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Stakeholder Communication Strategy

Regional Active Transportation Plan

February 2012

DRAFT



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INTRODUCTION

Active transportation is travel powered by human energy, such as riding a bike and walking. Public transportation is active travel because it usually involves walking or bicycling. A national emphasis on active transportation has emerged in recent years, focusing on the fiscal, environmental and public health benefits of non-motorized travel.

The need for a Regional Active Transportation Plan (ATP) was identified as a follow up activity in the 2035 Regional Transportation Plan (RTP), adopted 2010. The RTP does not have a prioritized regional active transportation network or an agreed upon framework for prioritizing and implementing projects. The current, on-the ground network *and planned network* has many gaps. In many areas of the region people do not have the option to safely walk or bike, thereby limiting the benefits associated with active travel.

The ATP will identify the Principal Regional Active Transportation Network of Bicycle and Pedestrian Parkways and Districts. One way to think of this network is as a “High Capacity Transit System for bicycling and walking”. The network, integrated with public transportation, will provide the regional spine that the denser local bicycle and pedestrian networks connect to. To support implementation, the ATP will establish priority projects, refine and recommend new policies, performance targets and measures for bicycling and walking, and develop an implementation and funding strategy.

Implementing the regional Active Transportation Plan would help the region achieve all of the Six Desired Outcomes. Active transportation:

1. Is a key building block of **vibrant communities**.
2. It achieves **equity** by providing low cost transportation choices and reducing vehicle emissions in environmental justice areas.
3. Gives people transportation choices to driving, reducing emissions and keeping the region’s **air and water clean**.
4. Is a tool in the **region’s leadership for climate change** toolkit.
5. *Is transportation choice*.
6. Is a vital part of the region’s **economic prosperity**, attracting workers and businesses, supporting tourism and local business, a niche industry, creates jobs and is part of the region’s identity and brand marketing.

The ATP project area covers the Portland metropolitan region, including the urban portions of Multnomah, Washington and Clackamas Counties and twenty-five cities. Bicycle and pedestrian connections to neighboring cities outside Metro’s jurisdictional boundary and to the City of Vancouver are included in the project area.

PROJECT GOAL

The goal of the ATP project is to develop a priority active transportation network and an implementation and funding strategy that are endorsed by the region through the project committees, the Joint Policy Advisory Committee, the Metro Policy Advisory Committee and the Metro Council. The ATP will provide a road map for completing the Principal Regional Active Transportation Network. The goal of regional agreement requires a collaborative process that recognizes local aspirations and desired regional outcomes.

SITUATION ANALYSIS

This situation analysis highlights recent and current topics that could influence the development of the project. First, Active transportation itself is a **relatively new term**, synthesizing three transportation modes, making an additional challenge for effective communication.

Recent efforts, such as ARRA funding and Metro's TIGER proposal for a regional active transportation project, has highlighted that the **necessary coordination to build out a regional active transportation network has been difficult to achieve** due to several factors, including: lack of a pipeline of "ready to go" bicycle and walking projects due to a lack of dedicated funding, the lack of a prioritized regional network that the region supports, and incomplete policies for increasing bicycling and walking.

The current economic climate makes it challenging to pursue new funding and raises concerns over competing needs. As with any transportation plan that focuses on a single topic, audiences can sometimes perceive a focus on one mode as placing it in competition with other modes or other community priorities.

Leaders of the U.S. Department of Transportation, including Secretary Ray LaHood, are **supportive of active transportation** and have provided recommendations and guidelines for how to implement projects. However, the current **stalemate on federal transportation authorization and the potential for less funding** for active transportation highlights the need for regional cooperation, regional priorities and local funding. **Regional cooperation and priorities will help local jurisdictions effectively leverage federal and state funding.** Regional priorities will make allocation easier for federal funding sources, such as CMAQ, that may no longer be dedicated to active transportation. New local and regional funding sources may be needed to achieve regional outcomes if federal funding is limited; currently, 40% of funding for bicycle and pedestrian projects in the region is from federal sources.

The Metro Council and leaders across the region have demonstrated an ongoing commitment to active transportation which will be key to the success of the project. Briefly:

- Growing investment in active transportation with Regional Flexible Funds.

