

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF PROVIDING )  
COMMENTARY AND RESPONSE TO )  
THE TRI-MET STRATEGIC PLAN )

RESOLUTION NO. 93-1781C  
Introduced by Councilors  
Devlin and Gates

WHEREAS, Metro has responsibility for development of the Regional Transportation Plan (RTP) which contains adopted policies and projects for both auto and transit improvements for the region; changes to the RTP are anticipated in the near future to meet the requirements of LCDC Rule 12 and the Clean Air Act Amendments of 1990; and

WHEREAS, Metro provides a forum to determine the region's transportation priorities, through the process utilizing the Joint Policy Advisory Committee on Transportation (JPACT) of which Tri-Met is a member; and

WHEREAS, Metro is beginning Phase II of its Region 2040 Project, which is examining alternative future directions the region could take regarding urban form, land use, and transportation over the next 50 years; Tri-Met is one of several governments participating in the Region 2040 process; and

WHEREAS, the Region 2040 process is the most extensive project of its type undertaken in the region and is expected to give citizens, community leaders, elected officials, and the Future Vision Commission distinct choices regarding the future vision of the region; this will be done through the adoption of policies, and eventually, new comprehensive plans; and

WHEREAS, the Tri-Met Board of Directors have prepared a December, 1992 version discussion draft of their Strategic Plan,

attached as Exhibit A; and,

WHEREAS, the Tri-Met Strategic Plan is intended to: 1) assist in determining a vision for the Tri-Met community; and 2) describe Tri-Met's new mission and strategic goals aimed at improving mobility; and

WHEREAS, these new goals call for: 1) improving customer service; 2) increasing ridership; 3) obtaining additional funding and increased efficiency; 4) diversifying service; 5) expanding the transit system; and 6) advocating land use that supports greater mobility; and

WHEREAS, the Metro Council has a strong interest in the Tri-Met Strategic Plan and has been asked by Tri-Met to provide "thoughtful review and comment" on their discussion draft; now, therefore,

BE IT RESOLVED,

1. That the Metro Council applauds Tri-Met for its efforts in developing a strategic plan and appreciates the opportunity to respond.

2. That the Metro Council believes the Tri-Met Strategic Plan will serve as a useful role in defining options through the Region 2040 process.

3. That the Metro Council, understanding the relationship between increased levels of transit service and shared livability and economic objectives, believes it is appropriate for Tri-Met to advocate increased levels of transit. The Council supports Tri-Met's advocacy, through the Region 2040 process, for increased

densities specifically around transit corridors and the promotion of increased percentages of accommodation for new growth. Such advocacy will ensure that at a minimum, a clear choice will be presented to the community regarding alternative futures. Tri-Met is encouraged to advocate, through the Region 2040 process, a future urban form for which affordable transit can be provided.

4. That the Metro Council supports the overall direction of the Tri-Met Strategic Plan. The Council supports the revised five year goals as consistent with any of the options currently under consideration in the Region 2040 project. The goals are also consistent with the Regional Transportation Plan and should be pursued under an accelerated schedule.

5. That the Metro Council makes the following specific comments regarding the Tri-Met Strategic Plan discussion draft:

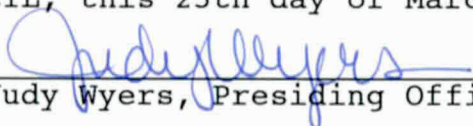
A. The Council endorses the 1998 ridership goal and appreciates Tri-Met's decision to not further establish the earlier suggested ridership goal for 2005. The earlier goal was very aggressive and was more policy driven than technically derived. The Region 2040 process and revision of the RTP will allow governments of the region to agree on what ridership goal should be achieved on the transit system, what land use pattern accompanies it, and what benefits such ridership will produce. The Council recognizes that the new ridership goal will likely be higher than the existing goal.

B. The five year financial goal, whereby Tri-Met will seek in phase one, FY 1995, to secure \$45 million of new revenues,

is aggressive but is an important step toward achieving ridership goals. The Council supports this action, as it relates to providing resources for operating and capital expense increases required to implement the level of transit service called for in the current RTP by 1998.

C. It is important for citizens and governments of this region to better understand the relationship between land use and transit if there is hope of achieving the vehicle-miles-travelled (VMT) and livability goals established through Rule 12, the Oregon Transportation Plan and Metro's Regional Urban Growth Goals and Objectives (RUGGO). These goals are only possible with significant increases in the percentage of new growth in transit corridors and around light rail stations. The Metro Council strongly endorses the service expansion goal of Tri-Met's Strategic Plan which calls for the agency to "work to achieve attractive, transit-supportive pedestrian and biking environments" as an important means to increase the percentage of bike, walking, and transit trips in the region.

ADOPTED BY THE METRO COUNCIL, this 25th day of March, 1993.

  
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Judy Wyers, Presiding Officer

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3/25/93

# TRI-MET

## Strategic Plan

### *Pursuing a Shared Vision*

**DISCUSSION  
DRAFT TWO**

#### CONTENTS

##### **Quality of Life:**

##### **A Matter of Choice**

The case for a regional vision  
and strategy

Lessons learned from Seattle,  
Vancouver, B.C.

##### **A Vision for Growth and Livability**

One vision of the region 20 years  
from now

##### **Growth and a Sense of Community**

Partnerships to achieve a livable  
future

##### **The Challenge to Tri-Met**

Tri-Met's role in achieving the  
vision

##### **Tri-Met's Mission and Goals**

A foldout of Tri-Met's draft  
Strategic Plan

##### **Business Plan**

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**Tri-Met Board of Directors**

Loren Wyss, President	Robert Bocci
Phil Bogue	Nita Brueggeman
Shirley Huffman	Bill Robertson
Ron Tonkin	

**Strategic Plan Working Group**

Tom Walsh	Bob Post
Bill Robertson	Nita Brueggeman
Bruce Harder	Dick Feeney
Doug Capps	Bill Allen
Dan Hoyt	David Calver
G. B. Arrington, Project Manager	
Karl Marlantes, Consultant	
Paula Coppel, Consultant	

**5-Year Plan Working Group**

Rick Gerhart	Ken Zatarain
Claire Cushman	Ross Roberts

**Production and Design**

Warren Schlegel	Jeff Frane
Diana Smith	

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Dear Friend,

The Portland metropolitan area is facing a critically important decision: How can we accommodate 500,000 more people over the next 20 years without sacrificing our high quality of life?

A number of local jurisdictions and public agencies have been trying to address that question through their long-range plans and strategies. The attached document expresses Tri-Met's view, and suggests one way all of us in the region can join efforts to create the kind of future we want.

This document is the *second* draft of Tri-Met's strategic plan. You may be one of the 5000 individuals who received and reviewed the first draft. Most of the people who commented on the first draft encouraged us to pursue the vision laid out in the plan; they also recommended some changes and additions. This new version reflects the helpful feedback we received from people throughout the region as well as our own employees.

The main focus continues to be on maintaining mobility and livability as the region grows. Specifically, the new draft:


- Has a stronger regional orientation;
- Provides more detail on our suggested vision and how to achieve it;
- Recognizes more fully the essential role our employees will play in achieving the vision and Tri-Met's specific goals;
- Describes in more detail the land use implications of the vision, and Tri-Met's anticipated role in that arena;
- Includes a separate section on regional partnerships to underscore the importance of mutual support and cooperation; and
- Describes the funding that will be needed to support the level of transit service implied by the vision, as well as possible sources of funding.


We have tried to address most of the concerns raised by those who reviewed draft one. If you have comments on this draft, please contact Tri-Met Public Affairs, 4012 SE 17th Avenue, Portland, OR 97202, or call 238-4960. The plan will be presented to the Tri-Met Board of Directors for a public hearing and final approval Jan. 27, 1993 at 3:30 p.m. in Room C of the Portland Building, 1120 SW Fifth Avenue, Portland.

While this report is Tri-Met's strategic plan, it is clearly a regional document. We hope it will be refined, shared and "owned" by our partners throughout the metropolitan area.

Circulating this second draft gives us a chance to ask: Is this what you want from Tri-Met? And, if so, are you willing to help pay for it?

Thank you for taking the time to work with us on this document. Your thoughtful comments and suggestions will help us develop a final strategic plan that is supported by the region and reflects the wants and needs of the customers we serve.

  
Loren Wyss  
President of the Board

  
Tom Walsh  
General Manager





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# Quality of Life

A matter of choice

Today the Portland metropolitan area — from Forest Grove to Troutdale, Vancouver to Estacada — offers a quality of life that is the envy of much of the nation. Vibrant communities, beautiful parks, stable neighborhoods, cultural opportunities, innovative development, model transportation and trend-setting environmental initiatives all contribute to a way of life that is cherished and unique.

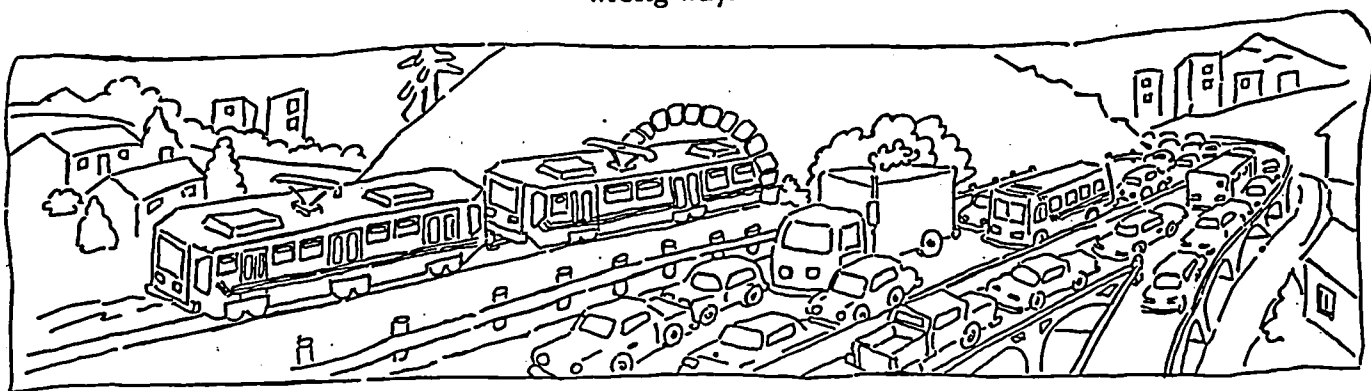
Yet, as the region's population increases, our quality of life is at risk. There is a real danger that rapid growth could diminish much of the progress and good deeds that have shaped this area into the special place it is today.

The people of our region are becoming increasingly concerned. They know that, over the next 20 years, even at historic rates of growth, the region's population is expected to increase by 500,000 — the equivalent of another city the size of Portland. That's faster than the entire state of Oregon grew in the 1980s.

The most common fear is that major and rapid growth could cause our region to lose its livability. Even citizens who welcome the economic benefits of growth worry that it will make our cities and towns less people-friendly.

That's what has happened to other growing metropolitan areas: Livability declined as the population increased. Unbridled growth led to urban sprawl, traffic jams, dirty air and decaying downtowns.

That needn't be the case in our region. *We can build on our past successes in growth management.* Traffic congestion, air pollution, and other urban problems are not an inevitable part of growth — they are the result of growing the wrong way.



The fact is: We have a choice. We can accommodate growth in ways that will allow us to maintain our quality of life even as the population grows. But if we as a region don't make a conscious choice to follow that path, we will inevitably fall prey to the same forces that have ruined the livability of other major American cities.

The first step is to recognize the challenge before us. Then we as a region must rise to meet it.

### Current Trends Are Troubling

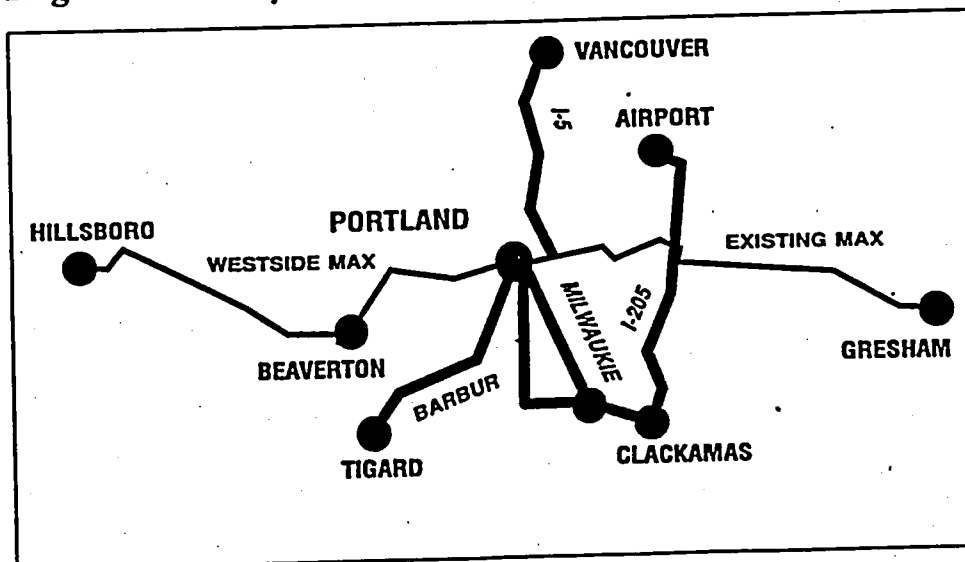
Despite the region's past achievements, some of the current trends are troubling.

Traffic congestion is increasing. A recent survey of residents in Washington and Clackamas counties showed traffic was the number one concern. Light rail on the west side will alleviate some of the traffic in Washington County, but it cannot do the job alone. Light rail will mainly just keep congestion from getting worse.

Most disturbing is the fact that even if the region is successful in carrying out its current land use and transportation plans, traffic congestion could still more than double.

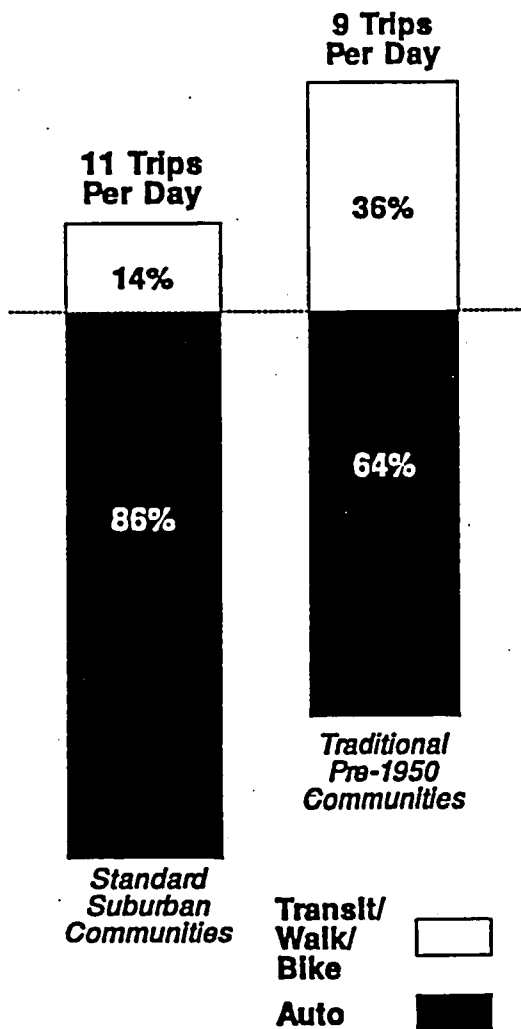
The fact that our highways are overloaded underscores a second major concern: lagging investment in public works

### Regional Rail System



Opening the Westside Project in 1998 is the next link in the development of the proposed regional light rail system.

## San Francisco Bay Area Traditional Neighborhoods Made 42% Fewer Automobile Trips



Source: Fehr & Peers Associates, 1992

Compact growth can cause a reduction in total trips and an increase in transit use.

— including transportation, wastewater, storm sewers and other utilities. In transportation alone, according to the Oregon Department of Transportation, the region as a whole is \$10 billion short of the funding needed to restore and maintain its deteriorating roads.

The question at this point is not *whether* we will fall short in necessary investments like new roads and transit, but by how much. The more carefully we plan for growth, the more efficiently we can provide these public services to our citizens.

Air quality is another source of concern. The number of vehicle miles traveled in our region has been growing by about 6 percent a year. To keep the air clean and safe and meet federal clean air guidelines, we will need to reduce that to only 2 to 4 percent a year — or face tough federal mandates and higher costs to industry to force compliance, which could lead to loss of jobs and slower economic growth.

While the pressure is mounting to reduce vehicular travel in the region, the current pattern of growth will result in more trips and more travel by automobile.

### Growing Outward Means More Travel, Less Transit

Our region is currently growing outward rather than inward, through compact development. The pattern that is emerging is one of sprawl within the urban growth boundary (UGB). Growth is generally being contained within the UGB, but, according to a State of Oregon study, it is occurring on average at only 70 percent of planned densities, intensifying the pressure to expand the UGB. If current patterns continue, future growth will mainly occur on the fringes of the UGB — or, if the existing boundary is expanded, onto neighboring farm and forest lands.

Spreading out presents two problems: First, it causes the number of vehicular trips to increase at a rate even faster than the population. In Oregon in the 1980s, the number of vehicle miles traveled increased eight times faster than the population.

