

Goals, Policies, Recommendations, and Action Items from Columbia River Gorge National Scenic Area Transportation Plans and Reports

Prepared by the U.S. DOT Volpe Center for the U.S. Forest Service

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Introduction

The purpose of this document is to analyze the goals, policies, and recommendations included in 16 existing transportation and congestion management plans for implementation in and around the Columbia River Gorge National Scenic Area (CRGNSA). The CRGNSA, which protects the canyon where the Columbia River runs through the Cascade Mountains along the border between Oregon and Washington, is a 292,500-acre Congressionally Designated area that covers land in Multnomah, Hood River, and Wasco Counties in Oregon and Clark, Skamania, and Klickitat Counties in Washington. The United States Forest Service (USFS) is responsible for developing the land use regulations for federal land and land in the “special management area” based on the designation in the Management Plan for the Columbia River Gorge National Scenic Area (Management Plan). The USFS also works in partnership with the Bi-State Gorge Commission which is responsible for land use in the “general management area.” This document will support and provide direction to federal, state, and local policymakers and officials as they develop strategies to address increased congestion in the CRGNSA while continuing to preserve the natural landscape and providing people with equitable access to the region.

The plans in this document are categorized by topic and their relevance to transportation and congestion management in and around the CRGNSA. High relevance plans focus on transportation services on the Historic Columbia River Highway and examine services provided by Columbia Area Transit, the Columbia Gorge Express, and additional transit around the National Scenic Area. The medium and low relevance plans offer information on transportation services in the region with a greater focus on the surrounding counties in Washington and Oregon. While not exclusive to transportation and congestion management in the Gorge, the goals and recommendation in these plans offer useful insights into the transportation-related goals, opportunities, and challenges in the surrounding counties. This document exclusively covers plans from 2014 to 2019 in order to hone in on the recent rise in congestion related issues in the area.

In this document, each plan or report includes a high-level summary providing an overview of the document along with a map of the region that highlights the specific location and/or counties covered by the plan. Each plan’s goals, policies, and recommendations are divided into 14 elements to better understand the complex array of topics affecting the CRGNSA. These elements include congestion management/parking, public transportation, safety, recreation, economic/financial, bicycling, pedestrians, resource protection, road network, freight, commuters, transportation system, community vitality, and other. If applicable, there is a sentence at the beginning of each plan noting the elements that are not addressed within the plan. At the conclusion of each plan, there is a brief analysis showing how the plan relates, supports, or conflicts with the goals of the Management Plan for the Columbia River Gorge National Scenic Area. The Management Plan was created under the direction of the National Scenic Area Act and establishes the primary land use management in the CRGNSA for the Forest Service.

Table 1: A summary of each plan and the plan elements covered (the number in parenthesis indicates goals or recommendations that may conflict with the Management Plan)

Table Overview: This table summarizes the # of goals, policies, etc. from each document within each element. A system of color coded cells is used to indicate compatibility of the goals, policies, etc. with the goals of the CRGNSA Management Plan.

Green indicates compatibility of the plan/report goals, policies, etc. with the CRGNSA Management Plan.

Yellow indicates there may be a conflict between the goals, policies, etc. in the plan/report and the CRGNSA Management Plan. The number in parentheses indicates how many of the goals, policies, etc. are in potential conflict.

Red indicates a conflict between the goals, policies, etc. of the plan/report and the CRGNSA Management Plan.

Gray indicates the element was not included in the CRGNSA Management Plan and could not be directly compared.

Plan/Report	Year	Agency	Relevance to Transportation and Congestion Management in the CRGNSA	Counties Covered	Units	Congestion Management / Parking	Public Transportation	Safety	Recreation	Economic/ Financial	Bicycling	Pedestrians	Resource Protection	Road Network	Freight	Commuters	Transportation System	Community Vitality	Other
Historic Columbia River Highway Congestion and Transportation Safety Improvement Plan	2019	ODOT	High	Multnomah	Goals and Recommendations	4	1	2	1	1	2	1	1	1	1				2
Transit Master Plan – Hood River County Transportation District	2017	Hood River County Transportation District	High	Hood River	Goals and Objectives	1	4		1	1			1			1		1	
Columbia Gorge Express Expansion: Near-Term Service Plan	2018	ODOT	High	Multnomah, Hood River	Goals and Priorities	2	4												
Hood River to Government Camp Transit Feasibility and Implementation Study	2019	Columbia River Transit	High	Hood River, Clackamas	Key Findings	1	2		2 (1)		1					4			1
Multnomah Falls Pedestrian Circulation Study	2019	U.S. Forest Service	High	Multnomah	Action Items	1		1				3							
Columbia River Gorge Transit Study Final Report	2016	ODOT	High	Multnomah, Hood River, Wasco	Key Findings	3	4			1			1						
Regional Transportation Plan for Skamania County	2018	Southwest Washington Regional Transportation Council	Medium	Skamania	Goals			1		2 (1)			1				7	1	

Plan/Report	Year	Agency	Relevance to Transportation and Congestion Management in the CRGNSA	Counties Covered	Units	Congestion Management / Parking	Public Transportation	Safety	Recreation	Economic/ Financial	Bicycling	Pedestrians	Resource Protection	Road Network	Freight	Commuters	Transportation System	Community Vitality	Other
Management Plan for the Columbia River Gorge National Scenic Area	2016	Columbia River Gorge Commission	Medium	Klickitat, Skamania, Clark, Multnomah, Hood River, Wasco	Goals and Objectives		3	1	3		3	3	6	3					
Oregon State Parks: Columbia River Gorge Management Units Plan	2015	Oregon Parks and Recreation Department	Medium	Multnomah, Hood River, Wasco	Action Items	3		1	4				3						2
Mount Hood Multimodal Transportation Plan	2014	ODOT	Low	Multnomah, Clackamas, Hood River	Recommendations	2	2	4			5	3							
Hood River County Coordinated Transportation Plan	2016	MCEDD	Low	Hood River	Goals and Recommendations		3												2
Regional Transportation Plan for Klickitat County, Washington	2018	Southwest Washington Regional Transportation Council	Low	Klickitat	Goals		3	1		1			2	1 (1)	2 (2)	1 (1)		2	
Multnomah County Transportation System Plan	2016	Multnomah County	Low	Multnomah	Goals and Policies	2	2	13		7	6	5	4	2	2 (2)	3 (2)	15	7	
CRG Economic Development Strategy (MECDD)	2017	MCEDD	Low	Hood River, Klickitat, Sherman, Wasco, Skamania	Goals and Strategies		3	2		11 (9)	2	2			2 (2)		10 (4)		35
Regional Transportation Plan for Clark County	2019	Southwest Washington Regional Transportation Council	Low	Clark	Outcomes/Goals and Strategies	1		1		3 (1)			1		1 (1)		5	3 (2)	
Wasco County Coordinated Transportation Plan	2018	MCEDD	Low	Wasco	Strategies		5												

High Relevance Documents

Historic Columbia River Highway Congestion and Transportation Safety Improvement Plan (2019)

