #10: Draft Report & Celebration** • Wrap-up study recommendations • Draft report review • 2028 RTP look ahead • Celebrate!
Late February	Transit Provider Workshops (Assessment approach)
March 4 (tentative)	*East Multnomah County Transportation Committee TAC*
March 5 (tentative)	*Clackamas County Coordinating Committee TAC*
March 5 (tentative)	*Washington County Coordinating Committee TAC*
March 6	*Transportation Policy Alternatives Committee (TPAC)*
March 11	*Metro Technical Advisory Committee (MTAC)*
March 16 (tentative)	*East Multnomah County Transportation Committee (policy)*
March 16 (tentative)	*Washington County Coordinating Committee (policy)*
March 17	*Metro Council (work session)*
March 18 (tentative)	*Clackamas County C-4 subcommittee (policy)*
March 19	*Joint Policy Advisory Committee on Transportation (JPACT)*
March 25	*Metro Policy Advisory Committee (MPAC)*
Report Acceptance	
May 1	**TPAC recommendation to JPACT**
May 13	**MTAC recommendation to MPAC**
May 21	**JPACT recommendation to Metro Council**
May 27	**MPAC recommendation to Metro Council**
May 28	**Metro Council considers action on MPAC and JPACT recommendations**

January-May
 	
Co-create subarea strategies guiding local transit development.
 	
Reflect partner feedback on the report and recommendations.
 	
Shared understanding of regional strategy for local transit.
	• Deliverables
	   o Subarea strategies workbooks
	   o Plan and policy recommendations technical memo
	   o Report outline
	   o Draft and final reports and tools
	   o Study compiled engagement summary report
	• Project webpage
	   o *Report and executive summary*
	   o *Fact Sheet #6: What is the regional vision for First/Last Mile Transit?*
	   o *Fact Sheet #7: CCT Study Takeaways*
	• Email invitation to review to interested parties

Community Connector Transit Study: DRAFT Policy Review and Best Practices

Metro

Parametrix

NELSON NYGAARD

Policy Review and Best Practices

Prepared for

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January 2025 │ 274-1919-051

Citation

Contents

Contents (continued)

TABLES

APPENDICES

Acronyms and Abbreviations

ADA	Americans with Disabilities Act
C-TRAN	Clark County Public Transit Benefit Area Authority
ECO	Employee Commute Options
HCT	high capacity transit
KC Metro	King County Metro
LAWA	Los Angeles World Airports
LAX	Los Angeles International Airport
Metro	Oregon Metro
NEMT	nonemergency medical transportation
ODOT	Oregon Department of Transportation
PBOT	Portland Bureau of Transportation
PSTA	Pinellas Suncoast Transit Authority
TD	transportation disadvantaged
TDM	transportation demand management
TMA	transportation management agency
TMO	transportation management organization
TNC	transportation network company
UTA	Utah Transit Authority
WTA	Westside Transportation Alliance

Executive Summary

This report reviews potential "community connector" transit solutions that may be suitable to meet the needs of people traveling in or between areas that are not effectively served by traditional fixed-route transit. This report describes a review of best practices and findings from peer services, describes existing services within and outside the region, and discusses opportunities and challenges for agencies and organizations providing these community connector services. The services examined are organized by theme based on the market or geography they serve:

- Low-density areas.

- Employment in low-density areas with dispersed workforces or with shift work.

- Regional recreation attractions in rural areas.

- Off-peak times when fixed-route service is not operating.

In this study, the term community connector refers to a generic fixed- or flex-route transit service that provides first- and last-mile connections to the greater Portland regional networks, as well as non-specialized trips (i.e., without special eligibility requirements) within the communities in which it operates.

Key takeaways from this review of regional and national best practices are described below.

- Community connector services can be successful first- and last-mile connections for people looking to travel beyond the fixed-route transit network for a range of different trip types. Success is sometimes defined explicitly—for example, achieving a certain number of trips per revenue hour or a certain cost per trip. However, these are not the only metrics of success, and a focus on the degree to which desired mobility outcomes are reached (quantitatively or qualitatively) for riders is an important measure of success.

- Community connector service can be delivered with different types of fixed-route, flexible, and on-demand services and can be delivered by a range of different organizations, agencies, and government departments.

- Agencies and organizations in the Portland metropolitan area already operate different types of first- and last-mile transit solutions, and these can be implemented through different operating models and partnerships.

- First- and last-mile services may be effective in situations where demand for transit service is lower than would support typical fixed-route transit. There are other conditions as well, such as street connectivity and geometry or land use, that make first- and last-mile services viable (since they typically use smaller vehicles than those used for fixed-route transit). However, there needs to be some level of demand for transit to make financial sense for providers.

- Nontransit programs that support mobility needs, often referred to as transportation options, can complement transit service or be more effective than transit service under certain circumstances.

- Last-mile transit services are sometimes a part of a larger suite of travel demand management tools used by one or multiple partner organizations or agencies. The services and programs that are part of these broader transportation management efforts are often designed to complement one another or serve unique local needs.

- Success for first- and last-mile services in each of these themes described above was not measured against typical fixed-route services. Providers measure the performance against

specific metrics that assess the success of the service compared to similar services, on key indicators, or against mission-based goals such as equitable access.

- Some transit providers operate on-demand services that replace low-performing fixed routes, helping connect an isolated equity population, for example, to the transit network and to low-density areas where fixed-route service would not likely perform well due to the road network and population density.

1. Introduction and Purpose

This report reviews potential transit solutions that may be suitable to meet the needs of people traveling in or between areas that are not effectively served by traditional fixed-route transit. This report describes best practices and findings from peers, including services within and outside the region, and discusses opportunities and challenges for agencies and organizations providing these transit services. The services examined are organized by theme based on the market or geography they serve:

- Low-density areas.

- Employment in low-density areas with dispersed workforces or with shift work.

- Regional recreation attractions in rural areas.

- Off-peak times when fixed-route service is not operating.

In this study, the term "community connector" refers to a generic fixed- or flex-route transit service that provides first- and last-mile connections to the greater regional Portland transit networks, as well as non-specialized trips (i.e., without special eligibility requirements) within the communities in which it operates. The term is not synonymous with the "Community Connectors" branded service operated by Ride Connection in Washington County.

An inventory of transit services operating within the Portland Metro Planning Area provided a starting point to understand existing services and potential travel needs that may not be served through traditional fixed-route transit. The inventory proved challenging for a few key reasons. First, private carriers are harder to keep current with (as compared to public providers that regularly coordinate with Metro regarding federal and state transportation funds), and decisions needed to be made about how exhaustive the list could be. Second, certain types of transportation services are geared toward people who meet eligibility requirements such as working for a specific employer or toward travel to specific facilities, such as a veterans' hospital. Understanding who is currently being served and by which services is an important part of identifying opportunities for expanding the reach of current service. However, **the focus of this study is on community connector services available to the general public without special eligibility requirements**. An online webmap showing previously inventoried services can be found at the following hyperlink:

https://experience.arcgis.com/experience/

For details on the services, see Attachment A, *Community Connector Transit Inventory*.

In the next phase of the project, criteria and thresholds will be developed to identify community connector options that may be appropriate and beneficial in the Portland metropolitan area.

Finally, it is important to note that this report and study are focused narrowly on where and when community connector services may be appropriate, cost-effective, and beneficial in addressing regional mobility gaps. As part of developing this report, the project team reviewed existing regional plans and policies to understand how jurisdictions and agencies have or are planning for community connector services. However, this study is not engaged in planning for the fixed-route light rail and/or bus networks operated by TriMet or SMART; these agencies have separate planning processes such as Forward Together and the Transit Master Plan, respectively, which plan for the future of the regional fixed-route network. This study is complementary to these efforts and focused on opportunities in areas unserved by fixed-route services but potentially supportive of transit solutions.

2. Transit Spectrum

To evaluate whether and what type of community connector service is a viable solution for identified needs, it is important to recognize that there is no one-size-fits-all service solution. Many conditions impact its usefulness for riders and operational efficiency for providers. The 2023 Regional Transportation Plan[1] describes a spectrum of transit services ranging from passenger rail to vanpool and other specialized services that serve different regional travel demands and different travel markets. One aim of this study is to update the existing transit spectrum to more fully reflect the range of non-fixed-route or community connector services that are important to the regional transit network; Figure 1 illustrates the spectrum and adds a new service type between Local Bus and On-Demand/Shuttle: Flex-Route/Shuttle, it also adds Shared Mobility at the far right. The primary focus of this study—community connectors—is highlighted with an orange bar in Figure 1. A final diagram will be developed that reflects the outcomes of this study.

Transportation programs that support the management of travel demand are an important complement to transit services but are outside the scope of this project. Appendix A highlights programs that support community connector transit.
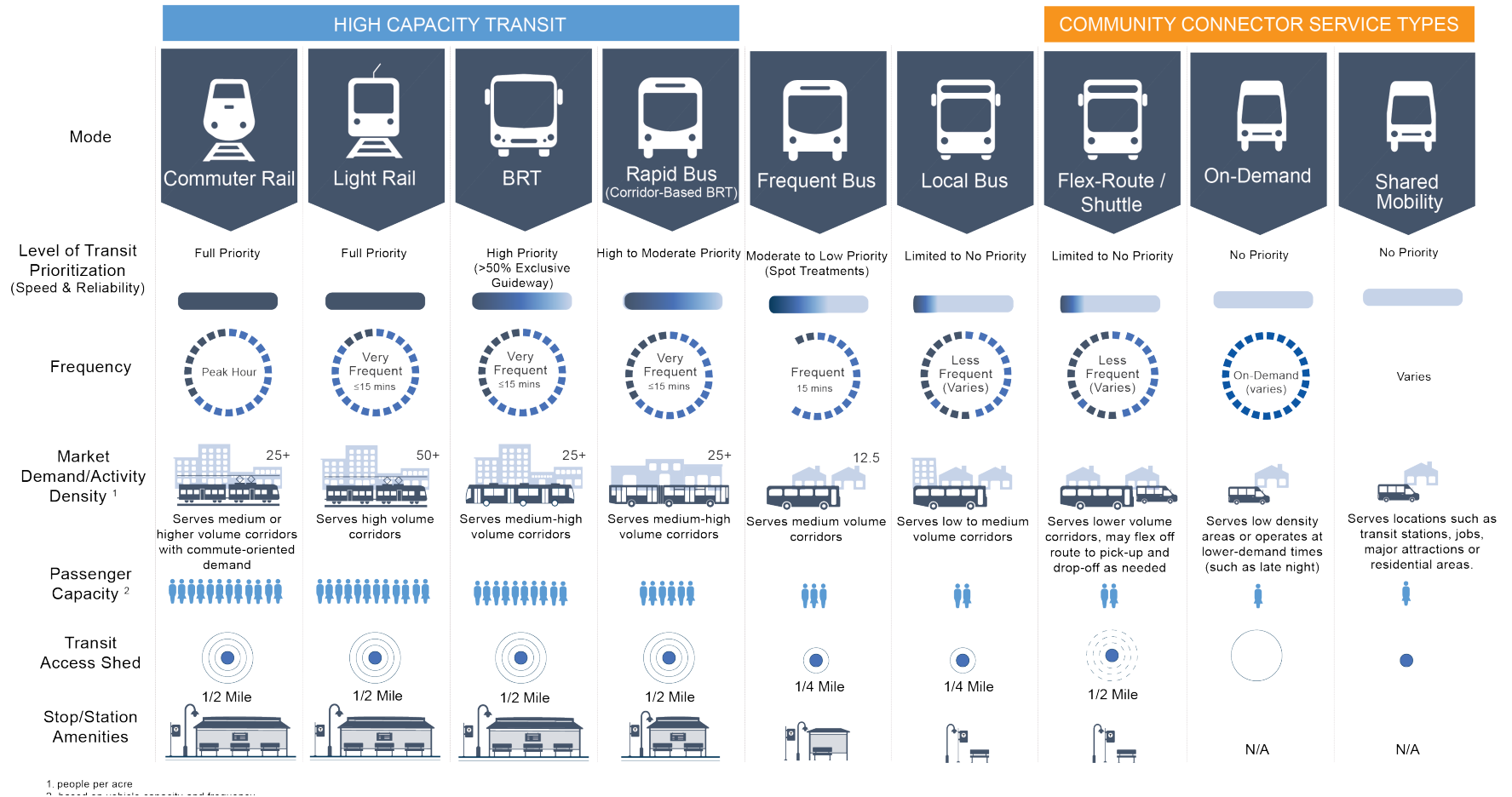
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[1] https://www.oregonmetro.gov/regional-transportation-plan

HIGH CAPACITY TRANSIT | **COMMUNITY CONNECTOR SERVICE TYPES**

	Commuter Rail	Light Rail	BRT	Rapid Bus (Corridor-Based BRT)	Frequent Bus	Local Bus	Flex-Route / Shuttle	On-Demand	Shared Mobility
Mode	Commuter Rail	Light Rail	BRT	Rapid Bus (Corridor-Based BRT)	Frequent Bus	Local Bus	Flex-Route / Shuttle	On-Demand	Shared Mobility
Level of Transit Prioritization (Speed & Reliability)	Full Priority	Full Priority	High Priority (>50% Exclusive Guideway)	High to Moderate Priority	Moderate to Low Priority (Spot Treatments)	Limited to No Priority	Limited to No Priority	No Priority	No Priority
Frequency	Peak Hour	Very Frequent ≤15 mins	Very Frequent ≤15 mins	Very Frequent ≤15 mins	Frequent 15 mins	Less Frequent (Varies)	Less Frequent (Varies)	On-Demand (varies)	Varies
Market Demand/Activity Density [1]	25+ Serves medium or higher volume corridors with commute-oriented demand	50+ Serves high volume corridors	25+ Serves medium-high volume corridors	25+ Serves medium-high volume corridors	12.5 Serves medium volume corridors	Serves low to medium volume corridors	Serves lower volume corridors, may flex off route to pick-up and drop-off as needed	Serves low density areas or operates at lower-demand times (such as late night)	Serves locations such as transit stations, jobs, major attractions or residential areas.
Passenger Capacity [2]									
Transit Access Shed	1/2 Mile	1/2 Mile	1/2 Mile	1/2 Mile	1/4 Mile	1/4 Mile	1/2 Mile		
Stop/Station Amenities								N/A	N/A

1. people per acre
2. based on vehicle capacity and frequency

Figure 1. Regional Transit Service Types, Portland Metro 2023, Modified 2025

Local Bus: Fixed Route
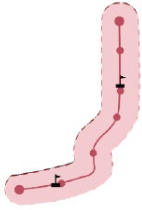
Transit service that travels along a consistent route and has a published timetable is called a fixed route. Fixed routes serve people traveling to key destinations and have marked bus stops or, depending on agency policy and surrounding land use, may also use flag stops where riders can wave to a driver along the route to be picked up. Fixed-route service offers basic network coverage, often between every 20 and 60 minutes, or limited daily trips.

This type of route is not considered a community connector and therefore is not a focus of this study; however, increases to population density, travel demand, and land use do warrant review of appropriate service. If a route carries more than 10 rides per hour, fixed-route could be considered as a viable option. This type of service also requires a complementary ADA paratransit service to be available to eligible riders, which provides door-to-door service for pickup and drop-off locations within 0.75 miles of the fixed--route network.
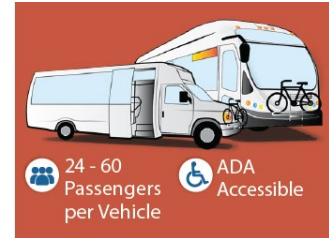
Flex Route/Shuttle[2]
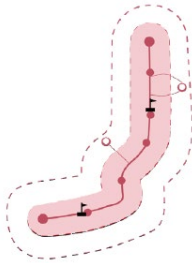
Transit service that travels along a consistent route but that can deviate off the route to provide access to more people is called a flex route. Schedules are published at key bus stops, but people can request in advance that a vehicle deviates for a pickup or drop-off at an agreed-upon location, usually within a specified distance from the main route. A driver will only deviate if a request is made. Deviations must be available to the general public, and the number of deviations on each trip can be limited.

This type of service is considered a community connector and is a focus of this study. Flex routes often use vehicles that can better maneuver on non-arterial streets on which fixed-route services travel. Ridership is generally expected to be lower than 10 riders per hour on average. Operating costs are lower than fixed routes on an hourly basis and are lower annually due to the lower level of service provided compared to a fixed route.
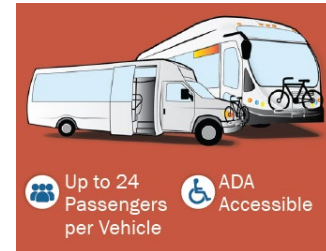
On-Demand
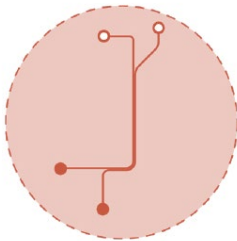
Transit service that operates within a defined zone and where trips are booked in advance by calling, going online, or using a mobile app is known as on-demand service. This type of service is also known as microtransit, demand response, and Dial-A-Ride. There is variation in how it operates, allowing it to be an appropriate solution in areas where fixed- or flex-route services would not be efficient to operate. Pickup and drop-off locations may

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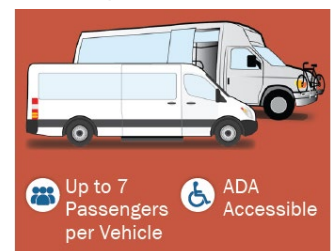
[2] FTA classifies these as "Deviated Fixed Route" services.

be at specified locations, from curb to curb, or from door to door.

This type of service is considered a community connector and is a focus of this study. Vehicles used for on-demand service are small enough to maneuver on most roads. Operating costs can be lower than flex-route or fixed-route services if zones are small, rider demand is low, and service hours are limited. Policies that commit to short wait times or services with peak demand times impact the number of drivers and vehicles needed to provide the service.
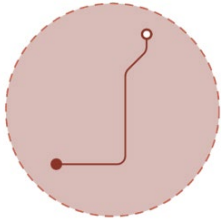
Shared Mobility is an umbrella term for transportation services that allow users to share a vehicle as a group—such as vanpool—or at different times—such as ride-hailing, car-share, or scooter/bike-share. Shared mobility includes some services that are considered transit and others that are considered transit-supportive services, which are described in Appendix A. *Vanpool* is a form of shared mobility in which a group of passengers shares the use and cost of a vehicle in traveling to and from pre-arranged destinations together, most often to access employment sites but also to access high capacity transit stations. Vanpools are considered transit by the National Transit Database when they are publicly sponsored, open to the public, advertised actively to the public, and ADA accessible. Employer-sponsored vanpools, which are not considered transit due to eligibility requirements, are the focus of Metro's Regional Vanpool Strategy and are excluded from this study. Other forms of shared mobility services may use vans but are not categorized as vanpools because they can be booked to serve a variety of community destinations. *Ride-hailing* is a form of shared mobility that is provided by private companies known as transportation network companies (TNCs). Ride-hailing is not considered transit, but there are opportunities for transit agencies to partner with TNCs to subsidize trips to and from transit stations. These partnerships are described in more detail in Appendix A. *Bike-share, scooter-share,* and *car-share* are all nontransit shared mobility that can be used to support transit ridership and are described in Appendix A.

3.   Local Context

3.1   Existing Transit Service

Creating an inventory of transit services operating within the Portland urban growth boundary provided a starting point for understanding travel needs beyond those that can be accomplished through the fixed-route network.

As noted above, the inventory proved challenging due to lack of data on private carriers and the value of accounting for transportation services with highly specialized eligibility requirements. Ultimately, a recommendation for what would remain in and out of the inventory was developed, as shown in Table 1, to acknowledge that an exhaustive list would not further the goals of this project.

Table 1. Transit Services Inventoried

What's In	What's Out
▪ Community connector services generally available to everyone **without** special eligibility requirements; **public transit options.** ▪ Service approaches for improving connections to **high-capacity transit and the fixed-route bus system.** ▪ Service approaches for improving or supplementing connections to **key destinations that are not already addressed by fixed-route transit or other existing services (public or private):** → Health care facilities → Shopping → Social services → Employment → Education ▪ Approaches for **accessing regional recreation destinations** that are not served by fixed-route transit. ▪ **Supplemental community connector services** such as shuttles that serve shift workers at nontraditional times (e.g., late at night when fixed-route transit is not running). ▪ **Gaps and opportunities relevant to the above, where a public or private service is not filling an existing gap.** ▪ **Limited identification of existing micromobility services in the region as potential models to complement other services or infrastructure (but excluding identification of gaps or opportunities).**	▪ Planning for paratransit service expansion and gaps. ▪ Planning for micromobility services (e.g., scooter-share and bike-share). ▪ Non-emergency medical transportation service planning (offered by coordinated care organizations). ▪ Planning for intercity transit service and gaps. ▪ Planning for fixed routes and high-capacity transit. ▪ Privately funded services (e.g., homeowners associations, hotel shuttles, charter services, and tour services).

One note about shopping services; for many transit agencies, shopper shuttles—which operate between specific higher-density housing areas and specific grocery stores and pharmacies—are usually implemented as a means to reduce paratransit costs for anyone able to use the services (while still making paratransit available to those who need it). Services that are open to the public usually serve a greater variety of destinations and would not be considered shopper shuttles.

3.2   Identifying Transit Gaps

Gaps in the regional transit network were grouped into four key themes:

- Mobility services in low-density areas.

- Access to jobs.

- Access to recreation.

- Time-of-day mobility needs.

These themes arose from a review of regional and local published plans as well as community and stakeholder feedback. Understanding specific travel needs around the region is a critical first step to tailoring effective transit solutions. Jurisdictional plans that document gaps to the existing regional transit network or major destinations or that recommend implementation of community connector-style transit service indicate community and stakeholder outreach and jurisdictional support for transit. Appendix B provides an overview of regional and local plans that identify gaps in transit and summaries of previous outreach efforts.

4. Local and National Case Studies

The project team identified a broad range of regional and national examples of community connector services to consider that address the four themes of transit needs in this region. Table 2 summarizes the agencies and services that are profiled, organized by theme. This section highlights findings from case studies developed for a representative set of services drawn from these examples. The case studies highlight successes and limitations of different providers in operating first- and last-mile services to address mobility needs and challenges similar to those of our region. Appendix C provides additional details on these case studies, including images.

Table 2. List of Providers and Services Considered

Theme	Provider/Agency	Service Name	Service Type
Low-Density	Ride Connection	Community Connectors	Flexible Route
Low-Density	C-TRAN	The Current	On-Demand
Low-Density	CapMetro	Pickup	On-Demand
Low-Density	Multnomah County	ACCESS Shuttle	Fixed-Route
Job Access	City of Inglewood/Los Angeles World Airports	Iride	On-Demand
Job Access	California Vanpool Authority	CalVans Vanpool	Shared Mobility
Job Access	Pace	Feeder Vanpool	Shared Mobility
Recreation Access	King County Metro	Community Van	On-Demand
Recreation Access	King County Metro	Trailhead Direct	Fixed-Route
Time-of-Day Access	Utah Transit Authority	UTA On Demand	On-Demand
Time-of-Day Access	City of Belleville, Ontario, Canada	OWL Service	On-Demand

4.1 Theme 1: Mobility Services in Low-Density Areas

Suburban and rural areas may not have the density of population and jobs or land use patterns to support traditional fixed-route service. Particularly along the urban growth boundary in the Portland metropolitan area, the land use context can change quickly from urban or suburban to rural, producing a challenging environment for fixed-route transit service.

Improving transit options in low-density areas supports Metro's goals of safe and reliable transportation, vibrant communities, economic prosperity, and equity. In recent decades, low-income households have been increasingly priced out of central locations in the metropolitan region due to rising property values and home prices. Additionally, many industries with freight or space needs and with significant numbers of minimum-wage workers—such as package fulfillment centers, manufacturing centers, and call centers—are located in low-density areas. Higher transportation costs to reach dispersed destinations further strain already limited resources for low-income households, and when households with no or limited access to vehicles relocate outside of the fixed-route transit network, jobs can become increasingly difficult to reach, as can community centers, grocery stores, medical centers, and other key destinations.

Case studies of how public agencies and providers have tackled mobility gaps in low-density areas in the region are described below.

4.1.1   Community Connectors, Washington County, Oregon

Provider: Ride Connection, a private nonprofit.

Where it Operates: Various locations within Washington County, Oregon.

Eligibility: Free and open to the public.

Service Purpose: Serves grocery stores, employment hubs, healthcare, community hubs, social services, regional transit network.

Service Delivery Model: Flexible fixed-route shuttles.

Cost to Operate: $80.32 per revenue hour for shuttles. Average cost per ride of $24.85. Cost includes vehicle replacement.

Ride Connection is a private nonprofit based in Portland, Oregon, that provides essential transit services to communities across rural Washington County, Forest Grove, Tualatin, King City, and Hillsboro. The nonprofit service emerged in 1988 from recommendations made by TriMet's Committee on Accessible Transportation to fill service gaps for older adults and people with disabilities who did not meet paratransit eligibility requirements, and it initially relied on volunteer drivers and grant funding to serve diverse populations. In 2009, Ride Connection launched its free community shuttles, now known as Community Connectors, to fill fixed-route network gaps for the general public.

Ride Connection Community Connector shuttles operate as a flexible fixed-route service, allowing passengers to schedule an off-route pickup or drop-off within a half mile of the route. Ride Connection operates eight Community Connector shuttle routes and subsidizes fare-free service between Banks, North Plains, and Portland on the Tillamook Transportation District Route 5 intercity bus to Portland. Ride Connection delivers community shuttle services effectively with a mix of paid drivers, volunteer drivers, and community partnerships to ensure cost-effective and accessible service. The productivity of Ride Connection's community connector shuttles, measured by rides per driver hour, varies by line, with more established shuttles, namely Hillsboro Link and GroveLink, providing four to six rides per driver hour (Figure 1 of Appendix C). Shortly before the onset of the COVID-19 pandemic, Hillsboro Link and GroveLink were providing close to ten rides per driver hour. Productivity and ridership (Figure 2 of Appendix C) dropped sharply during COVID-19, and progress toward pre-COVID ridership numbers has varied for each line. Among three several shuttles that only began operation in Fall 2024, productivity ranges from below one ride per driver hour to over five rides per driver hour.

Ride Connection also offers the Door-to-Door Program, which provides rides for any purpose—including medical appointments, shopping, and social visits—using a mix of paid and volunteer drivers for older adults, people with disabilities, and people living in rural areas in Washington County. In Multnomah County, it operates an on-demand service called Dial-A-Ride that is free for residents that live in or travel to rural areas in the county that are outside of the TriMet service area.

Ride Connection is in the planning phase with Washington County to pilot a new on-demand microtransit service in the next year in a very low-density area of Washington County where pockets of need have been identified. This service will target new and growing areas that TriMet does not yet serve. They have been coordinating with C-TRAN in Vancouver, Washington, to learn from C-TRAN's experiences with on-demand microtransit service.

A key lesson is that collaborative outreach can help boost awareness of service: Ride Connection has successfully partnered and coordinated with counties, school districts, and community-based organizations to reach potential riders.

