



OREGON

TRANSPORTATION OPTIONS PLAN

Regional Translation Guidance: Planning Edition



April 2017

AN ELEMENT OF THE OREGON TRANSPORTATION OPTIONS PLAN | ADOPTED APRIL 16, 2015

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ODOT Project Team

Mary McGowan, ODOT Transportation Development Division

June Carlson, ODOT Transportation Development Division

Amanda Pietz, ODOT Transportation Development Division

Matthew Barnes, ODOT Transportation Development Division

Robin Bjurstrom, ODOT Transportation Development Division

Gail Curtis, Region 1

Bill Johnston, Region 2

John McDonald, Region 3

Michael Duncan, Region 4

Cheryl Jarvis-Smith, Region 5

Consultant Team

Brie Becker, Nelson\Nygaard Consulting Associates

Chris Watchie, Cojito

Note: This document is one deliverable in a series of deliverables for different ODOT audiences. The guidance in this document includes implementation actions that cross disciplines and are the responsibility of ODOT staff across the ODOT Regions; actions are not just intended for ODOT Planning staff.

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INTRODUCTION

In April 2015, the Oregon Transportation Commission unanimously adopted the state's first [Transportation Options Plan](#) that identifies policies, programs, services, and investments to expand transportation choices for Oregonians and supports the efficient use of the state's transportation infrastructure. Adoption of this plan establishes a statewide vision for transportation options in Oregon to provide travelers of all ages and abilities with transportation options (TO) to access goods, services, and opportunities across the state. TO strategies and programs do not address capital infrastructure investments, but rather they provide information and resources to allow people to bike, walk, take transit, drive, share rides, and telecommute.

TO is an evolution of traditional Transportation Demand Management (TDM) such as park-and-rides, telecommuting and vanpooling; it also includes broader information about travel options to facilitate people's opportunity to travel by means other than driving alone. The term "transportation options" denotes many benefits beyond just managing demand, such as increased safety and improved livability, and focuses on the choice people have to select the mode that best works for them.

For more information regarding the TO Plan, the Executive Summary is available [online](#), and is supported by a [brochure](#) that outlines the benefits of transportation options.

What are Transportation Options?

Transportation options (or "TO") is an evolution of traditional Transportation Demand Management (TDM) such as park-and-rides, telecommuting and vanpooling; it also includes broader information about travel options to facilitate people's opportunity to travel by means other than driving alone. The term "transportation options" denotes many benefits beyond just managing demand, such as increased safety and improved livability, and focuses on the choice people have to select the mode that best works for them.

Transportation infrastructure and services (such as bike lanes, sidewalks, and transit service) are very important components of a viable transportation system; however, the emphasis of this document focuses on the programs that provide information and resources to allow people to bike walk, take transit, drive, share rides, and telecommute.

Oregon Drive Less Challenge

Save the date:
Wilsonville Sunday Streets
August 19, 2012
11:00 am - 3:00 pm

Plan to join us to explore a loop of open streets linking parks with family-friendly activities for all ages focusing on fitness, travel, and fun.

A New, Fun, Fun Event!

Enjoy this unique time for walking, strolling, jogging, running, bicycling, tricycling, rollerblading, skateboarding, jumping, playing, hula-hooping, and more!

Sharing the road makes it fun for everyone

Mark your calendars and stay tuned for more!

Brought to you by:

SMART
ORANGE COUNTY METRO

Join the event! Contact us to become a volunteer, sponsor, or vendor.
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Micro
Orange County Metro is a member of the Regional Transportation and Planning Council.

COMMUTE OPTIONS

SMART TRIPS PORTLAND

Drive less. Connect.
Matching people with places.

SafeRoutes
Oregon Safe Routes To School



TRANSPORTATION OPTIONS TOOLBOX

The Transportation Options Plan was by no means ODOT's first commitment to supporting biking, walking, and transit. The Transportation and Growth Management Program has published several resources, including:

- Parking Management: A Powerful Tool to Meet Community Goals
- Transportation Demand Management (TDM) Plans for New Development
- Parking Made Easy
- Transit in Small Cities

For more information, go to: <https://www.oregon.gov/LCD/TGM/Pages/publications.aspx>

ODOT's Role in Plan Implementation

Implementation of the TO Plan includes the establishment of a clear vision for statewide and regional program structures, detailed measurement and reporting processes, and strategies to improve awareness and understanding of TO programs. The purpose of this document is to assist in communicating the ways in which TO can be integrated into planning and related efforts, in support of implementing the statewide TO Plan. This guidance is not a comprehensive list of policies and strategies from the TO Plan; but rather highlights specific opportunities that are particularly relevant to the daily work of Region Planners. The utilization of the Region Translation Guidance will be facilitated through training opportunities that broaden the understanding of TO programs throughout the state.

Oregon Department of Transportation (ODOT) is responsible for managing the State-owned transportation infrastructure. Safety and system efficiency are at the core of ODOT's mission. While automobiles and freight have historically been ODOT's focus for the movement of people and goods, recent years have demonstrated ODOT's commitment to supporting a balanced, multimodal, and resilient transportation system. As traveler preferences change and funding for transportation is strained, the benefits of biking, walking, taking transit, and sharing rides are becoming more widespread. ODOT recognizes that the future success of transportation lies in providing for and promoting all modes of transportation, not just single occupancy vehicles and freight. The adoption of the TO Plan demonstrates ODOT's multimodal commitment, providing the blueprint for the State to support transportation options.

Purpose of the Region Translation Guidance

The purpose of the Region Translation Guidance is to help define the roles of ODOT Region Planners and other Region staff to implement the vision of the TO Plan. This document provides the foundation for tasks and actions that may begin at the Planning level but may ultimately be carried out by other ODOT staff. Future documents will be prepared with more specific guidance for staff in other ODOT program and functional areas.

This document addresses:

- How the adoption of the TO Plan influences the way that Region planning is conducted.
- Demonstrates the ways in which TO programs support the work that is achieved through planning.
- Identifies stakeholders at the local, regional, and state levels that can be partnered with and referred to for support throughout planning efforts.
- Highlights the opportunities to leverage existing funding sources to help support TO investments.
- Identifies how planning can help implement specific policies and strategies outlined in the TO Plan.
- Demonstrates where this type of work is already being implemented across the state that Region Planners can learn from.