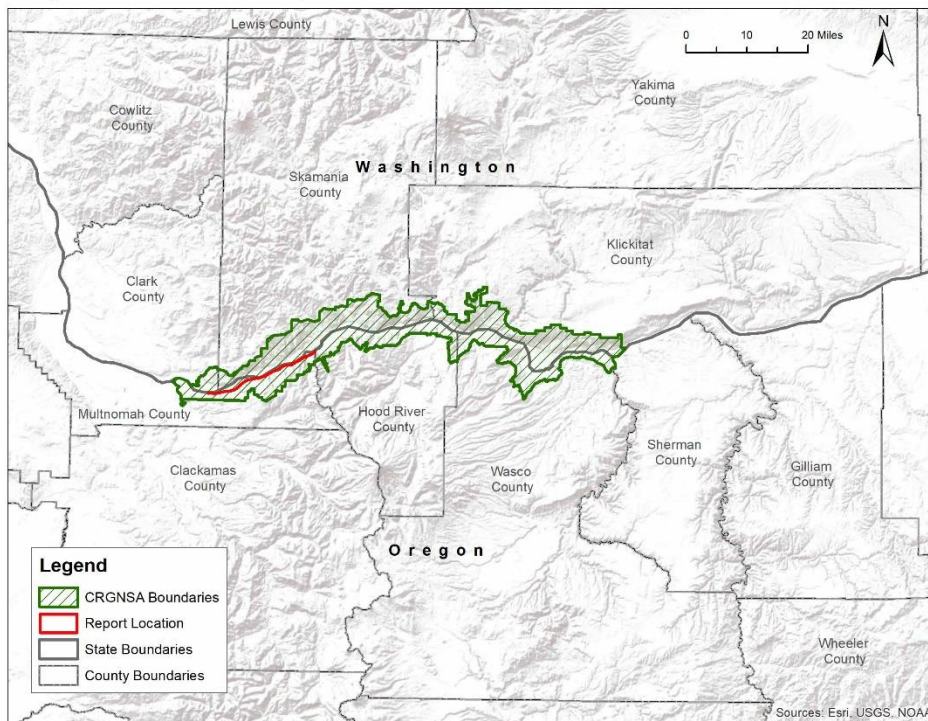
(Primary Topic Area: Congestion Management/Parking)

Summary

This 46-page plan, developed by the Oregon Department of Transportation (ODOT), the United States Forest Service (USFS), the Oregon Parks and Recreation Department (OPRD), the Federal Highway Administration (FHWA), and Multnomah County, seeks to address the increased congestion along the Historic Columbia River Highway in order to improve safety and foster an improved experience for visitors. The plan indicates that the key issues in the area surround population growth and longer high seasons leading to increased vehicular traffic, a lack of safe bicycle and pedestrian infrastructure, insufficient parking capacity, and a transit service unable to meet the region's demand. These issues have complicated access to the Columbia River Gorge and led to excessive delays for visitors and residents of the area. The plan offers a number of short, medium, and long-term recommendations including but not limited to improving parking management, imposing large vehicle restrictions, reducing speed limits, and expanding park and ride facilities. The plan stresses the importance of involving all stakeholders in the region in order to develop effective and equitable implementation strategies.

Elements not addressed in this plan: Commuters, Community Vitality, Economic/Financial

Report Location Map



Bicycling

- Goal
 - Enhancing safe and convenient biking and public transportation opportunities that reduce congestion, increase public safety, and enhance user experience.
- Recommendations
 - Reduce vehicle speed limits to be consistent with the historic nature of the roadway and to promote greater safety with pedestrians and cyclists. (cost TBD)

Pedestrians

- Recommendations
 - Reduce vehicle speed limits to be consistent with the historic nature of the roadway and to promote greater safety with pedestrians and cyclists. (cost TBD)

Safety

- Goals
 - Enhancing safe and convenient biking and public transportation opportunities that reduce congestion, increase public safety, and enhance user experience.
 - Considering and addressing safety, parking, and congestion impacts on Multnomah County-owned facilities.

Resource Protection

- Goal
 - Protecting the scenic, natural, cultural, and recreational features within the Historic Highway corridor.

Congestion Management/Parking

- Goals
 - Reducing conflicts between Historic Highway users and reducing excessive delay.
 - Reducing congestion, illegally parked cars, and delayed emergency response and rescue due to parked vehicles and vehicles accessing parking areas.
 - Reducing impacts from congestion and parking on the scenic, natural, cultural, and recreational resources.
 - Considering and addressing safety, parking, and congestion impacts on Multnomah County-owned facilities.
- Recommendations
 - Install traffic/parking lot cameras to monitor pinch points, vehicle flow, and parking utilization. (\$90,000+)
 - Implement traffic flagger teams at high-use times at Multnomah Falls on the Historic Highway to help maintain flow of vehicular traffic. (\$1,000)
 - Establish an agency forum for moving key implementation strategies forward. (cost TBD)
 - Deploy variable message signs on I-84 to warn travelers about lane closures, heavy congestion or full parking areas. (\$150,000 per sign)
 - Improve shoulder and lane delineation along the Historic Highway west of Bridal Veil State Park. (\$200,000)

- Implement aggressive parking management strategies such as time limits, priced parking, permit systems, removing parking. (costs range from \$275,000 to \$600,000 with potential revenues of \$4.8 million to \$14.5 million)
- Enforcement of parking management strategies. (\$25,000-\$60,000/year)
- Create satellite parking for Multnomah Falls at Benson Lake. (cost TBD)
- Restrict private vehicles on portions of the Historic Highway to eliminate congestion, enhance visitor experience, and protect resources. (cost TBD)

Public Transportation

- Goal
 - Enhancing safe and convenient biking and public transportation opportunities that reduce congestion, increase public safety, and enhance user experience.
- Recommendations
 - Develop long-term Columbia Gorge Express transit funding and governance strategy. (cost for 2020 is estimated at \$725,000 for 180 service days; long term costs are TBD)
 - Implement a pilot shuttle service along the Historic Columbia River Highway to transport visitors to scenic attractions and trailheads. Shuttle service would facilitate transfers with the CGE and serve destinations that are not currently served. (costs could range from \$200,000-\$500,000 for a single year)
 - Identify locations and develop park and ride facilities outside of the National Scenic Area that could transport visitors to key destinations using a frequent and short fixed-route shuttle service. (costs TBD)

Road Network

- Goals
 - Reducing conflicts between Historic Highway users and reducing excessive delay.
- Recommendations
 - Purchase origin-destination data from a “big data” vendor to provide more detail on how people use the historic highway (min. \$5,000)
 - Reduce vehicle speed limits to be consistent with the historic nature of the roadway and to promote greater safety with pedestrians and cyclists. (cost TBD)
 - Add a stop-controlled signalized crossing at the marked crosswalk in front of the Multnomah Falls Lodge. (range from \$100,000 for a pedestrian hybrid beacon to \$1,000,000 for full signal for a two-lane highway)
 - Add permanent gates at six locations along the Historic Highway (costs TBD)
 - Develop strategy for ensuring user safety and traffic flow following the completion of the Historic Highway Trail estimated in 2025. (cost TBD)
 - Open a visitor information hub in a community near the Historic Highway to serve as a gathering place to share information about the Historic Highway, parking, and transportation options. (cost TBD)

Recreation

- Goals
 - Providing access for legal recreational and scenic enjoyment of natural and cultural resources adjacent to the Historic Highway corridor.
- Recommendations

- Continue coordination with Ready, Set, Gorge! Campaign and CGE service to improve visitor experience in the Gorge. (\$5,000-7,500 in staff time per year)

Freight

- Recommendations
 - Restrict larger vehicles from using the Historic Highway. (cost TBD)

Transportation System

- Reducing conflicts between Historic Highway users and reducing excessive delay.

Other

- Goals
 - Identifying sustainable funding sources.
 - Developing solutions and scenarios that complement Eagle Creek Fire-related rehabilitation and planning efforts.

Relationship to Management Plan

- The goals and recommendations outlined above offer clear ideas and recommendations for improving transportation in the Gorge. One potential conflict with the Management Plan exists with the goal listed under freight of restricting larger vehicles from using the Historic Highway. This recommendation would likely be beneficial for resource protection, but could result in adverse consequences for the economic vitality of the region by limiting the transport of freight.