Challenges and Opportunities

Ride Connection faces challenges meeting the costs of new vehicles with limited funding. The Community Connector program has constraints on how many riders it can serve, and 15% to 20% of service requests for its door-to-door rides for seniors and adults with disabilities (separate from its Community Connector program) are turned down annually due to high demand. Ride Connection has limited service operating on weekends, and it is currently unable to offer late-night service.

Possible opportunities to support these services are additional funding and exploring recreational transit options that can support multi-agency funding. Ride Connection is actively exploring opportunities for growth, including the recently implemented Community Connector in Bethany and a microtransit pilot program aimed at underserved areas such as south Beaverton's Cooper Mountain. By prioritizing equity and community-driven decision-making, Ride Connection offers a model for future transit providers seeking to address unique challenges in smaller, rural, and growing communities.

Ride Connection is in a unique position in the region because it also supports other nonprofits and jurisdictions though programs instead of directly operating service. This includes providing travel training, vehicles, offering technical support, and funding.

4.1.2   The Current, Vancouver, Washington

Provider: Clark County Public Transit Benefit Area Authority.

Where it Operates: Five zones of various sizes within Clark County, Washington.

Eligibility: Open to the public.

Service Purpose: Trips for all purposes for people in areas outside of the fixed-route network. All zones connect to the C-TRAN fixed-route network.

Service Delivery Model: On-demand.

Cost to Operate:

The Current is an on-demand microtransit service offered by the Clark County Public Transit Benefit Area Authority (C-TRAN). It operates vehicles in five zones in Clark County where fixed-route transit may not be cost-effective or meet the needs of local communities. The Current provides point-to-point rides within each service area and connections to major transit networks outside of each service area for $1.25 per ride. Funding for The Current comes from sales tax revenue and general fund allocations. C-TRAN does not use federal funds to operate the service.

C-TRAN evaluates the program based on quantitative metrics such as productivity, ridership, wait time, and percentage of shared trips and on qualitative measures such as customer experience, access and mobility, new riders, trip purpose, and connections to fixed-route services. C-TRAN compares the zones against each other when evaluating service rather than comparing on-demand numbers to fixed-route numbers. The agency is most interested in evaluating destinations, types of trips, and concentrations of trips.

C-TRAN uses the software platform Spare for planning, operations, dispatch, and reservations for a cost of approximately $30,000 annually. The routing of vehicles and reallocation of trips to vehicles is calculated automatically within the application. C-TRAN believes this saves money by operating the service in-house using existing demand-response drivers who are all union-represented C-TRAN employees instead of contracting out the work. The agency can also use vehicles it currently owns, which are all repurposed paratransit vehicles.

Challenges and Opportunities

C-TRAN has not been able to expand to meet demand for The Current service due to the cost of operating the service in its existing zones and the limited number of vehicles available. The agency has encountered some challenges in operating capacity; paratransit and The Current trips are not comingled on the same vehicles, but operators and vehicles may need to preferentially serve paratransit trips when demand is high because paratransit trips cannot be denied under the Americans with Disabilities Act.

C-TRAN has also experienced some difficulties evaluating how equitable the service is. It is challenging to evaluate who is benefiting most from the service and whether that meets equity goals for service. Because the service does not receive federal funds and is therefore not governed by Title VI, the parameters for providing equitable service are not as clear as they are for fixed-route service.

4.1.3   CapMetro Pickup, Austin, Texas

Provider: Capital Metropolitan Transportation Authority.

Where it Operates: Austin, Texas.

Eligibility: Open to the public.

Service Purpose: Provides transit in low-density and equity-focus areas.

Service Delivery Model: On-demand.

Cost to Operate: $29.41 per ride.

CapMetro Pickup is an on-demand, door-to-door microtransit service operating in 12 zones in the Austin, Texas, metropolitan region. Pickup was piloted in 2017 in a redevelopment area that was challenging to serve with fixed-route service. It quickly expanded to other zones that were developed for three main reasons: (1) to replace poorly performing fixed-route service, (2) to fill a gap in the service network, or (3) to provide transportation options in areas that have low-density land use.

CapMetro uses Via software to run its on-demand service, but it handles operations, staffing, and vehicles in-house. Dispatcher operations are shared with MetroAccess, CapMetro's paratransit service; this yields operational efficiencies for both programs. All operators are cross-trained for MetroAccess and for Pickup, and all vehicles are accessible 12-passenger vans. This allows CapMetro to dispatch Pickup vehicles for paratransit-eligible riders who want to book trips on demand rather than scheduling in advance as required for MetroAccess.

CapMetro uses a scoring matrix to identify potential zones for service. The matrix is based on three categories: community characteristics, service quality, and sustainability. For the community characteristics category, points are awarded based on zero-car households, median household income, households in poverty, minority population, population age 65 and older, and presence of essential services (i.e., medical services, grocery stores, schools, shopping centers, and affordable housing). The three metrics used to evaluate service quality are passenger wait time, square

mileage, and ridership. Productivity of a zone is measured by cost-effectiveness and the percentage of rides that are shared, that serve MetroAccess (paratransit) customers, and that serve mobility impaired passengers.

There is a well-defined structure for working with jurisdictional partners. CapMetro has a cost-sharing system in place that divides responsibility for funding based on the percentage of the zone that is in each jurisdiction's boundaries. For example, if 70% of a zone is in CapMetro's service area and 30% of the zone is outside of the service area in the county, CapMetro will cover 70% of costs and the county will cover 30% of costs. For areas that fall outside of CapMetro's service area, CapMetro will plan and operate a Pickup zone if the jurisdiction covers 100% of costs.

Challenges and Opportunities

There is high demand for the CapMetro Pickup service and consistent demand for expanded zones and more vehicles within existing zones. On-demand service is expensive to operate, with an operating cost of $29.41 per ride, and it is inexpensive to ride, with a standard fare of $1.25 per ride and a discounted fare of $0.60 for low-income riders, seniors, riders with disabilities, and active military. Therefore, CapMetro has constraints in terms of staff time and funding for expanded Pickup service. CapMetro is currently facing staffing and funding challenges and has operator shortages for both Pickup and for fixed-route services.

There is very high demand for service during peak hours, which increases wait times for riders. CapMetro is not able to staff in a way that meets demand during peak hours but does not leave many underused drivers outside of peak hours. Split shifts for drivers have not been feasible because they are harder to hire for. People under 18 ride free on Pickup, and while transportation to and from schools drives ridership, it also creates peaks in demand around school bell times. In some cases, the number of vehicles used to meet students makes it difficult for people to get to work or make crucial rail connections into Austin.

> **The Multnomah County ACCESS Shuttle**
>
> The ACCESS Shuttle is operated by a private company through a contract with Multnomah County. It connects an affordable housing development; community and employment destinations such the Portland International Airport, USPS, the IKEA warehouse; and Albertsons in a lower-density area of Northeast Portland. It also offers a connection to the Parkrose Transit Center.
>
> The service is performing well with more than 10 rides per service hour.
>
> **Why this matters to Metro:** There is no formal process in place between TriMet and local jurisdictional partners or other transit providers on what criteria should help determine whether a route should become part of a regional transit agency's fixed route system. Working with the local partners involved with this specific shuttle could provide insight into creating effective future policy that centers riders and transit providers.

4.1.4　Mobility in Low-Density Areas Key Takeaways

- Community shuttles such as those operated by Ride Connection and Multnomah County work well to complement the fixed-route system by providing additional flexibility to increase transit access. They can help build a transit market and ultimately transition into a fixed route when appropriate thresholds are met, as was the case when Multnomah County–operated shuttles to the Troutdale Reynolds Industrial Park and Swan Island transitioned to TriMet-operated fixed-route bus service.

- On-demand microtransit works well in areas with lower-density land uses because trips are only made when requested rather than running on a fixed schedule.

- A common challenge for on-demand transit services is that they are expensive to operate, and it can be difficult for these services to keep pace with demand with limited funding and staff time. Most on-demand systems operate within specific service areas and tend to perform well when they serve a limited area.

- Some services such as The Current and Utah Transit Authority On-Demand (see Section 4.4) connect to transit facilities outside of these service areas.

- On-demand microtransit can also help meet the needs of people with mobility challenges that may find it harder to access fixed-route transit.

4.2 Theme 2: Access to Jobs

Before the COVID-19 pandemic, most cities focused on transit service that carried commuters to a downtown core, with service frequencies and hours that supported daytime work schedules. The pandemic highlighted the importance of non-downtown travel patterns; since the pandemic, travel demand has become less oriented toward traditional peak travel hours, and service demand during weekends and midday hours has increased as a percentage of trips taken. Portland is no exception; TriMet has been adding frequency to routes with the highest ridership and adding weekend service.

When major employers are located in rural areas or at the regional edges—particularly if they are farther from major roadways—or employees have night shifts or swing shifts, it is harder for transit agencies to provide services to help them get to work. Providing people who do not own a car (or have limited access to a vehicle) with the ability to access jobs is essential for maintaining steady employment.

4.2.1 Iride Inglewood, Inglewood and Lennox, California

Provider: City of Inglewood, partnership with (funded by) Los Angeles World Airports/City of Los Angeles.

Where it Operates: Inglewood and Lennox, California.

Eligibility: Employees of Los Angeles International Airport (LAX) who live in Inglewood or Lennox.

Service Purpose: Provides employee access to a major employer not currently served by transit.

Service Delivery Model: On-demand.

Cost to Operate: $21.63 per ride.

Iride Inglewood is a free on-demand microtransit service that is available for employees of LAX who live in Inglewood or Lennox, across I-405 from the airport. LA Metro's light rail system does not serve LAX directly, with a 2.25-mile gap between the LA Metro Aviation/Century Station and the airport. The Automated People Mover, anticipated to be complete in 2026, will fill this gap in transit service, connecting to the new LAX/Metro Transit Center Station. Construction through 2026 contributes to longer commutes for many LAX employees who drive to work, and Iride provides an alternative for people commuting from Inglewood and Lennox.

Iride service is only available to LAX employees who have signed up for service, and it provides point-to-point trips between LAX and employees' homes at no cost. Riders are required to show the driver their LAX employee badge when they board Iride vans. Iride operates 7 days a week from

4 a.m. to 8 a.m. and from 12:45 p.m. to 4:45 p.m. Iride bookings can be made on the same day between specific pickup and drop-off locations in the service area.

The service is funded by Los Angeles World Airports (LAWA), a department of the City of Los Angeles that operates three airports in the greater Los Angeles area. The program costs $1.2 to $1.3 million per year, and LAWA's funding comes from airline fees and landing fees at LAX. By providing this service free of charge, LAWA and the City of Inglewood have decreased cost-based barriers to stable jobs at LAX.

Employee information is central to LAWA's success in rolling out the Iride program. Because employee information is recorded as part of the badge data and employers report shift times at LAX, LAWA was able to target the service hours and service area for Iride based on airport data. Today Iride provides 700 trips a week, beyond LAWA's initial goals for the service of 600 trips a week. Iride's average cost per ride is $21.63, and the service has an on-time performance of 91.5%. Current riders report being very satisfied with the service.

Challenges and Opportunities

One of the main benefits of the service to riders compared to other on-demand services is that it does not rely on advanced scheduling to book trips. Trips to and from work at LAX can be booked on the same day, which gives employees the flexibility they need for schedule changes. Getting carpooling and vanpooling to work can be challenging for airport workers because shift schedules can change on short notice as flight timetables change.

LAWA has encountered challenges in launching and operating the Iride service. Because of the Iride service hours, drivers must be willing to work split shifts, with two 4-hour working times separated by an extended gap from 8 a.m. to 12:45 p.m. LAWA has had some difficulty hiring drivers that are willing to work a split shift schedule.

LAWA has also run up against constraints in operating the Iride service. The service operates with a fleet of four vans, which limits the number of trips Iride can serve in a day and can lead to longer wait times. Current service hours align with the highest peaks in employee demand throughout the day, which are primarily based on shift hours. Many airport employees (including Transportation Security Administration workers) have shift hours that would require them to commute at times outside of Iride's service hours. The primary limitation on Iride's service hours is the funding available for the service.

> **Programs to Improve Access to Jobs**
>
> Appendix A highlights several types of programs that can improve access to jobs.
>
> **Transportation management associations** coordinate transportation options for employers and commuters within a specific geographic area. Two examples profiled in Appendix A are operated by LAWA, serving LAX, and the Westside Transportation Alliance, which serves Washington County.
>
> **Voucher and pass programs** include financial incentives or discounts to help make transportation more affordable. Case studies in Appendix C include the City of Portland's Transportation Wallet program and the Pinellas Suncoast Transit Authority Transportation Disadvantaged Late Shift program.

Reaching LAX employees has also been a challenge since LAX workers are employed at over 167 different companies. To overcome barriers to outreach, the Iride team advertises the service on Altitude, the app for LAX employees that gives employees tools for problem reporting, food and retail discounts, and commute planning. Iride staff also talk to people in person, tabling at major employers and walking through the airport terminals. Iride advertises the service locally in Lennox

and Inglewood using geofenced Facebook and Instagram ads (i.e., ads targeted to people in specific geographies), which also helps reach potential future employees in the area who might think that jobs at LAX would be difficult to access without a car.

4.2.2 CalVans, California

Provider: California Vanpool Authority (CalVans).

Where it Operates: 12 counties in California.

Eligibility: Agricultural vans are only available to agricultural workers. General purpose vanpools are open to all.

Service Purpose: Provides employment access, especially to agricultural workers whose job sites and schedules change throughout the year.

Service Delivery Model: Vans are provided by the agency and are driven by an employee who organizes other employees to ride together.

Cost to Operate: $41.16 per revenue hour, $3.71 per ride.

CalVans is a public agency operating in 12 counties in California that provides 8–15-seater vans for approved drivers to drive themselves and other employees to work. Vanpools are made up of coworkers who travel together in a van that is borrowed or leased for commuting purposes. Vanpools generally have one assigned driver who is responsible for collecting payment from riders. Drivers take responsibility for driving their coworkers in exchange for free or discounted use of the van, thereby eliminating the cost of paying drivers. The majority of CalVans vanpools (635 out of 736) serves agricultural workers. Other users of CalVans vanpools include state employees that must commute long distances or, increasingly, any employers that are required to decrease single-occupancy vehicle commutes by their employees in accordance with the employer-based trip reduction rule in the San Joaquin Valley Air Pollution Control District.

Strengths: Vanpooling is particularly well-suited for agricultural workers. Agricultural workers work in rural areas that have population densities too low to support traditional transit. Moreover, seasonal changes in planting and harvesting mean that work site locations and working hours vary throughout the year. These factors make both fixed-route service and zonal on-demand service unfeasible for most agricultural workers. Additionally, many agricultural workers are migrants, which generates a set of important equity considerations. Some migrant workers have limited English proficiency, and some have limited access to banking options and driver's licenses. App-based transportation services that require banking and transportation services that are

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Pace Feeder Vanpool

Pace, the suburban transit agency in the Chicago area, helps fill first- and last-mile gaps in Chicago's fixed-route transit service by providing feeder vanpools that can be either used before a transit trip or after. Vanpools used for first-mile connections can support commutes to many employment destinations. Vanpools that are used for last-mile connections can be used to support reverse commutes from the city to the suburbs.

Why this matters to Metro

Last-mile vanpools can facilitate access to employment sites in low-density areas. Supporting reverse commutes is an important equity consideration as employment opportunities shift outside of urban areas. As last-mile vanpools must be parked overnight and over weekends at transit stations, implementation may require evaluation of parking policies at transit stations.

advertised only in English may therefore be undesirable or unusable by some agricultural workers. The use of vanpools can also avoid some of the barriers associated with the equitable transportation of migrant workers. Vanpools are organized amongst coworkers, decreasing the potential of language barriers. Drivers can collect funds from riders in a variety of ways, so participants are not required to use technology in any way to access the service.

CalVans received an initial start-up grant to purchase vans, but since the initial capital investment, the price that workers pay to become part of the vanpool has funded the program, including maintaining, ensuring, and replacing vans. In 2023, the program had a farebox recovery rate of 96.8%, and the program had no capital expenses. CalVans vanpools traveled 105,110,659 passenger miles across 3,569,288 unlinked passenger trips, for an average trip length of 29.4 miles. CalVans is currently collaborating with Affordable Housing and Sustainable Communities projects to provide electric vans to multifamily affordable housing projects.

Challenges: There have been some challenges in setting up the service. Firstly, there are legal challenges related to operating transportation specifically for agricultural workers. Because the lack of transportation options available to agricultural workers has historically given rise to dangerous travel conditions, such as overcrowded vans and trucks without seatbelts, transportation of agricultural workers is now regulated by the U.S. Department of Labor under the Migrant and Seasonal Worker Protection Act. Implementing a similar service would entail reviewing federal and state regulations on the subject. Secondly, the cost of providing or participating in a vanpool varies based on several factors, including the number of miles traveled, the size of the van, and the number of riders in the van. The large number of variables involved in calculating costs makes it challenging to estimate cost per ride or cost to rider before the program is established.

4.2.3   Access to Jobs Key Takeaways

- On-demand employer services can help expand access to employment centers in areas where there are gaps in transit service and help employees get to work with changing time constraints based on work shifts. This type of service can be effective for large employers or where employers are clustered together in one place or when tailored specifically to employee travel demand and service needs.

- Vanpools are cost-effective and well-suited for jobs that have variable work sites and work hours, such as agricultural work.

- Programmatic solutions such as transportation management associations and voucher/pass programs complement agency-provided services by providing vehicles, coordination, information, and financial incentives.

4.3   Theme 3: Access to Recreation

Natural areas with regional draw are often remote and accessible only by personal vehicle. Transit service that can connect people to parks and other outdoor attractions in areas not already served by traditional fixed-route transit can help Metro achieve safe and reliable transportation, vibrant communities, and equity goals. For major recreational areas that employ many people, transit services can also offer an opportunity for economic prosperity.

From the equity perspective, underserved communities in particular are more likely to face barriers to accessing green spaces in the region due to lower access to personal vehicles. Metro's Connect with Nature project seeks to identify barriers to park access and plan parks that are more welcoming to communities of color. Through a series of community engagements, access to outdoor spaces by public transportation was consistently identified as a top priority.

4.3.1   Trailhead Direct, King County, Washington

Provider: King County Metro, in partnership with King County Parks, Seattle Department of Transportation, and sponsored by Amazon. Other private companies also contribute funding for the Trailhead Direct service, but these funds can only be used for advertising and awareness (not operations).

Where it Operates: King County, Washington.

Eligibility: Open to the public.

Service Purpose: Improve (equity) access to major regional outdoor attractions, reduce congestion.

Service Delivery Model: Fixed-route service.

Cost to Operate: $179 per revenue hour.

Trailhead Direct is a seasonal King County Metro (KC Metro) transit service connecting Seattle and Bellevue to trailheads on two routes. Both routes run on weekends and designated holidays from late May to mid-September. The service uses smaller transit vehicles with a capacity of 14 to 32 people and two bikes that the agency uses for weekday service. Trailhead Direct fares and payment are the same as for other KC Metro bus services, with a cost of $2.75 per ride for adults. Riders can use the KC Metro online trip planner or mobile apps to plan trips and learn about stops, routes, and planned schedules.

The Seattle Department of Transportation funds 50% of Trailhead Direct operating costs through the Seattle Transit Measure, which uses sales tax revenue to fund improved KC Metro service in Seattle's Transportation Benefit District. Private funding from the REI Co-op, Clif Bar, and the Wilderness Society has helped KC Metro market the service and attract new riders. The Trailhead Direct blog reports that passengers used the service for 11,400 hikes in 2023 and for more than 78,500 hikes since the service was launched in 2017.[3] KC Metro's partnerships with public agencies and private companies have been instrumental to success of the Trailhead Direct program.

Trailhead Direct was developed with several equity principles in mind but initially was focused on reducing congestion at trailheads. Since it began the service, KC Metro has placed more emphasis on connecting people to nature. Trailhead Direct stops in Seattle were selected based on the average equity and social justice score of nearby census tracts or by the ability to facilitate transfers from Sound Transit Link light rail stations. Onboard surveys show that approximately 70% of riders do not have access to a personal vehicle.

KC Metro partnered with the Environmental Coalition of South Seattle and the Wilderness Society to expand usage of the Trailhead Direct program amongst the Bhutanese, Chinese, Congolese, Japanese, Kenyan, Korean, Latinx, Vietnamese, and Ghanaian communities. Providing marketing materials in a variety of languages has been crucial for reaching these communities. Onboard surveys revealed that the riders surveyed were more likely to be lower income or people of color than are county residents as a whole.

Challenges and Opportunities

KC Metro has faced challenges in providing the service due to operator shortages with its contracted operator, Hopelink. KC Metro would like to maintain consistent service from year to year, but that

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[3] https://trailheaddirect.org/2024/05/14/trailhead-direct-2024-update/

has not been possible. Another challenge for the agency is operating transit vehicles at busy times, particularly near trailhead parking areas where many drivers park illegally and can obstruct bus access. Finding layover space with appropriate facilities is also challenging at trailheads.

Service disruptions and cancellations on Trailhead Direct can be difficult for KC Metro to remedy. Because there are no transit alternatives for Trailhead Direct service and the bus lines operate at approximately 60-minute frequencies, the potential for a missed or cancelled trip on the Trailhead Direct service can be more disruptive and create anxiety for riders.

KC Metro's shift in focus to equitable access to nature and the outdoors, rather than on parking or congestion mitigation at trailheads, has helped the service more successfully meet the needs of local communities. KC Metro sees opportunities for more engagement with tribes in the region to help encourage responsible and respectful recreation. Proactive outreach with the outdoor community, including search and rescue groups, to educate people with limited outdoor experience about safety and outdoor destinations is also something KC Metro noted the agency could have started earlier in launching the service.

4.3.2   Community Van, King County, Washington

Provider: King County Metro.

Where it Operates: King County, Washington.

Eligibility: Open to the public.

Service Purpose: Improve (equity) access to major regional outdoor attractions, reduce congestion.

Service Delivery Model: On-demand.

KC Metro's Community Van is an on-demand rideshare program that allows groups to reserve vans for outings or trip-matches two or more riders traveling to similar destinations with a volunteer driver. The service is available for all kinds of trips but has been specifically marketed for access to recreation. This service is an option for travel at times of day when fixed-route service levels tend to be lower, including late nights and early mornings. Community Van trips can be booked for any time of day if an approved volunteer driver is available.

Community Van rides have the same fare structure as the KC Metro bus system. KC Metro covers the cost of gas, insurance, tolls, and the Washington State Discover Pass to access parking at state-managed parks, natural areas, and public lands.

Rides are scheduled in advance by contacting a KC Metro community transportation coordinator (there are currently 10). Wheelchair-capable vehicles are available upon request, and vans can hold up to 6 or 12 riders depending on the vehicle. The service is geared toward group rides as opposed to individuals who happen to be heading to similar locations at the same time. Trips must be booked at least 2 business days in advance if a driver is needed; a group making a reservation might include a volunteer driver and therefore will not need to reserve a driver. Volunteer drivers can complete the application and training online; it can take up to 2 weeks to complete the process.

Community Van is intended to provide service to destinations within a 2-hour drive from the van's location. It is also promoted as part of the Transit to Nature Program in partnership with King County Parks. This program provides limited funding for organizations in King County that serve the agency's equity priority populations and residents of unincorporated King County for nature outings.

> **Tompkins Consolidated Area Transit to Trails**
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> TCAT to Trails is an information portal for existing transit service to natural areas in the Ithaca, New York, area. The brochure and website display maps of nearby natural areas and the bus lines that can be used to access those areas. The maps include information about the length and difficulty of trails available at each natural area. Highlighting existing service is an easy, low-cost way to connect more people to the outdoors using public transportation.
>
> **Why this matters to Metro**
>
> Increasing transit ridership access does not always require providing new service. Maintaining a list of parks that are accessible using transit—and providing instructions on how to do so—is a low-cost method for getting people into nature without a car. This information can be maintained on the Metro website and shared via social media and outreach to community partners.

Opportunities and Challenges

The Community Van is a unique ridesharing model. The program serves group trips with vehicles that KC Metro owns and maintains but with volunteer drivers that are members of the community. This reduces the cost and constraints of operating an on-demand service with professional operators. The Community Van program carries riders on trips for a variety of purposes and is primarily limited by the pool of available Community Van drivers. This operating model allows the Community Van service to reach the broader communities in areas that have lower-density land uses or that may be difficult to access by fixed-route transit services.

4.3.3 Access to Recreation Key Takeaways

- Transit services that provide access to specific recreation sites on set schedules help connect people who do not own a car or do not drive to recreation destinations that are beyond the reach of the transit network. These services work well when connected to high-density population centers with good transit access (enabling transfers from the regional transit network). Selecting stops in areas with equity priority populations directly serves people that may not otherwise have access to outdoor destinations. Operating these services on weekends or seasonally makes use of vehicles that transit agencies already own and maintain.

- Although operating costs for recreational services may be high on a per-passenger basis, they serve other goals and objectives.

- Providing vehicles that are operated by volunteer drivers or organizations, such as through KC Metro Community Van, can address specific community needs and serve a low volume of riders for trips to a broad range of recreation sites (or other common destinations). Volunteer drivers help reduce the operating cost of the program and addresses challenges with driver availability, but this also limits the availability of vans and trip times for potential riders in eligible communities.

4.4 Theme 4: Time-of-Day Mobility Needs

The transit spectrum (see Figure 1) illustrates how different modes can work in different operating circumstances to best meet local transit needs. There is demand for work and non-work trips outside of the peak hours. Late night and early morning are particularly challenging times for agencies to serve with traditional fixed-route transit because of lower and dispersed demand.

People who work night shifts or swing shifts have limited transit options, even if they live and work in urban areas. In areas with lower-density land uses, jobs can be difficult to access for people without cars. People with lower incomes or people of color are more likely to work swing and night shifts,[4] and addressing this imbalance can help Oregon Metro achieve its goals of equity, safe and reliable transportation, and economic prosperity. Workers in rural areas are also more likely to work nontraditional shifts.[5]

Transit service designed around typical workday hours can also limit opportunities to serve non-work trips. Most people have some travel needs that fall outside of typical working hours or need to travel on weekends when transit tends to operate at much lower service levels.

4.4.1 UTA On Demand, Salt Lake City, Utah

Provider: Utah Transit Authority.

Where it Operates: Four zones in and around Salt Lake City, Utah.

Eligibility: Open to the public.

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[4] Ferguson, J. M., Bradshaw, P. T., Eisen, E. A., Rehkopf, D., Cullen, M. R., & Costello, S. (2023). Distribution of working hour characteristics by race, age, gender, and shift schedule among U.S. manufacturing workers. *Chronobiology international*, *40*(3), 310–323. https://doi.org/10.1080/07420528.2023.2168200

[5] Saenz, R. (2009). Rural Workers More Likely to Work Nontraditional Shifts. *Carsey Institute (Issue Brief No. 5)*. https://scholars.unh.edu/cgi/viewcontent.cgi?article=1073&context=carsey

Service Purpose: Provide access to low-density areas and/or at lower-demand times.

Service Delivery Model: On-demand.