The Assumed Benefits of TO May Vary by Discipline and ODOT Region

TO programs result in a multitude of benefits that ensure ODOT is supporting a safe, efficient, and functional transportation system and can support a range of important outcomes. These benefits may resonate differently when communicated with other subject matter experts within ODOT such as ODOT Traffic Engineers, maintenance staff, or project development team leaders; as well as with stakeholders outside of ODOT. Table 2 (Chapter 5, page 110) of the [Oregon Transportation Options Plan](#) lists the potential benefits of transportation options for a variety of audiences.

TO benefits may include:

- **System efficiency and reliability:** Maximize transportation system efficiency by increasing capacity of existing infrastructure and services. Manage system congestion and improve the reliability of transportation for people and goods.
- **Reduced cost:** Reduce transportation costs for system providers, operators, travelers, and the general public.
- **Access:** Provide travel opportunities for those who may not otherwise be able to access needed information, goods, and services.
- **Other community goals:** Support state, regional, and local goals related to economy, environment, community, and public health by providing transportation choices.

Local jurisdictions located in denser, more urban regions, such as the Portland Metro area in Region 1, and the Salem-Keizer and Eugene-Springfield areas in Region 2, may see more challenges related to congestion. **System efficiency and reliability** therefore may be a key motivator for transportation options programs in these regions. On the other hand, a more rural community in Region 5 may have access to fewer transportation options and have longer distances to travel for healthcare, jobs, and other services. Strategies and programs in these regions may be more focused on promoting equity and access. These regional nuances will be important to consider as Region Planners work to integrate TO into their work.

Guidance Organization

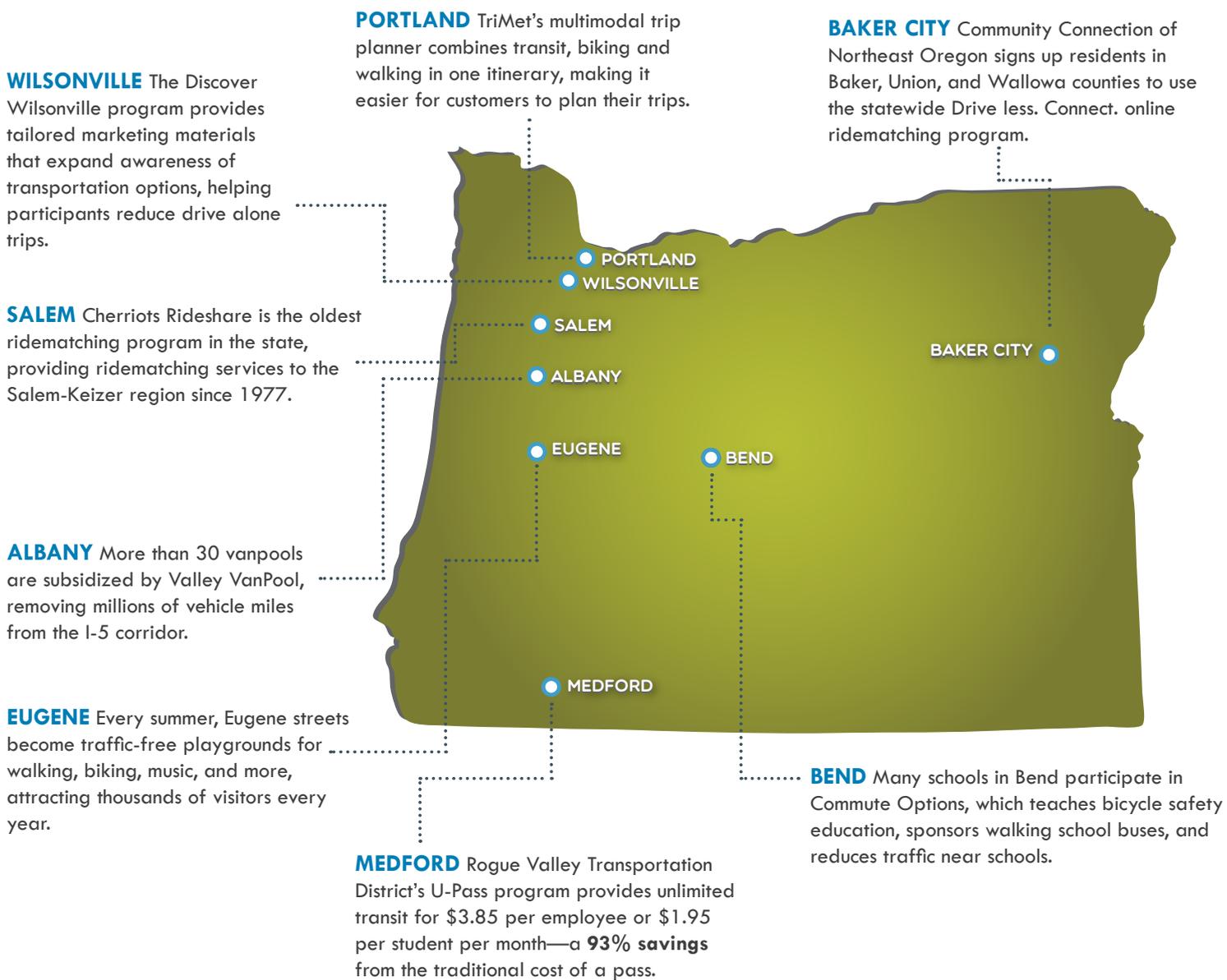
This guidance provides an overview of partners, funding and resource opportunities, and strategies for Region Planners to consider for integrating TO into each “area of influence” highlighted below. This guidance is intended to be a living document updated as needed by ODOT Region and ODOT headquarters staff to continually identify opportunities to integrate TO into daily planning work.

This guidance includes the following sections:

- **Chapter 2 Coordination & Funding:** Provides a discussion of the state, regional, and local partners available to support the implementation and leveraging of resources to fulfill the vision of the TO Plan.
- **Chapter 3 Areas of Influence:** Outlines ODOT’s five “areas of influence” in a project and program life cycle and explains how the policies and strategies outlined in the TO Plan can be implemented throughout. The “areas of influence” include: planning, development review, system management and operations, project development, and construction.

WHAT ARE TRANSPORTATION OPTIONS PROGRAMS AND INVESTMENTS?

Transportation options programs and investments create choice in our state and local transportation systems, allowing people to bike, walk, take transit, drive, share rides, and telecommute. These programs may be employed differently across the diversity of Oregon's communities, from small coastal communities, to mid-sized cities such as Bend, to larger urban areas like Portland and Eugene. Highlighted below are examples of the innovative work being done in communities across Oregon.