Second, this land use pattern cannot be served cost-effectively by transit. Buses and light rail are simply not an efficient choice for low-density, dispersed development.

A study of different neighborhoods in the San Francisco area revealed the dramatic difference in the number of automobile trips between people living in low-density standard suburban developments and those in compact

traditional neighborhoods. Residents in pre-1950 traditional neighborhoods made 42 percent fewer trips by car than their suburban counterparts. The San Francisco study found that a doubling of density resulted in a 30 percent drop in the number of vehicle miles traveled.

In our region, current projections show the number of total trips within the suburbs will increase by 72 percent over the next 20 years. Even with a major increase in transit service, the percentage of those trips served by transit will stay at today's level of 1 percent. Unless development in outlying areas becomes more clustered and transit-oriented, the percentage of suburban trips being taken on bus and light rail is not expected to change at all.

Contained growth — moving “in” rather than “out” — can allow a community to fully use transit as a way to maintain mobility while accommodating growth.

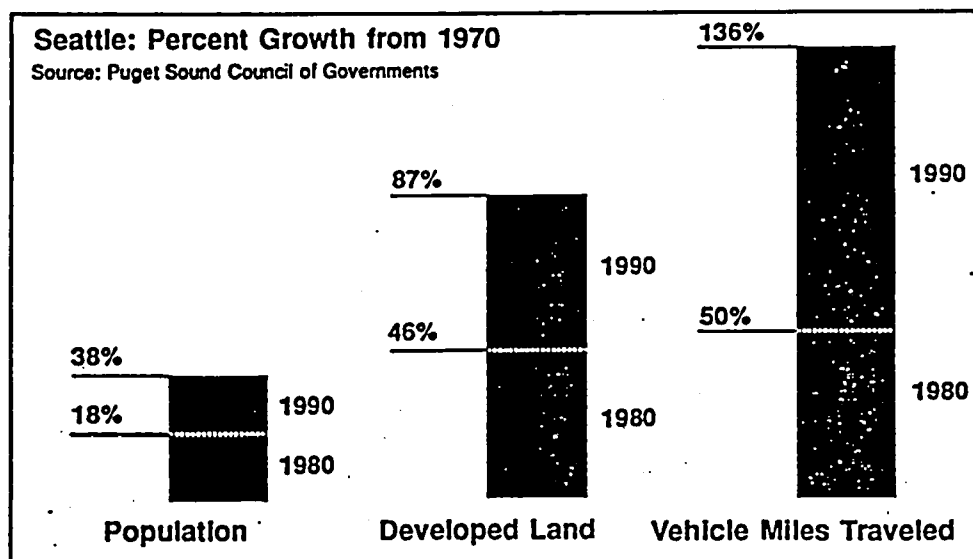
Two West Coast cities — Seattle and Vancouver, B.C. — provide striking examples of how mobility and livability are affected when a community grows outward instead of inward.

### Seattle: 'Paradise Lost'

In the early 1980s, Seattle was considered one of the most livable cities in the country. Now, just a decade later, it is listed as the sixth most congested urban area in the United States. In recent times, the Puget Sound area has been referred to as “paradise lost.”

What happened to cause such a dramatic decline in one decade? Primarily, rapid, uncontrolled growth. The

### Rx for Gridlock



Portland is currently following the same trends that overtook Seattle: land consumed at a faster rate than population growth, increased dependence on the automobile, and an explosion in vehicle miles traveled.

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Seattle region grew by 500,000 people in the 1980s. However, it had no overall vision or strong planning to guide its growth. As a result, the region slid into a pattern of sprawl. From 1970 to 1990, the population grew by 38 percent — while the amount of land developed increased by 87 percent.

Outward growth led to greater reliance on the automobile. Consequently, vehicle miles traveled went up 136 percent from 1970 to 1990 — almost four times as much as the population. At the same time, the level of funding for transportation dropped in terms of real dollars.

Seattle is now trying to play “catch-up,” but the costs are enormous. Once a community has spread out, it is nearly impossible to reverse the trend. The Seattle region has identified the need for more than \$20 billion in capital investments and \$10 billion in operations and maintenance to improve transportation over the next 30 years. That total of \$30 billion would not reduce today’s level of congestion, but would only keep it from getting significantly worse.

Seattle did not have the advantage the Portland region has of well-established land use planning. It grew “out” not “in” — and has paid dearly in terms of traffic jams, gridlock and lost livability.

### **Vancouver: A Better Way To Grow**

The Vancouver, British Columbia, area has managed its growth differently. Through careful planning, clustered development and a pervasive commitment to transit, the metropolitan area has become a thriving, growing region that works — a bustling place as renowned for its charm, mobility and livability as its spectacular physical beauty.

The characteristics of the Vancouver area today are similar to what we might expect or hope for in the Portland area by the year 2020.

**V**ancouver currently has one-third more people than Portland; only one-third higher density; and three times the transit ridership.

In Vancouver, 10 percent of all trips and 17 percent of work trips are taken on transit. In Portland, while over 40 percent of downtown Portland work trips are on transit, only 3 percent of all trips and 7 percent of work trips are taken on transit.

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Vancouver's progress can be traced to its citizens' longstanding support for transit and land use planning.

In the 1960s, when many cities were investing in the construction of freeways, the people of Vancouver opposed them. They preferred expanding their bus and trolley service and, eventually, adding the SeaBus cross-harbor ferry system, and the Sky Train advanced light rail system. Today Vancouver is the only city in North America with less than one mile of freeway within its city limits.

Vancouver is Canada's fastest growing city. That growth has brought problems, but Vancouver's population continues to make choices that support compact development and transit use. Under the area's "Livable Region Strategy," growth has been focused in large regional town centers that are linked to Vancouver by Sky Train and buses.

## **A Matter of Choice**

The Portland metropolitan area is at a critical crossroads. We can grow like Seattle, or we can grow like Vancouver. We have a choice.

However, judging by the experience of other cities, we need to act now. We cannot rest on our past successes. If we do, our future will be decided for us. Inertia will lead us into the same fate of undisciplined growth, traffic jams, dirty air and lost livability that has befallen other growing American cities.

Sprawling, congestion-clogged cities like Los Angeles and Seattle are the way they are today not because their people want them that way, but because they missed the chance to make their choice. Seattle had its opportunity in the mid-1970s to plan for growth, and let it slip away.

Now it is our turn. We have already applied some techniques that work. Downtown Portland, like Vancouver, provides an example of growing the right way. The key elements in Portland's success were the downtown plan and an investment in transit. The downtown area has grown from 56,000 jobs in 1975 to 86,000 plus jobs today — an increase of more than 50 percent. At the same time, air quality has improved and traffic congestion has not increased.

The challenge now is to build on our successes. There is a way to grow and still keep our livability, and we as a region can achieve it — if we have the collective will to do so.

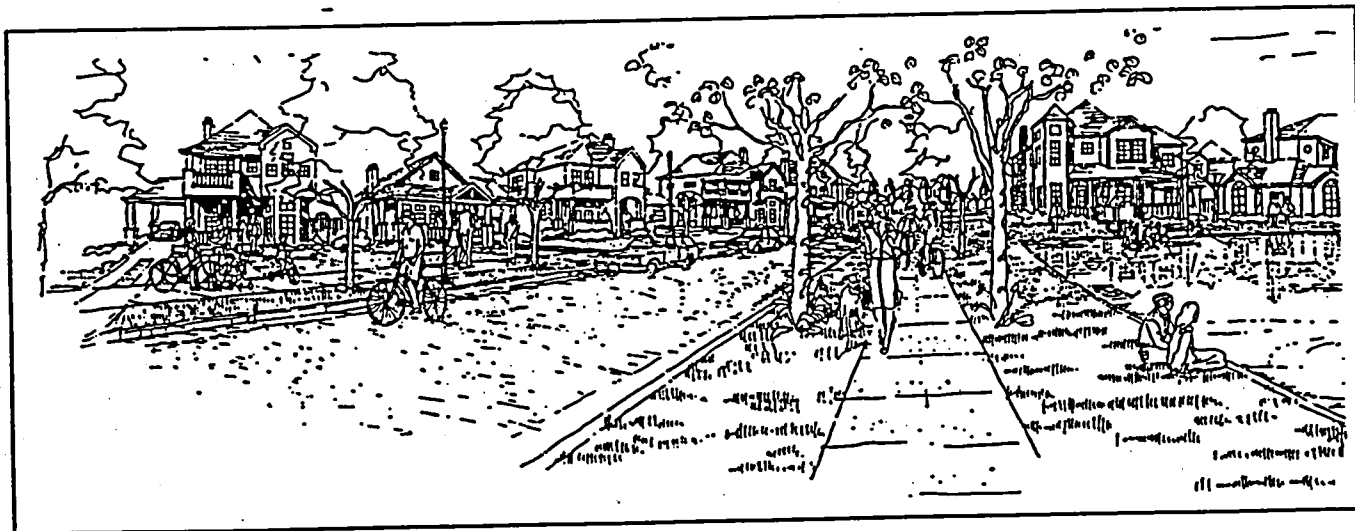
# A Vision for Growth and Liability

To decide how to grow, the region must first determine what it wants to look like. What follows is one vision of how the Portland metropolitan area might look 20 years from now:

Our region is a bustling metropolitan area with some 2 million people, set off from surrounding farm and forest lands by a distinct, unchanging urban growth boundary. The air is clean and the landscape a striking balance of attractive, well-planned development and natural beauty.

The region has retained its unique charm and livability, despite substantial growth in recent years. People enjoy working, playing and living here. Ample parks and open spaces complement vibrant urban centers. The comfortable pace of life contributes to people caring about and interacting with one another to a degree unheard of in other fast-growing metropolitan areas.

Cars, buses and light rail trains move throughout the region at a steady, continuous pace. The transportation network, including a five-line light rail system (with one more line under construction) and major transit corridors, accommodates travel between and within our cities, and provides the backbone connecting development throughout the region. In all parts of the area, development is located near and around transit stops.



Source: Calthorpe Associates

All of the region's cities have used their land carefully to avoid sprawl. The downtown areas of cities like Beaverton, Hillsboro and Gresham are thriving, people-oriented places, where jobs, shops, services, schools and parks are conveniently located together within walking or biking distance of transit stops and a variety of housing options that surround the downtown core.

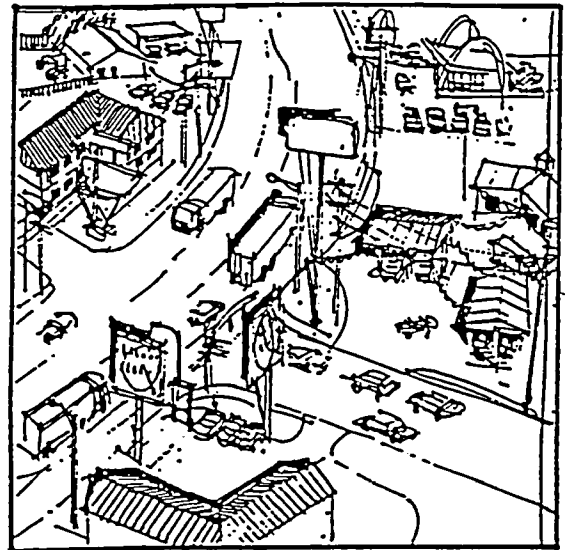
Portland's central city, redeveloped land and revitalized neighborhoods have strengthened and reinvigorated the city. Much of the new development along Portland's major streets and rail lines consists of 3- or 4-story multi-family units over street level shops. There is good pedestrian access to services and shopping, and good transit access to employment.

In other parts of the region, new communities have been created around major transit stops. At stations such as the Sunset Highway/217 interchange and Clackamas Town Center, the development is self-contained, offering local choices of services and schools within walking distance. The center of many of these "villages" consists of a transit station and central park, surrounded by a main street or square of shops, offices, restaurants, smaller businesses, child care facilities and recreational opportunities. In some locations, multi-family housing is located near the central park. Walking paths and bike paths connect the entire community.

The region's commitment to sensible growth and transit-oriented development has provided practical alternatives to the automobile and the attendant air pollution and traffic jams.

The percentage of total trips taken on transit (including buses, light rail, shuttles and van pools as well as taxis) is as high in our metropolitan area as anywhere else in the country.

Residents find the lifestyle here stimulating and



Before



After

Richard Potestio, AIA



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satisfying. They enjoy the amenities of a major city without the associated sprawl, congestion, crime, crowding and tensions found elsewhere. In our region, livability is still prized, and citizens and jurisdictions work together to protect and enhance it.

As for Tri-Met itself, we envision:

**A**n agency that leads the nation in the quality, integrity and success of its transit system. Tri-Met operates an exceptional regional rail system, complemented by a network of major bus corridors that provide fast, frequent, convenient service to key destinations. The agency also provides personalized service with its neighborhood mini-buses that link residents to the bus corridors and regional rail.

Tri-Met works closely with local jurisdictions, decision-makers and developers to encourage land use and transportation patterns that enhance the region's mobility and livability. The agency's public approval rating is high. Tri-Met is well-funded and well-supported at both the state and local levels, and at the federal level, where Tri-Met is considered a model for the country.

Tri-Met's employees are among the best and brightest in the Northwest. They are actively involved in problem-solving within the agency, and find their ideas for improvement are frequently implemented. Two-way communication is integral to the agency's method of operation. Managers freely and openly share information with each other and with employees, and employees continually contribute ideas for improving customer service.

Each employee understands Tri-Met's mission and goals, the obstacles that must be overcome to achieve them, and what he or she can do to contribute to Tri-Met's success.

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**Outstanding customer service is a shared passion, and employees routinely ask themselves, “What will this do to help us attract or keep more customers?”**

**The philosophy at Tri-Met is: “Customers, one at a time.” While the agency serves the entire region, it treats its customers as individuals, and strives to satisfy them just that way: one at a time.**

## Growth and a Sense of Community



Richard Potestio, AIA

The vision suggests ways in which we as a region can enjoy the economic benefits of growth while still preserving our small-town charm and livability. Through well-planned communities, our region can accommodate more residents while still offering a lifestyle that is pleasant and comfortable. Whether in the suburbs, downtown Portland or in a new mixed-use neighborhood, people can live in places where they know their neighbors and local merchants, and can walk to schools, parks, the corner grocery, neighborhood restaurants, the post office, transit stations, shops and other services.

This clustering of development offers other benefits as well: The opportunity for all of us to breathe clean air; get where we want to go quickly and easily; live in the type of housing we want and can afford; minimize our tax dollars for public services; enjoy safer streets and neighborhoods; and take greater advantage of green and open spaces in our communities. Such a pattern would not only enhance our everyday life, it would put this region on the map as one of the only metropolitan areas in the country that has been able to grow while actually *improving* its livability.

While achieving the vision would be a significant accomplishment, it would not require a major departure from some of the things we are doing today. Many of the components for the vision already exist throughout the region. For example, state law already requires that half of all new housing in the metropolitan area be multi-family housing. For the last 10 years, the real estate market has been meeting that goal. However, many of the multiple family housing developments have been located on the fringes of the urban growth boundary, and are difficult to

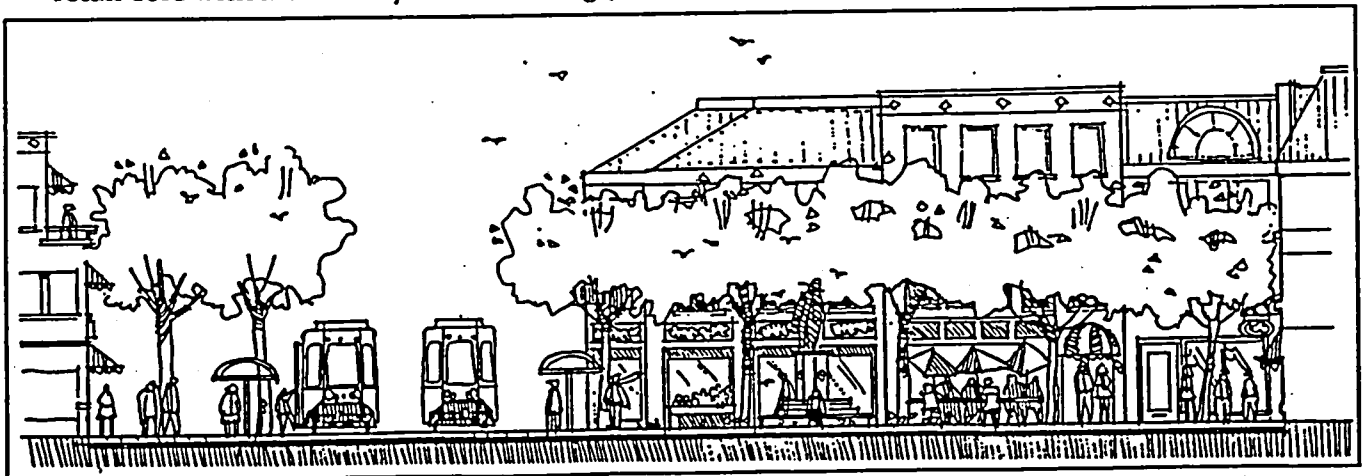
serve by transit. The vision would have us meet those same customer needs, improve on the response by mixing in other uses (such as retail, commercial, and recreational), and locate the new development in a transit corridor. The resulting mixed-use communities will be attractive places to live, work, shop, play, fall in love and raise children. Otherwise, the market will not support them because people won't want to live there.