Cost to Operate: $20 per ride.

Utah Transit Authority (UTA) On Demand is an on-demand microtransit service in the Salt Lake City area that connects low-density communities to transportation services and destinations. UTA On Demand covers 184 square miles around the Salt Lake City metropolitan area. Rides are completed in minivans; riders using mobility devices can request an accessible van through their profile in the UTA On Demand app. UTA On Demand serves 2,000 point-to-point trips per day at a cost of approximately $20 per ride, or $7.48 per revenue mile of operation. Users pay a $2.50 fare, and UTA On Demand serves on average 2.7 trips per hour throughout the day.

On Demand service is one variety of UTA's Innovative Mobility Solution, which are intended to serve geographic areas and/or times of the day that do not have enough transit demand for fixed-route service. In addition to on-demand services, these zones can include bike-share, autonomous shuttles on a fixed guideway, and partnerships with TNCs (such as Lyft or Uber). The service connects riders to destinations within the zones and to fixed-route bus or rail transit options.

UTA has four UTA On Demand zones, two of which have late-night service, with a service span from 4 a.m. to 12:15 a.m. on weekdays and 6 a.m. to 1:15 a.m. on Saturdays, which extends beyond the hours of UTA fixed-route service.

UTA evaluates the effectiveness of the program based on several key performance measures including ridership growth, on-time performance, service quality, passengers served per hour, and cost per ride. UTA also tracks other indicators in its On Demand zones including share of trips made by Uber or Lyft, the percentage of shared rides, and the community characteristics of locations served including priority equity populations.

Belleville On-Demand Nightime Service

In 2020, Belleville, Ontario, Canada, replaced its existing nighttime bus service with on-demand service. Riders use an app to request rides on the bus from and to any bus stop within the nighttime system. Belleville uses Pantonium, an artificially intelligent routing software, to take requested rides and create the most efficient route for the bus. In the first month of the program, nighttime on-demand ridership grew by 300% compared to the previous nighttime bus service, and analysis of the service found that users had lower incomes and were more likely to not own a car than the Belleville residents as a whole.

Why this matters to Metro

The success of this program demonstrates how technological advances (in this case, artificial-intelligence routing software) can use algorithms to efficiently assign vehicles, which can reduce wait times and serve more people.

Opportunities and Challenges

Prior to launching the On Demand service, UTA interviewed peer agencies that have active on-demand microtransit programs and compiled the following key findings regarding the factors that lead to successful services.

- Smaller service areas are important for reliability and adaptability of the service and allow the agency to more easily scale service as needed.

- Partnerships with TNCs such as Uber and Lyft along with private taxis and shuttles lower operating costs for the agency and increase customer satisfaction.

- Establishing clear procedures is important for creating or modifying service hours.

- Linking on-demand microtransit to fixed-route service is effective in increasing the transit mode share.

UTA's proposed 2025 budget proposes $16.8 million for microtransit. The agency's long-range Transit Plan[6] identifies additional Innovative Mobility Zones that it hopes to put in place by 2050.

4.4.2   Time-of-Day Mobility Needs Key Takeaways

- On-demand microtransit can fill gaps in transit service at specific lower-demand times (such as late at night) when it is less cost-effective to operate fixed-route service. This can help provide customers with more travel options and shorter travel times during off-peak hours.

- Many on-demand services have the same cost per passenger as on prior fixed routes operating in lower-density area; the UTA On Demand service has more cost-effectively served lower-density zones where it replaced fixed-route service. These services generally come with moderate to high operations costs per trip but can be an attractive alternative to people who would otherwise rely on rideshare.

4.5   Case Study Takeaways

The on-demand and flex-route service examples highlighted in these case studies illustrate how these types of services could expand the range of transit options available in this region to better meet travel needs. These services can connect people and destinations to existing regional transit service and extend the reach of the transit network to areas—and at times and on days—that may not be ideal for fixed-route service. These services provide opportunities for people without a car to access employment or recreation where there are limited transit options or geographic or temporal gaps in transit service coverage.

Effective services can be operated by organizations and agencies including transit agencies, cities, nonprofits, and private providers. Partnerships with both public entities and private corporations and organizations can help provide information on potential riders, build awareness and promote the service, and provide funding to help balance the costs of service. Transit providers can also stretch funding to apply delivery models that are less expensive per passenger and that provide better service to passengers where fixed-route transit is not cost-effective. Transit agencies have also found cost savings in repurposing vehicles they currently own or using their existing fleets in periods when service levels are lower.

Providers use a wide array of metrics to track the performance of these services, but they often include ridership and cost-effectiveness (e.g., cost per trip). Success is generally not measured relative to existing fixed-route systems, though some services may be compared to previously operating fixed-route service. Other goals including service coverage or reaching equity populations can be more of a focus for these services. Prioritizing equity through outreach and local partnerships or through locating transit stops and service areas in equity priority areas tended to increase ridership on these services.

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[6] UTA Moves 2050 (2023). https://www.rideuta.com/-/media/Files/Current-Projects/Long-Range/UTA_Moves_2050_Nov2024.pdf

The agencies and organizations that operate fixed-route, flexible, or on-demand services to meet community needs that fit under the four key themes faced common challenges. Driver shortages and funding constraints were the most common limitations for providers in operating these services. Demand for these services can outpace available fleet and staff resources, and agencies may need to limit service hours to balance the cost of service.

Flexible and on-demand services can be less costly than fixed-route transit if they are replacing low productivity routes. However, if demand for on-demand service is high, the wait times for these services can become longer or providers may need to use additional vehicles or staff, which increases the cost of the service. Ridership demand for on-demand services often outpaced the level or service provided. Additional funding could help providers extend the span of service and supplement staff and vehicle fleet for the highest level of service.

Community connectors are not always the right solution for gaps in access to the transit network. In some cases, nontransit shared mobility and transit-supportive programs are enough to fill access gaps. These programs can work together with transit services to improve first- and last-mile connections. Agencies can also help create policies and programs that incentivize non-single-occupancy-vehicle commuting and work with employers to expand transit options and incentives for their workers.

5. Next Steps

Findings from this study will inform potential transit solutions to help expand access for people traveling to, from, or within areas that may not be best served by traditional fixed-route transit in the Portland Metro region. In future phases of work, appropriate community connector solutions for gaps in the regional transportation network will be identified and evaluated.

Appendix A

Services and Programs that Support First- and Last-Mile Travel Needs

SERVICES AND PROGRAMS THAT SUPPORT FIRST- AND LAST-MILE TRAVEL NEEDS

Providing first- and last-mile community connector services like the case studies profiled in the report is not the only way to encourage transit ridership and fill mobility gaps. Nontransit shared mobility service and transit-supportive programs can improve access to transit or provide alternative forms of mobility when transit is not the right solution. Below are examples of shared mobility services that are not considered transit and programs that enhance and encourage transit ridership.

Nontransit Shared Mobility Services

Shared Mobility is a transportation service that allows users to share the same vehicle as a group or at different times. Examples of transit shared mobility are described in Section 2, Transit Spectrum. Examples of nontransit shared mobility services include the following:

- Micromobility
- Car-share or van-share

Both of these can be used either to access transit or as an alternative to transit.

Micromobility

Micromobility services like bike-share and scooter-share allow people to travel relatively short distances faster than walking and without a wait. Depending on where micromobility stations are located, they can either support transit trips or replace them. Co-locating micromobility stations at transit hubs to create mobility hubs can help fill first-mile and last-mile gaps in access to transit services. The quality of the active transportation network and other safety considerations like the availability of helmets will impact whether someone feels comfortable using micromobility services.

Lime Scooter Share

Lime is a scooter-share program operated by Lyft, a private company. People over the age of 18 can access scooters by registering for an account. Though it is a service accessible through a mobile app, using Lime does not require having a smart phone or credit card—riders can call a phone number to unlock scooters and can pay with cash at certain locations. Lime is working on many projects to improve the usability of scooters for people with disabilities and low-income populations. Through the Lime Assist program, people with disabilities can have an adapted vehicle delivered to the user's home for use for 24 hours for free. Adapted vehicles include scooters with seats and three-wheel scooters. Lime Access is Lime's discount-rate program. Eligibility for the program is determined by participation in income-restricted programs such as Medicaid and the Children's Health Insurance Program; this streamlines the process of determining eligibility.

Lime has partnered with the Portland-based nonprofit, suma, to overcome the digital divide for frontline communities and to identify why communities who are eligible for Lime Access are not using the service. Suma found that the communities it works with are often hesitant to share bank or location data with large corporations. To overcome this, users can access scooters through the suma app, which is more trusted by community members. The suma app consolidates opportunities for low-income community members to save money on goods and services onto one platform.

Key Takeaways

- Improving access to transit includes consideration of how people access transit.

- Micromobility can either complement or replace transit trips depending on the location of scooter and bike docks and the quality of the transit and active transportation networks.

- Sidewalk, street, intersection, and curb infrastructure can play a role in whether people feel safe using micromobility transportation options such as scooters, regardless of ability.

- Partnerships with community-based organizations can help uncover the barriers to access and identify tailored solutions for specific community groups that Metro hopes to reach.

Car-Share or Van-Share

Car-share services allow people to rent a vehicle for short periods of time. Some programs require the vehicle to be returned to the same location as the pickup, such as Zipcar, while others allow users to return their cars anywhere within a service area, such as HOURCAR. Car-share can be used as an alternative to a transit trip or to access transit, particularly if policies allow for a different drop-off location.

Zipcar

Zipcar is a car-share offering hourly service operating in the Portland region and across the country. Zipcar provides a variety of memberships, including business and student memberships.

This station-based service generally works well in environments that have existing transit and active transportation facilities and infrequently require personal vehicles since the user is responsible for payment from the time they start their trip to the time they end the trip in the same location. They do not work well in very rural areas without other transportation options.

Zipcar's goal is to reduce the need for car ownership, which in 2024 was estimated to cost $12,297 a year on average by AAA. Reducing personal vehicle ownership also increases the amount of urban space that can be used for other purposes. Zipcar has the goal of electrifying its fleet by 2030 to increase the environmental health benefits of the service.

HOURCAR

HOURCAR is a hub-based, nonprofit car-share service in Minneapolis, Saint Paul, and the metro area for trips between 30 minutes and 3 days. It provides a variety of membership options including reduced-price programs for income-verified members and for university students, faculty, and staff. HOURCAR memberships include membership in Evie Carshare, a free-floating all-electric car-share service. All HOURCAR vehicles include Minnesota State Park Passes to encourage their use in state natural areas.

Dockless car-share can facilitate first-mile and last-mile connections to transit stations because users can drive to transit stations and leave the vehicle there without paying for it during the day. These can be used in areas that transition quickly from urban to suburban or urban to rural because it allows people in lower-density areas to access fixed-route transit in more urbanized areas.

The program is funded by grants, donor giving, members, and visitors.

Key Takeaways

- Car-share services can reduce the need for personal vehicle ownership and can provide mobility options outside of transit service hours.

- The form of car-share service (station-based or free-floating) impacts how car-share is used; station-based services promote community-based or home-destination-home trips, whereas free-floating services support trips to work, school, or transit stations.

- Car-share services can support outdoor access in areas that are not reachable by public transit, especially through partnerships that provide passes to outdoor areas.

- Services provided by nonprofit organizations, such as HOURCAR, require grant funding to offer affordable transportation options.

- Car-share services are not a solution for people who cannot or do not drive, and the availability and geographic spread of accessible vehicles may be limited.

Transit-Supportive Programs

Transit-supportive programs encourage the use of existing mobility services and include the following:

- Transportation Management Associations (TMAs) and Transportation Management Organizations (TMOs).

- Mobility wallets and other voucher programs.

Transportation Management Associations and Transportation Management Organizations

TMAs and TMOs coordinate transportation options for employers and commuters within a certain geographic range. In regions with requirements regarding commute mode shares, they help employers meet these regulations. TMAs coordinate transportation options in a variety of locations including low-density areas. Some provide transit as part of their offerings, and some do not. TMAs/TMOs can coordinate transportation options for a region (see Westside Transportation Alliance example) or for a major employer (see the commuteLAX example).

Westside Transportation Alliance

The Westside Transportation Alliance (WTA) is a 501(c)(6) nonprofit TMA that partners with employers and public agencies to improve commute options for employees and employers in Washington County, Oregon. Established in 1997 as part of the City of Beaverton, WTA now operates independently, providing businesses with customized workplace services and programs encouraging employees to commute using transit, carpooling, vanpooling, biking, walking, or teleworking. By promoting sustainable transportation options, WTA supports stronger businesses and healthier communities, aligning with its vision to create an engaged alliance of partners and increase the use of transportation alternatives.

WTA's tiered membership structure makes its services accessible to organizations of all sizes. It offers employee commute surveys, toolkits, and incentive programs tailored to employer needs. Its ability to secure funding from grants, including the Metro Core Partner Grant and smaller project-based grants, provides financial stability and facilitates innovative programming. Programs such as e-bike loans and team-based active transportation challenges promote camaraderie among

employees. WTA's expertise in conducting Employee Commute Options surveys helps employers identify transit needs, adding value to membership. WTA partnerships with public agencies and delivery of cost-effective, impactful services strengthen its reputation as a trusted resource for transportation solutions.

The WTA faces challenges in raising awareness and engagement among businesses. Many employers are unaware of the available programs or find it difficult to assign internal responsibility for implementing them. Additionally, transportation limitations in Washington County, such as infrequent transit service and long transfer times, pose barriers to the wider adoption of nondriving commutes. Marketing and promoting lesser-known transit services and employer-sponsored shuttles also present difficulties. Nevertheless, WTA continues to advocate for accessible and sustainable transportation options, while addressing the unique needs of the community.

CommuteLAX at Los Angeles World Airports (LAWA)

CommuteLAX is a TMO that was launched in 2021 to address the need for tens of thousands of employees to access the LAX airport. In 2024, there were 40,000 TMO-represented employees and LAWA employees.

The commuter shuttle program Iride, detailed in Section 4.2.1 in the report, is only one of a suite of transportation offerings from commuteLAX. Other programs include vanpool, carpool, subsidized transit passes, and up to two guaranteed rides home per year in cases of emergencies.

LAWA reports that a trip of up to 10 miles is generally appropriate for on-demand service, and more than 10 miles is better suited for vanpools and carpools. Carpooling and vanpooling can be more effective for concessions employees at LAX, who have more stable work hours compared to airline staff such as flight attendants, baggage handlers, and pilots. A challenge to coordinating carpools and vanpools for concessions staff is the inability to communicate across the 167 employers at LAX. To overcome this issue, LAWA is rolling out a new carpool matching service that it will make available to all employees on its app for LAX employees.

Key Takeaways

- Organizations that provide a consolidated source of information on transportation options for employers and employees can more easily maintain accuracy of their inventory of available transportation and direct people to appropriate services.

- TMAs and TMOs are essential for helping employers meet regional and statewide requirements regarding commute shares.

- Some TMOs and TMAs operate service directly, and others only connect employers and employees to existing transportation options.

- For organizations that provide service, providing specialized trips for limited-eligibility riders (such as the LAWA Iride service) is expensive, and this expense limits the scope of available services.

- Providing service directly can effectively compete with single-occupancy-vehicle trips but may also compete with transit. Providing specialized service when or where transit is not operating is most likely to lead to favorable commute share outcomes.

Mobility Wallets and Vouchers

Vouchers are tickets provided by a public agency that are used to access transportation options that would otherwise be prohibitively expensive for lower-income households, options such as taxis or

TNCs such as Uber and Lyft. By partnering with TNCs, transit agencies can subsidize on-demand service at an affordable level without having to provide the service themselves. Pinella Suncoast Transit Authority's Late Shift program is profiled below as an example of a voucher service targeted to off-peak employee access, and its Direct Connect program is included as an example of a voucher program that supports transit ridership.

Mobility wallets provide users with vouchers or passes for a variety of transportation services. Mobility wallets are one type of universal basic mobility strategies, which seek to provide a certain level of mobility to all people, regardless of their income or location. The City of Portland's Transportation Wallet Access for All program is provided as an equity-focused mobility wallet program example.

Transportation-Disadvantaged Late Shift

The Pinellas Suncoast Transit Authority (PSTA) Late Shift program provides vouchers to transportation-disadvantaged (TD) communities—those with an income that is less than 200% of the federal poverty line and that do not having reliable access to a vehicle—and people who work night shifts. Users pay $9 per month to access 25 Uber or taxi rides that can be used only to access work shifts that begin or end between the hours of 10 p.m. and 6 a.m. Late Shift program participants must already be part of the Transportation Disadvantaged Program, which costs $11 per month for a discounted bus pass.

Because the program is limited to those without reliable vehicle access who work outside of PSTA's service hours, the program allows TNC trips to fill a gap in transit service hours and supports stable employment that would not otherwise be accessible. This program is part of a larger suite of offerings for TD communities, including reduced-fare bus trips and door-to-door service. 90% of the programs funding comes through state TD funds, which are gathered via a $1.50 charge on every vehicle registration or renewal plus additional voluntary donations.

A challenge of providing specialized services with limited eligibility is that verifying that riders are eligible and that their trips are used for the approved purposes during the correct times can be time-consuming and requires origin and destination data to be shared by TNCs. Another consideration when implementing the program is that non-shared rides in TNCs and taxis do not remove single-occupancy vehicles from the region's roads, which precludes some of the congestion and environmental benefits associated with transit and other shared-ride services. Balancing equitable job access and environmental concerns should be carefully considered when pursuing similar services.

In addition to the Late Shift voucher program, PSTA also offers a voucher program intended to facilitate first- and last-mile connections to transit. Riders who begin or end their TNC or taxi trip at one of the 26 Direct Connect locations found at transit stops throughout the county receive a $5 discount on their ride. Riders booking an ADA-accessible ride through wheelchair transport receive a $25 discount on their ride.

The City of Portland's Transportation Wallet Access for All Program

The City of Portland's Transportation Wallet Access for All program provides free transportation options to people and households living on low incomes. These options include transit, e-bike and e-scooter-share, rideshare, and taxis. Eligibility for the program is determined based on income (verified through membership in an income-restricted program such as Medicaid or Supplemental Nutrition Assistance Program) and membership in one of 18 community-based organizations that have partnered with the Portland Bureau of Transportation (PBOT) for the program. Individuals can choose between two transportation wallet options—one that provides a 1-year transit pass and

another that includes a mix of transit benefits, Biketown benefits, and a prepaid Visa card for use on rideshares, taxis, and TriMet—based on their travel needs. The program is funded by a surcharge on parking and a grant through the Portland Clean Energy Fund. A 2023 survey distributed by PBOT found that 54% of respondents do not own or have access to a private vehicle, 39% of respondents reported having a disability, and 52% of respondents tried using new transportation modes they had never used before.

The Transportation Wallet Access for All program joins two other transportation wallet programs provided by PBOT. The Transportation Wallet in Parking Districts program is for residents who live in the Central Eastside and Northwest Parking Districts and is intended to manage demand for parking in those areas. The Transportation Wallet New Movers program is limited to residents moving into new multifamily apartment buildings in certain zones.

Key Takeaways

- Voucher programs can support mobility needs in times or areas where transit is not feasible, such as late at night or in very low-density areas, and when demand for service is very low.

- Vouchers can also support transit use by facilitating first- and last-mile connections to transit stations.

- The flexibility of transportation wallets allows jurisdictions to offer voucher packages that make sense for the transportation offerings available.

Appendix B

Documented Gaps in Transit

Regional and Local Plans

The team reviewed existing plans published by Oregon Metro (Metro), counties, cities, and subarea plans led by cities or the Oregon Department of Transportation (ODOT). Transportation system plans or specialized plans for the following cities mention or address key terms such as shuttle, circulator, vanpool, first/last mile, and access gaps:

- Beaverton (2015)
- Damascus (2013)
- Gresham (2013)
- Happy Valley (2021)
- Oregon City (2013)
- Portland (2020)
- Troutdale (2013)
- Tualatin (2013)
- Wilsonville (2013)
- Clackamas County (2013)
- Clark County (2021)
- Multnomah County (2016)
- Washington County (2024)

Local jurisdictions also have other plans that include policies, recommendations or references to similar types of first- and last-mile services. Regional and statewide plans also address potential first- and last-mile flexible and on-demand services have been identified as part of numerous Metro- and ODOT-led planning efforts. Recent efforts include:

- ODOT Historic Columbia River Highway Congestion and Transportation Safety Improvement Plan (2019) and Transit Vision Around the Mountain (2021)
- Clackamas County Clackamas to Columbia Corridor Plan (2020), Transit Development Plan (2021), Sunrise Community Visioning Project (underway) and RideClackamas.org website
- Washington County Countywide Transit Study (2023) and Transit Development Plan (2022)
- TriMet Forward Together (2023) and Forward Together 2.0 (anticipated in 2025), Reimagining Public Safety and Security Plan (2021), Coordinated Transportation Plan for Elderly and People with Disabilities (2020, update underway), Pedestrian Plan (2020), Equity Lens/Index (2020), Red Line MAX Extension Transit-Oriented Development & Station Area Planning (2022)
- City of Hillsboro Sunset Highway Corridor Study (2023)
- City of Portland PBOT Mobility Hub Typology Study (2020), Transit and Equitable Development Assessment (2022) and 2040 Portland Freight Plan (2023)

- SMART Transit Master Plan Update (2023)
- City of Troutdale Destination Strategy (2024)
- SW WA RTC Regional Transportation Plan (2024)
- C-TRAN 2045 (anticipated in 2025)

Metro has many plans that reference opportunities for these services.

Guiding Study and Informing Development	Coordinated with the Study
2040 Growth Concept - Mobility Corridors Atlas (2014) - Strategic Plan to Advance Racial Equity, Diversity and Inclusion and Equity Framework (2016) - Regional Transit Strategy (2018) - Southwest Corridor Equitable Development Strategy (2017) and Locally Preferred Alternative (2018) - Regional Travel Options Strategy (2018) - Division Transit Locally Preferred Alternative (2019) - Regional TDM Inventory Needs and Opportunities Assessment (2019) - Designing Livable Streets and Trails Guide (2020) - Transportation System Management and Operations Strategy Update (2021) - Emerging Technology Strategy (2018) and Emerging Transportation Trends Study (2022) - Transit-Oriented Development Strategic Plan (2022) - Metro Commute Program Current State Report and Action Plan (2022) - Regional Transportation Plan and High Capacity Transit Strategy (2023 Update) - Westside Multimodal Improvements Study (2024)	- Regional Transportation Demand Management Strategy and Regional Travel Options Strategy Update (2025) - Tualatin Valley Highway Corridor Study (2026) 82nd Avenue Corridor Study (2026) - Local work, specifically: → TriMet's Forward Together 2.0 → Washington County's Transit Development Plan **To Be Potentially Informed by the Study (2026+)** - Regional Transit Strategy Updates - Regional Transportation Plan updates - Regional Transportation Functional Plan updates - Urban Growth Management Functional Plan updates - Future partner work

Local Feedback on Gaps in Transit Network

Drawing on local outreach efforts from previous plans provided an understanding of key themes for transit services and gaps in existing service. Feedback from transit providers, local agencies, and other groups through the project's Transit Working Group also informed this study. Appendix A summarizes feedback Metro has documented between 2016 and 2024. Using feedback from local stakeholders and past community outreach comments, four key themes were identified as primary gaps that could be addressed by this study. These themes (see Section 4) then informed the case studies and best practices reviewed in the following section.

It is important to note that these themes and gaps pertain to the markets and geographies that are or could be served by community connector services. TriMet, SMART, and local jurisdictions have separate planning efforts that address the future of transit in the region, such as TriMet's Forward Together plan which examines the future fixed-route transit network. Therefore, the gaps and themes described in this report are narrowly focused on community connector transit and not on planning for the fixed-route network itself.

Appendix C

Case Studies

Appendix C: Case Studies

Case Study Themes

- Mobility in low-density areas

- Employee access

- Transportation during off-peak times

- Access to parks and outdoor areas

The Current

Who runs it? C-TRAN

Who rides it? Anyone within five zones

Who pays for it? Sales tax + $1.25 fare

How is it equitable? The service expands access to key employment destinations

The Current

What's working well	Things Metro Region should consider
Fully accessible vans allow interoperability with paratransit service	On-demand service can bolster mobility for people with disabilities as well as the general public
Using the Spare software but otherwise providing the service in house saves operating expenses	Ability to successfully operate in house demands on scale of the service provided: fewer, smaller zones are easier to manage in house

4
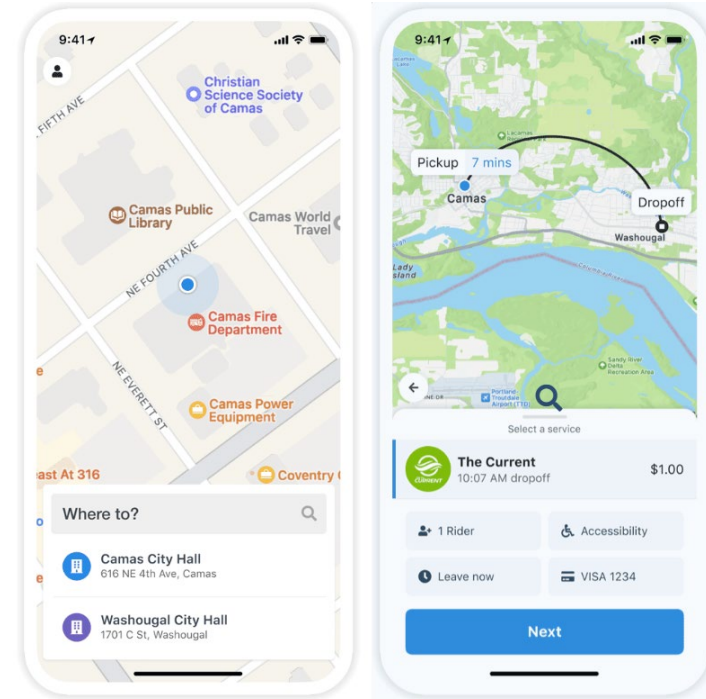
The Current

Challenges of providing this service	Things Metro Region should consider
Cannot meet demand for expansion of the service due to operating expenses	Create clear system for deciding when/where a zone is created so that resources are used most efficiently
Can be challenging to complete microtransit rides because drivers prioritize completing paratransit trips	Overlap between paratransit and general on-demand service can lead to operational efficiencies but can also degrade on-demand service due to prioritization of paratransit trips

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The Current

Key Performance Indicators

Cost to user	Operating expense per revenue hour	Operating cost per ride	Boardings per hour	Average wait time	Percent of rides that are shared
$1.25 ($0.60 reduced fare)			3.3–3.5	14 minutes	70%

CapMetro Pickup

Who runs it? Public agency, operated by Via

Who rides it? Anyone within its 11 service zones

Who pays for it? Property taxes & $1.25 fare per ride

How is it equitable? Serves areas not well-served by fixed-route transit. All vehicles are wheelchair accessible

CapMetro Pickup

What's working well	Things Metro Region should consider
Cap Metro uses a zone scoring matrix that includes community characteristics (population 65 or older, zero car households, MHI, households in poverty, minority population, essential services within zone), service quality (passenger wait time, square mileage, ridership), and sustainability (cost effectiveness, MetroAccess customers, mobility impaired passenger, shared rides).	Choosing zone locations based on community characteristics can help ensure that benefits of this service are equitably distributed. Once established, service quality and sustainability metrics can be used to evaluate the success of the program in each zone.
Pickup and MetroAccess, Cap Metro's ADA paratransit service, share facilities and backend operations, which increases operational efficiencies and saves money.	Explore opportunities to share operations with current transit service in the region.