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COORDINATION & FUNDING

Coordination throughout ODOT and with external TO providers is essential for effective implementation of TO programs and services and is accomplished through improved communications and processes. This section outlines the importance of internal coordination and external partnerships to secure funding and implement the TO Plan.

INTERNAL INTEGRATION

ODOT has two roles in TO implementation. One is to provide policy guidance, funding, and other support to local governments, Metropolitan Planning Organizations (MPOs) and TO providers. The other is to integrate TO throughout ODOT – through planning, development review, operations, project development, and construction mitigation as described in Chapter 3. The State’s TO Program is a strong partnership between ODOT Headquarters and the various Regions. Internal coordination will be facilitated by a main point of contact at ODOT Headquarters responsible for funding coordination, performance measurement, and ongoing research. This point of contact is: [Note: Will be added once approved by ODOT leadership].

At each ODOT Region, there are also designated staff for TO. The Region TO staff will work with Headquarters staff to coordinate contracting and performance monitoring, identify new program areas, and identify opportunities to expand and stabilize funding for TO. Responsibility for TO at the Regional level will rest with Active Transportation Liaisons and/or Regional Transit Coordinators. For the time being, this will vary by Region or may be a shared roll based on staff capacity.

In addition to working closely with Headquarters, Region TO staff are responsible for coordinating with other ODOT staff, such as Intelligent Transportation System (ITS), traffic engineers, active transportation and development review subject matter experts, to integrate TO at the Region level.

EXTERNAL PARTNERSHIPS

Implementation of the TO Plan also requires strong partnerships with external stakeholders. While ODOT can be a leader in convening the right partners, identifying potential funding sources, and leading research and development of technical tools, it does not provide the “on the ground” resources needed to implement successful TO programs and engagement. Therefore, Region TO staff work directly with the local TO providers regarding contract management, work plan development, and performance measure data collection to facilitate implementation of programs and services.

Local TO providers are critical partners for Region Planners. As TO projects and opportunities are identified, contacting the local TO provider is a critical first step for Region Planners. TO providers establish connections with employers, residents, and schools through meaningful engagement, education and outreach.

Local TO providers by ODOT Region are outlined below:

Statewide

Street Trust (e.g. Bicycle Transportation Alliance)

Drive Less. Connect.

Oregon Safe Routes to School

Region 1

Go Lloyd

City of Portland Smart Trips

Explore Washington Park

Metro Regional Travel Options Program

South Waterfront Community Relations

Swan Island Transportation Management Association

TriMet Employer Program

Westside Transportation Alliance

Wilsonville SMART

Region 2

Cascades West Rideshare

City of Eugene

Cherriots Trip Choice

Lane Transit District (Point2Point)

Sunset Empire

Region 3

Rogue Valley Transportation District

Region 4

Commute Options

Mid-Columbia Economic Development District

Region 5

Community Connection of Northeast Oregon

Commute Options

Employers

There are also numerous employers with transportation options programs, including Nike, Intel, and SolarWorld in Region 1 and many others across the state. In most cases, the local travel options providers and programs (listed above) are the point of contact for employers to provide travel options information and resources. If employers contact an ODOT Region, it is advised to connect them with the local transportation options provider. For more information on the TO providers in each Region, go to Chapter 2 in the [TO Plan](#).

ODOT also has limited jurisdiction over local and regional policies that can support implementation of TO programs. As such, ODOT Region Planners will rely strongly on public and private partners, working directly with partners at all levels of government and the community to integrate transportation options into planning processes. Detailed opportunities for engagement with partners are highlighted in Figure 1.

Figure 1 Opportunities for Region Planners to Engage with External Partners

Entity	Who	Opportunity to Engage
State Agencies and Organizations	<ul style="list-style-type: none"> → Department of Environmental Quality → Department of Human Services → Department of Energy, Housing and Community Services → Department of Land Conservation and Development → Oregon Health Authority, Veterans Affairs → Oregon Department of Education → Oregon Parks and Recreation Department → Business Oregon → Regional Solutions Team → Special Transportation Fund (STF) Committee 	<ul style="list-style-type: none"> → Influence policy direction and legislative decisions → Leverage funding support → Serve as technical resources
Regional Organizations	<ul style="list-style-type: none"> → MPOs, ACTs, TMAs 	<ul style="list-style-type: none"> → Expand walking, biking and transit infrastructure → Influence project selection and prioritization (i.e. role in STIP project prioritization), etc. → Incorporate TO activities into the regional planning process
Local Jurisdictions	<ul style="list-style-type: none"> → Street designers, traffic engineers, transportation planners, local finance department, and land use planners 	<ul style="list-style-type: none"> → Incorporate TO activities into the local planning process, e.g. Transportation System Plans
Local Transportation Options Providers	<ul style="list-style-type: none"> → Staff at organizations such as Point2Point, Cherriots Trip Choice, etc. 	<ul style="list-style-type: none"> → Work with TO providers to integrate TO into project development process and as a construction mitigation tool
School Districts	<ul style="list-style-type: none"> → School districts 	<ul style="list-style-type: none"> → Influence school siting decisions¹ → Leverage partnerships with school districts; engage with TO providers
Private Sector	<ul style="list-style-type: none"> → Technology developers → Health providers → Employers and Employer Transportation Coordinators (ETCs) → Property developers → Recreation vendors → Resident Transportation Coordinators (RTCs) and case workers → Freight stakeholders 	<ul style="list-style-type: none"> → Work with developers to incorporate TO strategies as mitigation measures → Connect large employers with local TO providers

¹For further information see the Oregon School Siting Handbook: <https://www.oregon.gov/LCD/TGM/docs/schoolsitinghandbook.pdf>



HOW TO LEVERAGE TO FUNDING THROUGH PLANNING?

- Work with local and regional jurisdictions to ensure TO is identified as a priority in TSPs and RTPs, and document the return on investment benefits of TO.
- Work with Project Development Teams to identify opportunities to integrate TO in capital and service projects early on.
- Collaborate with traffic engineers and construction teams to include TO programs as part of the congestion mitigation strategies for large construction projects.