### Whose Vision Is It?

While the vision as stated here has been proposed by Tri-Met, many of the same principles and values have been advanced by others throughout the region. A number of local jurisdictions and state and regional agencies have been developing long-range plans.

The common thread in each of them is a recognized need to change current patterns of growth which, if unchecked, will lead to a serious deterioration in the region's livability.

- The City of Beaverton in its Downtown Development Plan calls for promoting downtown Beaverton "as a public transit and pedestrian-oriented district"; for concentrating new commercial development in a compact area to facilitate pedestrian access; and for increasing the supply of close-in multi-family housing, linked to the downtown core by transit.
- In its vision for the future, the City of Gresham calls for the creation of a downtown mixed-use center organized around light rail that includes a high-density retail core with multi-story office buildings, surrounded

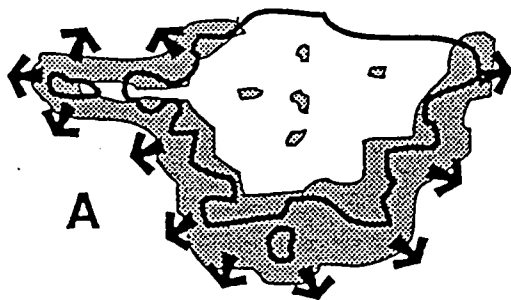


Beaverton Civic Center: Transit Plaza Concept

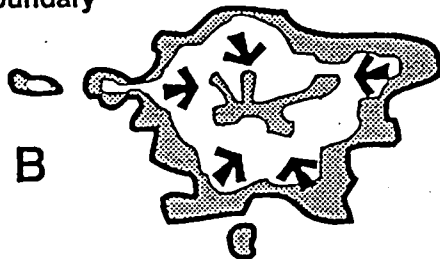
(Source: Beaverton Downtown Plan)

## Metro 2040: Alternative Growth Concepts

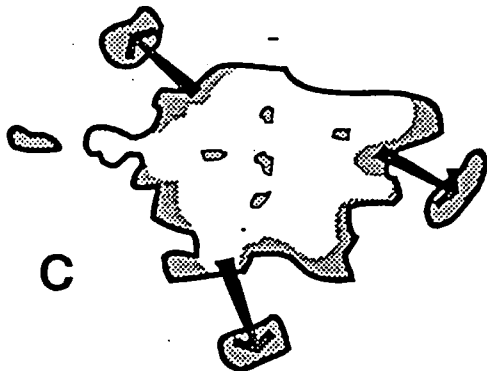
### Continuing with Current Policies



### Growing Inside the Urban Growth Boundary



### Communities Growing at the Edge



Metro's 2040 process is the forum for developing a consensus on a vision for how the region wants to grow.

by residential and commercial buildings. Gresham's plan also calls for neighborhood community centers and "live-work" communities linked to downtown Gresham via transit, mixed-use development along the light rail corridor, and expanded public transit including a downtown light rail loop, bus service, shuttles and park-and-rides.

- 1000 Friends of Oregon, in its LUTRAQ (Making the Land Use Transportation Air Quality Connection) study, envisions a new land use development pattern that encourages a reduction in the number of auto trips and vehicle miles traveled "by creating opportunities to walk, bike and use transit." LUTRAQ also strongly advocates transit-oriented development and "the maximum use of existing urbanized areas accessible to transit through sensitive infill and redevelopment."

Clearly, there is no shortage of support for carefully-managed growth. But with so many organizations tackling the issue from different perspectives, the question arises: How can we as a region coordinate our efforts and work together to achieve one overall vision for this metropolitan area? The answer lies in one word: *Partnerships*.

## Regional Partnerships: Working Together to Shape Our Future

Tri-Met is eager to work with its regional partners to achieve a vision we all agree on. Leaders, organizations and citizens in the metropolitan area will need to work together to pursue the desired changes.

Three areas requiring cooperation are of particular concern to Tri-Met:

1. Defining the vision,
2. Identifying funding for transit expansion, and
3. Achieving the desired land use patterns.

### Defining the Vision

While there is some healthy overlap among many of the plans being put forth in the state and region, the metropolitan area as a whole has not yet reached a consensus on its vision for the future. The proper forum for developing that consensus is Metro's Region 2040, an effort now underway to plan for the region's future through the year 2040. The 2040 activities provide a vehicle for the community to discuss alternative ways to grow and address the trade-offs in choosing one approach over another.

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Metro has circulated a publication that presents three development patterns to be evaluated in 1993 through the Region 2040 process. One of the concepts offered — Concept B — includes many of the same principles advocated by Tri-Met. Concept B would accommodate growth within today's urban growth boundary by using land more effectively, increasing redevelopment, mainly along major transportation corridors, and encouraging clustered communities with mixed uses and pedestrian amenities.

But before these or any other ideas can be pursued, agencies and jurisdictions in the region must be committed to a common vision.

For its part, Tri-Met will modify its strategic plan to reflect the results of 2040 and expects the rest of the region to do the same with their plans. Tri-Met will need a clear understanding of what the region wants and expects from its transit agency. Then Tri-Met will need the help of its regional partners in meeting those expectations.

The support and involvement of others will be especially important in two key areas: identifying funding for transit and achieving desired land use patterns.

### **Identifying Funding for Transit**

To achieve the level of transit expansion suggested in all of the region's currently adopted plans, or any of the Metro 2040 concepts, Tri-Met will need additional funding.

**To move ahead with its own strategic plan, Tri-Met will need assurances from its regional partners that they agree with the proposed level of transit expansion and will help Tri-Met secure the funding to achieve it.**

The agency will need \$45 million more a year in operating revenue starting in fiscal year 1995 and an additional \$30 million a year starting in FY 1998 in order to achieve the strategic plan and increase mobility as the population grows. Those amounts represent a major infusion of additional support — equal to about 70 percent of Tri-Met's operating budget today.

It is unlikely that all of those funds will come from a single source. Rather, it is expected that they will come from a number of sources over time, and will likely involve

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placing ballot measures before the voters to secure transit financing measures. Seeking additional funding in increments will help Tri-Met stay attuned to voters' concerns and desires.

Some efforts to increase transit funding are already underway. A number of agencies are working on an overall transportation finance package to help fund both highway and transit needs. The Oregon Transportation Commission, the Governor's Task Force on Vehicle Emissions and Metro's Joint Policy Advisory Committee on Transportation (JPACT) are developing a cooperative state and regional strategy for transportation financing. Transportation '93 — a statewide group of government, business and community interests — is reviewing all of the funding proposals and will act as the final clearinghouse to recommend to the 1993 Oregon Legislature a broad transportation strategy that includes a transit financing proposal.

The current transportation strategy under consideration is based on the Oregon Transportation Plan approved by the Oregon Transportation Commission. That plan, like the new federal Surface Transportation Act, contains first-time-ever provisions for flexibility and balance between highway and transit funding.

**H**alf of the federal transportation money allocated to Oregon can now be used for either highway or transit projects. The investments are interrelated. According to the State, more than \$11 billion in road investments can be avoided by shifting land use patterns and expanding transit. For the Portland region, that's a savings of nearly \$10,000 for every household.

Looking beyond the 1993 legislative session, possible sources of funding being considered for transit include:

- A systems development charge imposed on the construction of new parking spaces to support transit; and
- A general obligation bond for light rail and bus capital expansion.

In general, Tri-Met would prefer transportation-related sources of funding for transit than general purpose taxes. The agency will be seeking voter, legislative and jurisdictional support for transit expansion.

## Achieving Transit-Oriented Land Use Patterns

We will all need to work together to avoid the pattern of sprawl that has plagued most growing American cities.

Tri-Met has no formal authority in the land use arena, nor does it want any. Nevertheless, the agency's ability to effectively meet the region's transportation needs depends heavily on the pattern of land use here. Transit cannot serve a pattern of low-density development efficiently or economically.

As land use issues are debated, Tri-Met will emphasize that compactly developed areas are given the highest priority for transit service. The lower-density development in outlying areas may have to wait as operating efficiencies permit and may not be serviced by large buses and light rail at all.

Tri-Met will advocate three major public policy initiatives:

1. Containing growth within the existing UGB;
2. Substantially increasing development in transit corridors; and
3. Helping to assure development is designed to be served efficiently by transit.

The agency will generally support the concepts of building "in" rather than "out"; developing self-contained communities; and encouraging pedestrian-friendly urban and suburban centers. These patterns help the region get the best return on its public investment in not only expanded transit service, but all forms of public works, including sewers, schools, parks and roads.

Tri-Met will also work with local jurisdictions to help them comply with the new requirements under the transportation goal of the state's planning regulations. As an example, the metropolitan area must reduce vehicle miles traveled per capita by 20 percent in the next 30 years. Jurisdictions also must change their planning and zoning codes to allow for transit-oriented development and must find ways to achieve a 10 percent reduction in the number of parking spaces per capita over the next 30 years. Tri-Met's mission of improving mobility fits precisely with these state-mandated goals.



Tri-Met will support the concepts of building "in" rather than "out" and developing pedestrian-friendly centers. (Source: Calthorpe Associates)



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# The Challenge to Tri-Met

The vision not only implies major challenges for the region; it also has significant implications for Tri-Met.

First of all, it suggests that Tri-Met has an overriding purpose beyond the provision of bus and rail service.

**Tri-Met's job, as stated in the vision, is to help this region stay livable as it grows by making sure citizens can get where they want to go quickly, easily and safely.**

That means Tri-Met's role is not only to provide bus, special needs, carpool and light rail service, but also to help citizens access other alternatives to the single-occupant vehicle such as biking and walking.

Second, the vision implies the need for a dramatic increase in Tri-Met's service to enhance mobility. If the agency's service continues to grow at the recent rate of only 1 to 1½ percent a year, a vision of growth without increased congestion cannot be achieved.

Tri-Met has developed a new strategic plan to rise to these two challenges — broadening the ways in which it contributes to enhanced mobility, and dramatically increasing its service and ridership to keep the region livable.

According to the new strategic plan, Tri-Met's mission is "to assure people increased mobility in our growing, compact urban region." The agency has set six strategic goals to steer its course. A detailed strategy for achieving the goals will come later in Tri-Met's Five Year Transit Development Plan and individual program strategies. The goals can be grouped into three categories: Getting more riders, getting more funding, and achieving mobility-oriented land use.

## Getting More Riders

The surest way to reduce traffic congestion as the population grows is for more people to bike, walk, carpool, or use transit. Tri-Met's ridership goal calls for an aggressive but achievable leap in the number of customers served: from today's 200,000 riders per day to 690,000 riders by 2005 — a more than three-fold jump.

To achieve the ridership goal, Tri-Met must attract as well as retain more customers. The entire agency will be focused on making transit so convenient, so easy-to-use, so economical and so appealing that customers simply can't resist it.

Particular emphasis will be placed on further improving the reliability of Tri-Met's service, and on assuring that the transit system is safe and secure. Customers should be able to virtually set their watches by the arrival of a Tri-Met vehicle. In addition, they should feel assured when they board a Tri-Met bus or train, that they will travel in safety.

Customer service will be a driving ethic at Tri-Met. Employees will be highly trained and oriented to meeting the needs of customers. Hiring, communications, team building and employee development will all underscore the strongest possible customer orientation.

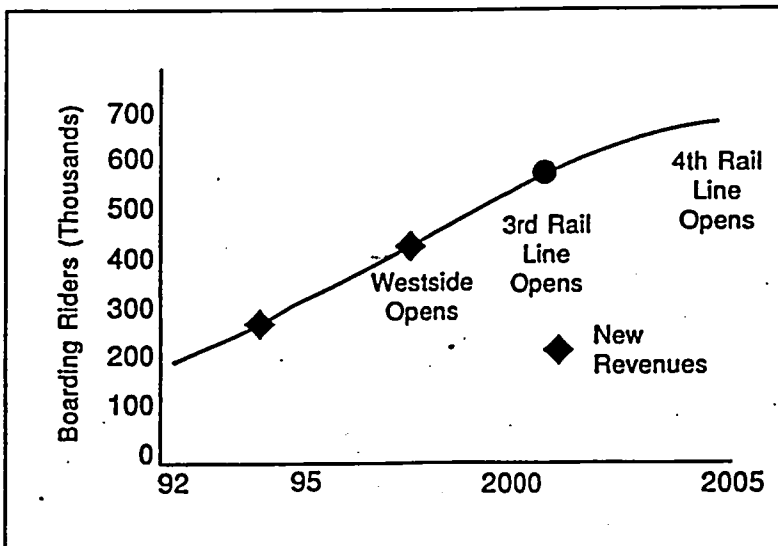
In addition, Tri-Met will initiate a full range of marketing activities to understand and address the needs of its customers. Market research will be used to help the agency find out who its future customers are and how it can serve them with transit.

### New Types of Service Planned

Two new types of service are being planned to help Tri-Met reach out to more customers. They are "10-minute corridor service" and "neighborhood mini-bus service."

The 10-minute corridors will provide a network of service from transit center to transit center throughout the region, replicating the attractiveness of regional light rail. The corridors will become the backbone of Tri-Met's bus system. They will consist of major transit routes where service and capital improvements have been made (such as traffic signals that give preference to buses, special bus bypass lanes at intersections, curb extensions at bus stops, etc.) so that a bus can arrive at least every 10 minutes.

### Strategic Plan Ridership Curve



Dramatically increased ridership is critical for Tri-Met to achieve its mission of enhanced regional mobility.

Capital improvements to the transit lanes will allow the buses to move faster than nearby automobiles.

The 10-minute corridor service will be easy to use. Customers will not have to use schedules because of the frequency of service.

Pilot projects will initially be tested on a few key routes. The first 10-minute corridor could begin operating in fiscal year 1995.

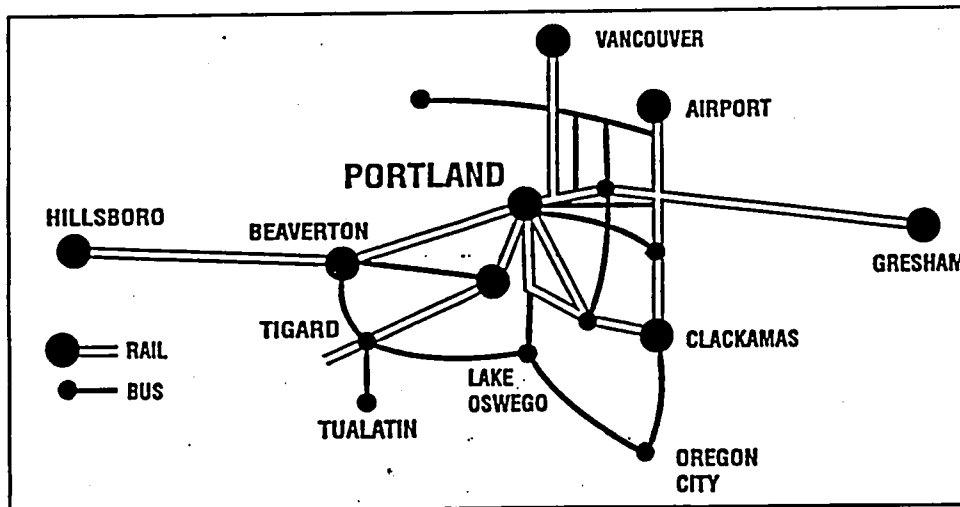
Tri-Met is also proposing to introduce "neighborhood mini-bus service." This service would be an outgrowth of the special needs transportation service Tri-Met provides to disabled people. It will operate in a given neighborhood like a local shuttle service or in low-density areas inappropriate for big buses. These smaller buses — possibly electric — will take passengers to local destinations, 10-minute corridor stops or light rail stations.

To help keep the region mobile, Tri-Met is planning a major *service expansion* over the next 13 years — from some 30,000 weekly hours of bus and rail service today, to almost 87,000 weekly hours of service by FY 2005.

This will include expansion of the regional rail system and increases in traditional bus and mini-bus service to feed into the rail lines and 10-minute corridors. Tri-Met

### 10-Minute Corridors Concept

A new concept, "10-minute" corridors will provide the backbone of Tri-Met service, creating the bus and rail equivalent of an above ground subway.



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will also promote other modes of transportation, such as biking and walking to improve regional mobility.

The accelerated development of a six-line regional rail system will be a top priority. Tri-Met's most important short-term objective will be completing the Westside light rail project on time and within budget. The agency forecasts 20,000 riders on Westside MAX when the line opens in September of 1997. The line will extend to Hillsboro by 1998. A third rail corridor should be ready for final design in 1996 and a fourth in 2000. Bus and mini-bus services will grow at a complementary pace.

Where will Tri-Met place its additional bus service? The agency will continue to make specific service decisions in consultation with local jurisdictions, neighborhoods and community groups, as part of the preparation of Tri-Met's annual service plan. Top priority will be given to providing additional service to those parts of the region that have compact, transit-supportive land use patterns.

## **Getting the Funding**

Tri-Met will not be able to do its part in improving regional mobility unless it can obtain additional funding to serve more riders.

The fiscal stability goal focuses Tri-Met on: 1) Obtaining additional funding; and 2) Getting the best return for each dollar spent.