- The ATP project is the result of ongoing investment in active transportation by Metro and partners across the region.
- The ATP project is the result of a robust partnership between Metro and partners across the region that has been developing over many years around regional trails and active transportation.
- In 2008, the Metro Council established the Blue Ribbon Committee for Trails. The BRC developed a set of recommendations for increasing investment in the regional trails network and integrating the network with the on-street system and public transportation.
- To begin implementing the BRC recommendations, the Metro Council funded an Active Transportation staff position at Metro from 2009-2011 as part of an Active Transportation Program. The Program shaped regional discussion on active transportation, worked with local jurisdictions to identify active transportation demonstration projects, developed a set of initial criteria to help prioritize regional projects, and established a leadership and business group, the Executive Council for Active Transportation.

The ATP will build on and coordinate with several related efforts:

2040 Growth Concept - ATP will utilize and implement the 2040 plan

Regional Transportation Plan – the ATP will be proposed for amendment to the RTP, and will update policies, performance measures and targets in the RTP, Regional Transportation Framework Plan and the potentially the Urban Growth Management Functional Plan

Transportation System Plan updates – the ATP project will provide findings and guidance as local jurisdictions update their TSPs

Climate Smart Communities – the ATP Principal AT Network Concepts will be part of the CSC scenarios; the ATP and CSC projects will coordinate stakeholder engagement activities and messaging

Local TSPs and stand-alone bicycle and pedestrian and trail plans – the ATP will build on these plans and will propose new policies, performance measures and targets to be implemented in local TSPs

Regional Corridor Plans: SW Corridor and East Metro Connections Project – the ATP will reflect the criteria, goals and priorities identified in these projects

Trail Master Plans – including the Westside Trail, Council Creek Trail, Tonquin Trail, Sullivan’s Gulch and NP Greenway

Greater Portland Pulse – the ATP will identify how active transportation will move the region forward on many of the regional indicators

Regional System Funding- the ATP project will coordinate with development of funding proposals that impact regional trail development

Community Investment Strategy – the ATP project will coordinate on identified transportation infrastructure priorities

Regional Trails Signage Plan – the ATP project will utilize the adopted guidelines for signage in the final plan and recommend use of the guidelines for regional projects

Metro Parking Management Study – the ATP project will coordinate with this project as it moves forward

Regional Travel Options Strategic Plan update and work plan – the ATP project will incorporate elements of the plan into the final ATP

Transit Oriented Development Strategic Plan and work plan – the ATP project will incorporate elements of the plan into the final ATP

Transportation System and Management Operations Plan implementation -- the ATP project will incorporate elements of the plan into the final ATP

Metropolitan Transportation Improvement Program and Regional Flexible Funds – the ATP will coordinate proposed funding strategies with the development of the next RFF allocation process

COMMUNICATION OBJECTIVES

The following communication objectives were developed in part using the *Metro Community Engagement Strategy Assessment* tool, specifically the “Purpose of the Process” starting on page 5, attached.

- **Consensus Building.** The success of the project will rely on coming to regional agreement on process, priorities, strategies and roles and responsibilities.
- **Inclusive participation.** Involve a wide variety of stakeholders, reaching out to groups that have been historically disenfranchised.
- **Information readily available.** Project information is accessible on the project webpage, www.oregonmetro.gov/activetransport
- **Sharing between stakeholders.** Stakeholders hear and understand each others' concerns, issues, needs and ideas. Especially important for stakeholders such as environmental justice and youth.
- **Develop partnerships and build relationships** by providing an informative, participatory and collaborative process for target audiences.
- **The ATP project is integrated with other Metro efforts.**