TRANSPORTATION OPTIONS FUNDING

Reliable and responsive funding is needed to develop robust TO programs at the state and local levels. A variety of funding sources exist for TO, such as:

- **Federal:** Congestion Mitigation and Air Quality Program (CMAQ); Surface Transportation Block Grant Program (STBG), formerly under Transportation Alternatives Program (TAP)
- **State:** ConnectOregon, ODOT Rail and Public Transit Division, Oregon Legislature, Special Transportation Fund, State Transportation Improvement Program (STIP) Enhance
- **Regional:** Metropolitan Planning Organization (MPO) STBG funds, ODOT Regions, Safe Routes to School (SRTS)
- **Local:** Local match funding and private sponsorship

While TO projects and programs have had varying success securing funding from existing sources, there are opportunities to leverage TO funding, including:

- **Capital Project Development and Service Investments:** TO can be folded into every phase of capital project development. This approach ensures that education and outreach efforts are provided to leverage new capital and service investments. This could include an individualized marketing campaign targeted to households in proximity to a new transit line, such as the Orange Line individualized marketing campaign in the Portland Metro Region in 2016.
- **Transportation Options Criteria in Project Selection:** To help TO programs compete for funding, Region Planners can collaborate with local and regional partners to define project eligibility criteria and prioritization factors within the Metropolitan Transportation Improvement Program (MTIP) and other local and regional funding sources to specifically support TO projects and programs.
- **Construction Mitigation:** State and local partners can incorporate TO programs and investments into the construction phase of large capital projects to help mitigate traffic impacts during construction. Developing and implementing TO programs concurrent with major highway or roadway projects can mitigate construction impacts and influence traveler choices over the long term. A successful example is in Region 5, when an I-84 project used targeted outreach to bicyclists and equipped vans with bike racks to safely transport bicyclists through the construction zone. This project was funded as part of the construction budget through the Traffic Control Plan and coordinated by the ODOT Project Manager, the Traffic Operations Analyst, and the Public Information Officer.² Another example is in Region 2, when ODOT contracted with Point2Point to provide outreach services to construction zone businesses with project information, traffic impacts, and transportation options to use before, during, and after major construction on Highway I-105.
- **Development Review:** By encouraging or requiring TO programs as part of the development review process, ODOT can leverage investments in programs by the private sector.

² For further information, see: <https://www.oregon.gov/odot/construction/pages/index.aspx> and <https://www.oregon.gov/odot/regions/pages/region-5.aspx>

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AREAS OF INFLUENCE

At the regional level, a total of five areas of influence were identified as having opportunity for integrating TO: planning, development review, operations, project development, and construction.

- **Planning.** Regional and local plans should be in compliance with one another and support common goals for TO.
- **Development Review.** Elements of TO should be incorporated into the new development review process and can also help mitigate development impacts.
- **Operations.** Technological investments and coordination amongst state, regional, and local partners can support TO and help improve system efficiency.
- **Project Development.** TO should be considered (and integrated when possible) throughout all phases of capital project development.
- **Construction.** TO should be integrated during construction projects to mitigate congestion and manage traffic.

Each of the areas of influence are described in more detail below, including a check list of actions for Region Planners to consider related to implementing the policies and strategies in the TO Plan. Spotlights are also provided that highlight specific scenarios for outcome based implementation.

PLANNING

Planning is a core function of ODOT Region staff both on and off ODOT facilities. Region Planners are responsible for facilitating planning efforts on ODOT facilities and coordinating with local and regional jurisdictions to update Corridor or Facility Plans, Transportation System Plans (TSPs) and Regional Transportation Plans (RTPs). TO programs can support performance-based planning efforts and the connection between land use and transportation. Working hand-in-hand and with local and regional jurisdictions and TO providers, ODOT Region staff can ensure planning processes support an efficient and multimodal transportation system. Relevant policies and strategies from the TO Plan, along with example action items, are highlighted below.

The [Benefits of TO](#) brochure can assist in establishing the business case for TO in planning.

Putting the Plan into action...

TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p data-bbox="239 504 343 541">Safety</p>	<p data-bbox="451 320 1085 497">→ Policy 1.3 Incorporate safety considerations, including education and enforcement strategies, into statewide and local plans to facilitate the viability of all modes and increase transportation choices.</p>	<p data-bbox="1111 320 1553 526">→ Work with local and regional jurisdictions to incorporate education and outreach components to support safety recommendations into RTPs, RTSPs, and TSPs.</p>
 <p data-bbox="225 906 355 944">Funding</p>	<p data-bbox="451 557 1032 734">→ Strategy 2.b Coordinate state and local transportation options goals and policies with other state planning tools and processes such as least-cost planning concepts and strategic assessments and scenario planning.</p>	<p data-bbox="1111 557 1553 867">→ Look for opportunities to apply performance-based planning (such as Mosaic or Regional Strategic Planning Model) to assess the outcomes of policy choices, including enhanced TDM and TO activities, to bolster the selection of such transportation solutions.</p>
	<p data-bbox="451 882 1085 1117">→ Strategy 2.e Use elements of this Plan and other work to document the “business case” for transportation options. Clearly communicate what transportation options is (a collection of strategies and tools) and its benefits, such as deferred capital costs, reduced community cost, and congestion management.</p>	<p data-bbox="1111 882 1553 1088">→ Share information on the benefits of TO including system efficiency, air quality, urban form and sustainability factors, health, and equity. Reference The Benefits of Transportation Options brochure.</p>
 <p data-bbox="156 1597 425 1676">Mobility & System Efficiency</p>	<p data-bbox="451 1477 1085 1685">→ Strategy 4.k Foster the identification and development of mobility hubs through financial, policy, or technological support or coordination, with an initial focus on locations with an existing user base such as park-and-ride lots, transit stops or stations, universities, or institutional campuses.</p>	<p data-bbox="1111 1132 1553 1442">→ In the long range planning process, look for opportunities to facilitate multimodal transfer by co-locating bus, bike share, and park-and-rides. Identify locations with an existing TO user base (e.g. park-and-ride lots, transit stops or stations, universities, or institutional campuses).</p> <p data-bbox="1111 1455 1553 1698">→ Consider possible improvements that would help transform these existing locations into mobility hubs (e.g. making car sharing available at park-and-ride lots, adding bike parking at transit stops and stations).</p> <p data-bbox="1111 1712 1553 1884">→ Leverage existing technological resources to support the development of mobility hubs (e.g. transit provider real-time information).</p> <p data-bbox="1111 1897 1553 2023">→ Partner with local TO providers to conduct outreach to communities and employers in the area surrounding mobility hubs.</p>

Putting the Plan into action...

TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p>Health & Environment</p>	<p>→ Strategy 6.b Integrate health considerations and impacts in transportation planning. Include transportation options outcomes in Community Health Improvement Plans / Community Health Needs Assessments. Where detailed health impact assessments are not practical, consider elements of public health in transportation and community planning and in site design.</p>	<p>→ Identify opportunities to encourage increases in active transportation, transit, flexible work schedules, and telecommuting. Leverage tools such as the Regional Strategic Planning Model (RSPM) and Integrated Transportation and Health Model (ITHM) to evaluate and quantify health benefits of active transportation.</p>
 <p>Land Use & Transportation</p>	<p>→ Policy 7.2 Encourage the incorporation of multimodal level of service (LOS) or similar multimodal and person movement measures and analysis tools during transportation system plan (TSP) updates.</p>	<p>→ Look for opportunities to incorporate Multi Modal Level of Service (MMLOS) analysis within TSP scopes as appropriate and consistent with updates to the TSP Guidelines. TGM Code Assistance, outreach, and other non-grant services can also be leveraged.</p>
 <p>Equity</p>	<p>→ Policy 9.5 Coordinate between transportation options providers and human service providers to improve efficiency and expand access. Utilize annual agency plans where data has been collected to inform needs assessments throughout the state.</p>	<p>→ Coordinate local and regional transportation plans with Coordinated Public Transit Human Services Transportation Plans in order to leverage service improvements and investments.</p>
	<p>→ Strategy 9.c Focus efforts on understanding the travel habits of currently underserved groups. Use data, mapping tools, and pilot projects to document trip origins, destinations, and time of day travel.</p>	<p>→ Identify opportunities to launch individualized marketing programs to Spanish and other non-native speakers.</p> <p>→ Work with local jurisdictions to facilitate analysis and planning work that identifies geographic areas that are underserved by travel options and assists in project prioritization.</p>



IMPLEMENTATION SPOTLIGHT: MOBILITY HUBS

Mobility hubs fully integrate multimodal access and connections, including the transit network, pedestrian and bicycle connections, park-and-ride access, bike share or car share options, and/or ridesharing. Mobility hubs may look very different depending on the geographic context – in urban areas, they may be located at the intersection of frequent transit service and include bike share, car share, and real-time arrival information. In more rural areas, they may be located at a park-and-ride where intercity transit connects passengers to parking and ridesharing options.

ODOT is already working to define a set of “Key Transit Hubs.” A Key Transit Hub is a transit stop or stop cluster served by three or more general public fixed route transit services (each with a unique service area).³

Actions

- Work with ODOT Headquarters to identify existing key transit hubs; use this list in discussions with local jurisdictions (see actions below).
- Since the definition of mobility hubs may vary by geographic context, assist in defining a mobility hub typology to identify the opportunities for mobility hub implementation in different geographies.
- Work with local jurisdictions to prioritize mobility hub locations; identify priority locations in RTPs and TSPs and other planning processes.
- Coordinate with local TO providers, transit agencies, and local jurisdictions to identify possible improvements that would help transform existing transit stop locations into mobility hubs.
- Evaluate potential to leverage park-and-ride locations that enable transfer between modes.

Model Example

- **Region 5:** ODOT Public Transit Division and Region Planners reviewed the site plan for the Greyhound, Shuttle, Dial-a-Ride and region connections Transportation Hub in La Grande. Review of the development provided a platform to communicate design opportunities to improve access, safety, and mobility and meet long-term operational needs.

³ <https://www.oregon.gov/ODOT/Programs/Pages/TO-Program.aspx>

DEVELOPMENT REVIEW

New land development is regulated by the local government based on the locally adopted comprehensive plan and development code. ODOT is party to local land use actions that impact the state system. Integrating TO into the development review process can give leverage to travel options investments and help ensure that tenants and employees at new developments are provided with options other than driving alone.

TO can be directly incorporated into development plans at the time of application or as a condition of approval, when TO elements are part of the local TSP and development code. Mitigation strategies can range from developing a complete TDM plan with performance monitoring to a one-time installation of bicycle or pedestrian supportive amenities and infrastructure. Developments that integrate TO into the site plan development and approval process may result in on-site carsharing, discounted transit passes to tenants, and other programs to promote TO. These approaches can substantially reduce driving generated by tenants and therefore require less parking overall and reduce costs to the developer and tenants.

For more information on ideas to work with local jurisdictions on these issues, review the [Transportation Demand Management Plans for Development](#) provided by the Transportation and Growth Management (TGM) Program.

Putting the Plan into action...

TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p>Economy</p>	<p>→ Strategy 5.h Include transportation options as a mitigation strategy in developer agreements for a range of projects.</p>	<p>→ Encourage local jurisdictions to evaluate development projects based on metrics other than traditional “level of service” (LOS) to better align with community environmental, economic, health, and equity goals. One such measure could be vehicle miles traveled (VMT).</p>
 <p>Land Use & Transportation</p>	<p>→ Policy 7.4 Expand the role of parking management and coordinated site planning in community planning and design, recognizing the full costs and outcomes associated with inefficient parking strategies.</p>	<p>→ Conduct a parking study that:</p> <ul style="list-style-type: none"> → Examines the existing parking conditions → Identifies any parking inefficiencies → Recommends solutions, including the use of parking management strategies such as shared parking and reduced parking minimums
	<p>→ Strategy 7.d Support the development of complete “20-minute” neighborhoods (neighborhoods that contain jobs, housing, and services that are accessible by bicycle, walking, or transit within a 20-minute walk, bike ride, or transit ride).</p>	<p>→ Work with local jurisdictions to encourage a variety of land uses and multimodal amenities/ investments in neighborhood communities, further promoting the 20-minute neighborhood concept.</p>

Putting the Plan into action...

TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p data-bbox="178 871 407 953">Land Use & Transportation</p>	<p data-bbox="453 349 1085 488">→ Strategy 7.g Update local zoning codes to reduce requirements for off-street parking and establish off-street parking supply maximums in urban areas, as appropriate.</p>	<p data-bbox="1112 316 1546 522">→ Work with local jurisdictions to incorporate reduced and maximum off-street parking requirements that support the community vision and established targets.</p>
		<p data-bbox="1112 537 1524 743">→ Work with local jurisdictions to develop or revise existing zoning codes and/or policies to incorporate TO requirements or incentives into the new development process.</p>
	<p data-bbox="453 898 1055 1141">→ Strategy 7.p Work with developers and local jurisdictions to integrate, incent, or require transportation options as part of the development review process. Reference the Oregon Transportation Growth Management “Transportation Demand Management Plans for Development” guide.</p>	<p data-bbox="1112 758 1558 920">→ Work with local jurisdictions to set VMT, emissions, and/or mode share targets to provide important policy support to integrate TO into the new development process.</p>
		<p data-bbox="1112 935 1555 1207">→ Determine applicability and thresholds for when and where TO integration should be required in the development process (e.g. based on geographic location of the development, the number of employees, the square footage of the development).</p>
		<p data-bbox="1112 1223 1555 1362">→ Establish a menu of programmatic strategies (e.g. develop a TDM plan, rideshare supportive investments, transit subsidization).</p>
		<p data-bbox="1112 1378 1529 1506">→ Work with local jurisdictions to monitor and enforce compliance throughout the lifetime of the development.</p>



IMPLEMENTATION SPOTLIGHT: INTEGRATE TO INTO THE DEVELOPMENT REVIEW PROCESS

TO can be incorporated at the time of new development by incentivizing or requiring TO programs as part of the development review process. This helps to ensure programs and supportive infrastructure are in place throughout the lifetime of a building. The threshold of applicability and mitigation efforts can vary by jurisdiction, and the authority for development review is primarily local. Region Planners can work with jurisdictions to identify opportunities to integrate travel options into the new development process.