To secure additional funding, Tri-Met will need support throughout the region for a collective vision of compact urban growth served increasingly by transit. It will need to achieve a regional consensus on a finance package, mobility goals, expansion of the transit system and adoption of land use plans that foster mobility.

To get the best return on each dollar spent, Tri-Met will carefully target its own spending toward achieving the vision, and will emphasize efficiency throughout its operations. The most effective way to steadily reduce the cost of each ride is to steadily increase the number of riders. Hence, steady ridership growth will be essential for increasing efficiency. Tri-Met will work with its customers and its regional partners to identify the most valuable service lines and reallocate resources as appropriate.

The fiscal stability goal also calls for Tri-Met to maintain three months of working capital for operations, in order to stay closely attuned to risk, keep capital replacement and operating needs in harmony and assure wise spending and the care and maintenance of funding sources. The agency is well aware of the need to spend wisely: If it

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doesn't, it could lose its public support and its base of operations.

### **Getting the Land Use**

Tri-Met's land use goal calls for working with public and private interests to help assure that 75 percent of all new housing and jobs inside the region's urban growth boundary are served by a designated major transit corridor within a 5-minute walk.

More detail on Tri-Met's involvement in the regional approach to land use is provided in the "Partnerships" section of this report.

### **Tri-Met's People Make the Difference**

To provide the level of service called for in its strategic plan, Tri-Met will need a workforce of some 4500 employees by 2005, compared to its 1800 employees today. The agency will need to dramatically increase its recruitment, training and retention activities to attract and retain a top quality workforce.

Employees will need to be trained to not only operate the agency's equipment, but also to be Tri-Met's major source of contact with customers. A dedication to outstanding customer service will be the overriding ethic at Tri-Met. The philosophy of "customers, one at a time" will require that Tri-Met employees be attuned to customer needs and that they be empowered to help the agency find ways to serve customers even better.

To make full use of the skills and talents of its people, Tri-Met will enhance its mechanisms for obtaining and using information from employees to improve service and efficiency. Tri-Met has already begun stepping up its communications activities to listen to employees and help them understand the Strategic Plan and relate their work to it.

In addition, a human resources plan is being prepared to determine how Tri-Met can give its people more opportunities to contribute to achieving the plan. Tri-Met is investigating such possibilities as increased employee training and education, total quality improvement techniques, two-way communication activities and incentive and recognition programs. At the same time, individual departments within Tri-Met are looking at ways to involve employees specifically in generating ideas to improve service and attract more riders.

# Tri-Met Strategic Plan: Business Plan

Year of Expenditure Dollars

	FY93 FORECAST	FY94 FORECAST	FY95 FORECAST	FY96 FORECAST	FY97 FORECAST	FY98 FORECAST	FY99 FORECAST	FY2000 FORECAST	FY2001 FORECAST	FY2002 FORECAST	FY2003 FORECAST	FY2004 FORECAST	FY2005 FORECAST
1. Weekday Ridership	216,000	233,300	256,600	282,300	310,500	347,800	382,500	420,800	462,900	518,400	570,200	627,300	690,000
2. Weekly Bus and Rail Hours	32,163	33,095	36,960	41,286	46,127	52,302	56,126	60,233	64,644	70,382	75,472	80,940	86,814
3. Annual Revenues (000s)													
a. Passenger Revenues	30,464	34,546	39,900	46,085	53,228	62,597	72,298	83,505	96,449	113,424	131,004	151,310	174,763
b. Payroll Tax Revenues	84,214	90,430	96,863	103,157	109,861	117,002	124,608	132,708	141,336	150,528	160,316	171,512	172,713
c. Other Existing Revenues	35,413	57,579	45,684	57,413	33,305	36,606	57,172	44,721	50,643	76,646	62,503	69,776	99,105
d. New Revenues			45,000	48,150	51,521	85,127	91,086	97,462	104,284	111,584	119,395	127,753	136,695
4. Total Revenues (CR and OTO)	150,091	182,555	227,447	254,805	247,915	301,332	345,164	358,396	392,712	452,182	473,218	520,351	583,276
5. Operating Expenditures (CE)	114,415	124,825	144,176	161,141	180,967	209,646	230,430	251,447	274,601	314,635	343,295	374,869	409,664
6. Capital Expenditures (CE and OTO)	32,100	67,541	53,370	109,779	62,450	70,545	101,253	90,237	101,198	138,115	125,913	139,855	184,837
7. Total Expenditures (CE and OTO)	146,515	192,366	197,546	270,920	243,417	280,191	331,683	341,684	375,799	452,750	469,208	514,724	594,501
8. Operating Result	3,576	(9,811)	29,901	(16,115)	4,498	21,141	13,481	16,712	16,913	(568)	4,010	5,627	(11,225)
9. Estimated Beginning Working Capital	57,034	54,610	44,799	74,700	58,585	63,083	84,223	97,704	114,416	131,329	130,761	134,771	140,398
a. Operating Fund	28,604	31,206	36,044	40,285	45,242	52,412	57,608	62,862	68,650	78,659	85,824	93,717	102,416
b. Capital Reserve Fund	28,430	23,404	8,755	34,415	13,343	10,671	26,616	34,843	45,766	52,670	44,938	41,054	37,982
10. Months of Operating Expense	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
11. Fare Recovery Ratio	26.6%	27.7%	27.7%	28.6%	29.4%	29.9%	31.4%	33.2%	35.1%	36.0%	38.2%	40.4%	42.7%

CR=Continuing Revenue  
OTO=One Time Only  
CE=Continuing Expenditures

## Key Points:

### Ridership Growth

- The focus of much of Tri-Met's activities will be achieving the weekly ridership increases shown in line one—from about 200,000 daily boarding rides today to about 690,000 in FY 2005. A gradual shift in land use as envisioned in the Strategic Plan is necessary to achieve these ridership levels. This growth in fixed-route and mini-bus ridership is considered critical for Tri-Met to achieve its mission of improving mobility as the region grows.

### Service Expansion

- Line two, weekly bus and rail hours, shows the level of service needed to serve significantly more customers.

### New Revenues

- As indicated in line 3d, Tri-Met will need new revenues to pay for expanded service. The agency will need \$45 million in new revenues starting in FY '95, growing at 7 percent per year. An additional new revenue source of \$30 million is anticipated starting in FY '98, also increasing at 7 percent per year. The total revenues in line 4 will cover Tri-Met's operating and capital expenses except for the money needed to match federal funding for additional light rail lines.

### Fiscal Stability

- The agency's commitment to maintaining three months' of operating working capital as part of its fiscal stability goal is reflected in line 10, which shows steady maintenance of three months of operating expense. Tri-Met will maintain this cushion to assure wise and prudent spending.

### Operating Efficiencies

- The agency will be improving its operating efficiencies, so that its fare recovery ratio (line 11) increases from 26 percent today to almost 43 percent in FY 2005. This means that by 2005, about 43 percent of Tri-Met's costs will be covered by passenger fares.

# Tri-Met's mission: To assure people increased mobility in our growing, compact urban region.

## Goal 1 Customer Services

Steadily increase system reliability and decrease the number of customer complaints.

### Overall Approach:

Tri-Met will be driven by an ethic of superlative customer service. A strong orientation to customers and to outstanding service will be fostered throughout the agency. The agency's principle will be satisfying customers "one at a time."

Tri-Met will also improve the transit system itself by making it more convenient, reliable, easy-to-understand and appealing to customers. Particular emphasis will be given to system safety and security.

Capital improvements will include creation of 10-minute corridors (where faster, more frequent service will be provided on primary routes), and improvements in and around transit stops, including park-and-ride lots.

Tri-Met will strive to increase customer satisfaction and reduce customer complaints regarding regular and special service. It will improve its ways of listening and responding to customers, and will enhance its system for organizing and responding to customer complaints. Customer, community and Tri-Met employee input will be used to improve service.

Tri-Met will also focus on meeting or exceeding the criteria set forth in Tri-Met's Service Standards for on-time performance in fixed-route bus service. The reliability of the system will be assured by maintaining adequate levels of service and vehicle maintenance. The agency will expand its efforts to help more people learn how to use transit. Continuing emphasis will be placed on providing the kind of high quality service that keeps customers coming back.

## Goal 2 Ridership:

Increase transit ridership to 690,000 riders per day by 2005.

### Overall Approach:

The goal represents a dramatic increase from the 200,000 daily riders who now use transit. This increase will be accomplished in incremental stages. By the end of fiscal year 1997, Tri-Met plans to achieve an average of 310,000 riders per day.

Bus service will continue to be the mainstay of Tri-Met's transit service, and will be bolstered by two new concepts:

1) "Ten-minute corridors" will be created on two dozen major transit corridors, where Tri-Met will increase bus frequency and speed so that a bus comes by every 10 minutes (creating the bus equivalent of an above-ground subway system). Tri-Met will work with its regional partners to determine the location of the 10-minute corridors, and will begin implementing them by fiscal year 1995. Tri-Met will also work with local jurisdictions to achieve road treatments that give preference to transit.

2) Neighborhood mini-bus service will provide service to customers close to home, offering almost door-to-door pickup and delivery to link customers with light rail and the 10-minute corridors.

Tri-Met will increase the number of hours of bus and light rail service to 50,000 per week from the current level of 30,000 per week -- a 67 percent increase in weekly vehicle hours -- by the end of FY 97.

Tri-Met will use marketing, advertising, customer service, promotions and pricing strategies to boost transit ridership. It will also strive to increase transit ridership by elderly and disabled citizens. Overall, the agency will work to substantially increase system reliability, operating speeds, capacity, frequency, security and convenience. Attracting and retaining more customers will be the primary focus of every Tri-Met employee.

## Goal 3 Human Resources:

Attract, train and retain 4,500 employees by 2005 who will provide superior customer service. Refine internal systems for using information from employees to improve service and efficiency.

### Overall Approach:

Tri-Met will, first, assure that it has the number and quality of employees it needs, and, second, make sure it is managing them to achieve optimum results. The agency will expand its recruitment, training and retention activities to attract and retain the best employees.

A strong emphasis will be placed on orienting all employees to the strategic goals and, in particular, to customer service. "Customer" can mean an external Tri-Met customer, or someone within Tri-Met who serves external customers.

Management's role is to support employees and help them do their best. Employee training and education will be expanded as needed. Mutual respect, teamwork and open communication will be reinforced as key values throughout Tri-Met. Significant emphasis will be placed on achieving diversity at all levels of the agency.

### Specific Initiatives will include:

- Develop a human resources plan.
- Revise and improve the classification and compensation system as needed.
- Expand recognition programs.
- Investigate the potential for total quality management at Tri-Met.
- Focus employees on key issues related to customer service improvement. Develop a system or management approach that empowers employees to take the initiative to solve problems.
- Assure that all employees understand the Strategic Plan and their role in helping to achieve it. Help managers assume a stronger role in two-way communication with employees.

## Goal 4 Fiscal Stability:

Steadily decrease the cost of each originating ride provided, maintain the equivalent of three months' working capital, and increase the continuing revenue base by \$145 million per year by 2005.

### Overall Approach:

To achieve this goal, Tri-Met will focus on:

- 1) Obtaining additional funding; and
- 2) Getting the best return for each dollar spent.

To obtain additional funding, Tri-Met will need support throughout the region for a shared vision of compact urban growth and a regional rail system. It will be critical to achieve regional consensus on mobility goals, finance packaging, expansion of the transit system and adoption of land use plans that foster mobility.

Tri-Met will seek legislative authority on one or more taxing measures and plans to secure a major new source of funding for operations and routine capital by July of 1994. Voter approval will be sought for a funding mechanism for construction of a third rail corridor in 1999 and for the local share of support for the 20-year rail development plan. It is unlikely that those funds will come from a single source. They are more likely to come from a number of sources over time.

Tri-Met will increase efficiency and get the best return for each dollar spent by increasing ridership and consistently applying established financial controls. Maintaining three months' capital will provide a control mechanism for keeping Tri-Met on track financially.

## Goal 5 Service Expansion:

By 2005, expand and diversify service to 1,650 buses and mini-buses and three operating rail corridors, with one rail corridor in construction and one in final design. Double the percentage of carpool, bike and walk trips.

### Overall Approach:

Tri-Met will seek to accelerate development of a six-line regional rail system.

Plans call for completing Westside light rail within budget and serving 20,000 daily boarding riders when the line opens in September 1997. The extension to Hillsboro is to be added to the project in 1994, with completion in 1998. The third rail corridor -- to Clackamas County and possibly north to Vancouver -- should be ready for construction in 1999, with completion in 2003. Tri-Met will also work with Clark County's transit agency, C-TRAN, to strengthen the integration of the two systems to better meet bi-state travel needs. The capital cost of system expansion will be \$3 to \$4 billion.

Tri-Met will expand its bus service to support the 10-minute corridors and existing and future rail lines. The agency will increase its fixed-route bus fleet by 208 coaches (118 to meet service standards; 90 for the 10-minute corridors), to a total of 734 fixed-route buses by the end of FY 97.

To house and service its bus and rail cars, Tri-Met will expand its existing operating and maintenance centers, or add a new one.

Tri-Met will also explore new service possibilities to better meet customer needs. It will work with its regional partners to obtain more funding and staffing for carpooling programs, and increase employer vanpooling. The agency will also work to achieve attractive, transit-supportive pedestrian and biking environments.

## Goal 6 Land Use:

Using public and private partnerships, help assure that 75 percent of all new housing and jobs inside the region's Urban Growth Boundary (UGB) are served by a designated transit corridor within a 5-minute walk.

Tri-Met is not a land use agency. Rather, it can act as an advocate and catalyst for shaping land use patterns in ways that improve mobility. The agency will work with others to achieve land use plans that can be cost-effectively served by transit. Tri-Met will advocate three major initiatives:

1. Containing growth within the existing urban growth boundary (UGB);
2. Substantially increasing development in transit corridors; and
3. Helping to assure that new development is designed to be served efficiently by transit.

Tri-Met will consider these three factors in deciding where to provide service. Transit service and land use are interrelated. Tri-Met cannot achieve its ridership goals without changes in land use. The agency's service standards and Five Year Plan will be changed to incorporate land use considerations into service expansion decisions.

On a regional level, Tri-Met will be initiating a cooperative process with local jurisdictions to select the "designated transit corridors" called for in the goal. Because the corridors will be limited in number, top priority will be placed on locating them in areas with land use patterns compatible with transit.

Tri-Met will encourage the inclusion of its land use initiatives in the region's land use and transportation plans (Metro's Region 2040 Plan and revised Regional Transportation Plan) and in local comprehensive plans. The agency will also strive to achieve recognition from the development community that transit-oriented development is both achievable and profitable.

STAFF REPORT

CONSIDERATION OF RESOLUTION 93-1781 FOR THE PURPOSE OF PROVIDING COMMENTARY AND RESPONSE TO THE TRI-MET STRATEGIC PLAN

Date: March 17, 1993      Presented by: Andy Cotugno and Gail Ryder

PROPOSED ACTION

This resolution allows the Metro Council Planning Committee to provide timely comment and response to the Tri-Met Strategic Plan, as has been requested from Tri-Met. Scheduling difficulties have made it impossible for the full Metro Council to officially respond before the March public hearing being held by Tri-Met. It is possible, however, for the Planning Committee to comment before final adoption of the plan by Tri-Met in April.

FACTUAL BACKGROUND AND ANALYSIS

The discussion draft, dated April, 1992, is the second draft submitted by Tri-Met to the region for discussion and comment. A third version will be prepared in the near future. In this resolution the Metro Planning Committee applauds and encourages Tri-Met's efforts in developing a strategic plan but also urges their full participation in Metro's Region 2040 project. They urge Tri-Met's continued advocacy, through the Region 2040 process, for increased levels of transit and increased densities in the areas around transit corridors, as feasible.

Through the resolution, the committee supports, in general, the overall direction of the Strategic Plan but is unable to endorse its specific goals until completion of the Region 2040 process and adoption of a new RTP. They specifically cannot, at this time, endorse the ridership goal or phase two of the long-range financial goal. They suggest Tri-Met take no further action to secure resources beyond the initial \$45 million until a clear direction is established through the RTP and further suggest that Tri-Met remain open to future clarifications of this goal. They also believe that the goal calling for 75% of new housing and jobs to occur within a five minute walk to a transit corridor is premature.



## PLANNING COMMITTEE REPORT

CONSIDERATION OF RESOLUTION NO. 93-1781A, FOR THE PURPOSE OF PROVIDING COMMENTARY AND RESPONSE TO THE TRI-MET STRATEGIC PLAN

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Date: March 24, 1993

Presented by: Councilor Devlin

Committee Recommendation: At the March 23 meeting, the Planning Committee voted unanimously to recommend Council adoption of Resolution No. 93-1781A, as amended. Voting in favor: Councilors Van Bergen, Kvistad, Devlin, Gates, Monroe, and Moore.

Committee Issues/Discussion: Andy Cotugno, Planning Director, presented the staff report. He explained that in late February he and Councilor Moore appeared before the Tri-Met Board to publicly respond to the second discussion draft of the Tri-Met Strategic Plan. In response to the public comment at that meeting, Tri-Met has revised their second discussion draft into the attached new version. A more formal third discussion draft is in the process of being prepared.

The original resolution, introduced by Councilors Devlin and Gates, was prepared to allow the Council Planning Committee to more formally respond to the second discussion draft of the Strategic Plan. Originally it was believed that the timing of the March Tri-Met meeting precluded the full Council from taking a formal position. The original resolution was written to include the sentiments of the comments made by Cotugno at the February Tri-Met meeting.