KEY MESSAGES FOR ELECTED OFFICIALS

- **The ATP will help local communities provide transportation choices.** The region has already made substantial investments in bicycling and walking, building over 300 miles of trails and nearly 700 miles of on-street bicycling facilities. Communities want more active transportation; this is reflected in public opinion surveys. Business, civic and elected leadership in support of active transportation is growing.
- **The time is right for a regional plan.** Communities across the region have made investments that help people walk, bike and take transit. But scarce resources and a lack of regional coordination have limited the impact of these efforts. By working together, we can make the most of our investments and make it easier than ever for large numbers of people to see walking and bicycling as attractive options.
- **The key to success is partnership.** To be successful, the ATP will reflect local priorities and aspirations for how to create vibrant, healthy communities. But to achieve a regional scale, partnership among jurisdictions and stakeholders will be crucial.
- **Bicycling and walking are inherently local activities with tremendous impacts.** The ATP is a unique regional plan because it is focused on local activities, implemented by local governments. Increased bicycling and walking can impact everything from the amount of money spent on health care to the numbers of cars on the road, with tremendous benefits for the social, environmental and fiscal health of the region. Benefits also include shopping and spending money in your local communities.
- **Regional cooperation and priorities** will help cities and counties effectively leverage federal and state funding to help make local investments that were previously out of reach.
- **Implementing the ATP would help achieve all of the region's Six Desired Outcomes:** Vibrant communities, Economic prosperity, Safe and reliable transportation, Leadership on climate change, Clean air and water, Equity in distributing the benefits of growth.

KEY MESSAGES FOR STAKEHOLDERS/ GENERAL PUBLIC

- Active Transportation helps **preserve clean air.**
- Active Transportation can make us more **energy independent.**
- Active transportation gives people **transportation choices.**
- Active transportation is about **building neighborhoods** where people can **walk, bike or take public transit** to meet many of their daily needs.
- Active Transportation **saves money, time, and keeps people healthy.**

STAKEHOLDERS AND ROLES

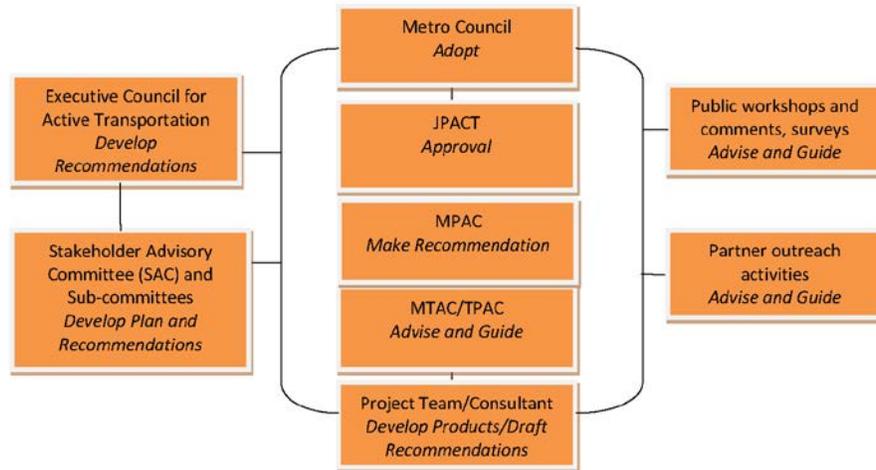
Stakeholder	Role in Process
Metro Council	Vote to adopt the ATP and amend it to the 2035 Regional Transportation Plan. Guide the ATP project. Provide targeted feedback at key milestones.
Metro Council liaisons Kathryn Harrington and Rex Burkholder	Meet with project manager to guide messages and coordinate check-ins with Council, at least one month before presentations to Council and as needed. Provide regular updates during Councilor Communications Council. Help develop messages to other stakeholder groups. Meet with key partners.
Joint Policy Advisory Committee on Transportation (JPACT)	Vote to adopt the ATP and amend to the RTP. Read project information and provide feedback at milestone check-ins. Report back to jurisdiction and stakeholder groups. Some members take a leadership role in policy discussions and at key decision points to develop a regional agreement.
Metro Policy Advisory Committee (MPAC)	Vote to recommend the ATP for adoption. Read project information and provide feedback at milestone check-ins. Report back to jurisdiction and stakeholder groups. Some members take a leadership role in policy discussions and at key decision points to develop a regional agreement.
Transportation Policy Advisory Committee (TPAC)	Advise and guide JPACT regarding development and adoption of the ATP. Provide feedback at key milestones. Report back to represented groups.
Metro Technical Advisory Committee (MTAC)	Advise and guide MPAC regarding development and adoption of the ATP. Provide feedback at key milestones. Report back to represented groups.
Stakeholder Advisory Committee (SAC) and Work Groups for the ATP	Review meeting materials, draft recommendations and work products ahead of meetings. Provide feedback and recommendations to project staff. Coordinate with other staff and partners as needed. Inform respective communities and stakeholders of project updates and bring forward topics and/or issues to the SAC. Identify stakeholder groups and opportunities to present on the ATP.
Executive Council for Active Transportation (ECAT)	Review meeting materials, draft recommendations and work products ahead of meetings. Help develop regional business and civic support of active transportation. Meet with and