Columbia River Gorge Transit Study Final Report (2016)

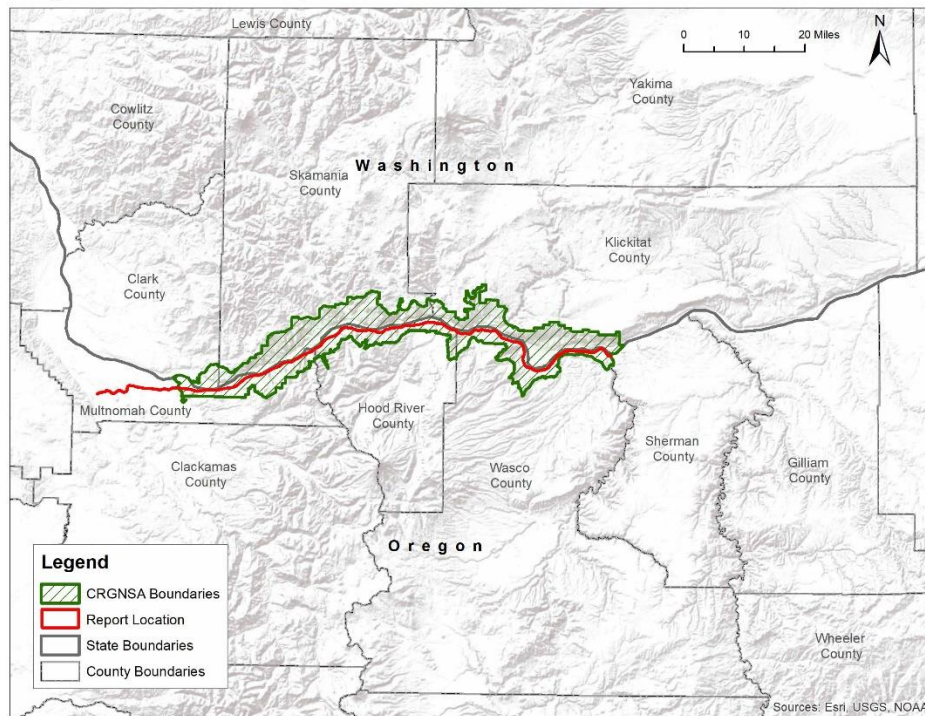
(Primary Topic Area: Transit)

Summary

This 109-page plan, developed by the Oregon Department of Transportation, seeks to better understand the existing transportation conditions in the Columbia River Gorge and develop recommendations for transit service options that will enhance mobility and access in the Gorge, address congestion, limit illegal parking, and protect cultural and natural resources. The plan offers an overview of the existing public transit providers serving the area including a service summary, ridership data, and rider surveys where available. The primary transit providers in the Gorge are Columbia Area Transit, which runs a transit service between Portland and Hood River; Gray line Tours, which began to offer a tourist-focused shuttle service departing from Portland and stopping at five locations in the Gorge in 2016; and Skamania County, which runs a new transit service from Fisher's Landing to Stevenson, WA. The plan also conducted stakeholder focus groups and an online survey in order to generate input on potential new transit routes, ideal service levels, and strategies to reduce congestion and improve safety. The plan concludes by detailing the Columbia Gorge Express, a pilot transit service in the Gorge that is managed and operated by the ODOT Rail and Public Transit Division and began operations in May of 2016.

Elements not addressed in this plan: Bicycling, Pedestrians, Safety, Road Network, Recreation, Freight, Commuters, Transportation System, and Community Vitality.

Report Location Map



Key Findings from Existing Conditions and Market Analysis

Resource Protection

- Key Finding
 - Increasing visitation to Gorge recreation areas has resulted in negative externalities. Recent increases in visitation to Columbia River Gorge area destinations have been an economic boon for Gorge communities, but have produced negative effects for the natural environment, contributed to traffic congestion issues, and decreased visitor satisfaction due to resource competition. Visitation is expected to continue to increase, and the associated increased economic activity will further benefit Gorge communities, but demand needs to be managed effectively to maintain access to resources and promote sustainable growth.

Congestion Management/Parking

- Key Finding
 - Increasing visitation to Gorge recreation areas has resulted in negative externalities. Recent increases in visitation to Columbia River Gorge area destinations have been an economic boon for Gorge communities, but have produced negative effects for the natural environment, contributed to traffic congestion issues, and decreased visitor satisfaction due to resource competition. Visitation is expected to continue to increase, and the associated increased economic activity will further benefit Gorge communities, but demand needs to be managed effectively to maintain access to resources and promote sustainable growth.

- Key Finding
 - Congestion issues on the Historic Columbia River Highway. As a result of the increased visitation and a constrained transportation network, traffic and parking congestion have become increasingly frequent occurrences. Numerous plans and stakeholders have recommended transit service to address congestion issues, preserve a quality visitor experience, and better manage access to Gorge destinations.
- Key Finding
 - Multnomah Falls is the key destination for transit in the Gorge and is also the location of the most acute congestion issues. Transit service in the Gorge that serves the visitor market must make a stop at Multnomah Falls in order to provide access to this top visitor destination and address congestion issues.

Public Transportation

- Key Finding
 - Visitors want transit service. Visitors overwhelmingly indicated they would consider using public transit to reach Gorge area destinations, yet current transit services are very limited. Skamania County has offered a weekend bus service to reach trailheads on the Washington side of the Gorge since 2014, but performance and ridership have been relatively low. Columbia Area Transit (CAT) offers infrequent intercity transit in the Gorge area, but this is not useful for visitors or residents visiting recreational destinations. There is a clear desire for more accessible, convenient, and frequent transit service in the Gorge, and existing services can be leveraged to support this future service.
- Key Finding
 - Multnomah Falls is the key destination for transit in the Gorge and is also the location of the most acute congestion issues. Transit service in the Gorge that serves the visitor market must make a stop at Multnomah Falls in order to provide access to this top visitor destination and address congestion issues.
- Key Finding
 - Hood River is a key destination for transit in the Gorge, and can also be utilized as a transfer point. Hood River was the second most highly ranked destination for transit (after Multnomah Falls) among both visitors and residents. Regular service to Hood River also represents an opportunity to connect to Mt. Adams Transportation Service (for transportation across the Hood River Bridge to White Salmon/Bingen) and CAT service to The Dalles. If the Mt. Hood Express were to expand service from Timberline Lodge north to Hood River (as is under consideration), riders could complete a full loop around Mt. Hood.
- Key Finding
 - Gateway Transit Center is the key connection to Portland area transit. Gateway Transit Center was ranked the most convenient location for connecting to Gorge transit routes with existing Portland area transit. A Gorge area transit service could connect with TriMet buses and light rail at Gateway Transit Center, which would then allow riders to connect with other local and regional services around the Portland area. Additionally, parking is readily available on weekends and holidays, making it another viable option for park-and-ride.

Economic/Financial

- Key Finding
 - Increasing visitation to Gorge recreation areas has resulted in negative externalities. Recent increases in visitation to Columbia River Gorge area destinations have been an economic boon for Gorge communities, but have produced negative effects for the natural environment, contributed to traffic congestion issues, and decreased visitor satisfaction due to resource competition. Visitation is expected to continue to increase, and the associated increased economic activity will further benefit Gorge communities, but demand needs to be managed effectively to maintain access to resources and promote sustainable growth.

Relationship to Management Plan

- The findings included in this plan recognize the congestion-related burdens affecting the Columbia River Gorge as a result of increased visitation in recent years. The focus of the report aligns with the goals and objectives in the Management Plan as both documents recognize the need for greater investment in public transportation and transportation alternatives to driving.