Actions

- Coordinate with local partners to incorporate TO objectives into local plans and development codes so as to set standards for access management permitting, such as frontage improvement requirements.
- Where a development proposal includes a proposed comprehensive plan or development code amendment, the Transportation Planning Rule (TPR) section addressing long range planning (660-012-0060) is triggered, and adverse impacts on the state and local transportation system may require mitigation and provision for non-auto modes.
- The Transportation and Growth Management Program has already put together a [guidance document](#) that outlines the opportunities for jurisdictions to integrate travel options into the development process and provides model code language for jurisdictions to follow. Region Planners should share this document with local jurisdictions and be available to help facilitate this process and answer questions.

Model Example

- **Region 1:** The City of Portland is working on incorporating transportation options into the new development process as part of its 2016 Comprehensive Plan Update. The Portland Bureau of Transportation is considering expanding the requirement for an approved, performance-based TDM plan to be incorporated into mixed use and multi-family buildings over certain size thresholds.

SYSTEM MANAGEMENT & OPERATIONS

While ODOT planners do not deal directly with system management and operations, planners engage with other ODOT staff that do. ODOT maintenance, operations and intelligent transportation systems (ITS) staff play an important role in both providing real-time information to travelers (via tools like TripCheck, speed warning systems, and variable message signs) and maintaining and operating the current system. ODOT planners should coordinate with these staff to ensure traveler information is disseminated.

Coordinating the dissemination of traveler information with regional partners ensures reliability, safety and security, and improved traveler experience. It can also ensure consistency in the information provided and reduce operational costs for local TO providers. Coordination in collecting and sharing the data between local, regional, and state entities is essential. For example, real-time traveler information and variable message signs can enhance operations, improve reliability, and encourage the use of TO. Relevant policies and strategies from the TO Plan are highlighted below.

Putting the Plan into action...		
TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p>Mobility & System Efficiency</p>	→ Strategy 4.i Transition informal “pop-up” park-and-rides that are well used to permanent facilities when the following minimum conditions are in place: appropriate location, adequate demand, safe and usable, ADA accessible, cost efficient.	→ Work with local jurisdictions to incorporate reduced and maximum off-street parking requirements that support the community vision and established targets.
		→ Identify funding source and maintenance plan to implement permanent facilities.
	→ Strategy 4.j Prioritize maintenance of high-demand park-and-ride locations during inclement weather, including sanding, de-icing, snow removal, and flood prevention.	→ Work with local jurisdictions to determine which park-and-ride locations are in high-demand.
		→ Biennially reassess the prioritization of the park-and-ride locations.
	→ Strategy 4.m Promote bike share programs at mobility hubs and other destinations connecting the “last mile” of travel.	→ Work with local bike share operator and transit providers that serve mobility hubs to develop joint marketing for first/last mile connections.
	→ Strategy 4.n Enhance the availability of carsharing (short-term self-service vehicle rentals or peer-to-peer rentals), providing options to households choosing not to own a vehicle or choosing to limit the number of vehicles owned.	→ Work with carsharing providers to potentially expand service area.

Putting the Plan into action...

TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p>Mobility & System Efficiency</p>	<p>→ Strategy 4.w Provide "point-of-purchase" information to travelers that enables efficient mode and time of day travel choices.</p>	<p>→ Partner with local TO provider to conduct outreach to households and employers about carshare options.</p> <p>→ Conduct research and data analysis to develop information resources that document mode and time of day travel choices.</p> <p>→ Consider technological investments that could help collect and disseminate this information.</p> <p>→ When "point of purchase" information is available, coordinate with local TO providers to ensure information about alternative transportation options is available.</p>
 <p>Land Use & Transportation</p>	<p>→ Strategy 7.k Promote parking pricing strategies such as variable market rates for on-street (metered) parking or variable pricing (e.g., during peak hour).</p>	<p>→ Conduct best practice research for parking pricing strategies and develop reference sheet for local jurisdictions.</p>
 <p>Knowledge & Information</p>	<p>→ Strategy 10.e Continue to publish open data on park-and-ride locations throughout the state, particularly state facilities, to enable integration with ridesharing networks.</p> <p>→ Strategy 10.b Continue state collaboration with established transportation options professional and related organizations to leverage and disseminate information.</p>	<p>→ Work with local jurisdictions to ensure park-and-ride location data is up-to-date.</p> <p>→ Encourage transit agencies and local jurisdictions to mark priority spaces for carpoolers, vanpoolers, and carsharing.</p> <p>→ Work with local partners and travel options providers to disseminate existing traveler information resources, such as Drive Less Connect, TripCheck, and other locally based information.</p>



IMPLEMENTATION SPOTLIGHT: PARK-AND-RIDES

Park-and-Ride locations are important for promoting carpooling, vanpooling, and use of the buses and trains. While potentially costly to develop, park-and-ride locations benefit the state system by maximizing capacity on roadways (more people per vehicle) and minimizing maintenance costs (through less wear and tear from vehicles). Park-and-ride locations may be formal or informal (pop-up park-and-ride) and long terms needs should be assessed.

Identification of park-and-ride locations should be a part of planning efforts when developing Corridor Plans and for most Interchange Area Management Plans as a strategy to preserve and enhance roadway capacity and manage demand. Identification of locations may also occur through project development, and maintenance and long-term upkeep will need to be considered and programmed.