Since the drafting of the original version, an "A" engrossed version of the resolution has been prepared (see attached) to more closely relate to the most current discussion draft that has been prepared by Tri-Met. This later draft puts ridership goals at five years in the future, rather than the original twenty years, on an accelerated schedule that is consistent with the Regional Transportation Plan. The draft allows the natural decision making process for the Region 2040 project to set the tone for future decisions regarding ridership and addresses the initial financial steps needed for this five year period. The "A" engrossed version removes most critical comments to the second discussion draft, that have now been successfully resolved in the new discussion draft.

The "A" version also acknowledges that the timing of the March meeting now allows the full Council, rather than just the Planning Committee to respond. Finally, the attachment to the resolution was corrected in the "A" version to be the second Discussion Draft, dated December, 1992, rather than the first draft, dated April, 1992.

The committee then made several additional clarifying amendments to

the "A" version, as are represented in the engrossed "B" version that is attached to this report. These amendments were suggested by Councilors Moore and Kvistad and by Mr. Cotugno. In addition, Councilor Moore was asked to prepare two additional amendments addressing two of her additional concerns for presentation before the full Council meeting. Councilor Moore agreed to provide these amendments after consultation with Mr. Cotugno.

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**TRI-MET STRATEGIC PLAN**

**MISSION**

**TRI-MET'S MISSION IS TO ASSURE PEOPLE INCREASED MOBILITY IN OUR GROWING COMPACT URBAN REGION.**

**Goal 1: Customer Service**

Steadily increase system reliability and decrease the number of customer complaints.

**Goal 2: Ridership**

Increase transit ridership to 325,000 riders per day by 1998.

**Goal 3: Human Resources**

Attract, train and retain 2,600 employees by 1998 who will provide superior customer service. Refine internal systems for using information from employees to improve service and efficiency.

**Goal 4: Fiscal Stability**

Steadily decrease the cost of each originating ride provided, maintain the equivalent of three months' working capital, and increase the continuing annual revenue base \$45 million by 1995.

**Goal 5: Service Expansion**

By 1998, expand and diversify service to 1010 buses and mini-buses and two operating rail corridors, with two rail corridors in construction and one in advanced design. Double the percentage of carpool, bike and walk trips.

**Goal 6: Land Use**

Using public and private partnerships, help assure that a majority of all new housing and jobs inside the region's Urban Growth Boundary (UGB) are served by the primary transit network within a 5-minute walk.

March 16, 1993

Post-It™ brand fax transmittal memo 7671 # of pages 6

To GAIL Ryder	From G-B
Co.	Co.
Dept.	Phone # 28-4977
Fax # 273-5589	Fax #

**TRI-MET STRATEGIC PLAN****UPDATE****February 23, 1993****Tri-Met's Mission****To assure people increased mobility in our growing, compact urban region.****Strategic Goal Areas: 1993 - 1998**

- **Improve Customer Service**
- **Increase Transit Ridership**
- **Increase and Enhance Human Resources**
- **Increase Revenues and Efficiency**
- **Expand Transit Service**
- **Pursue Transit-Oriented Land Use**

## TRI-MET STRATEGIC PLAN UPDATE

### Background

Tri-Met released the first discussion draft of its Strategic Plan in April, 1992, laying out an ambitious new direction for Tri-Met. Under the plan, Tri-Met has a broadened mission: "To assure people increased mobility in our growing, compact urban region." The plan emphasizes that unless the Portland metropolitan area changes its current patterns of growth, the region could fall prey to the same sprawl and gridlock that have plagued so many other Western cities. As an alternative, the Strategic Plan calls for compact, well-planned growth, so the region can maintain its quality of life.

Tri-Met sought regionwide discussion of its Strategic Plan for two reasons: 1) To strengthen its partnership with others in the region and begin working toward a common vision for the future; and 2) To gain a better understanding of how Tri-Met can best serve its customers and the region as a whole. The agency distributed some 5,000 copies of the first draft of the plan to local jurisdictions and interested parties, as well as to Tri-Met employees. Feedback on draft one was incorporated into draft two of the plan, which was completed in December 1992. Five thousand copies of draft two were also distributed internally and externally.

Draft two of the Strategic Plan strongly emphasized the need for regional partnerships to assure livability and mobility in the future. It added a Human Resources goal, and combined the System Expansion and Diversity goals into one Service Expansion goal. The second draft also described in detail Tri-Met's funding needs, and the agency's desire to become more involved in land use decisions. Tri-Met wants to help the region understand the transportation and mobility implications of its land use decisions, and encourage choices that will make good economic sense, foster mobility and protect livability.

Since December, Tri-Met has discussed draft two extensively with external constituents as well as its own employees. In addition, the Tri-Met Board of Directors held six workshops in January and February to discuss the draft with representatives of local jurisdictions, and hear their concerns firsthand.

### Summary of Input on Draft Two

Draft two of the strategic plan stirred thoughtful debate and discussion throughout the region. Most jurisdictions applauded Tri-Met for taking a leadership role and forcing the region to think more immediately about its future. Virtually all respondents commended the agency's desire to strengthen its regional partnerships and work with them for change. All jurisdictions also welcomed an expansion of transit service, though they varied in their assessment of what level of expansion was realistic. Some felt Tri-Met's ridership goal of 690,000 daily boarding rides by 2005 was too ambitious; others praised Tri-Met for being aggressive and for "aiming high." Through discussion of the plan, Tri-Met was successful in securing regional support on four key aspects of the plan:

- A long-term focus for Tri-Met;
- Medium-term benchmarks;
- The linkage between transportation and land use; and
- Tri-Met's funding needs.

The three most common overall comments about draft two of the plan were:

- "Tri-Met is to be commended for its foresight — but don't get too far out in front of the rest of the region. Slow down and stay in step with Metro's 2040 regional planning process."

Each of the jurisdictions commended Tri-Met for providing leadership. However, some were concerned that the agency was moving too fast. They asked that Tri-Met slow down and/or revise its Strategic Plan as necessary when Metro 2040 and an updated Regional Transportation Plan are completed.

- "We support your request for \$45 million in additional funding targeted for fiscal year 1995, but we cannot support an additional \$30 million by FY 1998 until we know how that money will be used, and see it reflected in an updated Regional Transportation Plan."

The jurisdictions supported Tri-Met's plan to secure \$45 million in additional revenues by fiscal year 1995, noting that this figure is consistent with the funding level for transit outlined in the current Regional Transportation Plan. That funding would allow Tri-Met to increase service from 30,000 weekly service hours today to 48,000 by 1998 — a 60 percent increase. It would also allow Tri-Met to achieve the transit ridership goal of 321,000 as set forth in the current RTP seven years ahead of schedule. However, the \$30 million in additional funding targeted for FY 1998 is not reflected in the current RTP. Several jurisdictions felt Tri-Met should not pursue the \$30 million in additional funding until and unless it is consistent with an updated RTP and the results of Metro 2040.

- "We want you to be a partner and advisor in land use decisions, not a dictator."

Some jurisdictions, such as the cities of Portland and Gresham, commended Tri-Met for advocating land use approaches that complement their own efforts, including support for increased densities and transit-oriented development. However, several jurisdictions felt Tri-Met was coming on too strong in land use — that it sounded as though it would be dictating what the local communities must do.

About half the jurisdictions questioned whether Tri-Met as a transit agency should have a land use goal at all; the other half supported it. Some wondered whether the goal of "using public and private partnerships, help assure that 75 percent of all new housing and jobs inside the region's Urban Growth Boundary (UGB) are served by a designated transit corridor within a 5-minute walk" was realistic and achievable. They suggested instead a goal that stated Tri-Met's general intention to work with local jurisdictions to achieve transit-oriented development.

## Recommendations

In response to the input received on draft two, Tri-Met management has recommended that the Board of Directors at its March 31 meeting:

- Formally adopt an aggressive Strategic Plan for 1993-1998 that includes the mission statement and the original six strategic goals adjusted to a five-year timeframe.

The goals will continue to call for:

- Improving customer service
- Increasing transit ridership
- Increasing and enhancing human resources
- Increasing revenues and efficiency
- Expanding transit service
- Pursuing transit-oriented development

The Five-Year Strategic Plan will be the immediate reflection of Tri-Met's long-term vision and direction. It will be considered the "first installment" in the agency's pursuit of its overall mission of increasing mobility in partnership with regional interests. The plan will be updated annually to keep Tri-Met moving forward in five-year increments.

The five-year plan will allow Tri-Met to pursue the same bold course of action called for under the original plan, which extended through 2005, but will give the agency more flexibility to be responsive as Metro 2040 and the updated Regional Transportation Plan are completed.

- Rewrite the land use goal to express Tri-Met's policies and approach of maintaining the region's Urban Growth Boundary and focusing growth along transportation corridors in a five-year timeframe.

Because land use changes must occur over a period of time, a numerical goal for a five-year period may be inappropriate. A partnership approach is essential to achieve any changes in land use. Tri-Met's role will be to advocate and educate, while Metro and local governments retain responsibility for developing and changing land use plans.

- Approve a series of resolutions -- an action plan -- directing Tri-Met staff to move forward with implementation of the Five-Year Strategic Plan and to work with the agency's regional partners in specific ways to pursue the goals in the plan and lay the groundwork for longer term efforts.

The action plan includes working with the jurisdictions and communities to define a system of major transit corridors, revise and adopt service standards and determine an appropriate role for Tri-Met in land use. It also includes working with local jurisdictions and citizens to prepare a Five-Year Implementation (or Transit Development) Plan for Tri-Met that details the agency's operations, capital and human resources requirements and plans.

- Direct staff to prepare a white paper that reinforces Tri-Met's vision and long-term goals. The paper will provide the context for the Five-Year Strategic Plan, and will support the position Tri-Met will advocate in regional forums. That position continues to be: The region must grow wisely and compactly in order to maintain its livability.

While the formally adopted Strategic Plan will not include all of the arguments and discussion included in drafts one and two, those principles will continue to surface in myriad ways through the document described above as well as other publications, articles, speeches and statements issued by Tri-Met in the future.

These beliefs constitute the underlying principles that drive Tri-Met's Strategic Plan and all of the agency's activities. Tri-Met is committed to working in partnership with others in the region, and will continue to advocate those policies and positions it feels are in the best economic and overall interests of the people of this region.





# METRO

2000 SW First Ave.  
Portland, OR 97201-5398  
(503) 221-1646

## Memorandum

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DATE: March 24, 1993

TO: Metro Council  
Interested Parties

FROM: Gail Ryder, Council Analyst

RE: Resolution 93-1781B Amendments  
from Councilor Terry Moore

---

Councilor Terry Moore asked me to prepare the attached amendment for consideration before the Council of Resolution 93-1781B. These are to be considered in addition to those amendments previously approved by the Planning Committee that are included in the "B" engrossed version.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF PROVIDING )  
COMMENTARY AND RESPONSE TO )  
THE TRI-MET STRATEGIC PLAN )

RESOLUTION NO. 93-1781[B]C  
Introduced by Councilors  
Devlin and Gates

WHEREAS, Metro has responsibility for development of the Regional Transportation Plan (RTP) which contains adopted policies and projects for both auto and transit improvements for the region; changes to the RTP are anticipated in the near future to meet the requirements of LCDC Rule 12 and the Clean Air Act Amendments of 1990; and

WHEREAS, Metro provides a forum to determine the region's transportation priorities, through the process utilizing the Joint Policy Advisory Committee on Transportation (JPACT) of which Tri-Met is a member; and

WHEREAS, Metro is beginning Phase II of its Region 2040 Project, which is examining alternative future directions the region could take regarding urban form, land use, and transportation over the next 50 years; Tri-Met is one of several governments participating in the Region 2040 process; and

WHEREAS, the Region 2040 process is the most extensive project of its type undertaken in the region and is expected to give citizens, community leaders, elected officials, and the Future Vision Commission distinct choices regarding the future vision of the region; this will be done through the adoption of policies, and eventually, new comprehensive plans; and

WHEREAS, the Tri-Met Board of Directors have prepared a December, 1992 version discussion draft of their Strategic Plan,

attached as Exhibit A; and,

WHEREAS, the Tri-Met Strategic Plan is intended to: 1) assist in determining a vision for the Tri-Met community; and 2) describe Tri-Met's new mission and strategic goals aimed at improving mobility; and

WHEREAS, these new goals call for: 1) improving customer service; 2) increasing ridership; 3) obtaining additional funding and increased efficiency; 4) diversifying service; 5) expanding the transit system; and 6) advocating land use that supports greater mobility; and

WHEREAS, the Metro Council has a strong interest in the Tri-Met Strategic Plan and has been asked by Tri-Met to provide "thoughtful review and comment" on their discussion draft; now, therefore,

BE IT RESOLVED,

1. That the Metro Council applauds Tri-Met for its efforts in developing a strategic plan and appreciates the opportunity to respond.

2. That the Metro Council believes the Tri-Met Strategic Plan will serve as a useful role in defining options through the Region 2040 process.

3. That the Metro Council, understanding the relationship between increased levels of transit service and shared livability and economic objectives, believes it is appropriate for Tri-Met to advocate increased levels of transit. The Council supports Tri-Met's advocacy, through the Region 2040 process, for increased

densities specifically around transit corridors and the promotion of increased percentages of accommodation for new growth. Such advocacy will ensure that at a minimum, a clear choice will be presented to the community regarding alternative futures. Tri-Met is encouraged to advocate, through the Region 2040 process, a future urban form for which affordable transit can be provided.

4. That the Metro Council supports the overall direction of the Tri-Met Strategic Plan. The Council supports the revised five year goals as consistent with any of the options currently under consideration in the Region 2040 project. The goals are also consistent with the Regional Transportation Plan and should be pursued under an accelerated schedule.

5. That the Metro Council makes the following specific comments regarding the Tri-Met Strategic Plan discussion draft:

A. The Council endorses the 1998 ridership goal and appreciates Tri-Met's decision to not further establish the earlier suggested ridership goal for 2005. The earlier goal was very aggressive and was more policy driven than technically derived. The Region 2040 process and revision of the RTP will allow governments of the region to agree on what ridership goal should be achieved on the transit system, what land use pattern accompanies it, and what benefits such ridership will produce. The Council recognizes that the new ridership goal will likely be higher than the existing goal.

B. The five year financial goal, whereby Tri-Met will seek in phase one, FY 1995, to secure \$45 million of new revenues,

is aggressive but is an important step toward achieving ridership goals. The Council supports this action, as it relates to providing resources for operating and capital expense increases required to implement the level of transit service called for in the current RTP by 1998.

C. It is important for citizens and governments of this region to better understand the relationship between land use and transit if there is hope of achieving the vehicle-miles-travelled (VMT) and livability goals established through Rule 12, the Oregon Transportation Plan and Metro's Regional Urban Growth Goals and Objectives (RUGGO). These goals are only possible with significant increases in the percentage of new growth in transit corridors and around light rail stations. The Metro Council strongly endorses the service expansion goal of Tri-Met's Strategic Plan which calls for the agency to "work to achieve attractive, transit-supportive pedestrian and biking environments" as an important means to increase the percentage of bike, walking, and transit trips in the region.

ADOPTED BY THE METRO COUNCIL, this \_\_\_\_\_ day of \_\_\_\_\_,  
1993.

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Judy Wyers, Presiding Officer

GR: c:\wpdata\ord-res\93-1781C.res  
3/24/93

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF PROVIDING )  
COMMENTARY AND RESPONSE TO )  
THE TRI-MET STRATEGIC PLAN )

RESOLUTION NO. 93-1781[A]E  
Introduced by Councilors  
Devlin and Gates

WHEREAS, Metro has responsibility for development of the Regional Transportation Plan (RTP) which contains adopted policies and projects for both [highway] auto and transit improvements for the region; changes to the RTP are anticipated in the near future to meet the requirements of LCDC Rule 12 and the Clean Air Act Amendments of 1990; and

WHEREAS, Metro provides a forum to determine the region's transportation priorities, through the process utilizing the Joint Policy Advisory Committee on Transportation (JPACT) of which Tri-Met is a member; and

WHEREAS, Metro is beginning Phase II of its Region 2040 Project, which is examining alternative future directions the region could take regarding urban form, land use, and transportation over the next 50 years; Tri-Met is one of several governments participating in the Region 2040 process; and

WHEREAS, the Region 2040 process is the most extensive project of its type undertaken in the region and is expected to give citizens, community leaders, elected officials, and the Future Vision Commission distinct choices regarding the future vision of the region; this will be done through the adoption of policies, and eventually, new comprehensive plans [~~and projects~~]; and

WHEREAS, the Tri-Met Board of Directors have prepared a December, 1992 version discussion draft of their Strategic Plan,

attached as Exhibit A; and,

WHEREAS, the Tri-Met Strategic Plan is intended to: 1) assist in determining a vision for the Tri-Met community; and 2) describe Tri-Met's new mission and strategic goals aimed at improving mobility; and

WHEREAS, these new goals call for: 1) improving customer service; 2) increasing ridership; 3) obtaining additional funding and increased efficiency; 4) diversifying service; 5) expanding the transit system; and 6) advocating land use that supports greater mobility; and

WHEREAS, the Metro Council has a strong interest in the Tri-Met Strategic Plan and has been asked by Tri-Met to provide "thoughtful review and comment" on their discussion draft; now, therefore,

BE IT RESOLVED,

1. That the Metro Council applauds Tri-Met for its efforts in developing a strategic plan and appreciates the opportunity to respond.