Transit Master Plan – Hood River County Transportation District (2017)

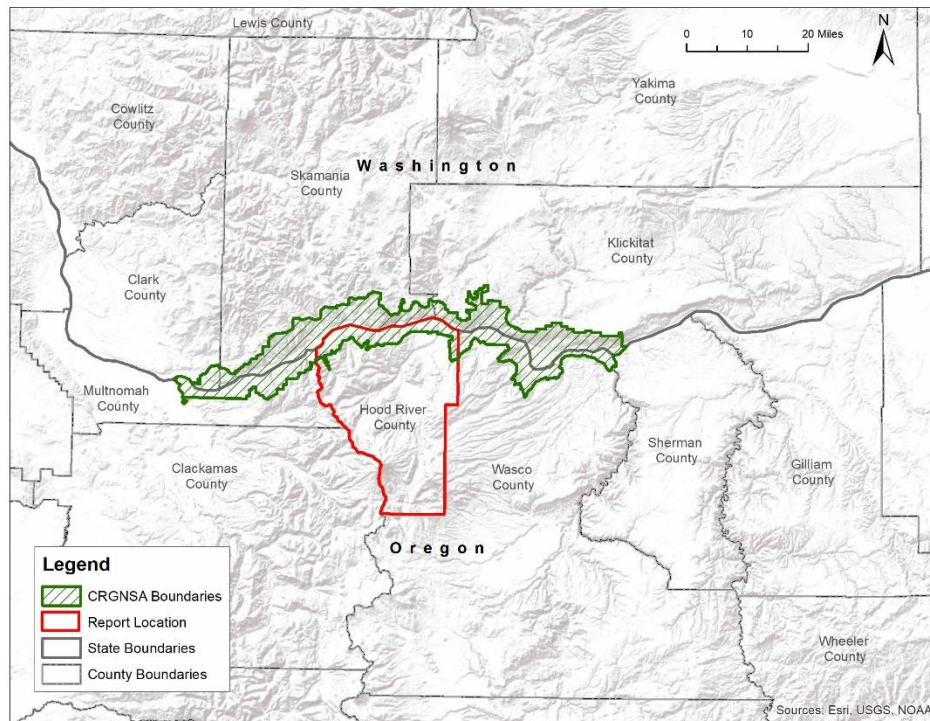
(Primary Topic Area: Transit)

Summary

This 84-page report, prepared by the Hood River County Transportation District, provides an overview of the public and private transportation providers in the area, identifies opportunities for transit service expansion, and offers a long-term vision for transit in Hood River County. The project team conducted extensive public and stakeholder outreach during the development of the report, which helped to yield a number of findings and shape the plan. The plan found that Columbia Area Transit is suffering from decreased ridership and revenue, there is a need for coordination between transit providers, and the Columbia Gorge Express saw high ridership in its initial season. The plan continues by providing short, medium, and long-term recommendations for the area's transit service. These goals range from transitioning away from dial-a-ride in order to offer expanded service, providing a substantial increase in funding to achieve service improvements, and, in the long-term, developing a focus on full fixed-route service to decrease travel times, increase frequency, and relieve congestion in the area.

Elements not addressed in this plan: *Bicycling, Pedestrians, Safety, Road Network, Freight, Other, Transportation System, and Community Vitality.*

Report Location Map



Resource Protection

- Goal
 - Support a transportation system in Hood River County that increases the use of transit, especially among choice riders.
- Objectives:
 - Provide transportation options that are less detrimental to environment.

Congestion Management/Parking

- Goal
 - Support a transportation system in Hood River County that increases the use of transit, especially among choice riders.
- Objectives:
 - Provide local bus service in downtown Hood River to offer an alternative to congestion.
 - Serve parking constrained areas of Hood River with transit.
 - Provide transportation options that are less detrimental to environment.

Public Transportation

- Goal
 - Support a transportation system in Hood River County that increases the use of transit, especially among choice riders.
- Objectives:
 - Increase public transit service provision.
 - Increase transit mode share.

- Increase transit ridership.
 - Provide local bus service in downtown Hood River to offer an alternative to congestion.
 - Serve parking constrained areas of Hood River with transit.
 - Provide transportation options that are less detrimental to environment.
- Goal
 - Operate efficiently and seek stable funding.
- Objectives:
 - Provide local bus service separate from intercity services to increase efficiency and value of both local and intercity services.
 - Serve Dial-A-Ride destinations with fixed-routes where feasible.
 - Coordinate with other transit agencies (e.g., MATS, ODOT) to minimize duplicative service and increase efficiency.
 - Identify and utilize potential additional sources/partners to support local operational funding or local match.
 - Explore additional grant sources to develop new services.
- Goal
 - Maintain and improve an accessible and equitable transit system.
- Objectives:
 - Maintain lifeline services for populations dependent on transit.
 - Provide and encourage access to transit for Hispanic and other minority communities.
 - Ensure transit service meets needs of diverse markets, including but not limited to, low-income populations, seniors, students, Limited English Proficiency (LEP) populations, and visitors.
- Goal
 - Provide convenient service to developing markets and regional destinations.
- Objectives:
 - Maintain and improve existing intercity services to Portland and The Dalles.
 - Leverage transit as a means to enhance existing businesses and complement future economic development opportunities.
 - Add new recreational destinations in the Columbia River Gorge and the Mt. Hood National Forest.

Recreation

- Goal
 - Provide convenient service to developing markets and regional destinations.
- Objectives:
 - Maintain and improve existing intercity services to Portland and The Dalles.
 - Leverage transit as a means to enhance existing businesses and complement future economic development opportunities.
 - Add new recreational destinations in the Columbia River Gorge and the Mt. Hood National Forest.

Economic/Financial

- Goal
 - Operate efficiently and seek stable funding.
- Objectives:
 - Provide local bus service separate from intercity services to increase efficiency and value of both local and intercity services.
 - Serve Dial-A-Ride destinations with fixed-routes where feasible.
 - Coordinate with other transit agencies (e.g., MATS, ODOT) to minimize duplicative service and increase efficiency.
 - Identify and utilize potential additional sources/partners to support local operational funding or local match.
 - Explore additional grant sources to develop new services.

Commuters

- Goal
 - Maintain and improve an accessible and equitable transit system.
- Objectives:
 - Maintain lifeline services for populations dependent on transit.
 - Provide and encourage access to transit for Hispanic and other minority communities.
 - Ensure transit service meets needs of diverse markets, including but not limited to, low-income populations, seniors, students, Limited English Proficiency (LEP) populations, and visitors.

Relationship to Management Plan

- The goals and objectives in this plan align with the focus in the Management Plan of offering transportation alternatives to driving in and around the Gorge. The plan also includes a focus on expanding transit to meet the needs of a diverse set of customers, which reflects the importance of expanding equitable access to transportation for all.

The TMP's service implementation plan describes the preferred short-term, medium-term, and long-term transit service alternatives, a plan for funding, and a list of action items to complete prior to implementation. The short-term alternative is the immediate next step for CAT, which is described in greater detail below.