Select a Zone: East ATX
Select a Service Day: Weekday
Select a Time Period: October 2024

Monthly Data

Ridership: 4,206
Customers per Hour: 3.70
Average Response Time (in minutes): 15
On Time Performance: 60.4%

Zone Performance Score

Performance score as of : Most Recent 6 months

Measure Type	Score Measure	Max Points Available
Community Characteristics	26	30.0
Sustainability	23	30.0
Service Quality	16	30.0
Total	65	90.0

Service Standard Score
Total: 65

Green — Meets Expectations (60 plus)
Yellow — Needs Improvement (41-59)
Red — Does Not Meet Expectations (40 or less)

*Zones will be scored every 6 months. If score is N/A, then zone hasn't been in service for at least 6 months
**Max of 10 points available if there are limited MetroAccess customers in the zone

CapMetro Pickup

Challenges of providing this service	Things Metro Region should consider
Fare is the same as a bus ticket but has lower productivity than the bus	The service is funded mostly through sales tax, which is not an available funding source in the Metro region
Spikes in demand during peak hours makes staffing challenging, and split shifts are generally unappealing to potential drivers	Serving a variety of trip types can help distribute demand across the day

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CapMetro Pickup

Key Performance Indicators

Cost to user	Operating expense per revenue hour	Operating cost per ride	Boardings per hour	Average wait time*	Monthly riders*
$1.25 (or $0.60 for reduced fare)		$29.41 per rider	3.4	15.7 minutes	39,155

*December 2024

UTA On Demand

Who runs it? Public Agency

Who rides it? Anyone within four zones

Who pays for it? UTA general fund, $2.50 per ride

How is it equitable? Extends UTAs service hours

UTA On Demand

What's working well	Things Metro Region should consider
Long-term plans for on-demand service and other Innovative Mobility Services are established in 2050 Transit Plan, which holistically considers the full range of public transportation options in the region and captures the full cost of implementing this range	Consider concurrent planning of future high-capacity transit and community connector services
Tracks program success using well-developed KPIs based on peer research	Appropriate KPIs for on-demand service vary based on service goals and zone land use

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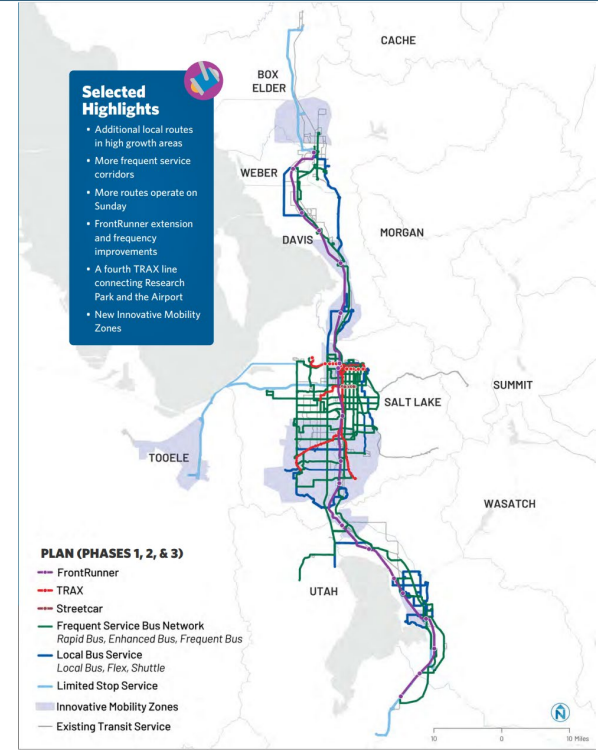
UTA On Demand

Challenges of providing this service	Things Metro Region should consider
The 2050 Vision Network that includes fully expanded on-demand zones is not possible with existing funding levels	Not all areas that would be well-served by on-demand service are likely to be feasible, which underscores the need for a robust evaluation system for potential zones
Based on current development patterns in the Salt Lake City metropolitan region, a much lower percentage of people will live within a half-mile walk of transit by 2050, which increases the need for on-demand service	Efficient land use planning is crucial for reigning in the need for on-demand service, which is more expensive to operate than fixed-route service

The Vision Network Is Financially Unconstrained

The vision includes a wide range of new service and service improvements. However, implementing the Vision Network would require additional funding beyond what is projected to be available over the next 30 years. More information is available on p. 38-39.

VISION

- FrontRunner
- TRAX
- Streetcar
- Frequent Service Bus Network
  Rapid Bus, Enhanced Bus, Frequent Bus
- Local Bus Service
  Local Bus, Flex, Shuttle
- Limited Stop Service
- Innovative Mobility Zones
- Existing Transit Service

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UTA On Demand

Key Performance Indicators

Cost to user	Operating expense per revenue hour	Operating cost per ride	Boardings per hour
$2.50		$20.00 per ride	

Iride Inglewood

Who runs it? City of Inglewood and Los Angeles World Airports (LAWA)

Who rides it? LAX employees who live in Inglewood or Lennox

Who pays for it? LAWA, which is funded through airline fees and landing fees

How is it equitable? Increases access to stable, low-barrier employment at LAX

Iride Inglewood

What's working well	Things Metro Region should consider
Eliminates cost-based barriers to accessing employment opportunities at LAX without driving alone	Services focused on low-barrier employment sites can have major equity payoffs
Individualized service fills a gap that can't be filled by vanpools/carpools because of shift times and variability of schedules	Shift schedule and type of work can heavily impact what kind of service is most appropriate for serving job sites
Easy verification of eligibility – riders simply show their employee badge to the driver when boarding	Simple eligibility verification saves staff time and money
Robust data collection from employer surveys yields important information on employee home addresses and peak shift times	Using data to determine service hours and service zones can help efficiently allocate limited resources

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Last Name *

Phone Number *

Email Address *

Home Zip Code *

How do you currently get to work? *

Select one

What time do you typically start your shift at LAX? *

Select one

Is that A.M. or P.M.? *
● A.M.
○ P.M.

What time do you typically end your shift at LAX? *

Select one

Is that A.M. or P.M.? *

Iride Inglewood

Challenges of providing this service	Things Metro Region should consider
Due to funding constraints, service is only provided between 4 a.m. and 8 a.m. and from 12:45 p.m. to 4:45 p.m.	Use data on shifts and existing transit service to ensure that employees have transportation available for trips to and from work
Finding drivers who will drive split shifts that start early in the morning is challenging	Balance shift schedules with feasibility of staffing driving shifts
Spreading information at a job site that is open 24/7, especially to service workers, can be challenging	Use existing communication channels (the Altitude app, in this case) to share information. Use in-person methods to reach those not on the app.

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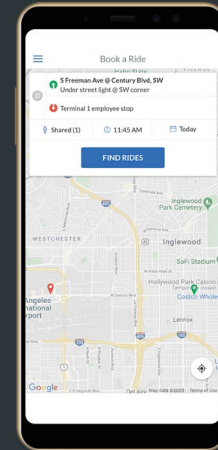
STEP 2:
Book your ride in advance or on the same day to get to work at LAX.

Iride Inglewood

Key Performance Indicators

Cost to user	Operating cost per ride	Boardings per revenue hour	On-time performance	Average commute time	Customer satisfaction
Free	$21.63 per ride	12.3	91.5%	22.5 minutes	4.9 stars

Ride Connection Community Connector

Who runs it? Nonprofit

Who rides it? Mostly residents in areas underserved by fixed-route transit service

Who pays for it? Funded through public grants and donations, free to riders

How is it equitable? Removes cost barriers for transportation

Ride Connection Community Connector

What's working well	Things Metro Region should consider
Deviated fixed-route service strikes a balance between reliability and flexibility	When setting up routes consider existing destinations and travel patterns
Functions both as a first-mile/last-mile connection to TriMet service and as a standalone mode of reaching community destinations, including employment sites, grocery stores, and schools	Providing a mix of destination types helps avoids major peaks in service demand around commuter hours only
The organization's flexible offerings is based on community engagement built from long-term relationships with various communities	Partner with existing organizations when evaluating need for new service in the region

20
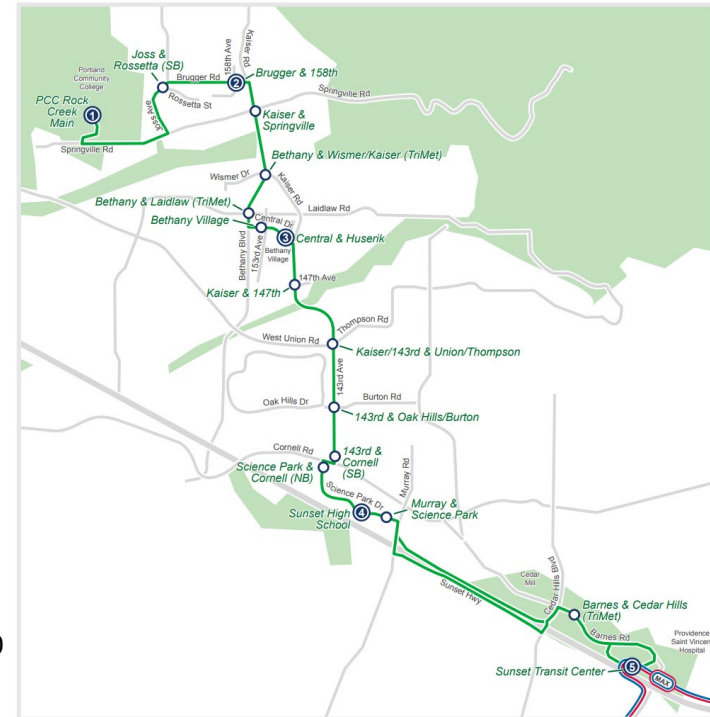
Ride Connection Community Connector

Challenges of providing this service	Things Metro Region should consider
Demand for service outstrips available funding	Ride Connection (RC) is an essential service provider in the region, and support for RC and other non-profits is important for maintaining quality of services in the region
As a nonprofit, Ride Connection must cobble together funding from public and private sources, some of which has very specific regulations around spending (e.g., 5311 funding must be used only in rural areas)	Navigating multiple funding sources makes providing transportation services more challenging

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Figure 1: Ride Connection Community Connector Productivity, 2012–2024
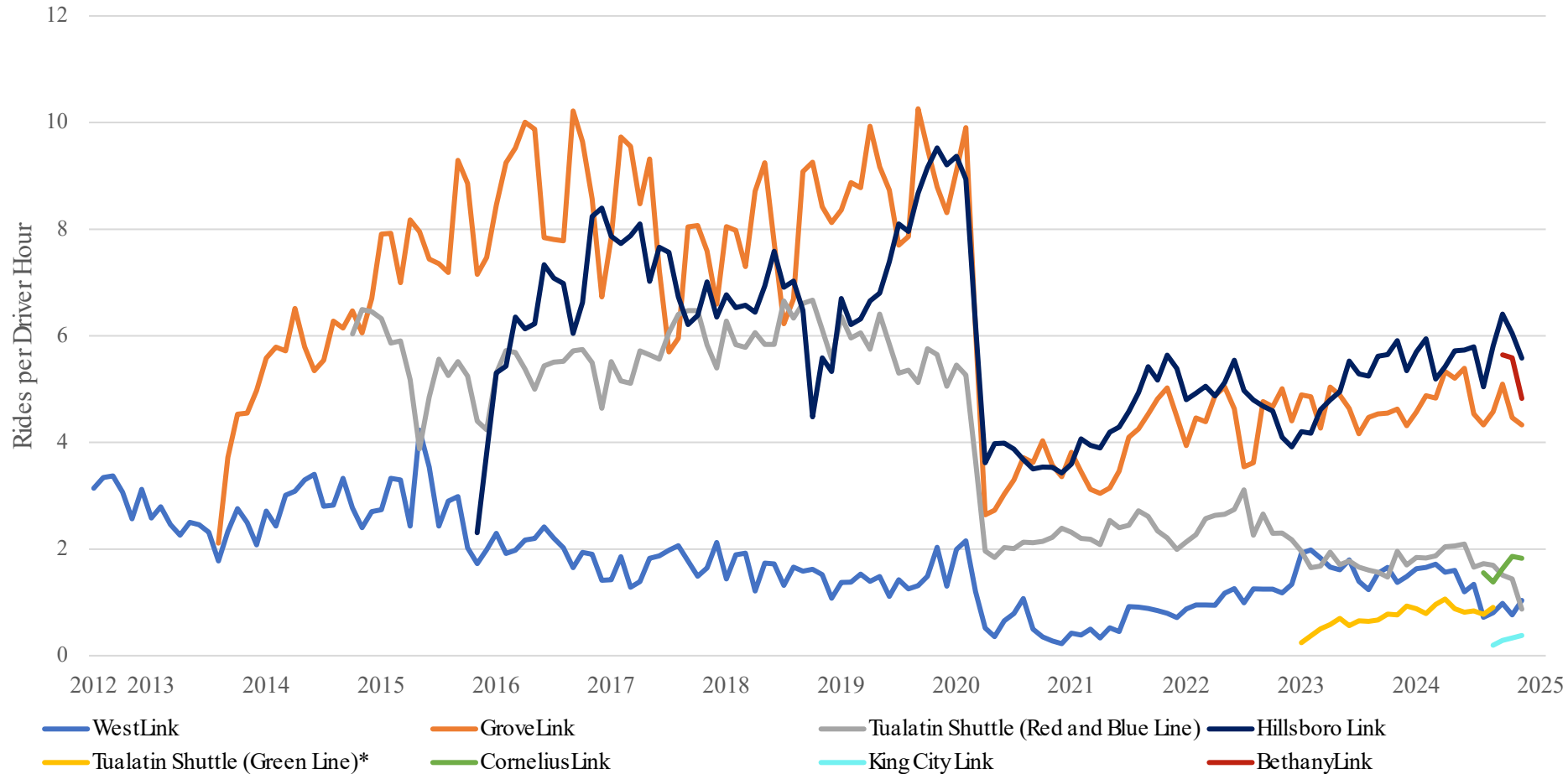
*The Tualatin Shuttle Green Line was discontinued in mid-2024 when TriMet's Line 76 bus began operating hourly service seven days a week in Tualatin. Data provided by Ride Connection through 12/2024.

Figure 2: Ride Connection Community Connector Ridership, 2012–2024
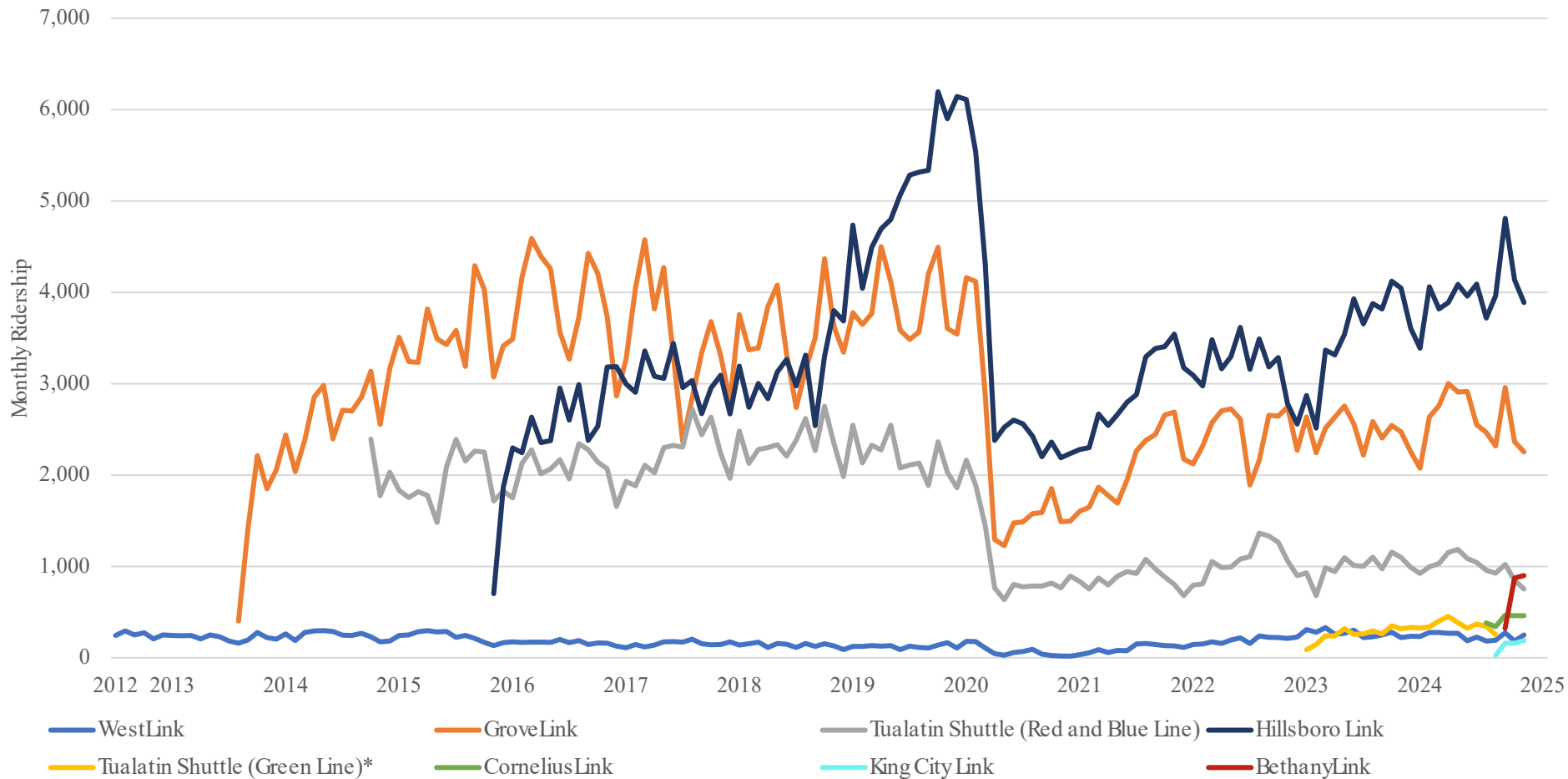
Legend:
- WestLink
- GroveLink
- Tualatin Shuttle (Red and Blue Line)
- Hillsboro Link
- Tualatin Shuttle (Green Line)*
- Cornelius Link
- King City Link
- BethanyLink

*The Tualatin Shuttle Green Line was discontinued in mid-2024 when TriMet's Line 76 bus began operating hourly service seven days a week in Tualatin. Data provided by Ride Connection through 12/2024.

CalVans

Who runs it? Public agency

Who rides it? Mostly agricultural workers (635 of 736 vans)

Who pays for it? Self-funded after initial cost of acquiring van fleet

How is it equitable? Provides transportation for underserved population, partners with affordable housing providers

CalVans

What's working well at CalVans	Things Metro Region should consider
Flexible routes and departure times	Agricultural workers often work on multiple hard-to-access sites throughout the season. Having autonomy over where the vanpool goes helps meet the needs of their job.
Self-funding after initial investment	Low out of pocket costs can help encourage more participants
Can be set up through employer to meet requirements for decreasing employee SOV use	Explore opportunities for programs like this to be funded by Metro's RTO program

CalVans

Challenges of providing this service	Things Metro Region should consider
Legal challenges in providing agricultural worker transportation	Get an understanding of what can and cannot be provided in the state of Oregon
Difficulty estimating cost per ride or cost to rider	Up front coordination is needed to ensure the program is set up for success and riders cover the cost of operation and maintenance of the vehicle

CalVans

Key Performance Indicators

Cost to user	Operating expense per vehicle revenue hour*	Operating cost per ride*	Boardings per revenue hour*	Operating expense per passenger mile traveled*	Farebox recovery rate
Low, varies based on number of passengers and commute length	$41.16	$3.71	11.1	$0.13	96.8%

*NTD data from 2023

Pace Feeder Vanpool

Pace, the suburban transit agency in the Chicago area, helps fill first- and last-mile gaps in Chicago's fixed-route transit service by providing vanpools that can be either used before a transit trip or after. Vanpools used for first-mile connections can support commutes to many employment destinations. Vanpools that are used for last-mile connections can be used to support reverse commutes from the city to the suburbs, which is an important equity consideration as employment opportunities shift outside of urban areas. Using vanpools for these last-mile connections requires parking at transit stations so vans can stay there over the weekend. The cost of acquiring vans is funded through public funds appropriated for suburban job access.

Trailhead Direct

Who runs it? Public agency

Who rides it? General public

Who pays for it? KCM, riders ($2.75 fare), private sponsors

How is it equitable? Increases outdoor access for populations without cars, partners with community-based organizations, provides discounted rates

Trailhead Direct

What's working well	Things Metro Region should consider
Provides better outdoor access to populations without cars	• Departure points that are well-served by transit increase equitable access to the service • Partner with parks organizations to get on the same page about mission of service (providing access vs relieving parking congestion)
Service uses buses that are otherwise not in service on weekends	Explore opportunities to decrease capital costs through use of existing vehicles
Strong partnerships across agencies and with private firms pays for marketing that increases awareness for the service	Consider sponsorship opportunities with outdoor-related companies in the Portland region Consider potential limitations on how private money can be spent
Partnerships with community-based organizations support outdoor access for equity priority groups	Partner with organizations like Wild Diversity, Adventure Without Limits, and Latino Outdoors to increase the equity benefits of the program

Trailhead Direct

Challenges of providing this service	Things Metro Region should consider
Challenging to find drivers to work shifts on weekends and holidays (operator shortage persists)	Shifts must be incorporated into existing transit operator schedules rather than staffed separately
Fixed-route transit only serves urban areas that have population densities high enough to support it	More flexible services, like KCM's Community Van (next slide) can expand coverage to areas that are less dense
Resistance from park stewards, fire & rescue workers / locals who may be concerned about overuse or missuse of trails or wild lands	Trailhead Direct provides safety information and hiking tips to riders. Metro should consider partnering with local fire and rescue workers to understand concerns.

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Trailhead Direct

Key Performance Indicators

Cost to user	Operating expense per revenue hour	Operating days in 2024	Total annual operating cost	Percentage of riders who don't have access to a personal vehicle*
$2.75	$179	37	$404,000	70%

*Average based on ridership surveys

King County Metro Community Van

Trailhead Direct departs from downtown Seattle, which provides connections to fixed-route transit but does not serve all King County residents. To further encourage access to outdoor areas, KCM has been advertising the use of the Community Van for outdoor recreation and will cover the cost of Discover Passes. The Community Van is a volunteer-driven microtransit service that can be booked for any destination that is within a two-hour drive of the departure point. The Transit to Trails partnership has limited funding for King County residents who are people of color, immigrants, refugees, non-English speakers, disabled, LGBTQIA+, youth, and/or elderly to use the Community Van for outdoor recreation.

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TCAT to Trails

TCAT to Trails is an information portal for existing transit service to natural areas in the Ithaca, New York, area. The brochure and website display maps of nearby natural areas and the bus lines that can be used to access those areas. The maps include information about the length and difficulty of trails available at each natural area. Highlighting existing service is an easy, low-cost way to connect more people to the outdoors using public transportation. Maintaining a list of parks that are accessible using transit – and providing instructions on how to do so – is a low-cost method for getting people into nature without a car. This information can be maintained on the Metro website and shared via social media and outreach to community partners.
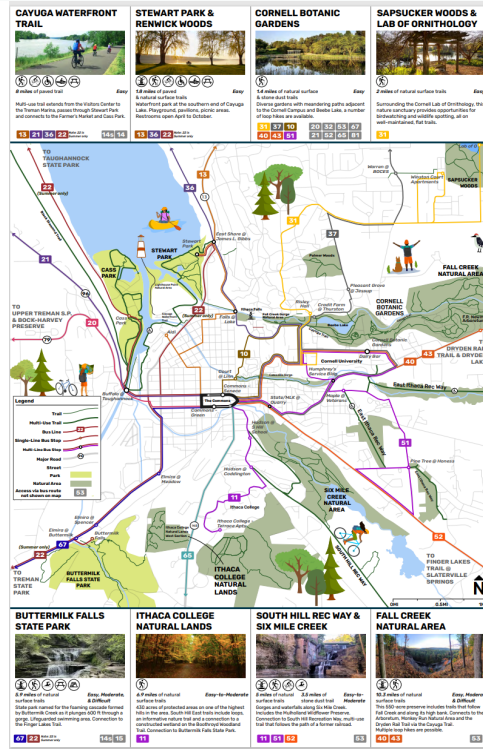
Westside Transportation Alliance (WTA)

What is it? Transportation management association (nonprofit)

What does it do? Partners with businesses and commuters in Washington County to increase use of non-SOV transportation options

How is it funded? Memberships, grants from Metro and the Federal Transit Administration (FTA)

How is it equitable? Targeting equity populations through community engagement and Equity Work Force

Westside Transportation Alliance

What's working well	Things Metro Region should consider
Membership from major companies and agencies, including Washington County, Nike, Intel, and Columbia, supports WTA's work	Evaluate differences between the three counties in the Metro region when evaluating appropriate transportation options
Operates within the policy framework of the DEQ ruling for businesses to decrease their SOV commute share	Consider what other regional regulations could be used to support transportation options
Three-year funding through Metro's RTO program allows WTA to focus on their work rather than constantly fundraising	Indicator of success of Metro's RTO program

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Westside Transportation Alliance

Challenges of providing the service	Things Metro Region should consider
Promoting non-SOV commutes can be challenging in areas of Washington County that have limited transit options, especially for trips that do not go into Downtown Portland	In Washington County, pay attention to how the transportation system built to feed into Downtown Portland makes suburb-to-suburb commutes challenging
The ECO survey does not count contractors as employees, and employee-only communication channels leave contractors out of information-sharing about commute options	As major corporations increasingly use contractor labor, work together with the Oregon DEQ to re-evaluate best practices for gathering data on contractor commutes

37
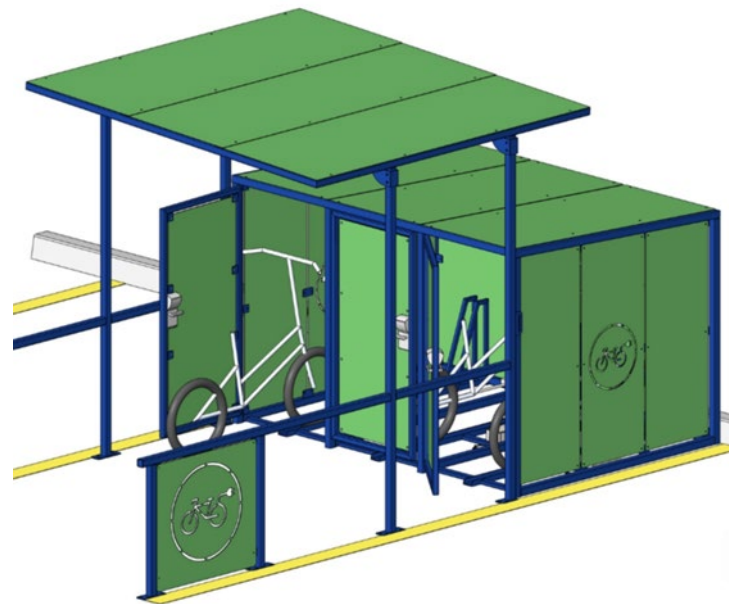
PSTA Late Shift

Who runs it? Pinellas Suncoast Transit Authority

Who rides it? Transportation Disadvantaged (TD) communities who work night shifts

Who pays for it? 90% state funding, 10% local match, $9 per month for users

How is it equitable? Provides 25 Uber or taxi rides to work per month to residents who make less than 200% of federal poverty line, do not have reliable access to a vehicle, and work night shifts

TD late shift

PSTA Late Shift

What's working well	Things Metro Region should consider
Providing transportation outside of the operating hours of PTSA's fixed-route service to residents without reliable access to a vehicle creates employment opportunities that might not otherwise be feasible	Consider the times in which rides are eligible to ensure that potential transit trips are not replaced by SOV trips
Program works together with a suite of other options for Transportation Disadvantaged communities to provide mobility options for underserved communities	Funding for the program comes from the statewide Transportation Disadvantaged Program, which includes $1.50 from every vehicle registration or renewal plus additional voluntary donations

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PSTA Late Shift

Challenges of providing this service	Things Metro Region should consider
Uber was hesitant to provide origin and destination data, making it difficult to verify that trips were used for work purposes	Establish data-sharing expectations in initial contract negotiations
The agency is responsible for enforcing rules (e.g., only using the trips for work that begins or ends during the hours of 10 p.m. and 6 a.m.)	Consider staff capacity for rule enforcement before program initiation
Program participants must first apply to be part of the TD program and then apply to be part of the Late Shift program, both by mail, which increases the time required by both applicants and staff	Look into partnering with existing programs, like TriMet's Honored Citizen Program, for operational efficiencies

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PSTA Late Shift

Key Performance Indicators

Cost to user	Operating expense per revenue mile*	Operating expense per ride**	Unlinked passenger trips per vehicle mile*	Operating expense per passenger mile traveled*
$9/month, must also be enrolled in TD program ($11/month)	$118.62	$25.27	0.1	$9.56

*NTD data from 2023 for all PSTA demand response, including paratransit.
*Includes PSTA Late Shift, Direct Connect, and Mobility on Demand. Excludes paratransit.