Stakeholder	Role in Process
	engage regional leaders, targeting the business community to highlight the role that active transportation plays in economic prosperity.
Project Staff Team	Develop the work products and draft recommendations for the ATP.
Local elected officials not serving on MPAC or JPACT	Receive project updates via monthly status updates, from JPACT, MPAC, TPAC and MTAC members, from ECAT members. Request presentations or briefing on the project. Host or participate in field tours.
Leaders of business, community organizations and advocacy groups concerned with AT (trails, bike, ped, health, equity, etc)	Meet with members of ECAT, Metro Council, Project Staff Team, SAC and others to learn about the project and develop relationships. Follow project via monthly status updates, presentations, etc. Participate in SAC work group(s). Provide feedback at provided opportunities.
Local jurisdiction and agency staff involved in transportation and trails, health and safety	Coordinate with SAC members as needed. Follow project via monthly status updates, presentations, etc. Participate in SAC work group if needed. Provide feedback at provided opportunities.
Environmental justice communities and advocates	Participate on committees. Participate in engagement activities. EJ communities include low-income, minority, youth, seniors, non-native English speakers and other populations underserved by public infrastructure
Youth commissions and schools	Presentation to Multnomah Youth Commission, input on criteria and guiding principles, potential meeting with school representatives, including the Oregon School Board Association and the Confederation of Oregon School Administrators.
General public – The 1.5 million residents of the three-county region	Information will be available on Metro’s website and through various media (see Tools, Tactics and Timeline below).

DECISION MAKING STRUCTURE

The ATP was identified as a follow up activity in the 2035 RTP. The plan will be finalized by June 30, 2013, per the ODOT TGM grant requirements. Adoption and any proposed

amendments to current RTP policies, requirements in the Regional Transportation Functional Plan, and potentially the Urban Growth Management Functional Plan will be considered during the update of the RTP scheduled for 2014.



The **Project Team** will develop work products and draft recommendations. A list of staff members involved in the project is provided in Attachment 2.

The **Stakeholder Advisory Committee (SAC)** will review and provide feedback on work products and recommendations. The SAC will be ground zero for developing the regional agreement needed to make the plan a success. The SAC will develop sub-committees to address specific topics. Additional participants may be invited to participate in the sub-committee. A list of committee members is provided in Attachment 2.

The **Executive Council for Active Transportation (ECAT)** will provide policy guidance and will develop business and health community involvement in the plan. The Council will meet approximately four times over the course of the project. See Attachment 1 for a list of members.

Metro’s technical advisory committees, **Metro Technical Advisory Committee (MTAC)** and **Transportation Policy Advisory Committee (TPAC)**, will receive project updates at key milestones and provide guidance on the project. The technical committees will recommend adoption of the ATP to MPAC and JPACT respectively. MTAC and TPAC are composed of planners, citizens and business representatives and provide detailed technical support to MPAC and JPACT.

Metro’s **Metro Policy Advisory Committee (MPAC)** will receive project updates at key milestones and provide guidance on the project. MPAC will vote to adopt the plan and forward a recommendation to JPACT and the Metro Council. MPAC is a charter mandated committee of local government representatives and citizens.

Metro’s **Joint Policy Advisory Committee** (JPACT) will vote on adoption and amendments of the ATP. JPACT is a committee of elected officials and representatives of agencies involved in transportation related needs for the region. JPACT makes recommendations to the Metro Council related to transportation policy.

The **Metro Council** will make the final vote for adoption of the plan and amendments. The Metro Council is the region’s directly elected governing body, consisting of a Council President and six district representatives.

TOOLS, TACTICS AND TIMELINE

	2012												2013									
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Stakeholder Committee Meetings*			▲				▲				▲			▲								
Public Engagement Opportunities							●					●				●						
Metro Committees		■					■				■				■			■				
Phase 1: Existing Conditions/Frame Choices	■																					
Phase 2: Network Concepts/Select Alternative							■															
Phase 3: Priorities, Implementation Strategy													■									
Adoption Process																					■	

*Stakeholder Advisory Committee and Executive Council for Active Transportation

The ATP Project is divided into three broad phases. Each of the phases has distinct stakeholder communication needs that are listed under that specific phase. General tools for engagement that will be utilized throughout the project are listed below. Wherever possible the project will look for opportunities to “piggy-back” with other events.