Figure 1-2* Short-Term Service Plan Recommendation Summary

Service Category	Service	Short-Term Change	Detail
Demand-Response	Hood River County Dial-A-Ride	Existing service with reductions	<ul style="list-style-type: none"> ▪ Reallocate hours from Dial-A-Ride (reduction from 30 daily service hours to 18) to local deviated fixed-route service.
Local Service	Local Fixed-Route	New service	<ul style="list-style-type: none"> ▪ Begin operations of a local deviated fixed-route service within the City of Hood River.
	Downtown-Waterfront (Seasonal) Trolley	New service (privately funded)	<ul style="list-style-type: none"> ▪ Begin pilot service during the summer of 2018 to coincide with expansion of Columbia Gorge Express.
Regional Service	Hood River – Portland Intercity	Existing service with reductions	<ul style="list-style-type: none"> ▪ Reduce from 3 days per week to 1 day per week.
	Columbia Gorge Express (Portland – Hood River)	Existing service with expansion	<ul style="list-style-type: none"> ▪ Begin daily service to Hood River from Gateway Transit Center in May 2018. ▪ 4 trips per day during peak season (May – September). ▪ 2 trips per day during off-peak season (October – April).
	Hood River – The Dalles	Existing service with reductions	<ul style="list-style-type: none"> ▪ Truncate route to force transfer to new local fixed-route in downtown Hood River.
	Upper Valley	Existing service with no change	<ul style="list-style-type: none"> ▪ New service added in April 2017 serving Parkdale/Odell.
	Hood River – Government Camp	New service	<ul style="list-style-type: none"> ▪ Begin pilot service from Hood River to Government Camp in the fall/winter of 2018. ▪ 3 trips per day year-round.

*Figure number as reported in *Transit Master Plan – Hood River County Transportation District (2017)*.

Figure 6-24* Summary of Service Changes by Planning Period

Service Category	Service	Short-Term	Medium-Term	Long-Term
Demand-Response	Hood River County Dial-A-Ride	<ul style="list-style-type: none"> Reallocate hours from Dial-A-Ride (reduction from 30 daily service hours to 18) to local deviated fixed-route service. 	<ul style="list-style-type: none"> Reallocate hours from Dial-A-Ride (reduction from 18 daily service hours to 15) to local deviated fixed-route. 	<ul style="list-style-type: none"> Increase demand-response service hours to provide complementary ADA paratransit for local fixed-routes.
Local Service	Local Fixed-Route	<ul style="list-style-type: none"> Begin operations of a local deviated fixed-route service. 	<ul style="list-style-type: none"> Split local service into two deviated fixed-routes, one serving east-west travel and one serving north-south travel. Add weekend service Increase span 	<ul style="list-style-type: none"> Transition local service to full fixed-route
	Seasonal Trolley	<ul style="list-style-type: none"> Begin pilot seasonal service in Summer 2018 to coincide with expansion of Columbia Gorge Express 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term
Regional Service	Hood River – Portland Intercity	<ul style="list-style-type: none"> Reduce from 3 days per week to 1 day per week 	<ul style="list-style-type: none"> Same as short-term 	<ul style="list-style-type: none"> Same as medium-term
	Columbia Gorge Express (Portland – Hood River)	<ul style="list-style-type: none"> Begin daily service to Hood River from Gateway Transit Center in May 2018 4 trips per day during peak season 2 trips per day during off-peak season 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term
	Hood River – The Dalles	<ul style="list-style-type: none"> Truncate route to force transfer to new local fixed-route in downtown Hood River 	<ul style="list-style-type: none"> Add Saturday service. 	<ul style="list-style-type: none"> Increase daily number of trips Add Sunday service.
	Upper Valley	<ul style="list-style-type: none"> New service added in April 2017 serving Parkdale/Odell 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term
	Hood River – Government Camp	<ul style="list-style-type: none"> Begin pilot service from Hood River to Government Camp in Fall/Winter 2018 	<ul style="list-style-type: none"> Increase service levels as necessary and/or additional funding is identified 	<ul style="list-style-type: none"> Same as medium-term

* Figure number as reported in *Transit Master Plan – Hood River County Transportation District (2017)*.

Columbia Gorge Express Expansion: Near-Term Service Plan (2018)

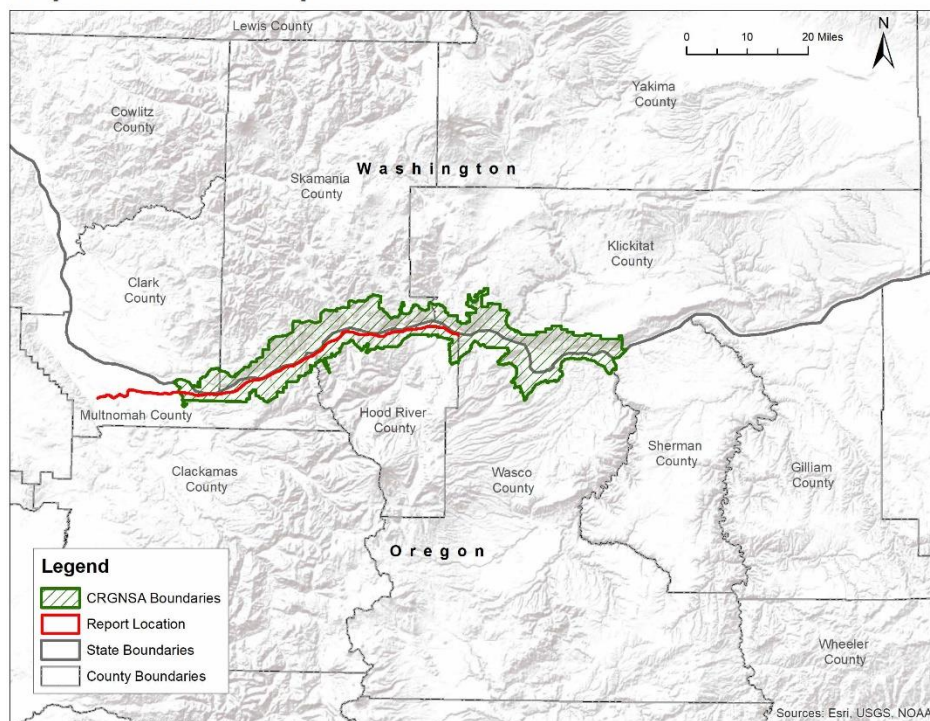
(Primary Topic Area: Transit)

Summary

This 40-page report, developed by the Oregon Department of Transportation, discusses the service and operations plan for the Columbia Gorge Express, which began operations in 2016 and expanded spatially and temporally in May 2018. The goals of the transit service are to offer a car-free travel option in the Gorge between Portland and Hood River and to encourage car-bound visitors to park off-site and take a shuttle to Multnomah Falls. These goals hope to relieve the traffic and parking congestion that affects the Gorge area on a regular basis. The transit service markets to a number of different customers including local and non-local visitors to the Gorge, Portland metropolitan area residents traveling through the Gorge for utilitarian purposes, and Columbia River Gorge area residents traveling to the Portland metropolitan area for utilitarian purposes. The plan offers additional information on the design of the transit service, fares, schedules, operating cost, and potential future stops and routing.

Elements not addressed in this plan: *Bicycling, Pedestrians, Safety, Resource Protection, Road Network, Recreation, Freight, Commuters, Other, Transportation System, Community Vitality, and Economic/Financial.*

Report Location Map



Congestion Management/Parking

- Goals
 - Offer a car-free travel option in the Gorge between Portland and Hood River, enhancing access to key recreation destinations and serving as a part of the solution to traffic congestion.

- Relieve parking and traffic congestion at Multnomah Falls by encouraging car-bound visitors to park off-site and take a shuttle to Multnomah Falls.