2. That the Metro Council believes the Tri-Met Strategic Plan will serve as a useful role in defining options through the Region 2040 process.

3. That the Metro Council, understanding the relationship between increased levels of transit service and shared livability and economic objectives, believes it is appropriate for Tri-Met to advocate increased levels of transit. The Council supports Tri-Met's advocacy, through the Region 2040 process, for increased

densities [~~and, to the maximum amount feasible,~~] specifically around transit corridors[7] and the promotion of increased percentages of accommodation for new growth. Such advocacy will ensure that at a minimum, a clear choice will be presented to the community regarding alternative futures.

4. That the Metro Council supports the overall direction of the Tri-Met Strategic Plan. The Council supports the revised five year goals as consistent with any of the options currently under consideration in the Region 2040 project. The goals are also consistent with the Regional Transportation Plan and [are achievable] should be pursued under an accelerated schedule.

5. That the Metro Council makes the following specific comments regarding the Tri-Met Strategic Plan discussion draft:

A. The Council endorses the 1998 ridership goal and appreciates Tri-Met's decision to not further establish the earlier suggested ridership goal for 2005. The earlier goal was very aggressive and was more policy driven than technically derived. The Region 2040 process and revision of the RTP will allow governments of the region to agree on what ridership goal should be achieved on the transit system, what land use pattern accompanies it, and what benefits such ridership will produce. The Council recognizes that the new ridership goal will likely be higher than the existing goal.

B. The five year financial goal, whereby Tri-Met will seek in phase one, FY 1995, to secure \$45 million of new revenues, is aggressive but is an important step toward achieving ridership



goals. The Council supports this action, as it relates to providing resources for operating and capital expense increases required to implement the level of transit service called for in the current RTP by 1998.

C. It is important for citizens and governments of this region to better understand the relationship between land use and transit if there is hope of achieving the vehicle-miles-travelled (VMT) and livability goals established through Rule 12, the Oregon Transportation Plan and Metro's Regional Urban Growth Goals and Objectives (RUGGO). These goals are only possible with significant increases in the percentage of new growth in transit corridors and around light rail stations.

ADOPTED BY THE METRO COUNCIL, this \_\_\_\_\_ day of \_\_\_\_\_,  
1993.

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Judy Wyers, Presiding Officer

GR: c:\wpdata\ord-res\93-1781B.res  
3/23/93

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF PROVIDING )  
COMMENTARY AND RESPONSE TO )  
THE TRI-MET STRATEGIC PLAN )

RESOLUTION NO. 93-1781  
Introduced by Councilors  
Devlin and Gates

WHEREAS, Metro has responsibility for development of the Regional Transportation Plan (RTP) which contains adopted policies and projects for both highway and transit improvements for the region; changes to the RTP are anticipated in the near future to meet the requirements of LCDC Rule 12; and

WHEREAS, Metro provides a forum to determine the region's transportation priorities, through the process utilizing the Joint Policy Advisory Committee on Transportation (JPACT) of which Tri-Met is a member; and

WHEREAS, Metro is beginning Phase II of its Region 2040 Project, which is examining alternative future directions the region could take regarding urban form, land use, and transportation over the next 50 years; Tri-Met is one of several governments participating in the Region 2040 process; and

WHEREAS, the Region 2040 process is the most extensive project of its type undertaken in the region and is expected to give citizens, community leaders, elected officials, and the Future Vision Commission distinct choices regarding the future vision of the region; this will be done through the adoption of policies, and eventually, new comprehensive plans and projects; and

WHEREAS, the Tri-Met Board of Directors have prepared an April, 1992 version discussion draft of their Strategic Plan, attached as Exhibit A; and,

WHEREAS, the Tri-Met Strategic Plan is intended to: 1) assist in determining a vision for the Tri-Met community twenty years in the future that accommodates expected growth; and 2) describe Tri-Met's new mission and strategic goals aimed at improving mobility; and

WHEREAS, these new goals call for: 1) improving customer service; 2) increasing ridership; 3) obtaining additional funding and increased efficiency; 4) diversifying service; 5) expanding the transit system; and 6) advocating land use that supports greater mobility; and

WHEREAS, Metro has a strong interest in the Tri-Met Strategic Plan and has been asked by Tri-Met to provide "thoughtful review and comment" on their discussion draft; and

WHEREAS, scheduling difficulties make it impossible for the full Metro Council to officially respond before the March public hearing being held by Tri-Met but such comment is possible for the Council Planning Committee prior to adoption by Tri-Met in April, now, therefore,

BE IT RESOLVED,

1. That the Metro Council Planning Committee applauds Tri-Met for its efforts in developing a strategic plan and appreciates the opportunity to respond.

2. That the Metro Council Planning Committee believes the Tri-Met Strategic Plan will serve as a useful role in defining options through the Region 2040 process.

3. That the Metro Council Planning Committee, understanding

the relationship between increased levels of transit service and shared livability and economic objectives, believes it is appropriate for Tri-Met to advocate increased levels of transit. The committee supports Tri-Met's advocacy, through the Region 2040 process, for increased densities and, to the maximum amount feasible, specifically around transit corridors, the promotion of increased percentages of accommodation for new growth. Such advocacy will ensure that at a minimum, a clear choice will be presented to the community regarding alternative futures.

4. That the Metro Planning Committee supports the overall direction of the Tri-Met Strategic Plan, but is unable to endorse its specific goals until completion of the Region 2040 process and adoption of a new RTP. Through these two processes, the governments of the region will cooperatively define a land use and transportation vision.

5. That the Metro Council Planning Committee makes the following specific comments regarding the Tri-Met Strategic Plan discussion draft:

A. At this time, the committee cannot endorse the ridership goal. The goal is very aggressive and is more policy driven than technically derived. The committee believes the goal is unachievable unless land use plans and policies change. The Region 2040 process and revision of the RTP will allow governments of the region to agree on what ridership goal should be achieved on the transit system, what land use pattern accompanies it, and what benefits such ridership will produce. The committee recognizes

that the new ridership goal will likely be higher than the existing goal.

B. The long-range financial goal, whereby Tri-Met will seek in phase one, FY 1995, to secure \$45 million of new revenues, is equally aggressive. The committee supports this action, as it relates to providing resources for operating and capital expense increases required to implement the level of transit service called for in the current RTP by 1998, but has no position on securing resources that go beyond. The committee recommends, that through the adoption process, Tri-Met clarify that no action will be taken to secure additional resources beyond the \$45 million until the Region 2040 process is completed and there is a clear direction established through the RTP. It is further recommended that Tri-Met clarify the longer range goal of \$145 million is also subject to change, dependent on the same. The committee asks Tri-Met to work closely with Metro and local jurisdictions in determining where the new service, from increased revenues, would be provided, to help ensure its success from both a ridership and equity perspective.

C. It is important for citizens and governments of this region to better understand the relationship between land use and transit if there is hope of achieving the vehicle-miles-travelled (VMT) and livability goals established through Rule 12, the Oregon Transportation Plan and Metro's Regional Urban Growth Goals and Objectives (RUGGO). These goals are only possible with significant increases in the percentage of new growth in transit corridors and

around light rail stations. The committee believes it is premature to adopt a goal that 75% of new housing and jobs occur within a five minute walk to a transit corridor.

ADOPTED BY THE METRO COUNCIL, this \_\_\_\_\_ day of \_\_\_\_\_,  
1993.

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Judy Wyers, Presiding Officer

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3/17/93

# TRI-MET

## Strategic Plan

### *Pursuing a Shared Vision*

**DISCUSSION  
DRAFT**

#### CONTENTS

##### **Quality of Life: A Matter of Choice**

The case for a regional vision  
and strategy  
Lessons learned from Seattle,  
Toronto

##### **A Vision for Growth and Livability**

One vision of the region 20 years  
from now

##### **Pursuing the Vision: Moving Forward Together**

Tri-Met's role in achieving the  
vision

##### **Tri-Met's Mission and Goals**

A foldout of Tri-Met's draft  
Strategic Plan

##### **Business Plan**

**Tri-Met Board of Directors**

Loren Wyss, President	Robert Bocci
Phil Bogue	Nita Brueggeman
Shirley Huffman	Bill Robertson
Ron Tonkin	

**Strategic Plan Working Group**

Tom Walsh	Bob Post
Bill Robertson	Nita Brueggeman
Bruce Harder	Dick Feeney
Doug Capps	Bill Allen
Dan Hoyt	
G. B. Arrington, Project Manager	
Karl Marlantes, Consultant	
Paula Coppel, Consultant	

**5-Year Plan Working Group**

Rick Gerhart	Ken Zatarain
Claire Cushman	Ross Roberts

**Production and Design**

Warren Schlegel	Jeff Frane
Fran Hart	



April 1992

Dear Friend,

Over the next 20 years, some 500,000 people are expected to move to the Portland metropolitan area. That unprecedented level of regional growth raises a key question: "How can this region accommodate half a million more people without losing its livability?"

One of the key components of livability is *mobility*. The ease with which citizens can get from one place to another makes a tremendous difference in the vitality and character of a community. Easy movement can contribute to a bustling, thriving region; traffic jams can choke and destroy it. We have only to look at Seattle and Los Angeles to see how congestion and gridlock can ruin an area's quality of life.

Tri-Met and its regional partners have already laid the groundwork for keeping the Portland area mobile as it grows. Together we have achieved some major successes: a model light rail system, soon to be expanded; an exemplary, smooth-functioning transit mall; a thriving, compact downtown; a regional urban growth boundary; and a transit system that has been named best in the country.


But much more remains to be done. As the region's growth increases, so will its challenges.


This draft strategic plan is intended to do two things: First, to raise the question: "What do we want this community to look like 20 years from now?" The vision offered here for discussion calls for compact, well-planned urban development rather than today's suburban sprawl; increased reliance on transit; and full integration of land use and transportation planning to create attractive, lively and livable neighborhoods.

Second, this document describes Tri-Met's new mission statement and six strategic goals aimed at improving mobility. The goals are ambitious but achievable. They call for: 1) Improving customer service; 2) Increasing ridership; 3) Obtaining additional funding and increasing efficiency; 4) Diversifying service; 5) Expanding the transit system; and 6) Advocating land use that supports greater mobility.

While we call this draft *Tri-Met's* strategic plan, it is in fact a plan that must be shared by the entire region if it is to succeed. None of the goals outlined here can be achieved without the support and involvement of others. At the same time, many of the ideas presented here have been discussed previously in other arenas or are reflected in the future plans of other agencies. We will need to work together for coordinated, effective action.

We welcome your thoughtful review and comment on this draft. It will be the first, not the only, communication piece we provide to share ideas as we strive to serve this growing community even better.

  
Loren Wyss  
President of the Board

  
Tom Walsh  
General Manager

---

# Quality of Life

## A matter of choice

The Portland area today offers a quality of life that is the envy of much of the nation. Vibrant cities, beautiful parks, stable neighborhoods, cultural opportunities, innovative development, model transportation and trend-setting environmental initiatives all contribute to a community that is widely considered to be one of the best.

**Yet, as the population swells, this area's livability is at risk. There is a real danger that an onslaught of growth could wipe out all the progress and good deeds that have shaped this community into the special place it is today.**

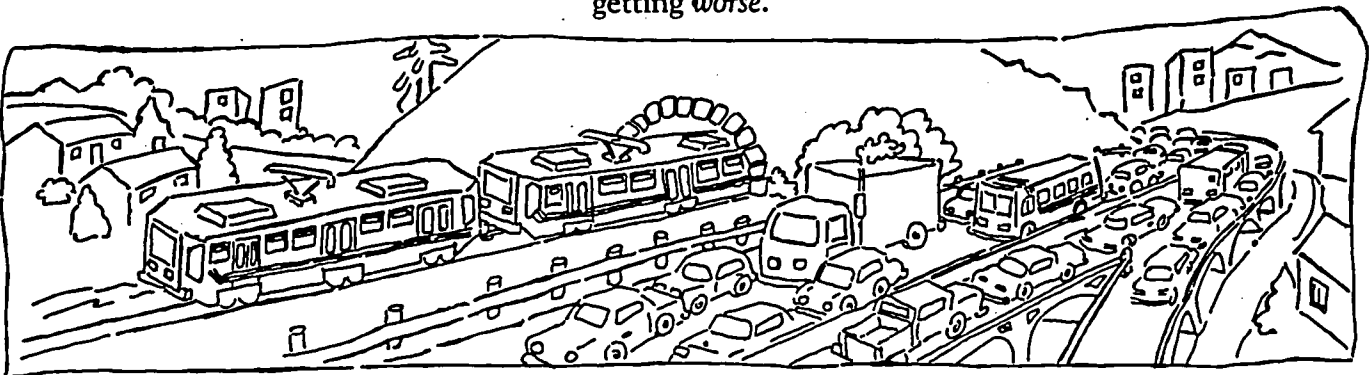
Over the next 20 years, the Portland area is expected to grow faster than the entire state of Oregon did during the 1980s. The population will grow by 500,000 — the equivalent of another city the size of Portland.

The challenge presented by that growth is immense. How can this region accommodate those additional people and still maintain its high quality of life? Other major metropolitan areas have fallen prey to urban sprawl, traffic jams, dirty air and decaying downtowns. It will take a concerted effort for the Portland area to resist those forces and find ways to grow without sacrificing its livability.

### Current Trends Are Troubling

Even with the region's past achievements, some of the current trends are troubling.

Traffic congestion is growing. Residents in Washington and Clackamas counties who were recently surveyed listed traffic as their number one concern. Light rail on the west side will alleviate some of the traffic in Washington County, but it will mainly just keep congestion from getting worse.



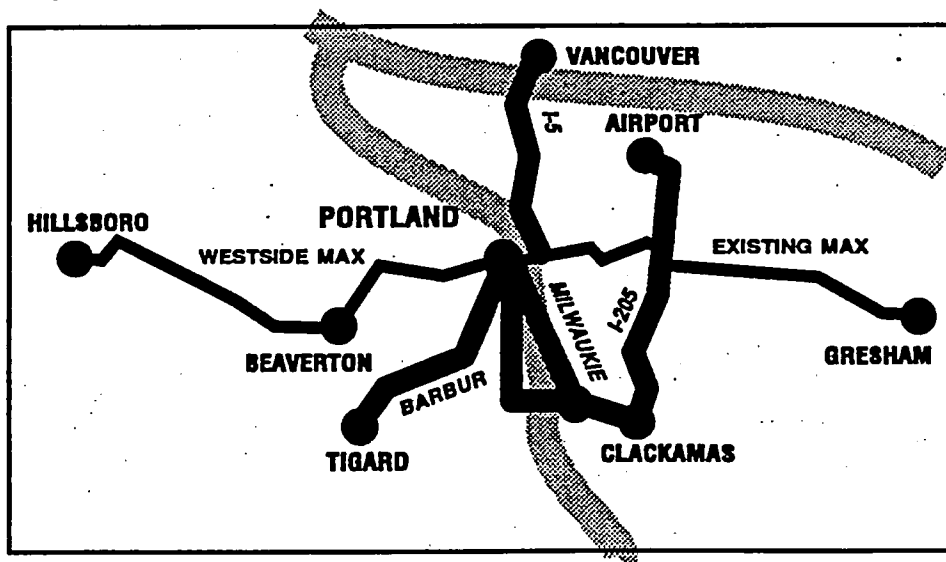
Most disturbing is the projection that, even if the region succeeds in implementing its current land use and transportation plans, 85 percent of all growth will occur *outside* the Portland city limits and traffic congestion in the region will more than double.

A second concern is lagging investment in infrastructure — including transportation, wastewater, storm sewers and other utilities. In transportation alone, according to the Oregon Department of Transportation, the state as a whole is \$19 billion short of the funding needed to restore and maintain its deteriorating roads. About half of that unmet need is in the Portland area.

The question now is not *whether* the region will fall short on infrastructure, but by how much. The more compactly the Portland area grows, the easier it will be to provide for its infrastructure needs.

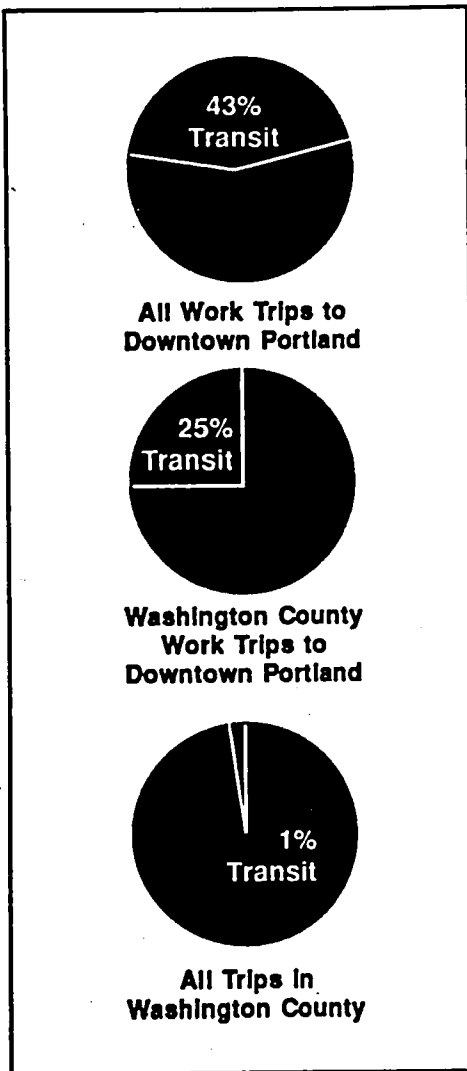
Air quality is another source of concern. The number of vehicle miles traveled in the Portland region has been growing by about 6 percent a year. To keep our air clean and safe to breathe, as well as meet federal clean air guidelines, the area will need to reduce that to only 2 to 4 percent a year — or face tough federal mandates to force compliance.