Portland Transportation Wallet Access for All

The City of Portland's Transportation Wallet Access for All program provides free transportation options to people and households living on low incomes. These options include transit, e-bike and e-scooter share, ride-share, and taxis. Eligibility for the program is determined based on income verification and membership in one of 18 community-based organizations that have partnered with PBOT for the program. Transportation options include transit benefits, bikeshare benefits, and a Visa card for ride-shares and taxis. The program is funded through a $0.20 Climate and Equitable Mobility Transaction Fee on parking.

Zipcar

Zipcar is a hub-based carshare service in Portland and across the country. Because Zipcars is hub-based and must be returned to official Zipcar spots, it's better suited for replacing infrequent vehicle trips than for supporting first- and last-mile transit trips. Zipcar's Annual Impact Report shows that Zipcar members are more likely to take transit than non-Zipcar users and estimates that every Zipcar replaces 13 parking spaces.

Hourcar

Hourcar is a carshare service in Minneapolis-St. Paul. Membership in Hourcare includes membership in Evie, which is a free-floating electric carshare. Free-floating carshare can be used to support first-mile and last-mile connections because it doesn't require users to return the vehicle to the same spot. Hourcar has the goal of increasing electric vehicle access in historically marginalized neighborhoods, where electric vehicles are typically rare. Hourcar includes a Minnesota State Parks pass to support outdoor recreation trips.

Lime Access & suma

Lime Access is Lime's income-verified discounted program for their scooter-share program. Using Lime does not require having a smart phone – users can unlock scooters by calling a phone number and can pay in person at certain retailers. Lime partnered with suma, a Portland-based nonprofit that works to overcome the digital divide for frontline communities, to identify why communities who are eligible for Lime Access are not using the service. Suma found that the communities they work with are often hesitant to share their location data with large corporations. Additionally, many people living on lower incomes were wary of linking their bank accounts to an app due to fear of unexpected charges. To overcome these barriers, Lime agreed to allow users to access Lime vehicles using the suma app, which is an app that consolidates verifies opportunities for low-income community members to save money on goods and services onto one platform. Because banking information and GPS information is limited to an app that is already trusted, more people feel comfortable using Lime Access. The successful partnership between Lime and suma demonstrates the importance of partnering with community-based organizations to identify mobility barriers.

Community Driven Technology Solutions

Technology barriers hinder financial independence and quality of life for low-income individuals, people of color, adults with disabilities, and other frontline communities. Suma's community-driven tech solution removes these barriers, making essential goods and services more affordable.

Join the suma app today

Parametrix

let's create tomorrow, together

DATE:	March 11, 2025
TO:	Ally Holmqvist, Metro Transit Working Group
FROM:	Ryan Farncomb, Sam Erickson (Parametrix); Oren Eshel, Anna Geannopoulos (N/N)
SUBJECT:	Task 5: First/Last Mile Transit Service Opportunities Criteria and Methodology
PROJECT NAME:	Community Connector Transit Study

This memorandum documents the proposed methodology for identifying areas within the Portland Metro region with gaps in access to transit. This methodology and criteria will help to establish "opportunity areas" where community connector transit service could be an appropriate solution to address unmet travel needs. In this study, the term "community connector" refers to generic fixed- or flex-route transit service that provides first- and last-mile connections to the greater regional Portland transit networks, as well as non-specialized trips (i.e., without special eligibility requirements) to key destinations within the communities in which it operates.

Gaps in access to transit services within the region, both geographically and temporal (i.e., service gaps related to time of day/night) will be considered. The study is focusing on evaluating gaps in access to transit for travel to/from areas beyond the regional fixed route networks.

It is important to note that this study is focused narrowly on where and when community connector services may be appropriate, cost-effective, and beneficial in addressing regional mobility gaps aligned with regional goals. This study is not engaged in planning for the fixed-route light rail and/or bus networks operated by TriMet or SMART; these agencies have separate planning processes such as Forward Together and the Transit Master Plan, respectively, which plan for the future of the regional fixed-route network. This study is complementary to these efforts and focused on opportunities in areas either unserved or underserved by fixed-route services but potentially supportive of community connector type transit solutions.

Methodology

The proposed methodology relies on a mix of quantitative data, best practices, findings from prior study work, and qualitative assessment to arrive at potential opportunity areas. This phase of work will identify the potential opportunity areas, while later phases of work will prioritize areas for investment and identify possible transit strategies. Outcomes from this analysis will include:

- An understanding of potential geographic areas where new or expanded community connector transit service could provide benefit.
- Potential temporal gaps in access to transit that could be addressed by new or expanded community connector service.
- Opportunities to serve regional parks with community connector services.

The overall process includes the following steps, explored in greater detail in the subsequent sections below:

- Identify first/last mile access to transit gaps in the region. This step will combine previously-identified community connector service needs from local plans with a broad assessment to determine areas of the metro region that represent gaps in terms of ability to access transit

- Of the gaps and areas of need identified, determine whether these areas would be supportive of community connector transit services (today or in the future). This step further refines the gap areas to understand if there is potentially a market for transit services
- Identify potential opportunity areas. This step will identify what the potential market for transit services is, and where a given area might connect (e.g., connections to the nearest light rail stop). This third step will result in "opportunity areas" that will be further refined through engagement and later work on the project

First/last mile access to transit gaps

For the purposes of this study, access to transit gaps are geographic areas, or times of day, when people cannot reasonably access transit to meet their travel needs. The first step in this process will be to inventory community connector services planned or proposed by agency partners. Much work has been completed in the region on this subject, such as prior ideas from TriMet's Service Enhancement plans, plans for expanded community connector services in Washington County's Transit Study and Transit Development Plan[1], as well as "community job connector" areas identified in the Regional Transportation Plan (RTP) Transit Vision (Figure 2.34). These services will be mapped, either as lines/routes where there is a specific route or as polygons where there is a particular service area.

Second, the project team will identify potential additional gaps with respect to the existing transit network (TriMet Forward Together 1.0, SMART services as identified in its 2023 Transit Master Plan (TMP), and existing community connector services) and future transit network (Forward Together 2.0 Strategic Transit Vision for TriMet fixed-route and light rail services, and the Metro RTP Transit Vision for other services).The following approach will be used to identify initial broad areas of interest for further refinement:

- All areas of the region that are more than 0.5 miles away from a high capacity transit station or a frequent transit network stop, or 0.25 miles from other fixed route stops or community connector transit service in the region. The team will use "network distance" based on existing roadways

- The locations of key community destinations *beyond the reach of the fixed-route transit network*, including the following based on the Metro Community Places data layer:
  - City halls
  - Community centers
  - Fire stations
  - Hospitals
  - Libraries
  - Schools
  - School sites

  Additionally, key community destinations will include:
  - Parks
  - Affordable housing
  - Grocery stores
- Social services
  - Community colleges and universities

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[1] https://www.washingtoncountyor.gov/lut/planning/washington-county-transit-study; https://www.washingtoncountyor.gov/lut/transit-development-plan

- Locations of any housing above approximately 4 units per acre that are more than 0.5 miles from fixed-route transit networks

The resulting maps (existing and future) from layering these data will show areas of the region without transit access and the areas of opportunity identified in other local plans.

Temporal gaps will focus on access to employment for jobs with non-traditional work hours. These gaps will be identified through employment data on concentrations of jobs with shift work, as well as through Transit Working Group (TWG), public, and partner feedback.

Details/assumptions for this step:

- Largest employer sites (pulled from the Internet or from past projects) will be mapped as points, with metadata that includes the number of employees, and whether there are likely to be shift workers there who work second, third, or alternative shifts. (Note that some large employers have multiple locations. Propose working with partners to rely on past work that identifies key employment locations and shift times)

- The existing fixed-route transit network will be the planned full implementation of the Forward Together 1.0 network, as defined by TriMet, and the full implementation of SMART fixed-route network as defined in the 2023 TMP. The future network will use the fixed route bus and light rail network in TriMet's Strategic Transit Vision (Forward Together 2.0) and other planned elements of the transit system found in the RTP Transit Vision).

Criteria to determine transit-supportive areas

This step will establish where there are transit supportive markets within the areas identified as transit access gaps. At this step, results will only be used to establish whether some level of transit service could be viable, but not which type of community connector service delivery model is appropriate. Areas that do not score well or meet agreed upon thresholds may not be suitable for transit service, or may be better suited for other types of transportation solutions.

Core metrics include:

- Minimum population density of 8 people per acre, using Census data or Transportation Analysis Zones (TAZs) from the regional travel model for existing and/or future population

- Top quartile of the TriMet Equity Index, which includes ten indicators of populations having social vulnerability, such as minority status, low-income, limited English speaking proficiency, seniors over 65, youth 21 or under, disability status, low access to a personal vehicle. Affordable housing, percentage of low-wage jobs, and density of available services round out the remaining indicators. The team will also identify areas in the top quartile of minority status and low-income.

- Major employers: existing locations of employers or employment sites exceeding a size threshold (could include classification of distance from transit and mode share)

- Alignment with Metro 2040 land use designations including regional centers, town centers, station communities, main streets, corridors, and employment land. Many of these areas will already have robust fixed-route transit; the goal here is to understand if any of these designations lie within the broad transit gap areas identified in the first step

The team will identify high capacity and frequent transit stop and park and ride locations proximate to the opportunity area as well as key destinations; these locations represent possible connection points for community connector transit service.

In addition to applying these criteria to refine opportunity areas, the project team will include opportunities identified from TWG or public feedback.

Temporal gaps refinement

The team will identify areas with concentrations of shift workers, overlaid with the existing transit system (fixed and community connector transit) to understand where there could be temporal gaps in service (e.g., time-of-day gaps, or weekend service gaps, etc.), as discussed in the prior section. This information will be useful for discussions with the TWG and other groups to understand what gaps have been previously identified and what areas may warrant further investigation. In the case of night- or third-shift employment, the same transit planning principles apply; that is, if the transit propensity is low due to distance, density, or potential demand, other solutions besides community connector transit may be a better fit. Temporal gaps may also include understanding of whether there are certain days or times where additional transit service may be warranted.

Identify potential opportunity areas

This step will identify the market or trip purposes served by potential community connector service to or in the areas identified in the prior step. Analysis will include the following:

- Whether there is support from local or regional plans for community connector transit services; identified opportunities from TWG and public feedback.
- Origin-destination travel demand derived from Metro's travel model to understand possible connection points for opportunity areas.
- Alignment with the markets for community connector service described in the best practices document, including serving low-density housing, regional parks, employment, and off-peak service.
- High-level assessment of potential pedestrian barriers influencing the need for service.

Opportunities will be sorted into four broad categories:
(1) **Current:** areas that would address current and ongoing need for community connector services
(2) **Temporary:** areas that demonstrate current and ongoing need for community connector services, but the service may be rendered obsolete in the future due to population growth, changes in land development, and planned fixed-route network expansions
(3) **Future:** areas that do not meet a threshold to support community connector transit, but that are likely to emerge as such in the future due to anticipated changes in land use, population, and employment densities
(4) **No opportunity:** some areas may not be suitable for community connector transit services today or in the future

Access to recreation

There is a desire by Metro for a focused examination of access to regional parks, especially those that are at the periphery of the region and that have low or no access via transit today. Metro considers a "regional park" as one offering recreation activity opportunities including trails and/or water access, of a sizable nature (around 15 or more acres), and currently offering parking (indicating visitation is encouraged and frequent), These parks with features that indicate a major

regional draw, and therefore regional significance, were identified from Metro's Outdoor Recreation and Conservation Areas RLIS file. This analysis requires a slightly different approach than the broader opportunity areas process described previously. Best practices indicate that transit serving major parks with regional draw should connect to high density, highly transit-accessible bus stops or stations. This analysis will include input from existing transit providers about high ridership stops, particularly those that serve multiple bus routes or light rail lines that could be on a list for consideration.

Key criteria that will be considered include:
- Park visitation numbers, from Metro
- Parking availability
- Proximity to existing major fixed route/HCT stop locations
- Network distance from fixed route transit
- TWG and public feedback

Access to regional parks may have overlapping opportunity areas with other opportunity areas identified from the methodology described in previous sections. For a destination-based service such this, the team will ensure service alternatives do not conflict with Federal Transit Administration charter bus service regulations.[2]

Next steps

In the next phase of the project, the public and the TWG will provide feedback on a draft opportunity areas map, and regional priorities. Adjustments to opportunity areas based on feedback will result in an updated map of opportunity areas by priority.

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[2] https://www.transit.dot.gov/regulations-and-guidance/access/charter-bus-service/charter-bus-service-regulations-0
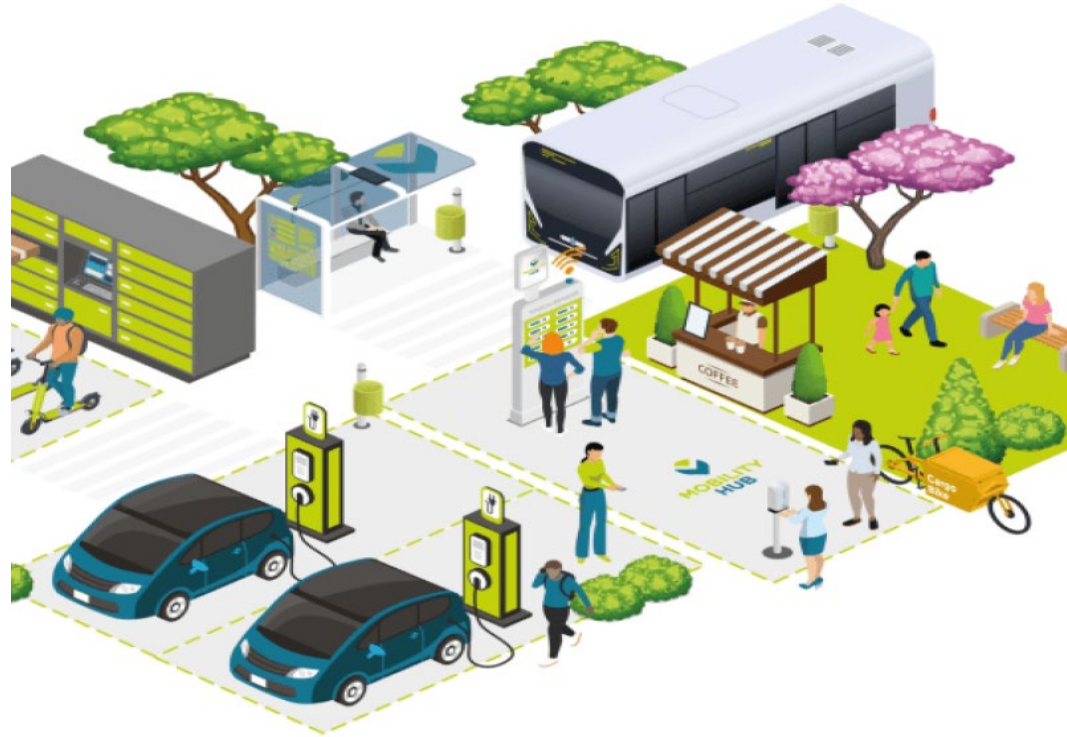
What is a mobility hub?

Mobility hubs are places in a transportation network where people can access and make efficient connections between multiple modes, services, and emerging mobility options.

2

What is a mobility hub?

What does this mean in the Portland Metro context?

- Hubs include existing transit centers, such as MAX stations and FX bus stops

- Can incorporate existing services such as Biketown and scooter share

- Can incorporate Park & Rides

Mobility Hub Evaluation Approach

Mobility hub success factors

📍 Connectivity

🗺️ Land Use + Regional Significance

👥♿ Equity + Community Impact

🚌 Transit Access

Overall Approach

- **Establish Mobility Hub typology**, defining different types of hubs with different features and contexts
- **Screen #1: initial universe of areas of interest**
  - Hubs identified in local or regional plans
  - Minimum transit service thresholds
- **Screen #2: apply criteria by typology type**
  - Land use, population/employment density, stop-level activity, etc.
- **Identify highest-performing locations**
  - High scoring based on criteria
  - Local priority based on plans

6

Mobility Hubs Typology

Not all hubs are the same. Team will identify a regional mobility hub typology, drawing from local, regional, and national work. For example:

- **Regional Hub**: mobility hubs with regional draw and impact at key locations across the region (e.g., busy transit centers)
- **Neighborhood Hub**: hubs that serve key activity nodes in neighborhoods, such as commercial centers next to intersecting frequent transit bus lines

The typologies will include both **function** (what services do they have and who do they serve) and **context** (what environment makes them successful). The context will help us select criteria to identify promising locations for each type of hub.

7

Draft Evaluation Criteria – Screen 1

SCREEN 1

This step will screen the Metro region for the initial universe of possible mobility hub locations. Generally, locations with higher-frequency transit stops will represent the initial universe of possible mobility hub locations:

- TriMet FX/MAX Stations
- TriMet Frequent Transit Network stops
- TriMet Transit Centers
- Portland Streetcar Stations

The team will also identify mobility hubs called out in local plans for inclusion at this step.

Draft Evaluation Criteria – Screen 2

SCREEN 2

Evaluate mobility hub opportunities based on criteria tailored to the mobility hub typology. The table on the next slide includes a list of general criteria that will be applied tailored as appropriate for each hub type. For example:

Mobility Hub Type (Illustrative)	Transit Criteria	Land Use Criteria
Regional Hub	MAX stop, FX stop, or Transit Center	Metro Region or Town Center
Neighborhood Hub	Frequent Transit Network stop served by two or more bus lines	On Main Street or Corridor

Draft Evaluation Criteria – Screen 2

SCREEN 2 **Objective**: Evaluate Hub Opportunities and Prioritize Potential

Success Factor	Evaluation Criteria	Measures	Data Sources/Methods
Connectivity	• **Transit connections** (including intercity) • **Connections to active transportation (AT) facilities** • **Existing Multimodal Integration** (bike, scooters, shuttles, etc.)	• Ability to make transit transfers • Active transportation network completeness • Availability of different modes (e.g., bike share)	• Transit provider stop-level GIS layers • Metro AT facilities GIS layers • Vendor data (e.g. Biketown)
Land Use + Regional Significance	• **2040 Land use designations** • **Supportive land use and zoning**	• In Metro centers and corridors • Transit-supportive land-uses (ex: high density housing, commercial, employment)	• Metro RLIS GIS layers (centers, corridors, land use, etc.) • Census data (pop/emp)
Equity + Community Impact	• **Serves underserved communities** • **Access to key destinations** • **Streetscape/placemaking opportunities**	• Presence of equity populations • Presence of community destinations	• Metro equity GIS layer • Metro key destinations GIS layer • Local plans/Metro RTP
Transit Access	• **Passenger Activity** • **Level of transit service**	• Stop-level activity (net boardings – alightings) • Level of transit service	• Transit provider stop-level ridership • Transit provider data

Draft Evaluation Criteria – Screen 2

SCREEN 2 **Example: Clackamas Town Center**

✅ **Strengths:**
- High transit connectivity (MAX Green Line + bus routes).
- Potential for public-private partnerships with mall ownership and developers.

⚠️ **Challenges:**
- Car dependent land use
- Limited AT connections
- Safety concerns for ped crossings

📌 **Final Verdict:**
- Moderate hub candidate
- Best suited for phased implementation, starting with ped and micro improvements

11

Prioritization

Highest scoring locations for each type will be identified. This will be the basis for identifying priority along with local plans and feedback from the Transit Working Group and the public.

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Materials following this page were distributed at the meeting.

Why update the vision?

- While many values remain similar, some 1995 language and strategies are out of step with current regional priorities

- Current vision has little to say about climate change and racial equity, key regional issues and Metro values

- Opportunity to reflect Metro's current responsibilities and more closely tie policies and plans to a vision

Charter context: Future Vision

- "The Future Vision is a **long-term, visionary outlook** for at least a 50-year period."

- "The Future Vision is **not a regulatory document**."

- "The Council shall **appoint a commission** to develop and recommend" a Future Vision

Commission charge

Recommend a Future Vision to Council

Seek relevant information and "consider all relevant information and public comment"

Meet in person, monthly for 18 months

Future Vision Report

Prepared by the Future Vision Commission

March 4, 1995

METRO

Commission composition

4 elected officials: 1 each from Clackamas, Multnomah, Washington and Clark Counties
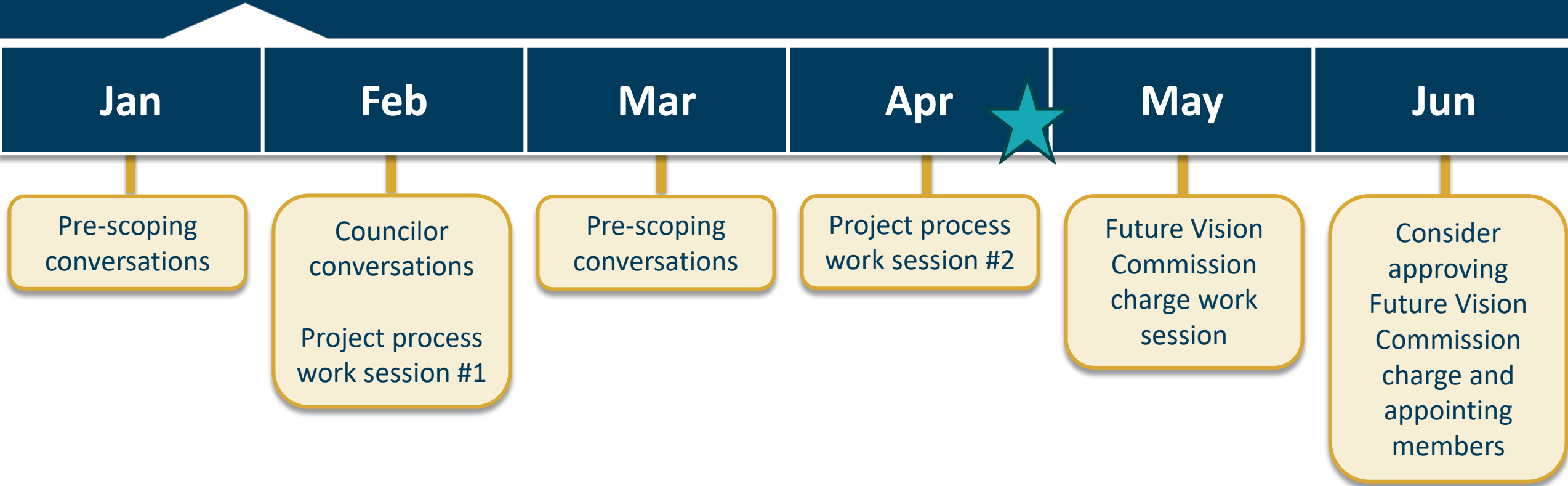
2 members per Metro Council district

1 non-voting Metro Councilor as Chair

Tribal members based on interest and ability to participate

Additional members to round out interests/experiences needing representation
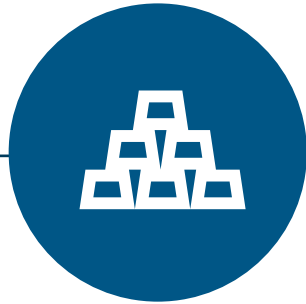
5

Possible Vision topics

Creativity and innovation, including arts and culture

Economic prosperity including sports and sports tourism, workforce development

Climate resiliency, energy and resources

Thriving places, land use, transportation, and housing

Racial equity

8

Council guidance: project outcomes

- Recognition of this opportunity to incite excitement and dreaming about our region's potential

- Aspirational vision and supported by an actionable implementation plan

- Better reflection of Metro's purview today and partner roles

- Work must encompass and reflect the whole region, recognizing the current place/role of suburbs

- Reflect the unique attributes of the Portland region

Council guidance: project process

Convene extensive community engagement, including the business community and those left out of the 1995 process

Embody regional coordination

Provide a basis to open difficult conversations and grapple with tough questions

Empower the youth voice

Consider relevant trends, e.g., demographic change, rapid advancement of technology

Vision development elements

Current conditions + **Trends** + **Community values** → **Vision Statements**
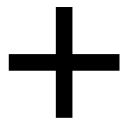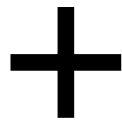
Who is engaged?