Public Transportation

- Goals
 - Offer a car-free travel option in the Gorge between Portland and Hood River, enhancing access to key recreation destinations and serving as a part of the solution to traffic congestion.
 - Relieve parking and traffic congestion at Multnomah Falls by encouraging car-bound visitors to park off-site and take a shuttle to Multnomah Falls.
- Service Priorities
 - Provide frequencies westbound from Multnomah Falls in the afternoon at levels similar to or better than 2017 service levels. This is when service has the highest demand.
 - Create a fare structure that encourages more trips (e.g. by offering group discounts) and also furthers equity by providing a discount for families.
 - Offer a robust service level to Cascade Locks and Hood River. Surveys in 2015 and 2018 showed that Hood River is an extremely popular location that people are interested in taking transit to. A skeletal service (e.g. two or three trips per day) may not attract those who would normally drive. A level of service offering people multiple options to travel to Hood River enhances convenience.
 - Structure the schedule to allow trip chaining across the Gorge. Surveys showed that a large percentage of people visit more than one destination in the Gorge during each trip. Giving people a schedule option to visit multiple places in one day trip may attract these customers.
 - Coordinate with other transit providers. Maximize the value of transit resources by promoting connections to other providers along the Gorge and at Hood River.

Relation to Management Plan

- The plan aligns with the goals and objectives within the management plan targeted at promoting alternate forms of travel and transportation within the Gorge. This plan notes the importance of offering transportation options to residents of the area, specifically by improving and increasing service to Cascade Locks and Hood River.

Hood River to Government Camp Transit Feasibility and Implementation Study (2019) (Primary Topic Area: Transit)

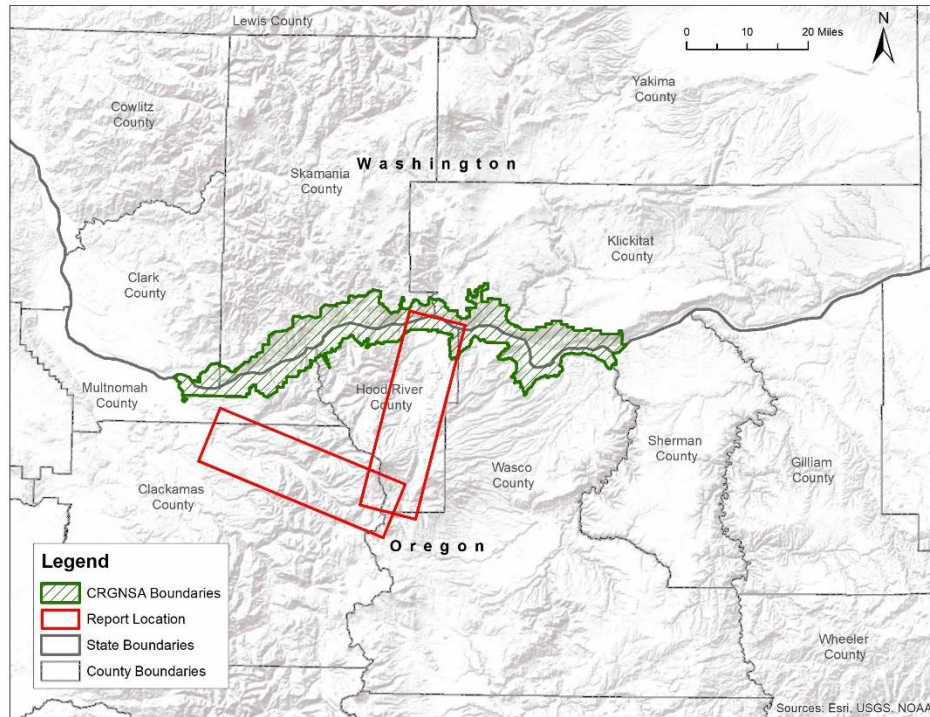
Summary

This 71-page report, developed for Columbia Area Transit, examines the public transit services available surrounding the Columbia River Gorge and Mt. Hood and sets forth a path to fill one of the existing gaps in the public transit network by connecting Hood River to Mt. Hood Meadows and Government Camp. The report provides information on the existing transportation services in the area, a market analysis, and key recommendations from previous plans. The proposals in the report were developed from conversations with partners and stakeholders in the region, which led to the recommended service design and proposed transit schedules included in the document. The plan mentions a focus on balancing the needs of tourists with residents in the area, both of whom emphasized a greater interest

in using the transit service for travel on winter and summer weekends. The report concludes with recommendations on different service level options, priority stop locations, and preferred routing for the system.

Elements not addressed in this plan: Pedestrians, Safety, Resource Protection, Road Network, Freight, Transportation System, Community Vitality, and Economic/Financial.

Report Location Map



Bicycling

- Key Findings
 - Bicyclists are a transit market, as they can take transit to destinations and bicycle back into Hood River. There are also mountain biking trails at Mount Hood Meadows.

Congestion Management/Parking

- Key Findings
 - Congestion on Highway 26 is affecting tourist and employee markets.

Public Transportation

- Key Findings
 - Use different types of service to cater to different markets, and price them accordingly. For example, some people will pay more for the concierge, full-service deal, while others can pay less but deserve basic, reliable public transportation.
 - There is a need to secure park-and-ride locations with adequate capacity on the north end of the proposed route.

Recreation

- Key Findings
 - Tap into places that have infrastructure to support visitors, like the ski resorts. Help promote their summer offerings and reduce the strain on natural areas that both cannot support many additional visitors and may not be safe for first-time recreationalists.
 - Vehicles must be able to comfortably accommodate bicycles and passenger gear such as backpacks, skis, mountain bikes, and snowboards.

Commuters

- Key Findings
 - There are many markets and would be great to serve them all—but the priority is getting people to work. This is about equity, quality of life, and community building. Tourists are a bonus.
 - Packing houses in Odell are a potential transit market—employees generally work regular shift times.
 - Service design must balance the demand for quick service directly from Hood River to Mt. Hood destinations with the need to provide local service and stops along the corridor.
 - There is strong interest in transit for commute purposes along Highway 35. Shifts start early, generally at 7 or 8 a.m.

Other

- Key Findings
 - Importance of marketing and publicizing Highway 35 transit service, including Spanish language efforts on social media, radio, and print media.

Relationship to Management Plan

- The plan aligns with the goals and objectives in the Management Plan to alleviate future congestion and traffic demand by expanding public transportation alternatives. One potential area of conflict exists with the interest on expanding transit access to private recreational areas such as ski resorts. While this would support increased transit and removing vehicles from the roads, it may conflict with the interest in using transit to support travel in the Gorge and for residents in the area.

Multnomah Falls Pedestrian Circulation Study (2019)

(Primary Topic Area: Pedestrian)