Tools used throughout the project

1. **Stakeholder Engagement Strategy** – This SCS provides the road map for engaging stakeholders.
2. **Media Plan** –develop list of interested media (e.g. BikePortland, Streetsblog, Washington County Planning Newsletter) and local media (Oregonian, Hillsboro Argus) and ideal role of media (e.g. generate interest, track project, report on key milestones) and attach to SCS.
3. **SAC members stakeholder outreach** – SAC members will identify individuals and stakeholder groups that they will be responsible to keep updated on the ATP.
4. **Interested party email list** – the project will use the existing Active Transportation/Trails list that exists in McList for broad communication and project updates. The list has 488 members and will be maintained by the PM and Susan Patterson-Sale.
5. **Project webpage** – the project will have a dedicated webpage housed under RTP and linked from the AT Program page. The page will be primarily maintained by the PM and will include project materials and project updates. Emailed project updates will include a link to the project webpage. www.oregonmetro.gov/active-transport

6. **Project fact sheet** – a project fact sheet has been produced. The fact sheet will be used for the status report updates and will be updated approximately every month by the PM.
7. **Project status reports** - 1-2 page format utilizing the project fact sheet. Produced by the PM and emailed (by PM) to interested party list, committees, and newsletter distribution list approximately every month. Posted on project webpage.. Metro will hold open houses and/or have information at area events or farmer’s markets to make information accessible.
8. **Newsletter distribution list**- develop a distribution list of planning newsletters and similar distribution networks (e.g. Wash Co Planning quarterly newsletter, WTA web) and distribution dates. Status reports will be sent to distribution list for inclusion in these local updates.
9. **Public opinion research** – Metro has conducted an Opt-In poll on active transportation that will be used in the existing conditions research. The project may utilize a Survey Monkey survey to receive input on alternatives.
10. **Metro blogs and news stories** – Metro has published two articles on the upcoming plan. Additional blogs and/or stories may be needed at project milestones (see Timeline below).
11. **Metro Council/JPACT/MPAC/MTAC and TPAC briefings**– Scheduled presentations and discussions at project milestones provide input and guidance on the project – see Communication Table below.
12. **SAC and ECAT meetings** –meetings will be held approximately quarterly, see Communication Table below.
13. **Utilize existing committees and groups**– PM and project staff and/or SAC and ECAT members will present or give updates at existing committees and groups (e.g WCCC, Hillsboro AT Citizens Advisory Committee).
14. **Metro Council quarterly briefings** – information will be provided for quarterly briefings. These will be coordinated with other projects.
15. **Questions that SAC members take out to constituents**

Phase 1 – Existing Conditions and Framing Choices

January – June 2012

This phase develops an existing conditions report and develops a set of Active Transportation Network Concepts to evaluate and choose the concept that will guide regional investment in the Principal Regional Active Transportation Network. Criteria and Guiding Principles will be developed. The key milestone at the end of June/July is an existing conditions report and draft criteria and guiding principles.

1. First SAC meeting.

2. ECAT convened to focus on developing business support and understanding of active transportation.
3. Convene a “process group” of local partners to review and provide input on the stakeholder communication strategy (proposed group: Elissa Gertler (Metro), Andrew Singelakis (Wash Co), Mara Gross (CLF), Alison Hill Graves (Community Cycling Center), Jon Ostar (OPAL), Nancy Kraushaar (Oregon City), Katherine Kelley (Gresham).
4. Oregon Active Transportation Summit, April 16-17, panel on active transportation and economic benefits
5. Statewide Trails Coordination meeting, April 16
6. Present to the Multnomah Youth Commission, April 22 and discuss criteria and principles
7. Second Stakeholder Advisory Committee and Executive Council for Active Transportation meetings
8. Presentations to Metro Council and Metro Advisory Committees on existing conditions, criteria and guiding principles and framing choices

Phase 2 – Network Concepts and Select Alternative

July – Dec. 2012

This phase will focus on evaluation of network concepts, benefits and costs associated with the concepts and selecting an alternative. Key stakeholders from the target audiences will be asked to come to regional agreement on the preferred alternative. The communication tools outlined below will provide information and help guide the regional discussion.