## Regional Rail System



Opening the Westside Project in 1998 is the next link in the development of the proposed regional light rail system.

## Transit Share of Market



While Tri-Met has a substantial share of the market for all work trips to downtown Portland, it serves only one-fourth of downtown commuters from Washington County. Transit's market share within the suburbs is even lower: only one percent.

Yet, while there is mounting pressure to reduce vehicular travel, the region's current pattern of growth encourages more trips and more travel by automobile.

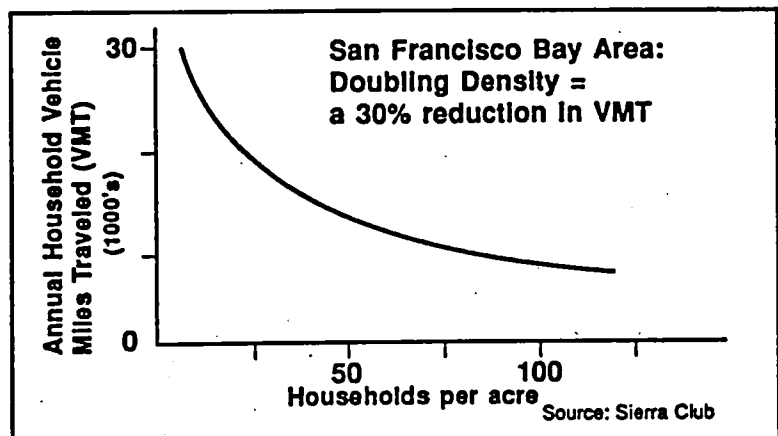
## Outward Growth Means More Travel, Less Transit

The metropolitan area is growing outward — through low-density, spread-apart suburban development — rather than upward, through compact urban development. The pattern is one of sprawl within the region's urban growth boundary (UGB). The fact that growth is occurring at only 70 percent of planned densities is intensifying the pressure to expand the UGB. If current patterns continue, future growth will mainly occur on the fringes of the UGB — or, if the boundary is expanded, beyond it.

This pattern of sprawl presents two problems: First, it increases the number of daily trips at a rate even faster than the population. In the 1980s in Oregon, the number of vehicle miles traveled increased eight times faster than the population.

Second, outward growth cannot be served cost-effectively by transit.

Current projections show the number of trips internal to the west side of Portland will increase by 81 percent over the next 20 years — while, even with a large increase in service, the percentage of those trips served by transit will remain at today's level of 1 percent. Without a change in development patterns, transit's share of the suburban transportation market is not expected to change, because transit is not well-suited to serving today's pattern of dispersed development.



Compact growth can cause a reduction in total trips and an increase in transit use.

By contrast, compact growth is well-suited to transit. Compact growth can cause a reduction in total trips and an increase in transit use.

A study of different neighborhoods in the San Francisco area found that the number of vehicle miles traveled for residents of denser communities was considerably less than those from spread-out, lower-density neighborhoods. In actual terms, doubling the density yielded up to a 30 percent drop in vehicle miles traveled.

Contained growth — expanding “up” rather than “out” — can allow a community to fully use transit as a way to maintain mobility in the face of growth.

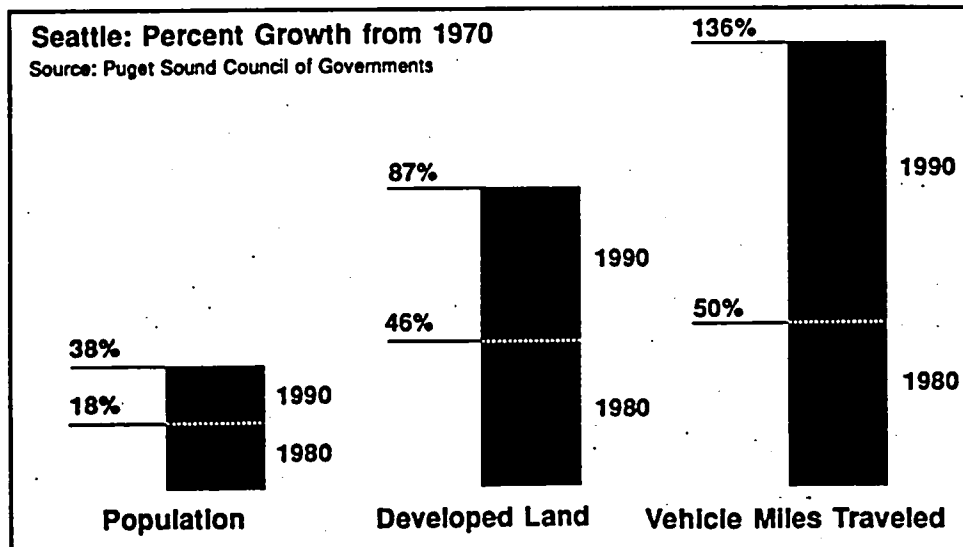
Two North American cities — Seattle and Toronto — provide striking examples of the different effects on mobility and livability when a community grows out or up.

### Seattle: “Paradise Lost”

In the early 1980s, Seattle was considered one of the most livable cities in the country. Now, just a decade later, it is listed as the sixth most congested urban area in the United States. In recent times, the Puget Sound area has been referred to as “paradise lost.”

What happened to cause such a dramatic decline in one decade? Primarily, rapid growth. The Seattle region grew by 500,000 people in the 1980s. However, it had no overall vision or strong planning to guide its growth. As a result, the region slid into a pattern of outward growth. From 1970 to 1990, the population grew by 38 percent —

### Rx for Gridlock



Portland is currently following the same trends that overtook Seattle: land consumed at a faster rate than population growth, increased dependence on the automobile, and an explosion in vehicle miles traveled.

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while the amount of land consumed by urban development increased by 87 percent. The outward growth led to greater reliance on the automobile; consequently, vehicle miles traveled went up 136 percent from 1970 to 1990 — almost four times as much as the population. At the same time, the level of funding for transportation dropped in terms of real dollars.

Seattle is now trying to play “catch-up,” but the costs are enormous. Once a community has spread out, it is nearly impossible to reverse the trend. The Seattle region has identified the need for more than \$20 billion in capital investments and \$10 billion in operations and maintenance for transportation improvements over the next 30 years. That total of \$30 billion would not reduce today’s level of congestion, but would only keep it from getting significantly worse.

Seattle grew “out” not “up” — and has paid dearly for it in terms of traffic jams, gridlock and lost livability.

### **Toronto: A Better Way to Grow**

Toronto has managed its growth differently, with more positive results. It has grown in a non-traditional way: up, not out; through density, not sprawl. The city has 2.2 million people, and 25 percent of all trips are taken on transit.

**C**ompared to the Portland region, metropolitan Toronto has twice the population, four times the density and 10 times the transit ridership. Its transit network consists of diesel buses, subways, light rail, streetcars, trolley buses and commuter trains. The provincial government does not prohibit growth outside the metropolitan area; it just doesn’t provide roads or transit to serve it.

Most importantly, Toronto is a beautiful, thriving, livable city. While L.A. invested in freeways, Toronto

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invested in transit and land use planning.

## **A Matter of Choice**

The Portland area is at a critical crossroads. One route leads to "Seattle," the other to "Toronto." This region has a choice — but, judging by the experience of other cities, it has only three or four years to make that choice. Then, unless the people of the region take action, the decision will irrevocably be made *for* them.

Los Angeles is the way it is today not because people want it that way, but because its people missed the chance to make their choice. Seattle had its opportunity in the mid-1970s to plan for growth.

If the Portland area does not get ahead of change, it will be pushed into a pattern of sprawl. The trends are already pointing in that direction — but if the region is willing to take bold action, those trends can be reversed.

Traffic congestion and air pollution are not an inevitable part of growth — they are the result of growing the wrong way.

**D**owntown Portland, like Toronto, provides an example of growing the right way. The key elements in Portland's success were the downtown plan and an investment in transit. The downtown area has grown from 56,000 jobs in 1975 to 86,000+ jobs today — an increase of more than 50 percent. At the same time, air quality has improved and traffic congestion has not increased.

Now the entire Portland area has a chance to apply the lessons learned from the city's downtown experience, and from Seattle, Toronto and other cities. There is a way to grow and still preserve livability, and this region has the chance to achieve it — if its citizens have the collective will to do so.

# A Vision for Growth and Livability

To decide how to grow, the region must first determine what it wants to look like in the future. What follows is one vision, prepared by Tri-Met staff, of how the Portland metropolitan area might look 20 years from now:

The region is a compact, though not crowded, thriving urban area with some 2 million people, set off from surrounding farm and forest lands by a distinct, unchanging urban growth boundary.

Most buildings are low- to mid-rise, and single-family homes in traditional neighborhoods still predominate. The region includes ample parks and open space, but very little neglected land. Redevelopment is common, as obsolete structures are replaced by new higher-density development that fits with the neighborhoods.

Development is concentrated along major transit corridors and the region's four light rail lines. Two more lines are getting underway. Land use and transportation have been carefully planned and integrated to make it easy to get around.

Compact mixed-use "villages" have been developed around major transit stops. These consist of everything from a regional shopping center, to a major industrial site, to a mixed-use center offering affordable housing as well as employment, retail and cultural activities.

Nearly a million trips a day are taken on transit. The percentage of total trips taken on transit (including buses, light rail, shuttles and van pools as well as taxis) is as high in the Portland region as anywhere else in the country. The average commute to work takes 20 minutes.

The lifestyle in the region is more urban than suburban. Despite considerable growth, the metro area has retained a "neighborly" feel to it. The city is bustling, but also provides for citizens' quiet time. In Portland, unlike most American cities, people spend their interludes of quiet in parks, in open





spaces, along the rivers and in museums — rather than entombed in lonely autos stuck in traffic jams.

As for Tri-Met, we envision:

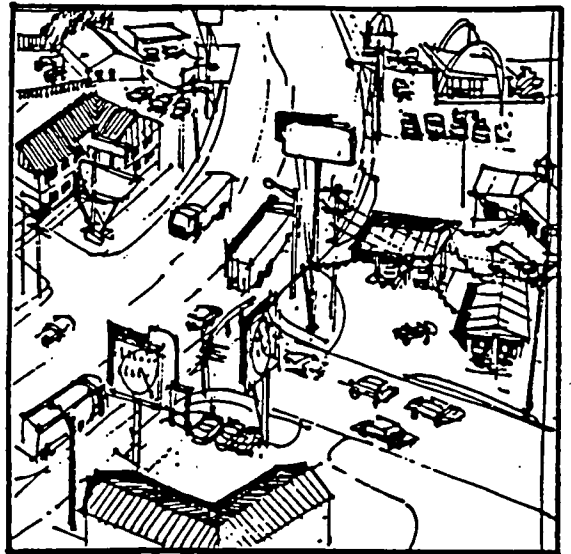
An agency that leads the nation in the quality, integrity and success of its transit system. It operates a model regional rail system, complemented by a network of major bus corridors that provide the bus equivalent of an above-ground subway: fast, frequent, convenient service to key destinations. The agency also provides more personalized service with its neighborhood mini-buses that link residents to the bus corridors and regional rail.

**T**ri-Met works closely with local jurisdictions, decision-makers and developers to achieve land use and transportation patterns that enhance the region's mobility and livability.

The agency's public approval rating is extremely high. It is well-funded and well-supported at the state and local levels, and at the federal level, where Tri-Met is considered "the Bell Labs" of the transit industry, providing a model for others.

Internally, Tri-Met is high-spirited. Its employees are among the best and brightest in the Northwest. They are actively involved in problem-solving within the agency, and find their ideas for improvement are frequently used. Two-way communication is integral to the agency's method of operation. Managers freely and openly share information with each other and with employees, and employees express their thoughts and concerns.

Each employee has a clear idea of the agency's mission and goals, the obstacles it must overcome, and what he or she can do to contribute to Tri-Met's success. Outstanding customer service is a shared passion, and employees routinely ask themselves, "What will this do to help us attract or keep more customers?" The operative philosophy at Tri-Met is: "Customers, one at a time." The agency sees and treats customers as individuals and strives to satisfy them just that way: one at a time.



# Pursuing the Vision: Moving Forward Together

The vision implies significant challenges for the region. Overall, it suggests the need for strong partnerships between citizens, neighborhoods, government, public agencies, private businesses and other organizations to steer the region in the desired direction.

The vision also has significant implications for Tri-Met. First of all, it suggests a broader orientation for Tri-Met — beyond “bus and rail service” to “overall mobility in the region.”

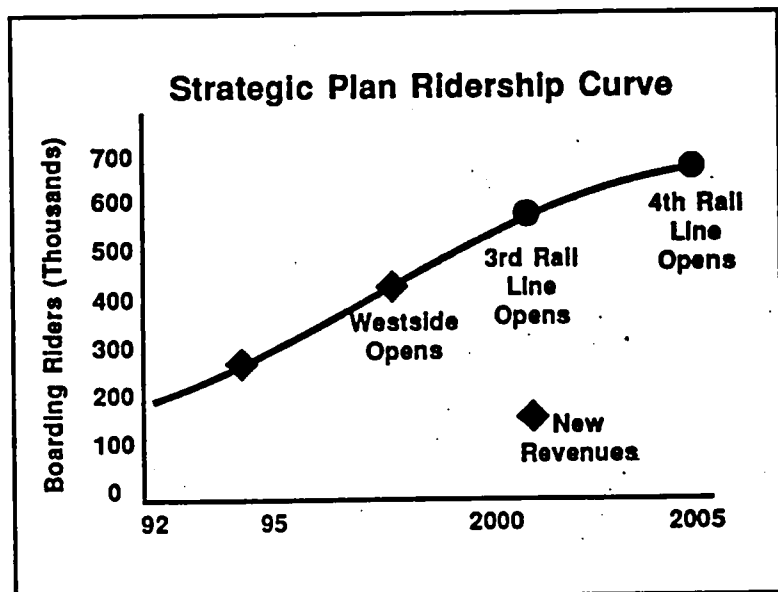
Second, the vision suggests a need for Tri-Met to markedly increase its level of service to achieve that mobility. If the agency’s service continues to grow at the current rate of 1 to 1½ percent a year, the level of mobility described in the vision will not be achieved.

## Tri-Met’s Mission: Mobility

Using the vision as its foundation, Tri-Met has developed a new strategic plan. The plan includes a mission statement and six strategic goals the agency must achieve to enhance people’s mobility in the region.

Tri-Met’s mission is to assure that mobility improves as the region grows. The agency will help the region avoid a

Dramatically increased ridership is critical for Tri-Met to achieve its mission of enhanced regional mobility.



pattern of sprawl, and meet the transit needs associated with compact growth.

Achieving that mission will require a dramatic increase in transit ridership. The ridership goal calls for 690,000 daily boarding riders by 2005, up significantly from the current level of 200,000 per day. It is an aggressive but achievable goal, and will be the primary focus of every Tri-Met employee.

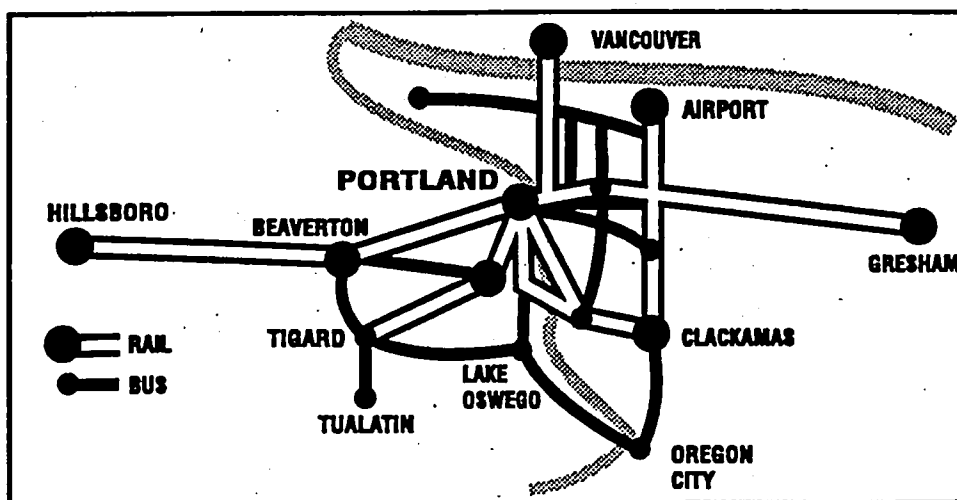
To achieve the ridership goal, the agency will be oriented to attracting more customers to use transit. This will involve an all-out campaign to make transit so convenient, so easy-to-use, so economical and so appealing that customers simply can't resist it.