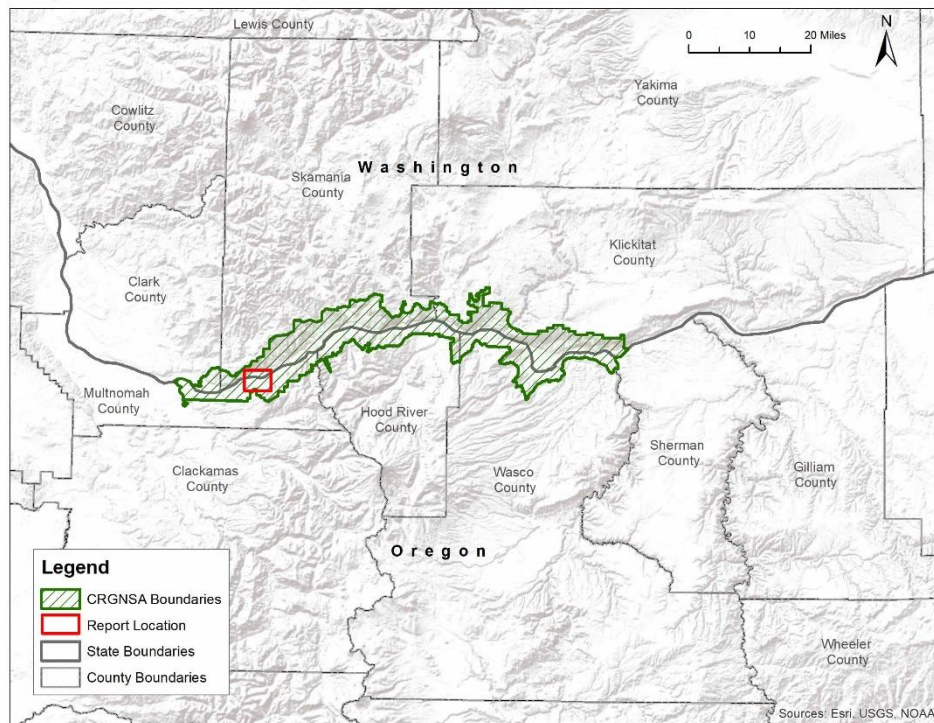
Summary

This 28-page report, prepared by the Federal Highway Administration, U.S. Forest Service, and Oregon Department of Transportation, identifies safety measures that will facilitate the safe and efficient movement of pedestrians and vehicles to ensure an improved recreational experience at Multnomah Falls. The report highlights increased congestion and limited parking, most prevalent in the summer months, which complicates access to the Falls. The report continues by discussing the primary transportation alternatives available to access the area as public transportation provided by the Columbia Gorge Express and cycling. The report identifies the four primary areas with pedestrian circulation issues at Multnomah Falls as the Historic Highway pedestrian crossing, the Multnomah Creek pedestrian bridge, the I-84 and Historic Highway parking pedestrian plazas, and the I-84 pedestrian

pathway. The plan concludes with a number of recommendations and alternatives to improve pedestrian circulation surrounding Multnomah Falls by repurposing underutilized space and it provides details on the costs and agencies involved with the planned improvement projects.

Elements not addressed in this plan: Public Transportation, Recreation, Economic/Financial, Bicycling, Resource Protection, Road Network, Freight, Commuters, Transportation System, Community Vitality, and Other.

Report Location Map



Pedestrians

- Action Items
 - Short Range
 - Shift Historic Highway Lot Parking Driveway (West) and Construct New Pedestrian Plaza
 - Build New Stone Masonry Fascia Along I-84 Tunnel Portal
 - Build New Stone Masonry Wall Along UPRR
 - Medium Range
 - Reconstruct Existing Pathway
 - Construct New Pedestrian Bridge
 - Construct New Historic Highway Pedestrian Crossings
 - Long Range
 - Construct New Pedestrian Walkway (Return Trail)
 - Shift I-84 Parking Lot, Modify Pathways, and Improve Landscape
 - Construct New I-84 Gathering Plaza and Restroom Facility

Congestion Management

- Action Items
 - Shift Historic Highway Lot Parking Driveway (West) and Construct New Pedestrian Plaza.
 - Shift I-84 Parking Lot, Modify Pathways, and Improve Landscape

Safety

- Action Items
 - Reconstruct Existing Pathway
 - Construct New Pedestrian Bridge
 - Construct New Historic Highway Pedestrian Crossings

Relationship to Management Plan

- While the action items in this plan are specific to the Multnomah Falls area, they align with the goals and objectives of the Management Plan aimed to improve the safety and enjoyment of the traveling public using alternative modes of transportation.

Medium Relevance Documents

Regional Transportation Plan for Skamania County (2018)

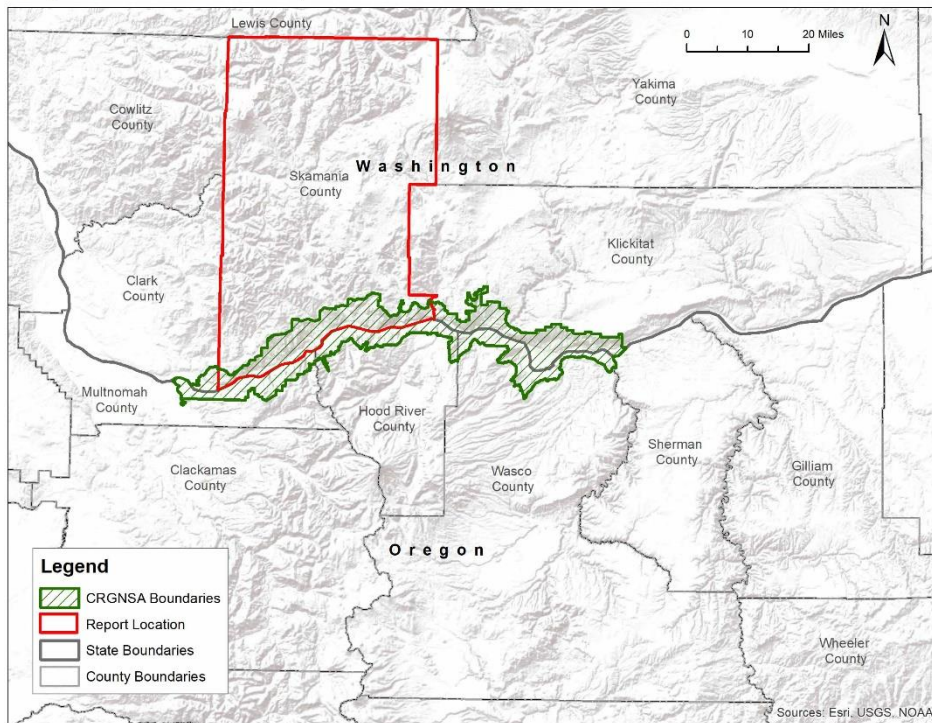
(Primary Topic Area: Transportation)

Summary

This 66-page plan, prepared by the Southwest Washington Regional Transportation Council, serves as the primary regional transportation planning document for Skamania County, Washington, and plans for the projected economic, population, and visitor growth for the area. The document discusses recent demographic and travel trends in order to analyze the impact that these changes may have on the transportation system. Additionally, this resource identifies regional transportation needs, provides a financial plan to cover expected costs and expenditures, and a system improvement and strategy plan to discuss transportation improvement projects in the county.

Elements not addressed in this plan: *Bicycling, Pedestrians, Congestion Management/Parking, Public Transportation, Road Network, Recreation, Freight, Commuters, and Other.*

Report Location Map



Safety

- Goal
 - Provide a safe and secure transportation system.

Resource Protection

- Goal
 - Provide a transportation system that is sensitive to the quality of the environment and natural resources.

Transportation System

- Goal
 - Maintain and preserve the existing regional transportation system.
 - Provide a safe and secure transportation system.
 - Provide a transportation system that fosters economic development.
 - Provide for the development of a transportation system that efficiently uses financial resources.
 - Provide an integrated and coordinated transportation system that includes a variety of mobility options.
 - Provide a transportation system that is sensitive to the quality of the environment and natural resources.
 - Maximize efficient management and operation of the transportation system.

Community Vitality

- Goal
 - Provide for viable and livable local communities.

Economic/Financial

- Goal
 - Provide a transportation system that fosters economic development.
 - Provide for the development of a transportation system that efficiently uses financial resources.

Relationship to Management Plan

- The goals and objectives in this plan focus on transportation in Skamania County, yet align with the goals and objectives for the Scenic Area outlined in the management plan. One area of note is the focus on providing a transportation system that fosters economic development, which could conflict with strategies emphasizing resource protection.