Actions

- Coordinate with TO providers and transit agencies to identify potential park-and-ride location needs within the Region. Look for locations where:
- Existing regional and/or local transit routes already stop (e.g. shopping centers)
- Carpooling occurs
- There are highly traveled corridors without park-and-ride facilities
- Evaluate the potential to leverage park-and-ride locations into mobility hubs where trains, buses, vanpools, and bikeshare can link and travelers can transfer seamlessly between modes.
- Locate and evaluate informal, pop-up park-and-ride locations and formalize as appropriate based on the following conditions, at a minimum:
 - **Appropriate Location:** There is not another existing park-and-ride lot close by that could serve the need, and the location is the most accessible and safer than other potential locations in the area.
 - **Adequate Demand:** The lot is used by 15 or more cars per week.
 - **Safe and Usable:** Location is safe and usable or can be made so with a reasonable amount of mitigation (e.g. driveway access, illumination, grading, drainage, etc.).
 - **ADA Accessible:** The topography and other features of the park-and-ride location meet ADA requirements with a reasonable amount of mitigation.
 - **Cost Efficient:** The state, local jurisdiction, or private provider, whose property is being utilized as a park-and-ride location, has both determined that they can afford to operate and maintain the facility and has approved formal designation.
- Implement permanent facility, identify funding source and develop a maintenance plan.
- Prioritize maintenance of high-demand park-and-ride locations during inclement weather, including sanding, de-icing, snow removal, and flood prevention.

PROJECT DEVELOPMENT

Transportation options can be folded into every phase of capital project development, from STIP project scoping, to needs assessment, to conceptual planning, and design and implementation. TO outreach and programming should be integrated into project budgets and timelines to ensure it is thoughtfully considered throughout the life of the project.

Effective coordination, communication, and cooperation between Region Planners and TO partners is critical to leverage funding, policy, and implementation support. With each investment, State and local partners should ask themselves, “how might this project affect what travel choices a person makes and what TO programs can help the project more fully meet community goals related to economic development, equity, the environment, and health?” These efforts ensure that transportation options are incorporated early on in the planning process rather than being more of an after-thought.

Putting the Plan into action...		
TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p>Safety</p>	<p>→ Strategy 1.d During project development look for opportunities that encourage efficient multimodal travel and maximize system safety.</p>	<p>→ Work with the Project Team Lead to incorporate TO into the project scoping process (e.g. update Scoping Sheets).</p>
		<p>→ Work with the ODOT Project Team Lead to ensure TO providers are included in Project Development meetings to determine opportunities to integrate TO.</p>
		<p>→ Work with ODOT Project Team Lead to integrate TO outreach and programming into the project budget and timeline.</p>
		<p>→ Partner with the local TO provider to develop a public outreach strategy and marketing materials specific to each project.</p>
 <p>Funding</p>	<p>→ Strategy 2.b Plan road construction projects, budgets, and timelines to include transportation options outreach as a standard public information strategy.</p>	<p>→ Work with ODOT Project Team Lead to integrate TO outreach and programming into the project budget and timeline.</p>
		<p>→ Partner with the local TO provider to develop a public outreach strategy and marketing materials specific to each project.</p>

Putting the Plan into action...

TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p>Economy</p>	<p>→ Strategy 5.a Integrate transportation options into alternatives analysis for large infrastructure projects to consider the most cost effective solutions. Similarly, measure the impact of transportation options strategies when engaging in least cost and long term planning.</p>	<p>→ Meet with local jurisdictions and transit providers to discuss upcoming infrastructure projects and the opportunity to integrate TO to leverage investments.</p> <p>→ Work with local jurisdictions and transit providers to integrate transportation options into the project alternatives.</p> <p>→ Develop performance strategies and performance metrics for measuring impacts of transportation options.</p>
 <p>Health</p>	<p>→ Strategy 6.b Integrate health considerations and impacts in transportation planning. Include transportation options outcomes in Community Health Improvement Plans / Community Health Needs Assessments. Where detailed health impact assessments are not practical, consider elements of public health in transportation and community planning and in site design.</p>	<p>→ Work with local jurisdictions to incorporate health impact assessments into the TSP process.</p> <p>→ Coordinate with the County Health Department in project development to define project need, planning, and design considerations.</p>
 <p>Coordination</p>	<p>→ Strategy 8.a Integrate transportation options programs and investments in project development and facilitate communication among local public and private agencies and service providers.</p>	<p>→ Develop a standard process to integrate TO into the project development process (e.g. coordinate with the ODOT Project Manager, work with the local TO provider to develop outreach strategy, establish performance measure strategy to measure the impact of TO programming, etc.)</p> <p>→ Create contact list for each ODOT Region of potential partners to engage during project development to integrate TO.</p>



IMPLEMENTATION SPOTLIGHT: PUBLIC HEALTH

TO helps address a number of growing public health concerns in Oregon. Even moderate amounts of active transportation such as walking, biking, and even walking to transit stops can result in important health benefits for Oregonians. Region Planners can work with local jurisdictions to incorporate health impact assessments into the TSP planning process. Health partners should also be brought to the table early on in the project development process to help define the project need, planning, and design processes.

Actions

- Define the need of the project or program through a Health Impact Assessment (HIA). For example, a HIA could be conducted for a park-and-ride or a mobility hub project. TO programs (such as safety education and outreach) could be identified as mitigation efforts to improve desired health outcomes.
- Include a task in a TSP/facility planning Statement of Work (SOW) for the consultant to conduct HIAs and look for opportunities to coordinate TO efforts with other facility studies such as Road Safety Audits.
- Engage with jurisdictions on school siting decisions to ensure that schools are well located and connected to communities to encourage biking and walking to school. Reference the [TGM Oregon School Siting Handbook](#).
- Engage with the County Health Department and other health partners in project development to help define the project need, planning, design, etc.
- When scoping a project to be included in the STIP, include a budget line item to allow for coordination of TO outreach and education. Identify transportation options programs (such as Open Streets events) that could help satisfy desired health outcomes.

Model Examples

Region 1: Clackamas County conducted an Active Transportation Road Safety Audit for SE McLoughlin Boulevard (OR 99E). Findings of the audit concluded the need for a short term recommendation to implement educational tools for pedestrians about crosswalk safety.

CONSTRUCTION

State and local partners can implement TO programs and investments throughout the construction phase of large capital projects to maintain travel efficiency by keeping the system free from impediments, less congested, and more reliable. Developing and implementing TO programs concurrent with major highway or roadway projects can mitigate travel delay and influence traveler choices over the long term. Relevant policies and strategies from the TO Plan are highlighted below.