Broad outreach region wide to residents, business community, historically under-represented groups, youth, others

Partner agencies and other implementers through specific, topic-based conversations
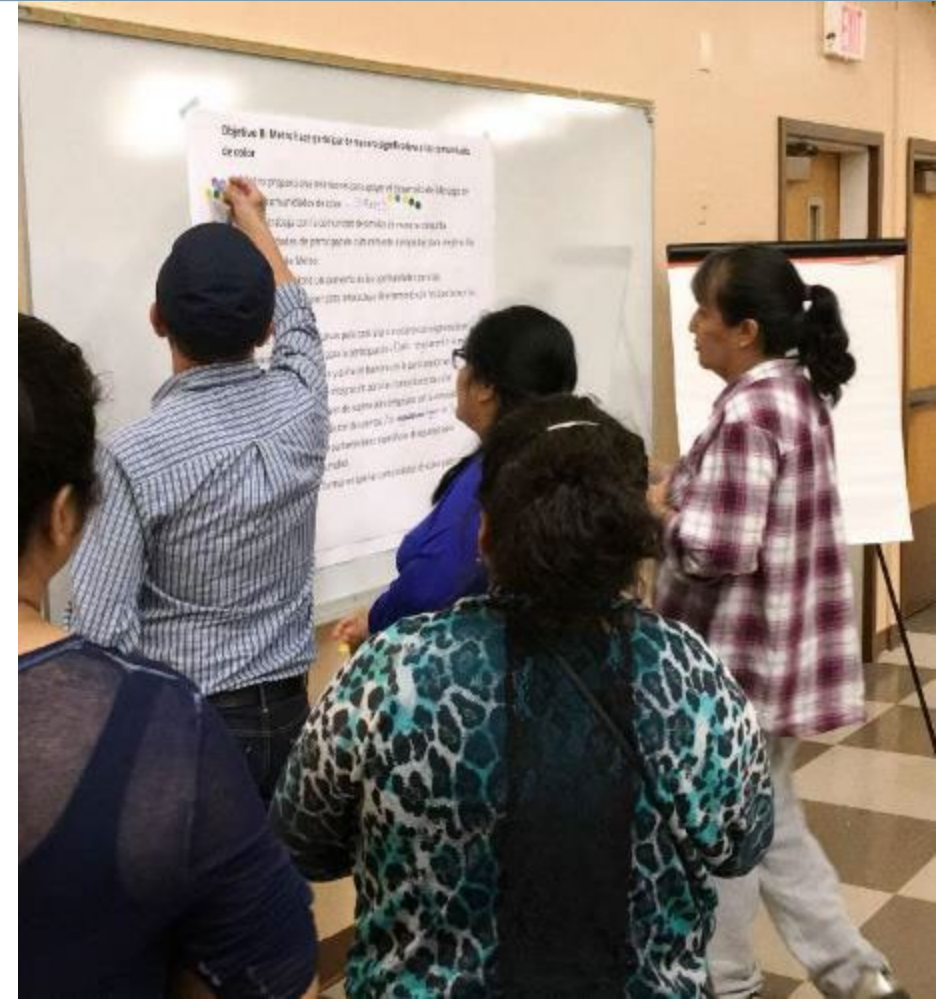
Venues for coordination

MPAC and MTAC

Councilor quarterly check-ins

As-requested presentations

Additional staff-level venues/opportunities tbd

Council touchpoints: Q1/Q2 2025

Jan	Feb	Mar	Apr	May	Jun

Jan: Pre-scoping conversations

Feb: Councilor conversations

Project process work session #1

Mar: Pre-scoping conversations

Apr: Project process work session #2

May: Future Vision Commission charge work session

Jun: Consider approving Future Vision Commission charge and appointing members

15
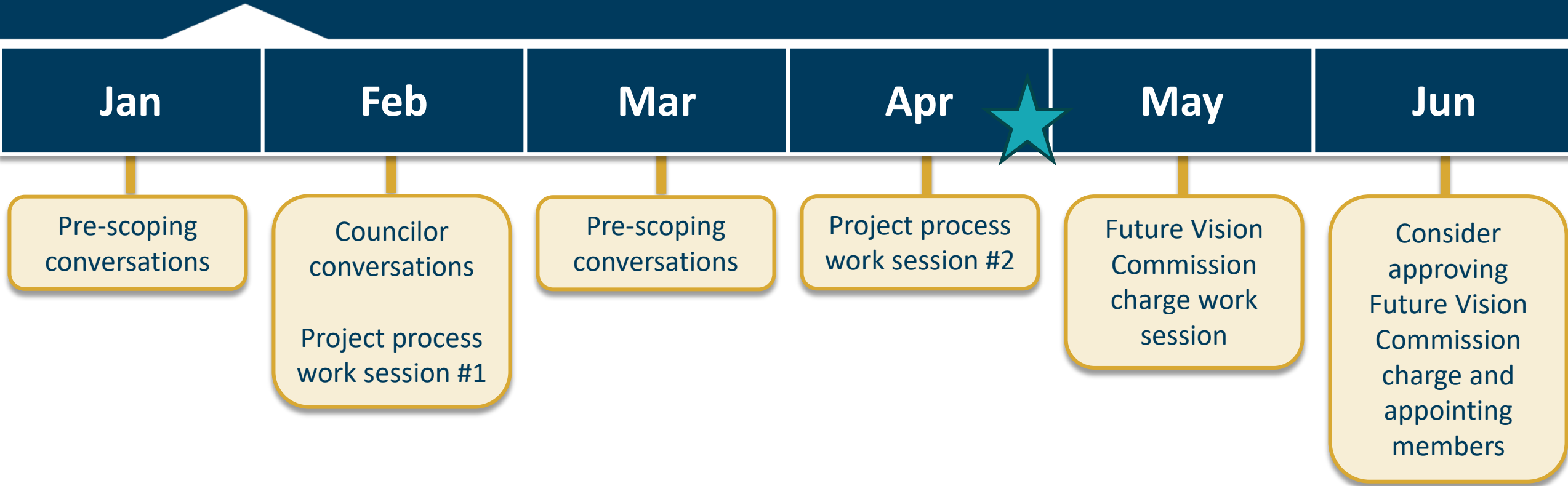
Questions?

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Jess Zdeb, Principal Regional Planner

jessica.zdeb@oregonmetro.gov

oregonmetro.gov

TV Highway Transit and Safety Project
MPAC | April 23, 2025

Agenda

- Project overview

- Locally Preferred Alternative (LPA)

- Next steps

Project overview

Project location

Why address the Line 57?

Safety: More serious and fatal crashes than other roads, including near transit stops

Ridership: Most daily boardings in Washington County; highest bounce back in ridership since COVID-19

Rider experience: Many stops have no shelter, seating or lighting

Travel times: Bus can take up to 2x longer than driving

Long history of planning . . .
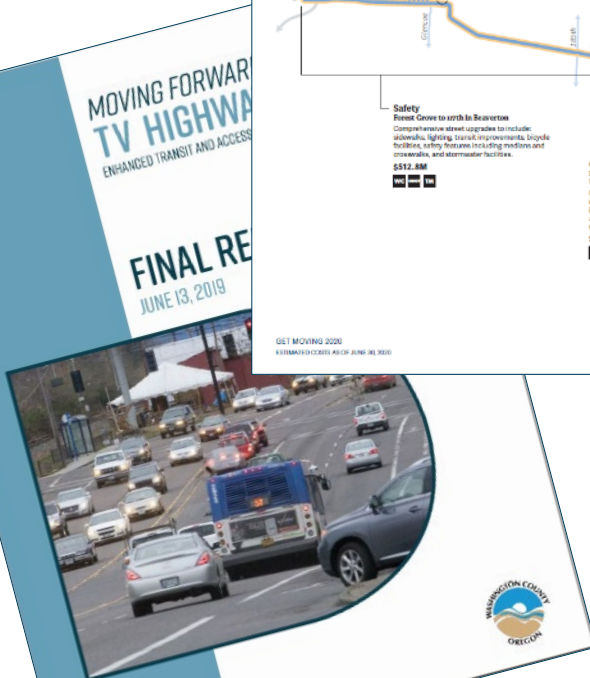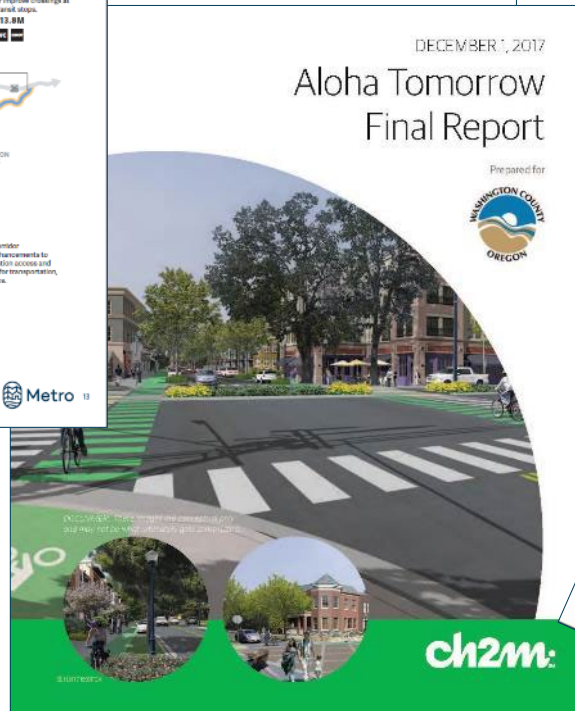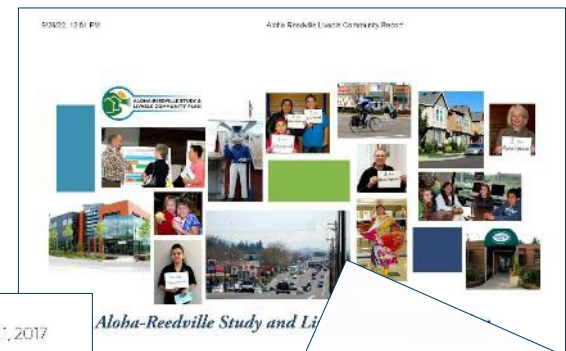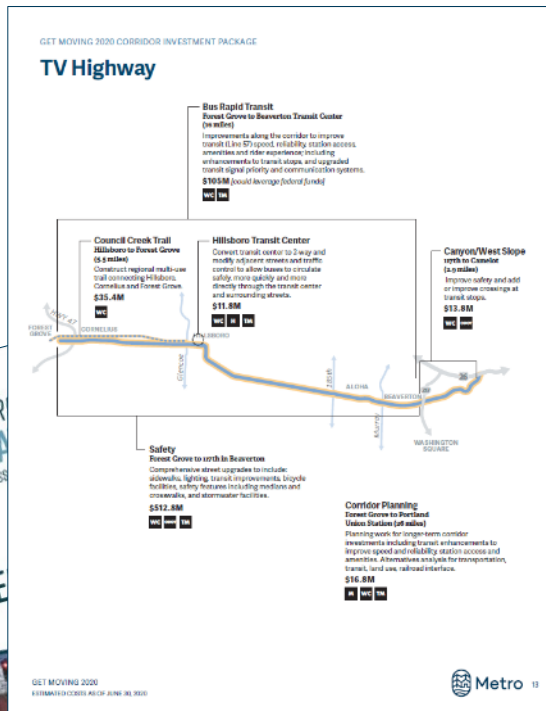
Project process

- Government and community partners

- Designs, discussion, decisions

- Community outreach

- Steering Committee LPA recommendation
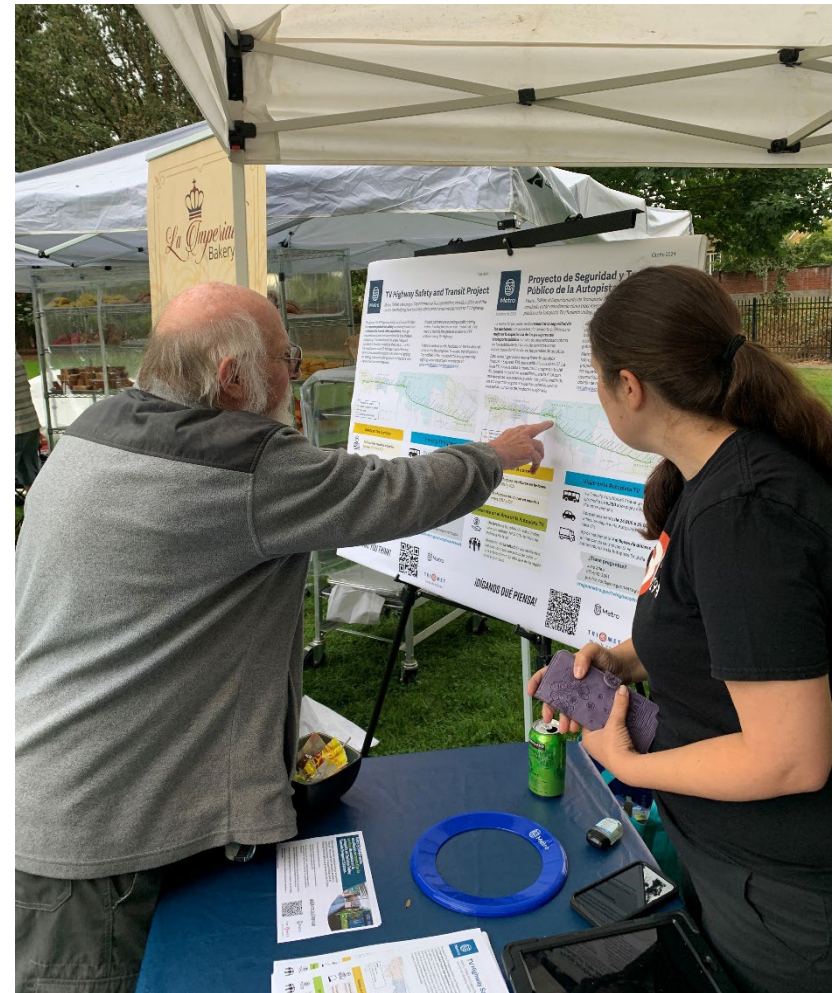
TV Highway Equity Coalition (TEC)
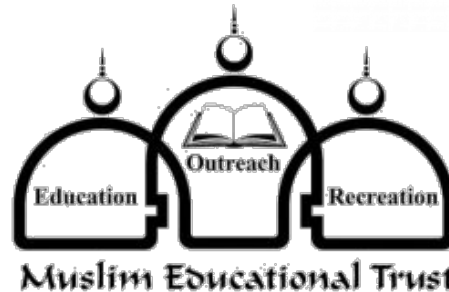
Individual civic leaders

Project benefits: safety & accessibility

- Enhanced crossing or traffic signal at all stations

- Eliminate partial pullout stop design

- Station platforms with curbs and waiting areas

Project benefits: rider experience

- Stations with shelters, lighting, seating, real-time arrival info

- Increased speed and reliability

- Access for people using mobility devices

- Zero emission buses

Project benefits: service enhancement

- TV Highway would be upgraded to **12-minute service** every day of the week, most hours of the day

Locally Preferred Alternative

Recommended LPA map

Elements of locally preferred alternative

- ○ General station location
- ◎ General terminus station location
- ⊙ Potential general station location *to be determined*
- ▬ Bus rapid transit route

Funding strategy

Local & Regional Partners $100M

State $50M

Federal Small Starts $150M
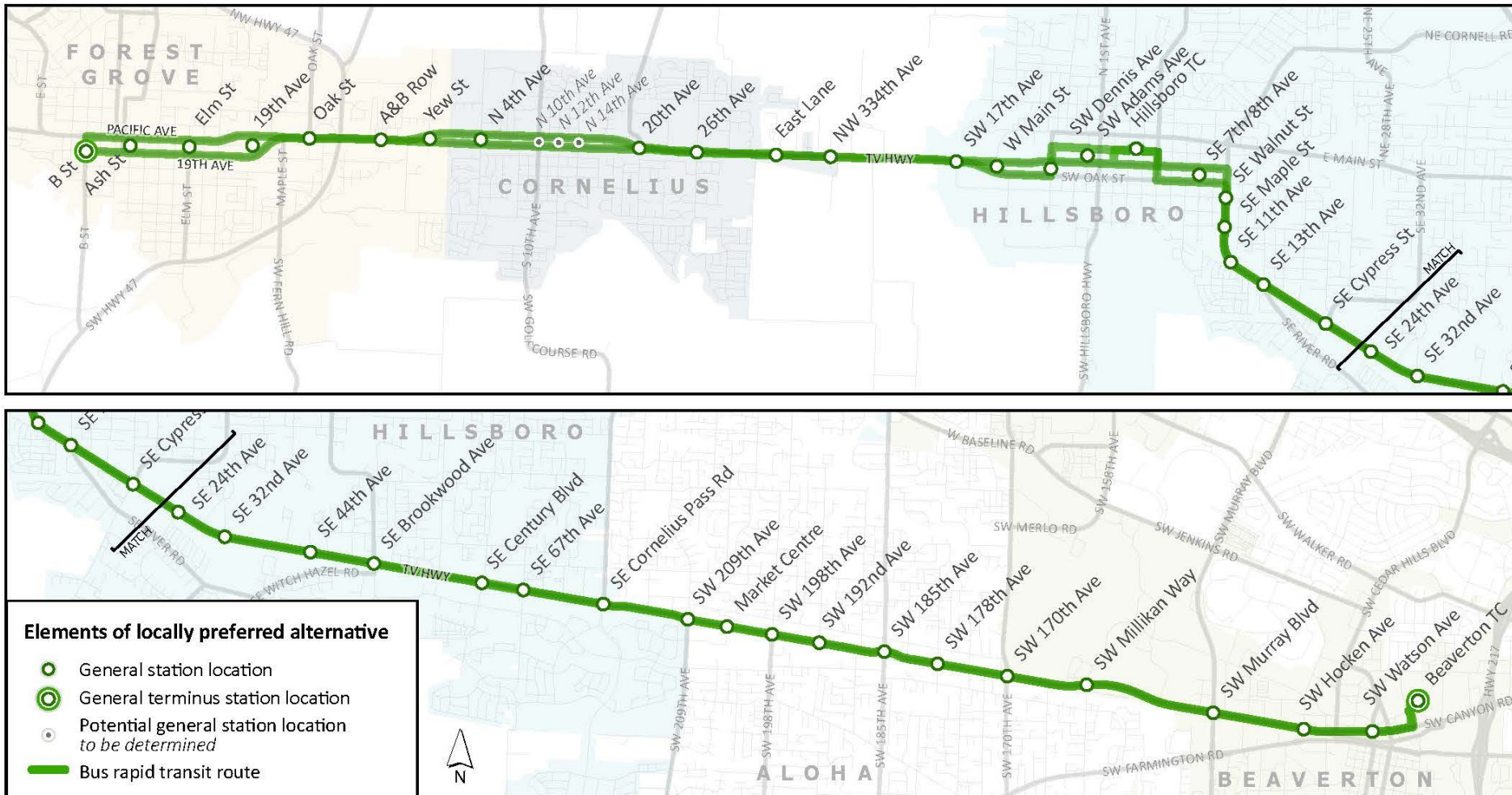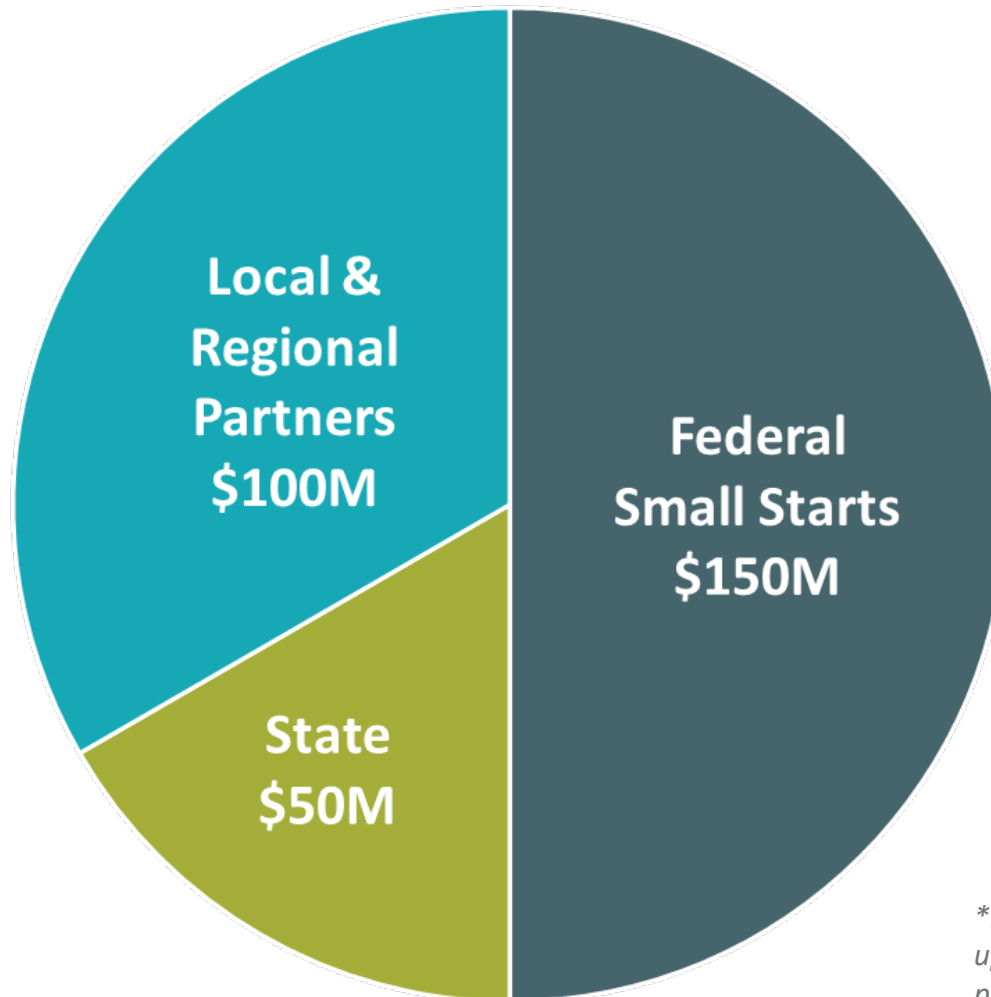
Note: funding sources contingent upon jurisdiction/agency approval processes

Next Steps

Project next steps

- **Spring 2025**
  - LPA approval by local jurisdictions, approval by the TriMet Board, endorsement by JPACT and Metro Council
  - Local jurisdiction IGA approvals to commit Project Development funds

- **Summer 2025**
  - Legislative session determines state contribution
  - Apply for admission to Project Development

Project timeline

2022　　2023　　2024　　**2025**　　2026　　2027　　2028　　2029　　2030

We are here

MPAC
4/23/2025

MPAC
6/25/2025

Steering Committee
LPA Recommendation
2/13/2025

☑　☑　Metro Council endorses LPA
~June 2025

◆　◆　◆　Funding commitments

Planning

Design

Construction

Opening
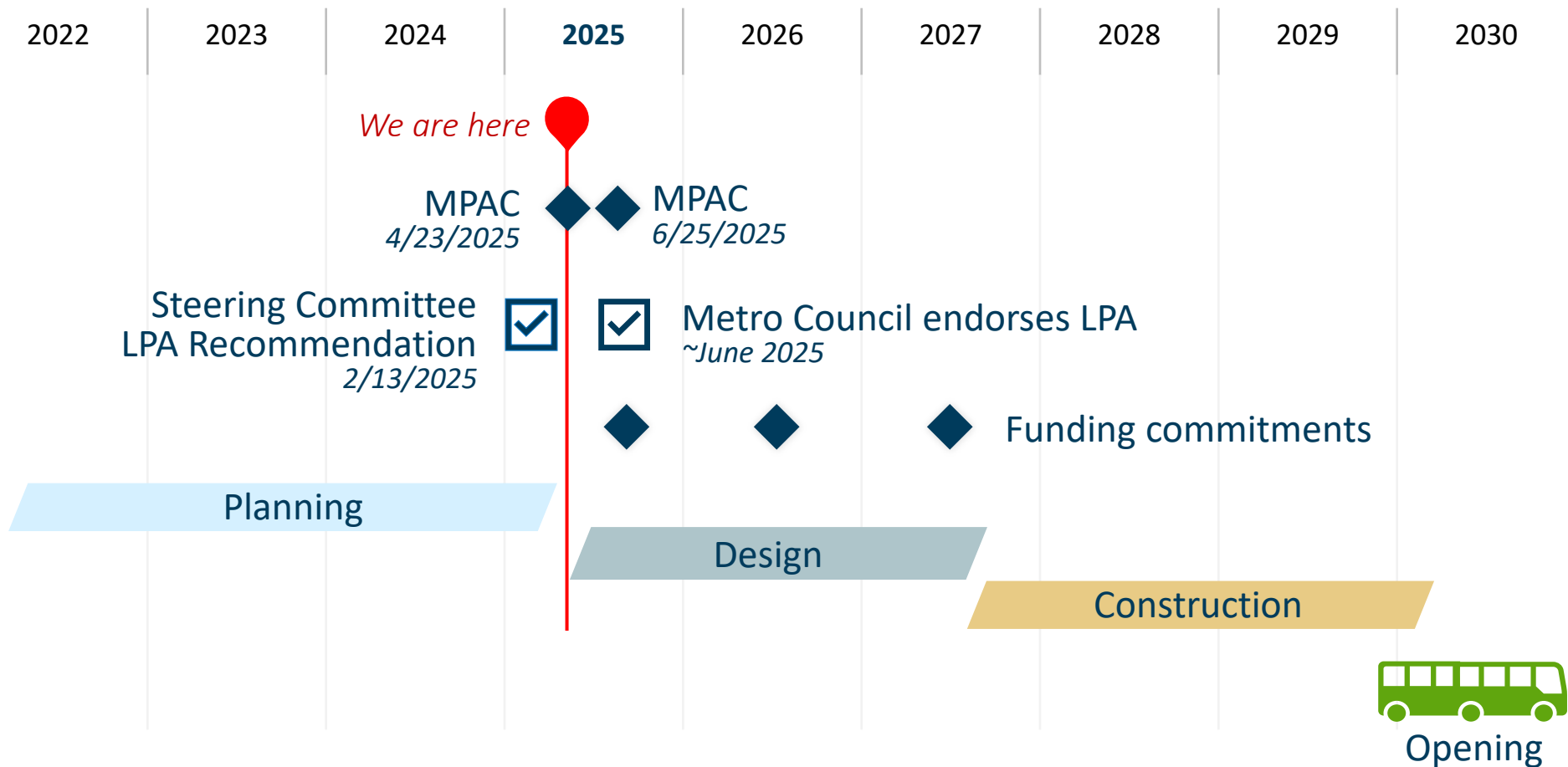
Discussion

Do you need any additional information before staff return for a recommendation on the LPA in June?

Questions?

Jessica Zdeb
Principal Regional Planner

jessica.zdeb@oregonmetro.gov

Learn more

oregonmetro.gov/tv highwaytransit

oregonmetro.gov

Community Connector Transit Study
April 2025

What are the milestones?

Context & Framework

Understand regional context and best practices, reconsider the future and establish a guiding framework.

Spring 2025

Assessment & Vision

Assess network needs and opportunities. Re-envision the future local transit network and explore adding connected mobility hubs.

Summer 2025

Priorities & Tools

Prioritize regional investment opportunities based on the policy framework. Develop the strategy and supporting tools and strategic partner actions to support the vision.