1. Poll or web based tool for understanding costs and benefits.
2. Environmental Justice working group, coordinated with Climate Smart Communities project, July-August.
3. Public engagement opportunity 1 – format to be determined. Focus on existing conditions, network concepts criteria and principles. Format could involve targeted stakeholder groups with facilitated discussion.
4. Joint JPACT/MPAC meeting – coordinate with CSC to include active transportation.
5. December Oregon Business Plan Summit– Potential presentation of economic impact of AT at the summit.
6. Third Stakeholder Advisory Committee and Executive Council for Active Transportation meetings.

7. Presentations to Metro Council and Metro Advisory Committees on Network Concepts and receive guidance on preferred alternative.
8. Metro Councilor Quarterly Briefings.

Phase 3 – Priorities and Implementation Strategy

January – June 2013

This phase will prioritize projects, develop a feasible and implementable plan, develop a funding strategy for completing the regional network and describe regional and local roles and responsibilities for implementation. Key stakeholders from the target audiences will be asked to come to regional agreement on the final ATP. The communication tools outlined below will provide information and help guide the regional discussion.

1. Public engagement opportunities 2 and 3– format to be determined. Focus selected concept and strategies and priorities. Two workshops may be needed.
2. Fourth and fifth Stakeholder Advisory Committee and Executive Council for Active Transportation meetings.
3. Presentations and discussion with Metro Council and Metro Advisory Committees on implementation strategy and financing strategy.
4. Metro Councilor Quarterly Briefings.

The tables below provide information on when and who target audiences and project staff will receive information over the course of the project.

Internal Stakeholders at Metro and Project Team			
What	Who	How	When
Updates at Metro Council Worksessions and Meetings	Metro Councilors	Council liaisons give update during Councilor communications	Second Tuesday of the month and as needed (before status report goes out)
Metro Council Worksessions	Metro Councilors	Presentations (see attached Metro Council check in points)	Feb 2 June 12 <i>proposed</i> Sept 11 <i>proposed</i> Dec 4 <i>proposed</i> April 9 <i>proposed</i> May 7 <i>proposed</i>
Project Team meetings	Core Project Team members and key staff	Report on tasks	Weekly, Monday

Internal Stakeholders at Metro and Project Team			
What	Who	How	When
Project Management Team status meetings	Project Management Team – ODOT and Metro	Monthly progress report on tasks and budget	Second Friday of the month, prior to status report going out
Bi-monthly department meeting	RTP/RTO staff	Verbal updates, handouts	Second and fourth Tuesday mornings
Planning Department staff meetings	Planning Department staff	Brief presentation, highlight connections to other Metro projects	Quarterly
Greatest Place Managers Group	Managers of Metro projects – CSC, ATP, Southwest Corridor, EMCP etc.	Discussions on topics specific to all projects (e.g. equity) and project coordination	Monthly
Monthly status reports	Stakeholder and interested parties email list	Email with attached summary and link to project webpage	Last Friday of every month

External Stakeholders			
What	Who	How	When (dates subject to change)
Monthly status reports	Stakeholder and interested parties list (including all stakeholders on this table)	Email with attached summary and link to project webpage	Last Friday of every month
SAC meetings			March June-July Oct-Nov Jan- Feb 2013 April –May 2013