Although exact roles may vary by Region, most Region Planners coordinate with local and regional jurisdictions, developers, and local TO providers during road construction projects. The construction process is a critical time to involve local TO providers to help mitigate traffic related congestion but also to instill long lasting change in the way people travel. TO providers can help educate construction zone businesses, organizations, residents, and thru travelers about upcoming road construction traffic impacts and develop educational resources that illustrate detours, alternative routes, and other ways to travel such as transit, ridesharing, or biking.

Putting the Plan into action...		
TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p>Funding</p>	<p>→ Strategy 2.b Plan road construction projects, budgets, and timelines to include transportation options outreach as a standard public information strategy.</p>	<p>→ Work with the ODOT Project Team Leader Contract Administrator to dedicate a construction budget set-aside for TO outreach and education to be implemented by the local TO provider or contracted consultant.</p> <p>→ Traffic Management Plans should include TO outreach as a standard public information strategy and accommodation of multiple modes through and around construction sites; work with the Public Information Officers to ensure TO is included in the outreach materials.</p>

Putting the Plan into action...

TO Plan Goal	Example Policy and Strategy	Example Action Item
 <p data-bbox="204 1114 427 1178">Mobility & System Efficiency</p>	<p data-bbox="475 628 1112 864">→ Strategy 4.r For roadway construction projects, conduct public outreach and work with transportation options providers to provide information on available programs and services to corridor users. Develop programs to encourage the use of transportation options before, during, and after construction.</p>	<p data-bbox="1135 322 1576 736">→ Coordinate with the Project Team Lead and the local TO provider to develop a traffic mitigation strategy and establish TO standards throughout the construction process. For example, work with the local transit agency to distribute free bus passes to households or businesses affected by construction. In areas without good access to transit, promote rideshare, biking, and telework.</p> <p data-bbox="1135 754 1576 957">→ Increase utilization of technology platforms (such as TripCheck) to notify public of traffic disruptions and communicate traveler information in real time; also leverage private sector platforms.</p> <p data-bbox="1135 975 1576 1178">→ Partner with businesses to stage projects and assure bike and pedestrian movement through work zone. Adequate parking and vehicle access should also be maintained for businesses.</p>
	<p data-bbox="475 1455 1107 1555">→ Strategy 4.s Integrate multimodal solutions in road expansion projects to manage transportation demand.</p>	<p data-bbox="1135 1190 1576 1466">→ Integrate transit operational improvement considerations as mitigation for traffic impacts, e.g. direct bus service to support economic development and broaden utilization of Immediate Opportunity Fund for TO statewide.</p> <p data-bbox="1135 1484 1576 1650">→ Include measures that track the performance of all modes for construction projects to assure that alternative modes are appropriately accommodated.</p> <p data-bbox="1135 1667 1576 1827">→ Coordinate with the local transit provider to incentivize the use of transit via a free or reduced-fare transit pass through the construction corridor.</p>



IMPLEMENTATION SPOTLIGHT: TRAVELER INFORMATION DURING CONSTRUCTION

The construction process can be a prime opportunity to improve the public's awareness about travel options. Region Planners should work closely with the Project Development Team and Public Information Officers (PIO) to ensure the public outreach components of construction projects include information about TO.

Actions

- Ensure construction project budgets include a line item for education and outreach about travel options.
- Collaborate with the PIO to include TO information in all information sent out to the public about a construction project.
- Engage with the local TO provider to ensure the PIO has the appropriate information; in the best case scenario, the construction budget would actually include funds to pay the local TO provider directly to disseminate this information.

Model Examples

Region 1: When the Arch Bridge in Oregon City was reconstructed, ODOT provided a bus to shuttle people for over a year. Work on the bridge began in summer 2010. To protect the safety of all travelers, the narrow bridge was closed until October 15, 2012. Vehicles were detoured over the nearby I-205 Abernethy Bridge. A shuttle service accommodated bicycle and pedestrian travel during the closure. The Shuttle carried 68,129 riders including 12,291 bicyclists in its 21 months of operation. The shuttle was provided by First Student of West Linn.

ODOT worked closely with the cities of Oregon City and West Linn, Clackamas County, and Historic Downtown Oregon City throughout the development of this project. A Bicycle/Pedestrian Task Force advised ODOT on how to accommodate cyclists and walkers during the closure of the bridge. The Task Force convened to finalize the specifications for the bicycle and pedestrian shuttle bus service. The task force consisted of representatives from the cities of West Linn and Oregon City, Clackamas County, Downtown Oregon City, the Bicycle Transportation Alliance, ODOT's Bicycle/Pedestrian Coordinator, and ODOT Community Affairs staff.⁴

Region 2: ODOT contracted with Point2Point to provide outreach services to construction zone businesses with project information, traffic impacts, and transportation options to use before, during, and after major construction on Highway I-105.

Region 5: A roadway preservation project on I-84 between Pendleton and La Grande implemented vigorous targeted outreach to bicyclists on detour and travel options during the road closure. A shuttle bus with bike racks was provided to safely transport bicyclists through the construction zone. This project was funded as part of the construction budget through the Traffic Control Plan and coordinated by the ODOT Project Manager, the Traffic Operations Analyst, and the Public Information Officer.⁵

⁴ More information is available here: <https://www.oregon.gov/ODOT/Regions/Pages/Region-1-Portland-Metro.aspx>

⁵ More information is available here: <https://www.oregon.gov/odot/construction/pages/index.aspx>

APPENDIX A: GLOSSARY

Congestion Mitigation and Air Quality Program (CMAQ)

The Congestion Mitigation and Air Quality Improvement program provides federal funding to qualifying transportation projects or programs that provide an air quality benefit.

ConnectOregon

ConnectOregon was created in 2005 by the Legislature to invest the proceeds of lottery-backed bonds in grants and loans to non-highway transportation projects that promote economic development in Oregon. Grants require a 20% local match.

State Transportation Improvement Program (STIP) Enhance

Transportation option investments are eligible for funding from the STIP, Oregon's four-year transportation capital improvement program that identifies the funding for, and scheduling of, transportation projects and programs. It includes projects on the federal, state, city, and county transportation systems, multimodal projects (highway, passenger rail, freight, public transit, bicycle and pedestrian), and projects in the National Parks, National Forest, and Indian tribal lands.

Surface Transportation Block Grant Program (STBG)

Surface Transportation Block Grant Program (STBG) authorizes funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity; recreational trail projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former divided highways. The Fixing America's Surface Transportation (FAST) Act replaced the former Transportation Alternatives Program (TAP) and Surface Transportation Program (STP) with a set-aside of funds under the STBG.