Fall 2025

Actions & Report

Describe the local transit context, opportunities and vision and outline actions partners can take to support and expand local transit service.

Spring 2026

Microtransit

Identifying current gaps and needs

- Mobility in **low density areas** *(neighborhoods, local places)*

- Access to **jobs**

- Access to major **outdoor recreation areas**

- Mobility by time-of-day
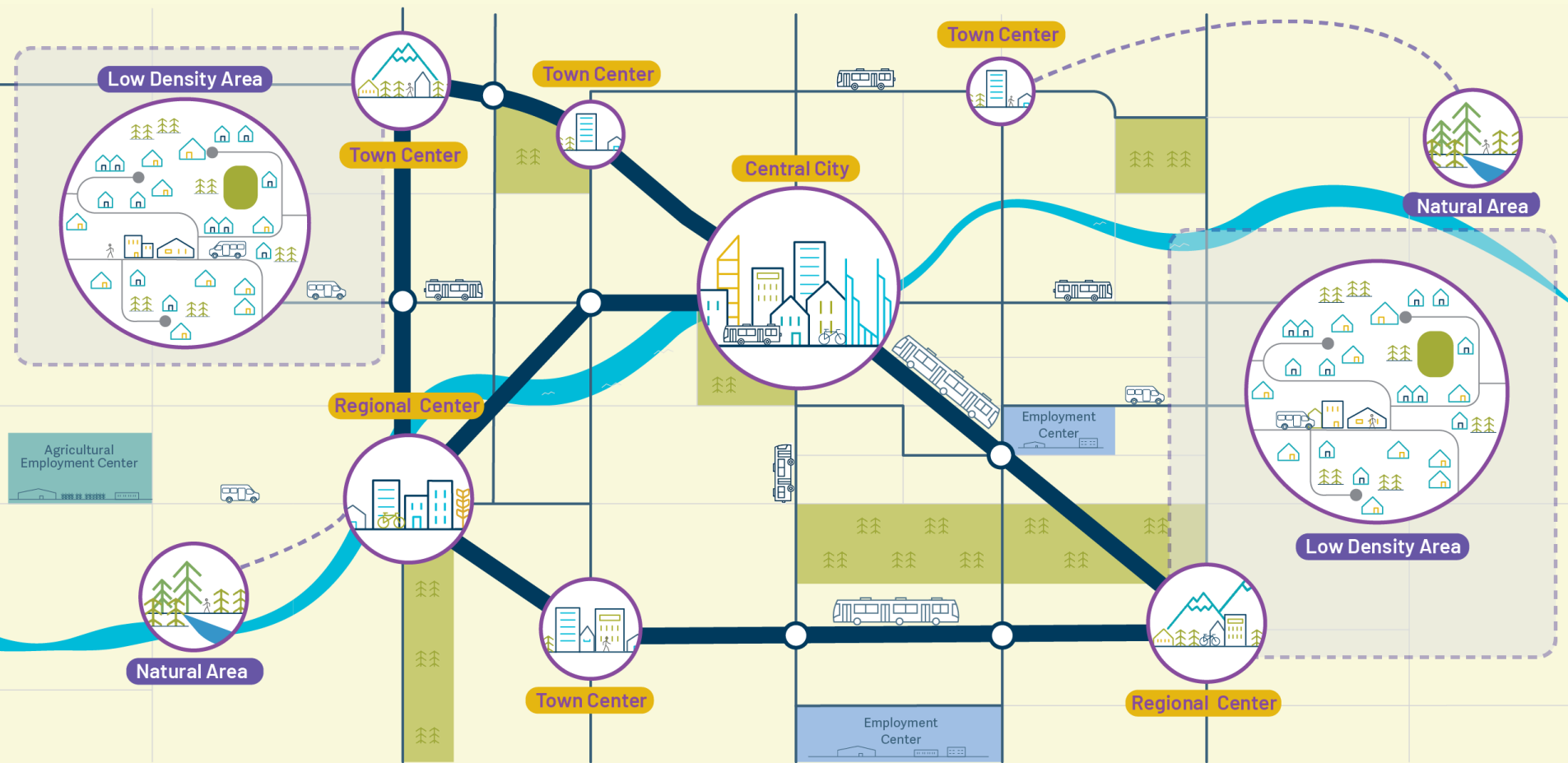
Defining its role in meeting our goals

Reconsidering the network vision

Regional Transit Network

Opportunity categories

Current

Temporary

Future

Legend:
- Transit center
- Major bus stop
- Bus station
- Intercity rail terminal
- Air terminal
- Inter-city passenger rail
- Future high speed rail
- Light rail
- Commuter rail
- Streetcar
- High capacity transit rapid bus
- Better bus corridor
- Frequent bus
- Regional bus
- Planned High capacity transit
- Bus transit outside UGB
- Community job connector
- Station community
- Urban center
- Industrial area
- Employment area
- County boundary
- Urban growth boundary
- Metropolitan planning area

Source: Metro

2023 REGIONAL TRANSPORTATION PLAN

Metro

11/30/23

Identifying opportunities based in goals

Where are the needs and the gaps?	What gap areas are transit-supportive?	What do other resources tell us about markets?
Mobility, Equity and Climate	*Equity, Economy and Safety*	*Mobility, Equity, Economy and Climate*
Distance from transit service	Population and land use character	Local and regional plans
Key community destinations	Equity Focus Areas	Partner and community feedback
Medium-density zoning	Major employer sites	Travel demand

Defining mobility hubs

| Multimodal connectivity | Efficient transfers across modes | Equity and accessibility | Community development and placemaking | Sustainability and climate goals |

MAJOR HUBS
Portland Transit Mall

TOWN HUBS
Orenco Station

REGIONAL HUBS
Beaverton Transit Center

LOCAL HUBS
Tualatin Park & Ride

Engaging Partners and Community
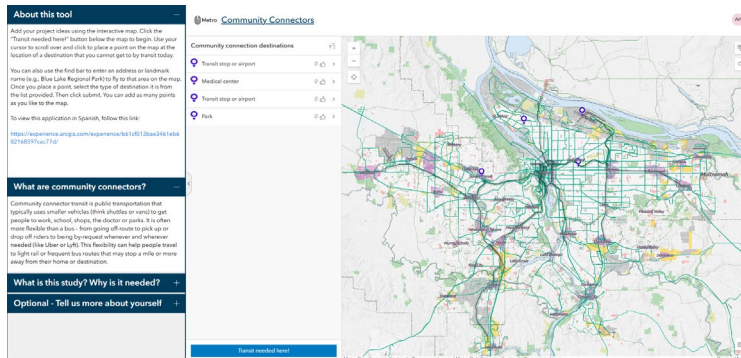
Who?	How?
• Community organizations & members • Groups: youth, affordable housing, schools, health agencies, parks • Tribal organizations & members • Major employer & business chambers • State, Regional, Local and Transit Agency Partners	• Public Survey • Event tabling • Gatherings • Meeting presentations • Direct noticing and flyering • Working group and workshop • Metro and County committees

Planning, Development and Research Department

2023-28 Coordinated timeline of RTP implementation and climate action planning

Metro
1/30/25

EPA Climate Pollution Reduction Grant – Planning and Reporting Activities
- Priority Climate Action Plan
- Comprehensive Climate Action Plan
- Data, analysis methods, and targets
- Status reporting

Climate Smart Strategy Implementation – Planning and Reporting Activities
- Climate Smart Strategy Update
- Conduct scenario analysis
- Update preferred scenario (OAR 660-044-0040)
- Update implementation actions and performance monitoring measures/targets
- Climate Smart/CFEC Monitoring Report
- ODOT/DLCD review of targets and rules
- ODOT/DLCD review of targets and rules

RTP Implementation – Policy and Planning Activities
- Regional Transportation Demand Management Strategy
- Community Connector Transit Study
- Local transportation system plan (TSP) updates and investment areas planning
- Regional mobility policy actions
- Regional Transportation Functional Plan Update
- RTP process, metrics and analysis review

2023 Regional Transportation Plan (RTP) Decision

Other major planning activities
- Regional Emergency Transportation Routes, Phase 2
- Cascadia Ultra-High Speed Rail Project Planning
- Safe Streets For All (SS4A) Grant

Regional Transportation Priorities and Funding Discussions
- JPACT Regional Transportation Priorities and Funding Discussions
- 2027-30 Metropolitan Transportation Improvement Program Update
- 2028-30 Regional Flexible Funds Allocation (RFFA) & 2027-30 Carbon Reduction Program (CRP) Allocation
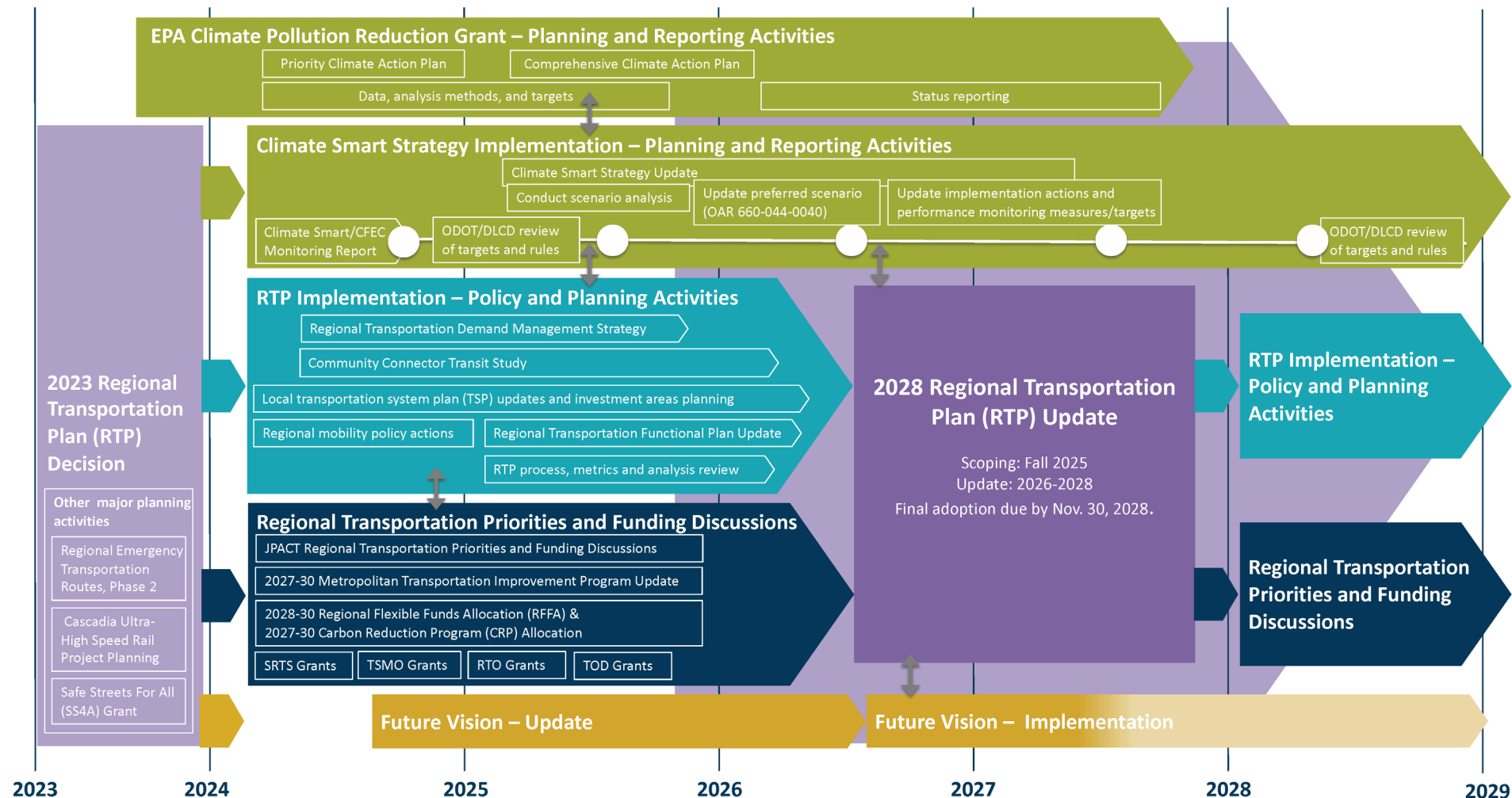- SRTS Grants
- TSMO Grants
- RTO Grants
- TOD Grants

2028 Regional Transportation Plan (RTP) Update

Scoping: Fall 2025
Update: 2026-2028
Final adoption due by Nov. 30, 2028.

RTP Implementation – Policy and Planning Activities

Regional Transportation Priorities and Funding Discussions

Future Vision – Update

Future Vision – Implementation

2023 2024 2025 2026 2027 2028 2029

RTP implementation actions

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oregonmetro.gov
/community-connector-transit-study

Future Vision Report

Prepared by
the Future Vision
Commission

March 4, 1995

METRO

FUTURE VISION COMMISSION

Len Freiser, Chair, Future Vision Commission
Judy Davis, Urban Planner
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Mike Houck, Urban Naturalist
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John Magnano, Clark County Board of Commissioners Chair
Peter McDonald, Farmer
Susan McLain, Vice Chair, Future Vision Commission and Metro Councilor
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Alternates

Linda Peters, Washington County Board of Commissioners Chair
Ted Spence, Transportation Planner
Fred Stewart, Realtor

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Additional Reports Available on Request

  • Settlement Pattern Report
  • Carrying Capacity Report
  • Work Styles Report
  • Education Report

In 1805, Lewis and Clark came to this region, sent by President Jefferson on a journey of peace and friendship, scientific exploration, conquest and discovery. Beginning in the 1840s, thousands of pioneers made an arduous 2,000-mile, eight-month trek along the Oregon Trail to river valleys with rich farmlands and mountains with vast forests. Today, people are still attracted to this region for its jobs, natural beauty and culture of livability. Simply put, this is a great place to live. We want to keep it that way.

However, today we are on an equally arduous journey into the future, one that challenges our expectation that this will continue to be a place where people choose to invest their talents and energy to keep what is good and fulfill our hopes for this land and all its people. We must act now and together. We offer this vision of the nine-county region in 2045 as a first step in developing policies, plans and actions that serve our bi-state region and all its people.

The bi-state metropolitan area has effects on, and is affected by, a much bigger region than the land inside Metro's boundaries. Our ecologic and economic region stretches from the Cascades to the Coastal Range, from Longview to Salem. Any vision for a territory this large and diverse must be regarded as both ambitious and a work-in-progress. We offer this document in that spirit.

This vision has been developed with the expectation that individual dreams and efforts will matter. Our region is a place that rewards those who commit themselves to keeping it a great place to live. It is a place where people act to meet the future, rather than wait to cope with its eccentricities. History teaches the often cruel lesson that a community that does not possess a clear vision of the kind of future it wants is not likely to be satisfied with the one it gets. Making the effort to identify what we want, and then acting purposefully and collectively to achieve it, is critical.

Your Future Vision Commission has attempted to reflect the hopes and conscience of the people who live here - we are neither oracles nor social engineers. Rather, we affirm differences in thought and ways of life. We celebrate the individual as well as the community. We encourage self-reliance and self-fulfillment as well as civic participation and civic pride.

VALUES

Our way of life in this region embodies a number of interconnected values that are essential to facing the future wisely:

- We value taking purposeful action to advance our aspirations for this region, shaped by the realization that we should not act to meet our needs today in a manner that limits or eliminates the ability of future generations to meet their needs and enjoy this landscape we are privileged to inhabit.

- We value natural systems for their intrinsic value, and recognize our responsibility to be stewards of the region's natural resources.

- We value the greatest possible individual liberty in politics, economics, lifestyle, belief and conscience, with the full understanding that this liberty cannot be fully realized or long endure unless accompanied by shared commitments to community, civic involvement and the health of our environment.

- We value the conservation and preservation of natural and historic resources. Widespread land restoration and redevelopment must precede any conversion of land to urban uses to meet our present and future needs.

- We value economic development because of the opportunities it affords us all, but recognize that there can be true economic development only with unimpaired and sustainable natural ecosystems, and suitable social mechanisms to ensure dignity and equity for all and compassion for those in need.

- We value our regional identity, sense of place and unique reputation among metropolitan areas, and celebrate the identity and accomplishments of our urban neighborhoods and suburban and rural communities as well.

- We value participatory decision making which harnesses the creativity inherent in a wide-range of views, dissenting and consenting, about the past, present and future.

- We value a life close to the beauty and inspiration of nature, incorporated into urban development in a manner that remains a model for metropolitan areas into the next century.

- We value vibrant cities that are both an inspiration and a crucial resource for commerce, cultural activities, politics and community building.

- We value meeting the needs of our communities through grassroots initiatives that are always aware of and in harmony with the collective interest of our metropolitan community.

- We value a cultural atmosphere and public policy that will ensure that every child in every community enjoys the greatest possible opportunities to fulfill his or her potential in life. It is, after all, primarily for them, and for their children, that we propose this vision.

Introduction

The Metro Charter, approved by voters in 1992, calls for the creation of two new planning products: the Future Vision and the Regional Framework Plan. The Future Vision is described in the Charter as follows:

> (1) Future Vision. (a) Adoption. The council shall adopt a Future
> Vision for the region between January 15, 1995 and July 1, 1995.
> The Future Vision is a conceptual statement that indicates population
> levels and settlement patterns that the region can accommodate within
> the carrying capacity of the land, water and air resources of the region,
> and its educational and economic resources, and that achieves a
> desired quality of life. The Future Vision is a long-term, visionary
> outlook for at least a 50-year period. As used in this section, "region"
> means the Metro area and adjacent areas.
>   (b) Matters Addressed. The matters addressed by
> the Future Vision include but are not limited to: (1) use, restoration
> and preservation of regional land and natural resources for the benefit
> of present and future generations, (2) how and where to accommodate
> the population growth for the region while maintaining a desired quality
> of life for its residents, and (3) how to develop new communities and
> additions to the existing urban areas in well-planned ways.
>   ...
>   (e) Effect. The Future Vision is not a regulatory
> document. It is the intent of this charter that the Future Vision have no
> effect that would allow court or agency review of it.

Metro is also directed to develop a *Regional Framework Plan* consisting of a number of individual plans which address issues of regional significance--the transportation system, the urban growth boundary (UGB), water resources, air quality and housing densities, among others. The relationship between the Future Vision and the Regional Framework Plan is explained in the Charter as follows:

> The Regional Framework Plan shall: (1) describe its relationship to the
> Future Vision, (2) comply with applicable statewide planning goals, (3)
> be subject to compliance acknowledgment by the Land Conservation
> and Development Commission or its successor, and (4) be the basis for
> coordination of local comprehensive plans and implementing
> regulations.

Your Future Vision Commission has developed this document in response to both the requirements and the spirit of the Charter. The following vision statements, in concert with the Future Vision map, provide the *conceptual statement* sought by the framers of the Charter and directly addresses Charter requirements in the following ways:

> • The Region. Our area of interest is not the *three-county* or *four-county* area, but nine
> counties (Clackamas, Clark, Columbia, Cowlitz, Marion, Multnomah, Polk, Washington

and Yamhill) which interact now and will interact more completely in the future. We can no longer afford to view ourselves apart from this larger context, itself a part of Cascadia, North America, the Pacific Rim and the world. We are part of a truly international economy.

Population Levels and Settlement Patterns. Our work has depended on population projections and allocation scenarios developed through existing planning processes in Oregon and Washington. The Future Vision map depicts the relationship between this written document and the geography of the nine-county, bi-state region.

Carrying Capacity. This metropolitan area, like all others, exceeded its ability to meet the physical needs of its people long ago. Our style of life depends on the importation of energy, materials, capital and brain power from all over the world. We have also found that traditional biological models of population carrying capacity are simply too narrowly drawn to be of much use in a metropolitan setting. Determining the sustainability of even current population levels at our existing quality of life is greatly complicated by uncertainties due to future technological and global economic changes. In addition, there are difficult questions of value which must be addressed first, since values can be the basis for an analysis of carrying capacity but cannot be derived from such a study. For these reasons, it may not be possible to choose a single sustainable population level for the region.

In fact, the question is not so much whether we have or have not exceeded carrying capacity in some absolute sense, but whether our continuing inhabitation of this place is occurring in a manner that will allow us to meet established criteria for protecting human health and the environment while serving our values associated with livability and sustainability. Available information does suggest that increases in population will continue to degrade natural systems, absent significant changes in how we grow. Quite simply, carrying capacity must be viewed and discussed in a cultural and social as well as physical context.

Consequently, we have chosen to approach carrying capacity as an issue requiring ongoing discussion and monitoring. We believe that the relevant question is not when carrying capacity will be exceeded, but how we will collectively restore, maintain and/or enhance the qualities of the region central to sustaining our health, the quality of the natural environment and the ability of future generations to take action to meet the needs of their time.

Sustainable communities will come about through the skillful blending of factual data, our values and new ideas in a public discussion occupying a place of honor in this region, not through blind adherence to numerical thresholds that cannot be specified, much less met. Hence, carrying capacity is not a one-time issue, a single number, a simple answer, but an ongoing question for us all.

New Communities. This vision does not call specifically for the creation of new communities. We choose instead to focus on the restoration and redevelopment of what already has been committed to non-resource use. However, the values, vision statements and map, taken together, describe the nature of our region in 2045, and as such can be used as a template for what any community, new or old, ought to embody.

•   <u>Other Issues</u>. There are a number of issues that, in the future, will challenge some of our assumptions. These issues include:

    o   New telecommunications and information technologies are upon us, but their effects on quality of life and urban form are not yet known.
    o   Some aspects of our quality of life are likely to deteriorate with growth, while some will be enhanced.
    o   There almost certainly will be a change in the ways we use fossil fuels in the next 50 years.
    o   Our sense of region likely will change as technology and the economy change.

After long discussion, we recognize that these issues and more will have profound and largely unknown implications for our vision and this region. Nonetheless, we must move forward with the belief that our region will rise to the challenges as they become apparent.

Vision Statements

Our vision statements fall logically into three groups:

1. <u>Each Individual</u> - The development of each individual as a productive, effective member of this region. We believe that this region must make clear and unambiguous commitments to each individual in order that we all may have a vibrant, healthy place to live. This does not mean that our region must be all things to all people. It cannot be. Rather, we seek the full participation of individuals in the prosperity of this region, accompanied by their own acceptance of responsibility for stewardship of their community and region. Three vision statements of our aspirations for individuals are presented under the headings of children, education and participation.

2. **Our Society** - The ability to state and act on the collective interest of our communities through civic involvement, a strong economy and vital societal institutions. The ability to work together, in the truest sense, is the hallmark of great communities and flourishing societies. Engaging people with each other and with our economy to solve problems and act on dreams is the cornerstone of our ability to move forward into the future. Six vision statements of our aspirations for our society are presented under the headings of safety, economy, diversity, civic life, vital communities and roots.

3. **Our Place** - The physical landscape of the nine-county, bi-state region, the settlement patterns that have evolved within it and the economy that continues to evolve. We live in a landscape of great variety and beauty, a stage for an enviable range of possibilities. Preserving that vast sense of diversity must be the core of our legacy of inhabitation. Eight vision statements of our aspirations for our place are presented under the headings of rural land, variety in our communities and neighborhoods, a life in nature, walking, linkages, downtowns, equity and growth management.

The vision statements have been developed with the elements of the Regional Framework Plan in mind. Clearly, Metro has a critical role to play as planner, convener, monitor and leader. However, as in the past, the success we achieve in the future will be a collaborative accomplishment. Keep in mind that the usefulness of this or any Future Vision for advising and guiding policy and regulation is entirely dependent on its scope and persuasiveness. Developing and adopting a Future

Vision offers an unparalleled opportunity to create an environment of consensus and predictability in the region for what Metro's planning and policy making ought to accomplish.

I-1 Children

In 2045, the welfare of children is of critical importance to our present and future well-being. Creating and sustaining public and private initiatives that support family life are among our highest priorities.

To achieve this vision:

- Recognize the needs of children as a critical metropolitan issue, and ensure that responsibility is assigned and assumed for meeting those needs.

- Regularly review surveys of children and families, and incorporate the results in all facets of planning and policy making in the nine-county region.

- Incorporate the needs of children for healthy, safe and accessible living environments in Regional Framework Plan elements dealing with the transportation system, housing, urban design and settlement patterns, and parks and open space.

- Develop new partnerships involving business, government, citizen, cultural and educational organizations to incorporate the needs of children and their families as a part of planning, budgeting and administrative processes.

I-2 Education

In 2045, education, in its broadest definition, stands as the core of our commitment to each other. Life-long learning is the critical ingredient that enables the residents of this region to adapt to new ideas, new technologies and changing economic conditions. Our commitment to education is a commitment to equipping all people with the means to not only survive, but to prosper in this region.

To achieve this vision:

- Work with other government entities and with educational and cultural organizations to ensure that:

  o Parents are aware that the foundation of a child's language is developed in the first six months of life, and that infants should be read to from birth.
  o Public library policies, staffing and resources are strong enough to reach out and effectively serve all citizens.
  o Children receive an education that prepares them for post secondary and life-long learning.
  o Our educational system includes both English literacy and foreign languages, an understanding of evolving information technology and the ability to engage national and international opportunities at home, in the community and on the job.

- Provide adequate public and private support for a variety of institutions of higher education to meet needs for life-long learning, including obtaining college degrees, improving job skills and simply enjoying the excitement of learning.

- Create and enhance cooperative ventures linking public and private enterprises to ensure that:

  o Community arts and performance centers, community libraries and schools, colleges and universities, concert halls, galleries, museums, nature centers and theaters are each vital links in an integrated educational system for all residents.
  o Opportunities exist for all children and community residents, regardless of income, to engage in the visual, literary and performing arts in community centers close to their homes.
  o Higher education in the metropolitan area serves the people and communities of our nine-county region. Here, higher education is truly a reflection of the needs of our people, the role of the region in an international economy, and the unique opportunities afforded by our natural environment and history.

I-3 Participation

In 2045, all residents, old and young, rich and poor, men and women, minority and majority, are supported and encouraged to be well-informed and active participants in the civic life of their communities and the bi-state region. Ours is a region that thrives on interaction and engagement of its people to achieve community objectives.

To achieve this vision:

- Include citizen involvement and education programs as a core function of all government institutions, including schools.

- Promote an atmosphere of inclusiveness and tolerance of social, political, racial and economic differences.

- Provide adequate funding to enable broad-based participation in civic affairs by all economic groups. Set goals for the involvement of community members and work actively to achieve them.

- Initiate and facilitate ongoing discussion of this Future Vision in neighborhood and community forums.

- Coordinate a region-wide web for disseminating and collecting information that utilizes public libraries, schools, business and civic organizations, and neighborhood and community groups.

- Strengthen neighborhood, community and regional public library resources and continue to offer free reader, reference and information services to all.

S-1 Safety

In 2045, personal safety within communities and throughout the region is commonly expected; it is a shared responsibility involving citizens and all government agencies. Our definition of personal safety extends from the elimination of prejudice to the physical protection of life and property from criminal harm. Our hope and expectation is for a society whose residents do not expect safety or protection to rely on guns or physical violence.