Tri-Met will simplify the transit system and how it is communicated to customers, and will also introduce a new concept: "10-Minute Corridors." The corridors will provide the backbone for Tri-Met's bus service, creating the bus equivalent of an above-ground subway. Through service and capital improvements on about two dozen major transit corridors, Tri-Met will increase bus frequency and speed so that a bus arrives every 10 minutes.

The customer service goal will reinforce a dedication to giving customers outstanding service. It calls for improving the reliability of the system and decreasing the number of customer complaints. Each Tri-Met employee will be encouraged to do what he or she can to help more customers take advantage of a system that is highly reliable, convenient and "user-friendly."

A massive increase in ridership will mean a massive increase in buses, light rail cars and other Tri-Met vehicles. The system expansion goal supports the ridership

### 10-Minute Corridors



A new concept, "10 minute" corridors will provide the backbone of Tri-Met service, creating the bus and rail equivalent of an above ground subway.

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goal. It indicates what must be physically in place for Tri-Met to accomplish its mission, and also dictates the level of funding needed.

### **Additional Funding Key to Achieving Vision**

Additional funding *will* be needed, and spending that money and putting additional vehicles in service will require taking risks. The fiscal stability goal is designed to keep Tri-Met focused on funding needs and on spending its money wisely and carefully.

According to Tri-Met's projections outlined in the attached business plan, the agency will need \$45 million in new revenues starting in fiscal year 1995 and another \$30 million in new revenues beginning in FY '98, in order to provide the level of service required to achieve the vision. The obvious question is: Where will that money come from?

A number of efforts are already underway which will lead to the development of a transit financing package. These include the Oregon Transportation Plan by the Oregon Department of Transportation; the Governor's task force on Portland Area Motor Vehicle Emission Reduction; the Joint Policy Advisory Committee on Transportation (JPACT) for the Portland region; Future Focus, the City of Portland's strategic planning project; and the Transportation '93 Committee, initiated by the Oregon Transit Association and the State Legislative Revenue Committee to consider statewide transit financing.

These groups are considering transportation-related funding mechanisms such as:

- A tailpipe fee in the Metro area starting at \$25 per car per year with future Oregon Department of Environmental Quality authority for adjustment. The fee would be authorized by the State Legislature and DEQ;
- A systems development charge imposed on developers at a rate of up to \$1,000 per new parking space to support transit; and
- A commercial parking fee on businesses aimed at limiting parking availability in order to encourage greater transit use and boost transit revenues.

The fact that more funding will be needed makes it critically important that the region agree on its vision of the future and a land use/transportation strategy to achieve it. It is Tri-Met's belief that if the people of this region are committed to seeing the region grow in a certain way, they will provide the money to make that vision a reality.

Tri-Met will work to help citizens and policymakers

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understand that the region has a choice in how it grows—essentially, “up” vs. “out”—and that each alternative carries with it certain costs and implications.

The agency will also carefully target its own spending toward achieving the vision, and will emphasize operational efficiencies to assure that the region is getting top value for its transit dollar. Tri-Met is well aware of the need to spend wisely: If the agency doesn't spend wisely, it could lose its public support.

### **Land Use and Service Diversity Emphasized**

Increased transit ridership is essential to achieve the vision to be achieved, but it is not the only major change needed.

**The *land use* goal reflects an awareness that, if current land-use patterns continue, even dramatic service expansion will not solve the transportation problems associated with 500,000 new residents in the region over the next two decades.**

In pursuing the land use goal, Tri-Met will encourage the region to concentrate growth along major transit corridors, so the region can grow without losing mobility. Since Tri-Met is not a land use agency, it will need to achieve this goal through complete cooperation with those jurisdictions and agencies that do have land use responsibilities. Some shifting of regional priorities and reallocation of funds may be needed. The region expects and has indicated a desire for Tri-Met to advocate land use patterns that contribute to effective regional transportation. Tri-Met will provide information and encourage an urban form that enhances people's mobility.

Finally, Tri-Met recognizes that demographics, technology and customer needs are changing. To maintain flexibility for the future and avoid getting locked into only bus and rail service, the agency will explore new possibilities in service diversity. The diversity goal is intended to stimulate innovative, fresh, workable ideas that can help Tri-Met better meet customer needs and, at the same time, improve mobility. It will require the agency to devote time and money to creative transportation solutions, including projects and programs to increase carpooling and walking, and new neighborhood mini-bus service.

# Tri-Met Strategic Plan: Business Plan

Year of Expenditure Dollars

	FY92 FORECAST	FY93 FORECAST	FY94 FORECAST	FY95 FORECAST	FY96 FORECAST	FY97 FORECAST	FY98 FORECAST	FY99 FORECAST	FY2000 FORECAST	FY2001 FORECAST	FY2002 FORECAST	FY2003 FORECAST	FY2004 FORECAST	FY2005 FORECAST
1. Weekday Boardings	200,000	216,000	233,280	256,608	282,269	310,496	347,755	382,531	420,784	462,862	518,406	570,246	627,271	689,998
2. Weekly Bus and Rail Hours	31,259	32,163	33,095	36,960	41,286	46,127	52,302	56,126	60,233	64,644	70,382	75,472	80,940	86,814
3. Annual Revenues (000s)														
a. Passenger Revenues	26,864	30,464	34,546	39,900	46,085	53,228	62,597	72,298	83,505	96,449	113,424	131,004	151,310	174,763
b. Payroll Tax Revenues	77,384	84,214	90,430	96,863	103,157	109,861	117,002	124,608	132,708	141,336	150,528	160,316	171,512	172,713
c. Other Existing Revenues	39,327	35,413	57,579	45,684	57,413	33,305	36,606	57,172	44,721	50,643	76,646	62,503	69,776	99,105
d. New Revenues				45,000	48,150	51,521	85,127	91,086	97,462	104,284	111,584	119,395	127,753	136,695
4. Total Revenues (CR and OTO)	143,575	150,091	182,555	227,447	254,805	247,915	301,332	345,164	358,396	392,712	452,182	473,218	520,351	583,276
5. Operating Expenditures (CE)	103,385	114,415	124,825	144,176	161,141	180,967	209,646	230,430	251,447	274,601	314,635	343,295	374,869	409,664
6. Capital Expenditures (CE and OTO)	32,772	32,100	67,541	53,370	109,779	62,450	70,545	101,253	90,237	101,198	138,115	125,913	139,855	184,837
7. Total Expenditures (CE and OTO)	136,157	146,515	192,366	197,546	270,920	243,417	280,191	331,683	341,684	375,799	452,750	469,208	514,724	594,501
8. Operating Result	7,418	3,576	(9,811)	29,901	(16,115)	4,498	21,141	13,481	16,712	16,913	(568)	4,010	5,627	(11,225)
9. Estimated Beginning Working Capital	49,616	57,034	54,610	44,799	74,700	58,585	63,083	84,223	97,704	114,416	131,329	130,761	134,771	140,398
a. Operating Fund	25,846	28,604	31,206	36,044	40,285	45,242	52,412	57,608	62,862	68,650	78,659	85,824	93,717	102,416
b. Capital Reserve Fund	23,770	28,430	23,404	8,755	34,415	13,343	10,671	26,616	34,843	45,766	52,670	44,938	41,054	37,982
10. Months of Operating Expense	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
11. Fare Recovery Ratio	26.0%	26.6%	27.7%	27.7%	28.6%	29.4%	29.9%	31.4%	33.2%	35.1%	36.0%	38.2%	40.4%	42.7%

CR=Continuing Revenue  
OTO=One Time Only  
CE=Continuing Expenditures

## Key Points:

### Ridership Growth

- The focus of much of Tri-Met's activities will be achieving the weekly boarding ridership increases shown in line one—from 200,000 daily boarding rides today to about 690,000 in FY 2005. This growth in ridership is considered critical for Tri-met to achieve its mission of improving mobility as the region grows.

### Service Expansion

- Line two, weekly bus and rail hours, shows the level of service needed to serve significantly more customers.

### New Revenues

- As indicated in line 3d, Tri-Met will need new revenues to pay for expanded service. The agency will need \$45 million in new revenues starting in FY '95, growing at 7 percent per year. An additional new revenue source of \$30 million is anticipated starting in FY '98, also increasing at 7 percent per year. The total revenues in line 4 will cover Tri-Met's operating and capital expenses except for the money needed to match federal funding for additional light rail lines.

### Fiscal Stability

- The agency's commitment to maintaining three months' of operating working capital as part of its fiscal stability goal is reflected in line 10, which shows steady maintenance of three months of operating expense. Tri-Met will maintain this cushion to assure wise and prudent spending.

### Operating Efficiencies

- The agency will be improving its operating efficiencies, so that its fare recovery ratio (line 11) increases from 26 percent today to almost 43 percent in FY 2005. This means that by 2005, about 43 percent of Tri-Met's costs will be covered by passenger fares.



Open Here

## Tri-Met's mission: To assure people increased mobility in our growing, compact urban region.

### Goal 1 Customer Service:

Steadily increase system reliability and decrease the number of customer complaints.

#### Overall Approach:

Tri-Met will be driven by an ethic of superlative customer service. The operative principle will be satisfying customers "one at a time." The system for organizing and responding to customer complaints will be improved, and customer and community input will be used to improve service. Tri-Met will also improve the transit system itself to make it more convenient, reliable, easy-to-understand and appealing to customers.

Capital improvements will include creation of 10-minute corridors (where faster, more frequent service is provided on primary routes), and improvements in and around transit stops, including park-and-ride lots.

#### Key Five-Year Objectives:

- Increase customer satisfaction and reduce customer complaints regarding regular and special service.
- Meet or exceed all fixed-route bus service on-time performance criteria in Tri-Met's Service Standards.
- Assure reliability by maintaining adequate service and vehicle maintenance levels.
- Work with jurisdictions to achieve road treatments that give preference to transit.
- Strengthen customer- and service-orientation throughout Tri-Met.
- Improve ways of listening and responding to customers: use complaints and other customer and community input to improve service.
- Expand efforts to help more people learn how to use transit.

### Goal 2 Ridership:

Increase transit ridership to 690,000 riders per day by 2005.

#### Overall Approach:

The goal represents a dramatic increase from the 200,000 daily boarding riders that now use transit. The increase will be accomplished in incremental stages. Bus service will continue to be the mainstay of Tri-Met's transit service, and will be bolstered by two new concepts:

1) Ten-minute corridors on two dozen major transit corridors, where Tri-Met will increase bus frequency and speed so that a bus comes by every 10 minutes (creating the bus equivalent of an above-ground subway system); and

2) Neighborhood mini-bus service, which will provide service to customers close-to-home, offering almost door-to-door pickup and delivery to link customers with light rail and the 10-minute corridors.

Marketing, advertising, promotions and pricing strategies will be used to boost transit ridership. Attracting and retaining more customers will be the primary focus of every Tri-Met employee.

#### Key Five-Year Objectives:

- Achieve an average of 310,000 daily boarding riders per day by the end of fiscal year 1997.
- Increase the number of hours of bus and light rail service to 50,000 per week from the current level of 30,000 per week by the end of FY97. This will constitute a 67 percent increase in weekly vehicle hours in five years.
- Begin implementation of 10-minute corridors by FY95.
- Substantially increase system reliability, operating speeds, capacity, frequency, security and convenience
- Increase transit ridership by elderly and disabled citizens

### Goal 3 Fiscal Stability:

Steadily decrease the cost of each originating ride provided, maintain the equivalent of three months' working capital, and increase the continuing revenue base by \$145 million per year by 2005.

#### Overall Approach:

To achieve this goal, Tri-Met will focus on:

- 1) Obtaining additional funding; and
- 2) Getting the best return for each dollar spent.

To obtain additional funding, Tri-Met will need the region's support for a shared vision of compact urban growth and a regional rail system. Tri-Met will increase efficiency and get the best return for each dollar spent by increasing ridership and increasing transit speeds. Maintaining three months' capital provides a control mechanism for keeping Tri-Met on track financially.

#### Key Five-Year Objectives:

- Achieve regional consensus on finance packaging, mobility goals, expansion of transit system and adoption of land use plans that foster mobility.
- Secure legislative authority on one or more taxing measures.
- Secure major new funding source for operations and routine capital by July 4, 1994
- Assure finances to complete Westside light rail and provide funds to construct a third rail corridor in 1999.
- Secure voter approval of a funding mechanism to provide the local share of support for the 20-year rail development plan.
- Improve efficiency by increasing transit vehicle speeds and ridership.

### Goal 4 Diversity:

Achieve a steadily increasing share of walking, biking, carpooling and paratransit as a percentage of total trips.

#### Overall Approach:

Tri-Met will explore new service possibilities to better meet customer needs, maintain flexibility for the future and stimulate innovative ideas for improving mobility. Tri-Met will work with its regional partners to obtain more funding and staffing for carpooling programs, to create new incentives (e.g., energy tax credits) for non-automobile alternatives, to advocate high-occupancy vehicle lanes, to encourage parking incentives for carpoolers and to increase employer vanpooling. The agency will advocate improvements to make more public areas safe and oriented to walking, and will encourage more bicycle use. "Sector teams" made up of Tri-Met employees will help assure that the transportation needs of specific neighborhoods are met, either through transit or other means.

#### Key Five-Year Objectives:

- Assure an array of paratransit service options to meet customer needs.
- Expand Special Needs Transportation to meet or exceed Americans with Disabilities Act requirements.
- Achieve attractive, transit-supportive pedestrian and biking environments.
- Develop a simple, integrated fare structure for bus, rail and paratransit.
- Provide good trip planning information for multi-modal trips and good linkage between various modes of transportation.
- Expand the carpooling program to mitigate the disruption of Westside traffic during light rail construction and road improvements.

### Goal 5 System Expansion:

By 2005, expand the system to 1650 buses and paratransit vehicles and three rail operating corridors, with one additional rail corridor in construction and one in final design.

#### Overall Approach:

Tri-Met will expand its bus service to support the 10-minute corridors and existing and future rail lines. It will seek to accelerate development of a six-line regional rail system, with the completion of Westside light rail by September 1997, the start of final design on a third rail corridor by 1996, and a fourth ready for final design in 2000. The capital cost of system expansion will be \$3-\$4 billion.

#### Key Five-Year Objectives:

- Open Westside light rail in September, 1997, within budget and with more than 20,000 daily boarding riders.
- Add Hillsboro to project in 1994; complete in 1998.
- Assure that a third rail corridor is ready for construction in 1999, with completion scheduled for 2003.
- Increase fixed-route bus fleet by 208 coaches (118 to meet service standards; 90 to operate 10-minute lines) to 734 fixed-route buses by the end of FY 97; and maintain average bus age at under 6.5 years.
- Successfully adopt one or more alternative fuel technologies to meet Clean Air Act requirements.
- Expand existing operating and maintenance centers, or add a new one.
- Develop 1900 Park and Ride parking spaces (approximately \_\_\_ lots).

### Goal 6 Land Use:

In partnership with other jurisdictions, help assure that 85 percent of all new growth inside the Urban Growth Boundary occurs within a 5-minute walk of a designated major transit corridor.

#### Overall Approach:

Tri-Met is not a land use agency. Tri-Met will work with others to achieve land use plans that can be cost-effectively served by transit as a way to improve mobility in the region. The agency will advocate three major initiatives:

1. Containing growth within the region's urban growth boundary (UGB);
2. Substantially increasing densities in transit corridors; and
3. Helping to assure that new development is designed to be served by transit.

Tri-Met will consider these three factors in deciding where to provide service.

#### Key Five-Year Objectives:

- Change Tri-Met's service standards and Five-Year Plan to incorporate land use considerations into service expansion decisions.
- By 1997, assure that 65 percent of all new development is located within one-fourth mile of current and future transit corridors, and built to density, design and development standards that support transit.
- See that the region's land use and transportation plan (Region 2040 Plan and revised Regional Transportation Plan) and local comprehensive plans include Tri-Met's land use initiatives.
- Achieve recognition from development community that transit-oriented development is both achievable and profitable.
- Pursue joint development opportunities at key transit stations along the Westside corridor.

## Please Let Us Know What You Think

While we call this draft Tri-Met's Strategic Plan, the plan must be supported by the entire region if it is to succeed. We need your input and support. If you have questions, want more details or your group needs a speaker on the Strategic Plan, please call 238-4831.

We would appreciate your taking a few minutes to fill out this questionnaire and let us know what you think.

- The Strategic Plan raises the question, "What do we want this community look like in 20 years?" Have we clearly explained the challenge this community is facing?

Yes  No

Comments:

Do you think the vision Tri-Met has suggested is appropriate?

Yes  No

Do you support it?

Yes  No

How would you change or improve the vision statement?

- The Strategic Plan describes a new Tri-Met Mission Statement and six strategic goals aimed at helping the agency improve mobility.

Do you think Tri-Met should be focused on mobility?

Yes  No

If not, what should be Tri-Met's focus?

Do you think its strategic goals are appropriate?

Yes  No

Comments:

- Additional funding will be necessary to achieve this plan.  
Would you support additional funding to carry out this plan?

Yes  No

What funding sources should the region consider for expanding transit?

- What advice do you have for Tri-Met?

Thank you.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Group or Affiliation: \_\_\_\_\_