External Stakeholders			
What	Who	How	When (dates subject to change)
SAC members outreach activities - TBD	SAC members and SAC work group members	Updates to stakeholders city and county councils, bike, ped, and trail, committees and groups, etc.	TBD
SAC Work Group meetings	SAC members and additional identified participants	SAC members will lead, focus on specific topics in the plan	TBD by Work Groups
Intertwine Executive Council for Active Transportation quarterly meetings	Members of ECAT, interested parties, Project Team members	Presentations from staff, discussion	March July <i>proposed</i> October <i>proposed</i> Feb <i>proposed</i>
TPAC/MTAC	Members of TPAC and interested parties	Updates from Chair, materials in packet and presentations	Feb June <i>proposed</i> Jan <i>proposed</i> April <i>proposed</i>
MPAC meetings	Members of MPAC and interested parties	Updates from Chair, materials in packet and presentations	Feb Aug <i>proposed</i> Jan <i>proposed</i> April <i>proposed</i>
JPACT meetings	Members of JPACT and interested parties	Updates from Chair, materials in packet and presentations	May <i>proposed</i> Aug <i>proposed</i> Jan <i>proposed</i> April <i>proposed</i>
County Coordinating Committee meetings (WCCC, EMCTC, CCCC)	Members of coordinating committees	SAC members and Metro staff will present	Once or twice during project – dates TBD
Public Engagement Opportunity	Key stakeholders, interested parties, the public	TBD - workshops or townhalls with materials and discussion	July-Aug <i>proposed</i> Jan <i>proposed</i> April <i>proposed</i>
Project Webpage	Key stakeholders, interested parties, the public	Project information and updates added to the webpage	Update monthly

COMMITTEE TEAM MEMBERS

The **Stakeholder Advisory Committee (SAC)** will provide technical and policy guidance for the project and develop recommendations. The SAC includes members from across the region. Several SAC members also serve on MPAC and TPAC. The SAC will meet at least every three months and as needed at the discretion of the SAC. Sub-groups will be created from the SAC and additional stakeholders to address specific policy and technical issues, such as development of the Bicycle Parkway Concept, Pedestrian Policies, Health, and Finance.

Stakeholder advisory committee members

Hal Bergsma	Director of Planning, Tualatin Hills Park and Recreation District and MTAC member
Allan Berry	Director of Public Works, City of Fairview
Todd Borkowitz	Citizen Representative
Aaron Brown	Youth Representative
Brad Choi	Transportation Planner, City of Hillsboro
Jessica Engelmann	Senior Planner, TriMet and MTAC member
Roger Geller	Bicycle Coordinator, City of Portland
Heidi Guenin	Transportation Policy Coordinator, Upstream Public Health and TPAC member
Suzanne Hansche	Commissioner, Elders in Action
Katherine Kelly	Transportation Planning Manager, City of Gresham and TPAC member
Lori Mastrantonio-Meuser	Senior Planner, Clackamas County
Kate McQuillan	Transportation Planner, Multnomah County
Jose Orozco	City Councilor, Cornelius
Jeff Owen	Bicycle & Pedestrian Coordinator, Wilsonville/SMART Transit
Shelley Oylear	Bicycle and Pedestrian Coordinator, Washington County
Lidwien Rahman	Principal Planner, ODOT, MTAC member
Derek J. Robbins	Civic Engineer, City of Forest Grove
Stephanie Routh	Executive Director, Willamette Pedestrian Coalition
Rob Sadowsky	Executive Director, Bicycle Transportation Alliance
Allan Schmidt	Planner, Portland Parks and Recreation

The Executive Council for Active Transportation (ECAT) was established by members of Metro's Blue Ribbon Committee for Trails in 2009 to support development of the regional active transportation network. ECAT is a Council of The Intertwine. The Council will provide policy guidance and recommendations on the project and will develop business and health organization support.

Executive Council for Active Transportation members

Jonathan Nicholas, Chair	VP of Branding & Corporate Communications at ODS
Christopher Achterman, MD	Legacy Health System
Scott Bricker	Bricker Consulting
Councilor Rex Burkholder	Metro Council
Bart Eberwein	Business Development & Public Affairs, Hoffman Corporation
Commissioner Nick Fish	Portland City Council

Stephen Gomez	Chair of the Bicycle Transportation Alliance Board
Jay Graves	CEO, The Bike Gallery
Steve Gutmann	Consultant
Alison Hill Graves	Executive Director, Community Cycling Center
Neil McFarlane	General Manager, Tri-Met
Randy Miller	President, Produce Row Property Management Co.
Lynn Peterson	Sustainable Communities and Transportation Policy Advisor to Governor Kitzhaber
Rick Potestio	Potestio Studio
Comm. Dick Schouten	Washington County Board of Commissioners
Philip Wu, MD	Clinical Pediatric Lead, Kaiser Permanente Northwest
Dave Yaden	Former Chair, Blue Ribbon Committee for Trails