To achieve this vision:

- Recognize that true community safety results from a collaborative effort involving citizens, their government and business. Support local initiatives to address public safety issues in this manner through targeted public investment.

- Identify and address public and personal safety issues in the Regional Framework Plan elements dealing with transportation, urban design and bi-state coordination.

- Identify public safety as a metropolitan-area-wide issue, rather than simply the concern of a single jurisdiction or agency.

- Train community members in alternative means for dispute resolution.

- Co-sponsor with community groups activities that are designed to increase community cohesion and the interaction of community members with each other.

S-2 Economy

In 2045, our bi-state, regional economy is diverse, with urban and rural economies linked in a common frame. Planning and governmental action have created conditions that support the development of family-wage jobs in accessible centers located throughout the region.

To achieve this vision:

- Direct all regional planning efforts to include equitable economic progress for communities throughout the region as a critical component for modeling and evaluation.

- Address the further diversification of our economy, the creation of family-wage jobs and the development of accessible employment centers throughout the nine-county region in the Regional Framework Plan elements for transportation, rural lands, urban design, housing and water resources.

- Actively foster and recruit enterprises that are attracted to our natural environment and to the human resources already here—those firms that need what we have, not what we are willing to give away.

S-3 Diversity

In 2045, our communities are known for their openness and acceptance. This region is distinguished by its ability to honor diversity in a manner that leads to civic cohesion rather than a narrow separateness.

To achieve this vision:

- Focus public policy and investment on the creation of mixed-use communities that include dedicated public space and a broad-range of housing types affordable for all.

- Reinforce cross-cultural understanding and tolerance through positive celebration of our region's diverse heritages and support for cultural expressions.

- Publicly recognize efforts, both public and private, that encourage all citizens to be full participants in the civic and economic life of the region.

- Address the creation of community cohesion and a true civic culture in Regional Framework Plan elements concerned with urban design, housing and bi-state governance.

S-4 Civic Life

In 2045, citizens embrace responsibility for sustaining a rich, inclusive civic life. Political leadership is valued as an essential ingredient for engaging citizens in this task.

To achieve this vision:

- Enact campaign finance and other reforms which make the pursuit of elective office and the expression of minority views without fear of retribution a realistic goal for all citizens.

- Strongly support public involvement in government initiatives, and provide resources needed to develop innovative ways to expand opportunities for participation and to make participation more useful and effective.

S-5 Vital Communities

In 2045, communities throughout the bi-state region are socially healthy and responsive to the needs of their residents. Government initiatives and services have been developed to empower individual communities to actively meet the needs of their residents. The economic life of the community is inseparable from its social and civic life. Coordinated initiatives for health care and support for meeting basic needs are extended to those in need, where they live.

To achieve this vision:

- Identify needs and solutions to community problems at the neighborhood level, and actively work to enlist all units of government in supporting and acting on these grassroots agendas rather than allowing governmental entities to insulate themselves from participating.

- Incorporate specific expectations for a basic standard of living for all citizens in Regional Framework Plan elements concerned with urban design, housing, transportation, and parks and open space.

- Recognize the presence of areas of chronic poverty as an issue for metropolitan action. Support regional and local initiatives to address chronic poverty through targeted public investments, revisions in tax codes and metropolitan tax-base sharing.

S-6 Roots

In 2045, our history serves us well, with the lessons of the past remembered and incorporated in our strategies for the future. Our fellow citizens know our cultural history, and this knowledge helps them ground social and public policy in the natural heritage we depend on and value so dearly.

To achieve this vision:

- Preserve designated historical sites/structures, and use public incentives and investments as necessary to preserve our history.

- Specifically incorporate historic preservation and landscape ecology in Regional Framework Plan elements concerned with transportation, housing, urban design, rural lands and the UGB, parks and open space, and bi-state governance.

- Include historical sites and events within the region in public events, school curricula and planning.

P-1 Rural Land

In 2045, rural land shapes our sense of place by keeping our cities separate from one another, supporting viable farm and forest resource enterprises, and keeping our citizens close to nature, farms, forests and other resource lands and activities.

To achieve this vision:

- Develop and implement local plans, the UGB and the rural lands elements of the Regional Framework Plan to:

    o Actively reinforce the protection of lands currently reserved for farm and forest uses for those purposes. No conversion of such lands to urban, suburban or rural residential use will be allowed.
    o Allow rural residential development only within existing exception areas or their equivalent. Rural residential development shall retain the rural character of the area, and be consistent with nearby farm and forest practices, the ability of natural systems to absorb new development and the capacity of currently available public services.

- Work with the departments of agriculture and forestry in both states to develop a broad program of public education about and contact with this region's agricultural and forest products and producers.

P-2 Variety in Our Communities and Neighborhoods

In 2045, our region is composed of numerous distinct communities, open to all, which together provide a wide variety of healthy, appealing and affordable housing and neighborhood choices. They are physically compact and have distinct identities and boundaries. Truly public space exists in every community and serves as the stage for a rich and productive civic dialogue.

To achieve this vision:

- Continue to encourage a choice of neighborhood types, including new neighborhoods with suburban densities, neighborhoods of traditional (pre-World War II) densities, and mixed-use neighborhoods of a more urban design.

- Provide incentives, including preferential funding for the acquisition of Greenspaces and development of transportation facilities, to communities which act to provide a range of housing types for people of all income levels within their boundaries.

- Link the granting of building permits for single-family detached structures to the creation of mixed-use neighborhood centers.

- Develop and implement community plans to clarify and strengthen distinct identities. To the extent possible, develop boundaries between communities using parks, rivers, streams, floodplains and other landscape features.

- Make the development of complete mixed-use and mixed-income communities the central focus for Regional Framework Plan elements dealing with housing, urban design, and parks and open space.

P-3 A Life in Nature

Our place sits at the confluence of great rivers—the Columbia, Lewis, Sandy and the Willamette and its tributaries—which dominate the landscape. This is a region of water, volcanic buttes, and forest-clad mountains and hills. The metropolitan region is a unique ecosystem, one which encompasses urban, rural and wild settings within a common landscape. In 2045, our region is known for the intelligent integration of urban and rural development into this common ecosystem as evidenced by:

- Improved air and water quality, and increased biodiversity.

- Views of Mt. Hood, Mt. St. Helens, Mt. Rainier, Mt. Adams, Mt. Jefferson and other Cascade and coastal peaks, unobstructed by either development or air pollution.

- Ribbons of green bringing greenspaces and parks within walking distance of every household.

- A close and supportive relationship among and between natural resources, environmental quality and the economy of the region.

- Restored ecosystems protected from future degradation and decline.

To achieve this vision:

- Ensure that Regional Framework Plan elements for transportation, the UGB, rural lands, urban design and settlement patterns, parks and open space, and bi-state governance actively seek the objectives of this vision statement.

- Work with partners in the region to develop comprehensive interpretive programs for the metropolitan ecosystem to provide all citizens with the information they will need to act as stewards for the quality of the natural environment.

- Manage watersheds to protect, restore and maintain the integrity of streams, wetlands and floodplains, and their multiple biological, physical and social values.

- Create an interconnected mosaic of urban forest that provides multiple benefits to neighborhoods, including shading and reduction of temperature extremes, aesthetics and habitat for local wildlife.

- Value the quality of natural resources and the landscape alongside other variables when assessing the costs and benefits of new development and/or attracting new enterprises to the region.

P-4 Walking

In 2045, residents of this region can shop, play and socialize by walking or biking within their neighborhoods. Walking, biking or using transit are attractive alternatives for a wide- range of trips within neighborhoods, between important regional centers and outside the urban area. This region is known for the utility of its non-auto transportation alternatives.

To achieve this vision:

- Focus the urban design, settlement pattern, housing, transportation, and parks and open space elements of the Regional Framework Plan on the design of new neighborhoods and retrofit of old ones to better support walking, biking and transit use.

- Design and operate the region's high-capacity transit system as the foundation for regional development and redevelopment.

- Design and operate public transit systems to complement pedestrian movement.

- Review and continually revise, as necessary, local land use plans and transportation policies to dramatically increase the mode split for walking, and to ensure the close interconnection of land use and transportation planning initiatives.

- Make new commitments to funding arterial streets, and bicycle and pedestrian facilities.

- Focus the transportation element of the Regional Framework Plan on two central issues: the creation of walkable neighborhoods and employment centers, and goods movement.

P-5 Linkages

In 2045, goods, materials and information move easily throughout the bi-state region. Manufacturing, distribution and office employment centers are linked to the transportation and communication systems in a comprehensive and coordinated manner.

To achieve this vision:

- Incorporate goods movement and telecommunications technologies in Regional Framework Plan elements concerned with transportation, urban design and settlement patterns, and bi-state governance.

- Utilize new technologies and targeted public investment to move the work to workers, rather than workers to the work.

P-6 Downtowns

In 2045, downtown Portland continues to serve an important, defining role for the entire metropolitan region. In addition, reinvestment, both public and private, has been focused in historic urban centers such as Ridgefield, Camas, Vancouver, Gresham, St. Helens, Beaverton, Hillsboro, Molalla, Woodburn and others throughout our bi-state region. This pattern of

reinvestment and renewal continues to be the centerpiece of our strategy for building and maintaining healthy communities.

To achieve this vision:

- Target public and encourage private investment in infrastructure and workforce development in existing neighborhoods, town centers and downtown Portland.

- Address reinvestment in urban centers in the Regional Framework Plan elements concerned with the UGB, transportation, urban design and settlement patterns, and bi-state governance.

P-7 Equity

In 2045, the tradeoffs associated with growth and change have been fairly distributed throughout the region. Our commitment to managing growth with an eye on the future is matched by an equal commitment to social equity for the communities of today and tomorrow. The true environmental and social cost of new growth has been paid by those, both new to the region and already present, receiving the benefits of that new growth.

To achieve this vision:

- Identify the presence of pockets of poverty as a metropolitan problem. Address the issues associated with chronic poverty in locations throughout the nine-county region through such mechanisms as tax base sharing, pursuing changes in tax codes, overcoming physical and economic barriers to access, providing affordable housing throughout the area and targeting public investments.

- Ensure that the costs of growth and change are borne by those who receive the benefits.

- Develop fair and equitable funding mechanisms and investment strategies for all public infrastructure needed to support growth and to keep infrastructure and service levels from declining as growth occurs.

- Address issues associated with chronic poverty in locations throughout the region in all Regional Framework Plan elements.

P-8 Growth Management

In 2045, growth in the region has been managed. Our objective has been and still is to live in great cities, not merely big ones. Performance indicators and standards have been established for the Future Vision and all other growth management efforts, and citizens of the bi-state region annually have an opportunity to review and comment on our progress. The results of that review process are used to frame appropriate actions needed to maintain and enhance our regional quality of life.

To achieve this vision:

- Annually produce a *state of the region* report on our progress toward achieving the objectives of the vision statements listed above, followed by a survey to determine whether the public is

satisfied with that progress. Short- and long-term actions will be shaped by this review and the results will be reported to the people of the region.

- Use the values and vision statements in this document as the starting point for developing evaluative criteria used to create each element of the Regional Framework Plan.

- Broaden the elements of the Regional Framework Plan to include environmental quality, sustainability, public safety, the welfare of children and education.

- Create an accountable bi-state, nine-county institutional framework for discussing and addressing issues which extend beyond Metro's jurisdictional boundaries, and incorporate such an institution in the Regional Framework Plan element concerned with bi-state coordination.

We recommend that the Metro Council, upon the adoption of the Future Vision, identify and act on measures to implement the vision conscientiously, affirmatively and pro-actively. The Metro Charter calls for the Metro Council to adopt a Future Vision, and to "describe the relationship" of the Regional Framework Plan to that Future Vision. Further, the Charter specifically prevents the Future Vision from having any "effect that would allow court or agency review of it."

Clearly, the ambition for implementation of the Future Vision, as expressed in the Charter, is quite modest. However, we live in a region which is home to communities of substantially greater ambition. In fact, our participation in this project has impressed on us that our nine-county, bi-state region deserves our individual and collective attention, affection and stewardship. We cannot delegate the future or our quality of life to others, for these are tasks whose outcome depends on us all.

We believe that implementing actions could include, but not be limited to, the following:

1. Regional Framework Plan - We have attempted to address specific Regional Framework Plan elements in the actions we have identified to achieve each vision statement. The Metro Council should use those proposed actions at the beginning of the process for creating Regional Framework Plan elements in order to ensure there is a relationship between the Future Vision and the Regional Framework Plan to *describe*.

2. Vision Index - The Metro Council could use the vision statements to create a *vision index* for use as a diagnostic or evaluative tool in planning, policy making and budgeting. The Metro Council could direct that the vision statements be incorporated in new or ongoing initiatives to guide the formulation of decision criteria. As examples, the following kinds of questions might be asked:

    •   Will the action or plan assist in improving the welfare of children?

    •   Will the action or plan help to extend educational resources to the people of the region more effectively or comprehensively?

    •   How, if at all, will the action or plan enable or improve the ability of people throughout the region to compete for jobs or other opportunities?

    •   Will the action or plan, through its development and implementation, serve as a vehicle for enabling wider participation in policy formation and planning?

    •   Does the action or plan support and encourage efforts to engage citizens and business to join with government to improve public safety?

    •   Will the action or plan add to efforts to diversify our economy and encourage the creation of new enterprises best able to further other regional objectives?

3. Public Discussion of Governance - A public re-evaluation of the appropriateness of the structures of governance in our region to address 21st Century problems and issues, especially those at the neighborhood and regional levels, needs to occur.

4. Annual State-of-the-Region Review - Of critical importance will be efforts to promote, lead and engage the citizens and communities of the region in an ongoing discussion of our future. The Metro Council and Metro Executive should commit themselves to a cooperative monitoring program with regional partners that is designed to provide the data needed to evaluate whether Metro is achieving the goals it has set for itself. The best plans, left unattended and unexamined, will not secure the future for this region that it deserves. In fact, the investment being made in plans must be complemented by a relatively small commitment to monitoring and evaluation, as proposed here, if the value of that planning is to be realized.

    Metro should begin by recruiting a technical advisory team to provide advice and review during the development of a short list of statistical indicators or benchmarks for assessing progress toward implementing the Future Vision and the Regional Framework Plan. Such a list is not meant to be exhaustive. Rather, it should include key quantifiable indicators that, when discussed in a public forum, would direct attention to trends requiring urgent action. It is a list of the *canaries* that alert us to hazards ahead. Based on our work, we believe that an initial list of indicators for this task could be:

    I-1 Children - Readiness to learn (already collected by the Oregon Progress Board).

    I-2 Education - Adult literacy; student skill achievement; time for the unemployed to be rehired and/or to attain their previous income.

    I-3 Participation - Voter turnout in local and Metro races; number of candidates in local and Metro races (available from counties).

    S-1 Safety - Crime rates by crime; perception of crime surveys; percentage of schools with no reported crimes.

    S-2 Economy - Household income; per capita income; business formation; business failures; business license activity by economic sector (much is already in the Regional Land Information System - RLIS).

    S-3 Diversity - Bias crime rate; standardized segregation index (census).

    S-4 Civic Life - Number of active neighborhood associations, citizen planning organizations (CPO), etc.; number and types of voluntary associations by community.

    S-5 Vital Communities - Number of newspapers, radio stations, cable access studios, etc., by community; proximity of public/civic space to households; number of self-nominations for recognition of neighborhood achievements.

    S-6 Roots - Number of designated structures saved/demolished; number of annual celebrations of place and history by community.

P-1 Rural Land - Number of acres in farms with gross sales of at least $40,000 outside UGBs; number of lots less than or equal to five acres in size outside of UGBs; number of acres of land zoned for exclusive farm or forest use converted to other classifications.

P-2 Variety in Our Communities and Neighborhoods - Number of dwelling units within a quarter mile of parks, shopping, transit and public buildings; percentage of households able to afford the median sale price for housing by community.

P-3 A Life in Nature - Number of rivers and streams that meet instream flow needs during the summer months; number of water bodies that meet state and federal instream water quality standards; number of rivers and streams in a degraded condition which have active restoration efforts under way; net loss or gain of wetlands compared to 1994 survey; number of species of plants and animals, and their distribution compared with 1994 survey; percentage of population living within a quarter mile of both a neighborhood park and a natural area/greenspace; number of watersheds managed for multiple values; number of days that region is in compliance with state and federal air quality and visibility standards.

P-4 Walking - Pedestrian environment factor by community/jurisdiction; number of miles of bike lanes by community; mode split for walking by community.

P-5 Linkages - Commodity flow indicators from 1994 study; intermodal shipping activity at ports in the region.

P-6 Downtowns - Vacancy rates in downtowns by type of use and by downtown; percentage of business in downtowns, by downtown.

P-7 Equity - Children in poverty by community; percentage of households paying no more than 30 percent of their monthly gross income for housing by community; new jobs by jurisdiction.

P-8 Growth Management - Population density region-wide and by community; percentage of urbanized area.

Note that in some cases Metro already collects the data required. In addition, a number of these indicators are drawn from the Oregon Benchmarks and are, therefore, monitored by the state. In some instances, Metro will need to initiate new data collection and surveying activities. However, in all cases, the information collected will be of value to Metro's other planning efforts, and to those of other jurisdictions as well.

The Metro Executive and Metro Council can use these indicators in a public process to discuss the state of the region, and whether we are moving further from or closer to our goals as described by the Future Vision. The outcome of the monitoring effort and discussion, on an annual basis, should be used by Metro to establish priorities for planning and implementing activities in the coming year. In addition to advising the Metro Council and Executive on the development of the list of indicators and data collection methods, the technical advisory team could also assist with interpreting the results. It is our belief that the list of indicators should be kept short as a means of

focusing attention on the region as a whole, rather than on the status of its individual parts.

5.   Regional Study Fellowships - The region needs a consistent and ongoing research program to better inform its planning efforts. One component of that program could be the creation of regional study fellowships, developed in collaboration with academic institutions and funded through corporate donations and foundation grants. Fellows would develop projects linked to the implementation of the Future Vision and the Regional Framework Plan. The fellows would be chosen through a competitive process and the results of their work would be presented in a public forum. The fellowships would give Metro and the region access to the experience and talents of area professionals, offer the fellows the opportunity to recharge and explore an issue or set of issues in depth with few distractions, and give area communities access to cutting-edge thinking about the challenges of the future.

Whatever the course that is chosen, the fundamental objectives must always be to ensure that no issue is dealt with in isolation, and that a broad cross-section of our region's people are involved in discussing, debating and shaping our path to the future. Undoubtedly, there are many more ways to use the Future Vision to achieve these objectives. We offer the five outlined above to suggest that it can be done in an efficient manner.

As a region, our aspiration should be to match the spectacular nature of our landscape with an equally spectacular and regular civic celebration of our sense of the region—truly our sense of place. For it is only through the creation of a shared and far-reaching culture of this place that we will be able to gracefully and magnificently rise to our responsibilities for stewardship, and adapt to the dynamism of the world we live in, now and in the future.

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APPENDICES

APPENDIX A

COMMISSION MEMBERS' STATEMENTS

We must preserve and enhance communities where people want to live and work and play. To achieve this we need to think about the Region as a whole, as well as about our own neighborhoods -- and how everything is interconnected. Our Future Vision gives us goals to work toward. Without such a vision we are likely to go in different directions that won't add up to the future we all want. -- *Judy Davis, Future Vision Commissioner and urban planner.* [Tel 274-7219]

Future Vision celebrates human scale, neighborhood, walking -- it is a document with a human face. At its heart, our vision is a dedication to children. It is they who inherit the world we make. Therefore, before we act, we must ask how our action will affect children. -- *Len Freiser, Chair of the Future Vision Commission.* [Tel 232-4946]

Communities that have a strong identity and a strong sense of where they are going, operate best. The Future Vision provides that sense of direction. -- *Mike Gates, Future Vision Commissioner and former Metro Councilor.* [Tel 656-0399]

Nature cannot become some place we go to. It should be an integral part of the urban and rural landscape -- literally in everyone's back yard. Nature is not an extra frill, a few isolated pieces that are left over after the Region has developed. Where else in the world can you watch great blue herons court, mate, and raise their young; swim, canoe or kayak; stroll through a 5000-acre forest preserve -- all within sight of the downtown skyline? Nowhere else! That's what the Future Vision intends to preserve throughout the Metro Region. -- *Mike Houck, Future Vision Commissioner and urban naturalist.* [Tel 225-0016]

When you do growth management through regulations, rules, and public meetings it is all black and white. The charge of the Future Vision Commission is to provide as much color as possible. To the extent that one can do this in so many words: You should be able to see Mt. Hood, salmon in our rivers, and muskrats in our sloughs -- and perhaps hear the laughter of children as they enjoy these gifts in an urban setting. -- *Wayne Lei, Future Vision Commissioner and environmental manager, Portland General Electric.* [Tel 464-8988]

Our region is our neighborhood and we need to care about the well being of all of our neighbors. We will not succeed as a region unless we devote as much concern and resources to protecting and improving economic, social and environmental conditions in the poorer parts of the region as we devote to the wealthiest. Equity helps everybody. -- *Robert Liberty, Future Vision Commissioner and Director of 1,000 Friends of Oregon.* [Tel 487-1000]

It's the PEOPLE of this Region who are the heart of Future Vision. People live in homes we build; picnic in parks we support; shop in our stores; fish in our streams; work in our businesses; learn in schools we provide; drive on our roads; walk on our sidewalks; and celebrate our heritage together. And it will be the PEOPLE of this Region who will insure a tomorrow for our children and grandchildren. -- *Peggy Lynch, Future Vision Commissioner and community activist.* [Tel 646-4580]

Future Vision recognizes that we are irreversibly linked. It will help bring our communities together to create something greater than the sum of our individual parts. -- *John Magnano, Future Vision Commissioner and Chair of the Clark County Board of Commissioners.* [Tel 360/699-2232]

I visualize a society where diversity is celebrated; where people live in relative harmony in interesting communities in which jobs, services, and shopping are more easily accessible, with fewer automobiles; where there is a tight, crisp Urban Growth Boundary beyond which natural resource industries can thrive without undue pressures; and where all people in the entire Region have access to educational, cultural, recreational and social services. -- *Peter McDonald, Future Vision Commissioner and farmer.* [Tel 625-7437]

I hope when people read the Future Vision they will see the interconnectedness of our communities and see that we don't share just space, but also many values and goals. We've tried to take everyone's ideas and values and create a document that people can feel comfortable with. -- *Susan McLain, Vice Chair of the Future Vision Commission and Metro Councilor.* [Tel 357-9215]

Our future relies on the creativity of business, investors, neighbors, and planners -- to cooperatively design communities in new patterns. Patterns with far more options for housing, for transportation, and for workplaces. Together we can build a diverse, thriving, sustainable economy that protects our high quality of life. For make no mistake about it: our choice is not between jobs and quality of life. We must plan for both. We can't have one without the other. -- *Linda Peters, Future Vision Commissioner and Chair of the Washington County Board of Commissioners.* [Tel 693-4545]

Our Culture is one where the values of even one individual can make a difference, and collectively these values will be reflected in the Future Vision, thereby sustaining and enriching our livable communities. -- *Alice Schlenker, Future Vision Commissioner and Mayor of Lake Oswego.* [Tel 635-0213]

We must manage our unique balance of human and natural environment -- and this includes transportation services which must blend into and support our Region's economy and environment. By putting our values first and incorporating them into our Future Vision, we will secure this balance. We are already the envy of the nation, and the Future Vision will help us keep it that way. -- *Ted Spence, Future Vision Commissioner and transportation planner.* [Tel 245-1549]

Now let's hope they follow through. — *Rod Stevens, Future Vision Commissioner and financier.*
[Tel 222-3217]

For the past 200 years our Region has been a pearl in the making. We are a community that demands excellence in our environment, both man-made and God-given. The Future Vision is our collective commitment to the generations that will follow us. — *Fred Stewart, Future Vision Commissioner and realtor.* [Tel 289-4970]

As one who has lived in and studied a number of European and Asian cultures, I am continually struck by the comparative excellence of our own special culture here in the Metro region — with its priceless values of livability and the good life for all. But danger looms. We might take our special Culture so much for granted that we lose it, and become just another undistinguished American area. We must steer, not drift, into our future. The Future Vision, when adopted and conscientiously used by our Metro Council, will serve as a trustworthy moral compass for years to come. — *Robert B. Textor, Future Vision Commissioner and futures anthropologist.*
[Tel 223-6370]

The Future Vision's challenge is to conceptualize the future of our Region. The Vision commits to preserving the uniqueness of our Region for each individual, for society, and for our physical place, by retaining the values that are the hallmark of our distinctive Northwest lifestyle and outlook. — *Marilyn M. Wall, Future Vision Commissioner and attorney.* [Tel 238-0333]

APPENDIX B

RECORD OF MEETINGS

The following dates are when the Future Vision Commission met from December 1993 to January 1995.

December 6, 1993
December 20
January 10, 1994
January 24
February 7
February 28
March 7
March 12
March 21
March 28
April 11
April 18
May 2
June 6
June 13
June 27
July 11
July 25
August 8
August 15

August 22
August 29
September 12
September 19
September 26
October 3
October 17
October 24
October 31
November 7
November 14
November 21
December 5
December 12
December 19
January 9, 1995
January 23
January 30
February 28

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APPENDIX D

COMMENTORS ON THE FUTURE VISION

Dr. Nancy Wilgenbusch
President, Maryhurst College

Sondra Pearlman
Oregon Children's Theatre

Hazel DeLorenzo
Chamber Music Society

Rosemary Furfey
Water Planner, Metro

John Charles
Oregon Environmental Council

Paul Ketcham
Portland Audubon Society

Lorna Stickel
Portland Water Bureau

Chet Orloff
Oregon Historical Society

E. Kimbark MacColl
Historian

Ken Buelt
Aurora Farmer

Ron Mobley
Cornelius Farmer

Gussie McRobert
Mayor of Gresham

Jim Rapp
City Manager, Sherwood

Ed Whitelaw
ECO Northwest

John Mitchell
U.S.Bank

Don McClave
Portland Chamber of Commerce

Mary Tobias
Tualatin Valley Economic Development
Corporation

Bob & Dee Dee Kouns
Crime Victim's Assistance

About Metro

Metro is the directly elected regional
government that serves more than 1.2 million
residents in Clackamas, Multnomah and
Washington counties and the 24 cities in the
Portland metropolitan area.

Metro is responsible for growth management,
transportation, and land use planning; solid
waste management; operation of the Metro
Washington Park Zoo; regional parks and
greenspaces programs; and technical services
to local governments. Through the
Metropolitan Exposition-Recreation
Commission, Metro manages the Oregon
Convention Center, Civic Stadium, the
Portland Center for the Performing Arts and
the Expo Center.

Metro is governed by an executive officer and
a seven-member council. The executive
officer is elected regionwide; councilors are
elected by district.

For more information about Metro or to
schedule a speaker for a community group,
call 797-1510.

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Executive Officer
Mike Burton

Metro Auditor
Alexis Dow

Councilors by District

District 1
Ruth McFarland

District 2
Don Morissette

District 3
Jon Kvistad

District 4
Susan McLain

District 5
Ed Washington

District 6
Rod Monroe

District 7
Patricia McCaig