KEY STAKEHOLDERS

Business/Economic Development

- East Metro Economic Alliance
- Westside Economic Alliance
- Columbia Corridor Association
- Portland Business Alliance
- Oregon Business Plan
- Greater Portland Inc.
- Portland Development Commission
- Portland Regional Partners for Business

Government and agencies

- Metro advisory and technical committees: JPACT, TPAC, MPAC, MTAC
- City Mayors and Councils
- TriMet leadership
- Trimet Committee on Accessible Transit
- ODOT leadership
- Oregon Transportation Commission
- Oregon Bike and Pedestrian Committee
- Congressional Delegates and staff

Washington County

- Washington County Coordinating Committee and TAC
- Washington County Board of Commissioners
- Tualatin Parks and Recreation District and Board
- Washington County Planning Commission
- Washington County Public Affairs Forum
- Washington County Bicycle Transportation Coalition
- Beaverton Bicycle Advisory Committee
- Washington County Health and Human Services
- TV Highway Steering Committee
- Tigard Bike Advisory Committee
- Hillsboro Multimodal Transportation Advisory Committee

Multnomah County and Portland

- East Multnomah County Transportation Committee
- Multnomah County Commissioners

- Multnomah County Planning Commission
- Multnomah County Health Department
- City of Portland Bicycle and Pedestrian Advisory Committees
- Portland Parks Advisory Board
- Multnomah County Bike & Ped Committee
- City of Gresham Transportation Sub-committee
- Multnomah Youth Commission (serves City of Portland)

Clackamas County

- Clackamas County Coordinating Committee and TAC
- Clackamas County Board of Commissioners
- North Clackamas County Parks and Recreation District and Board
- Clackamas County Planning Commission
- Clackamas County Pedestrian and Bikeway Committee
- Wilsonville Bicycle and Pedestrian Taskforce

Community and Advocate groups

- Accessibility and the Built Environment
- Willamette Pedestrian Coalition and Board
- Bicycle Transportation Alliance and Board
- Organizing People, Activating Leaders - OPAL
- Elder Groups
- Elders in Action
- AARP
- Coalition for a Livable Future
- East Portland Action Plan Committee
- The Intertwine Alliance and Board
- Upstream Public Health
- African American Health Coalition
- Verde
- Latino Network
- Urban League
- Westside Transportation Alliance
- Native American Youth Family Center - NAYA
- Latino Network
- Northwest Health Foundation
- Black United Fund
- Asian Pacific American Network of Oregon - APANO
- Community Cycling Center
- Oregon Public Health Institute
- Regional health care providers

Youth and Schools

- Oregon School Board Association,
- Susan Castillo, Superintendent of Public Instruction
- Confederation of Oregon School Administrators

MEASUREMENT AND EVALUATION

Successful communication will be evidenced by a clear understanding of the project and desired outcomes on the part of project stakeholders. Regional agreement on priorities and strategies at the end of the process will indicate successful communication. Incorporating new perspective into the ATP will indicate that Metro has listened stakeholders. The project will achieve its goal when a regional Active Transportation Plan, with priorities, strategies and policies are adopted by the region that can realistically be expected to increase active transportation in the region.

The following potential measures of success were generated in part from input from the Metro Council, the Project Staff Team and the Executive Council for Active Transportation:

- Stakeholder Advisory Committee and Executive Council for Active Transportation members actively engage with other audiences on the ATP.
- A broad range of stakeholders are engaged, especially from the environmental justice communities, resulting in a broader base of support for active transportation.
- There is regional agreement on priorities, translating into more funding and policy changes
- The plan is an exciting, living document that tells real stories – not a plan on the shelf
- There is local buy-in

ACRONYMS

ATP	Active Transportation Plan for the Region
BTA	Bicycle Transportation Alliance
EMCP	East Metro Connections Plan
ECAT	Executive Council for Active Transportation
JPACT	Joint Policy Advisory Committee on Transportation
MPAC	Metro Policy Advisory Committee
MTAC	Metro Technical Advisory Committee
ODOT	Oregon Department of Transportation
PM	Project Manager
PMT	Project Management Team
RTFP	Regional Transportation Functional Plan
RTP	Regional Transportation Plan
UGMFP	Urban Growth Management Functional Plan
SAC	Stakeholder Advisory Committee
TPAC	Transportation Policy Alternatives Committee
TSP	Transportation System Plan