Management Plan for the Columbia River Gorge National Scenic Area (2016)

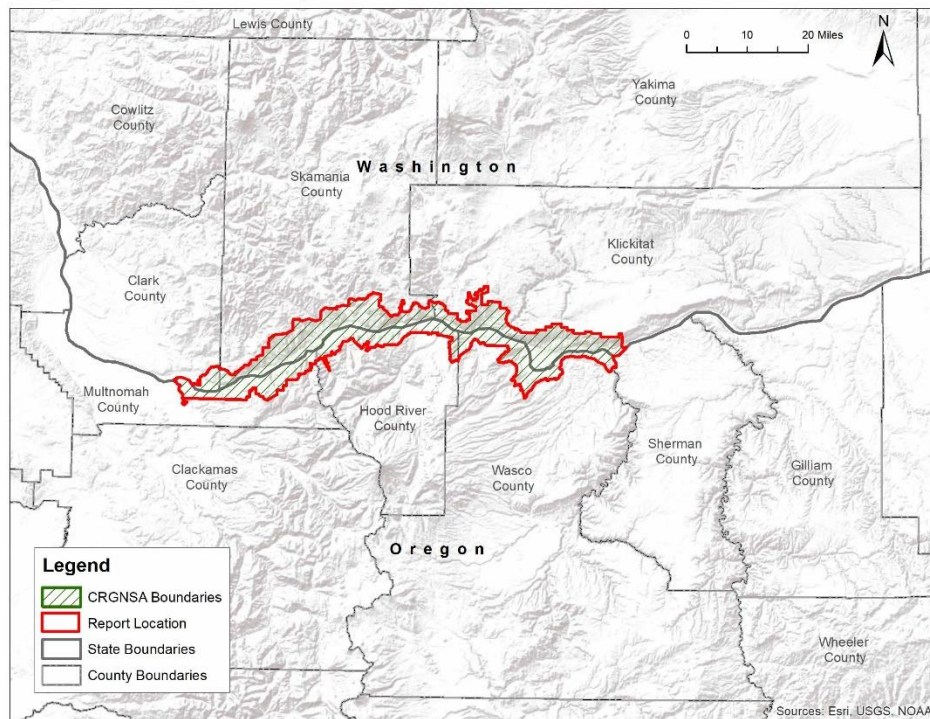
(Primary Topic Area: Land Use)

Summary

This 467-page management plan, prepared by the Columbia River Gorge Commission and U.S. Forest Service, provides direction to ensure that the land in the National Scenic Area is used with the purposes and standards of the National Scenic Area Act. The plan is organized into four parts: part one provides the goals and objectives for resource protection, part two addresses land use designations, part three outlines an action program, and part four focuses on the roles of the Gorge Commission, U.S. Forest Service, and Native American tribal rights. The plan includes the land use and resource protection standards for the area, non-regulatory approaches to achieve enhancement objectives, and steps for protecting and enhancing Columbia River Gorge resources. The plan also offers guidance on the roles and relationships of the varying agencies and governments that play a role in implementing the National Scenic Area Act.

Elements not addressed in the plan: Congestion, Freight, Commuters, Other, Transportation System, Community Vitality, and Economic/Financial.

Report Location Map



Bicycling

- Goals
 - Promote alternative modes of transportation to improve safety and enjoyment of the traveling public and to help alleviate future traffic demand.
- Objectives
 - Establish walking and bicycling paths along segments of the Historic Columbia River Highway either abandoned or currently closed to regular vehicular traffic. Give high priority to restoring and reconnecting these segments to create a continuous bicycle/pedestrian pathway through the Scenic Area.
 - Provide safe pedestrian and bicycle passage across the three Columbia River bridges in the Scenic Area to connect scenic travel corridors for these user groups.
 - Establish low-elevation bicycle paths or lanes along or near Interstate 84 and Washington State Route 14 through the Scenic Area. Abandoned segments of the Historic Columbia River Highway may fulfill this objective in certain locations. Explore establishing bicycle paths or lanes or otherwise improving bicycle safety for drivable portions of the Historic Columbia River Highway.
 - Encourage the provision of alternate modes of transportation to recreation destinations to reduce resource impacts and facilitate visitation by all segments of the public. Such alternate modes include, but are not limited to, shuttles, railroad, bicycles, and boat access.

Pedestrians

- Goals
 - Promote alternative modes of transportation to improve safety and enjoyment of the traveling public and to help alleviate future traffic demand.
- Objectives
 - Establish walking and bicycling paths along segments of the Historic Columbia River Highway either abandoned or currently closed to regular vehicular traffic. Give high priority to restoring and reconnecting these segments to create a continuous bicycle/pedestrian pathway through the Scenic Area.
 - Provide safe pedestrian and bicycle passage across the three Columbia River bridges in the Scenic Area to connect scenic travel corridors for these user groups.

Safety

- Goals
 - Promote alternative modes of transportation to improve safety and enjoyment of the traveling public and to help alleviate future traffic demand.

Resource Protection

- Goals
 - Protect and enhance the scenic resources of the Scenic Area.
 - Emphasize protection and enhancement of Gorge landscapes seen from key viewing areas.
 - Maintain the diversity of Gorge landscapes to protect and enhance the Gorge's scenic beauty.
 - Retain the existing character of the Gorge's rural landscapes and two Rural Centers (Corbett and Skamania).
 - Protect existing riverfront landscape settings when providing additional recreational river access and ensure that riverfront recreation is provided in a manner compatible with those settings.
 - Designate those portions of the following roads in the Scenic Area as scenic travel corridors and protect and enhance scenic resources within the corridors: Washington State Routes 14, 141, and 142, Interstate 84, the Historic Columbia River Highway (all segments), and Oregon Highway 35.
- Objectives
 - Encourage the establishment of programs offering incentives and other means of implementing scenic resource enhancement objectives and policies for existing uses, targeting private landowners, railroad and utility companies, and transportation and other public agencies.
 - Encourage the establishment of a Scenic Area public land conservancy and/or nonprofit land trust to acquire fee interest, conservation easements, and other interests in properties whose preservation is important for protection of Gorge landscape settings and scenic values.
 - Establish scenic enhancement programs prioritizing enhancement of lands seen from key viewing areas.
 - Establish a program to phase-out existing quarries and associated activities and develop reclamation plans for such quarries at sites where the Gorge Commission determines

that such uses adversely affect scenic resources on land visible from key viewing areas. The Gorge Commission shall initiate this objective by inventorying existing quarries visible from key viewing areas. Phase-out plans may require some additional quarrying for a limited time to best achieve contours that blend with surrounding landforms. Phase-out and reclamation plans for particular quarries shall include a specified time period for completion, not to exceed 5 years from the commencement of such plans.

- Encourage mining reclamation methods and features that enhance wildlife habitat and wetlands, ameliorate visual impacts of existing quarries, and accelerate achievement of desired visual quality objectives.
- Encourage use of planned unit developments, clustering, lot reconfiguration and consolidation, and other techniques to reduce visual impacts of new development on lands that are visible from key viewing areas and that possess high or critical visual sensitivity.
- Encourage plantings of native species or species characteristic of the landscape setting to screen existing development that is not visually subordinate on lands that are visible from key viewing areas and that possess high or critical visual sensitivity.
- New developments shall be compatible with their landscape setting and maintain the integrity of that setting. Expansion of existing developments shall be compatible with their landscape setting and maintain the integrity of that setting to the maximum extent practicable.
- These goals, policies, and guidelines apply only to developments and uses subject to review, pursuant to the Management Plan. While agricultural and forest practices influence landscape settings, they are not subject to the goals, policies, and guidelines for landscape settings.
- Because of the dynamic nature of landscape settings, these settings shall be reevaluated in the periodic plan review process. Substantial changes, particularly with respect to changes of large areas between wooded and agricultural settings, shall be reflected in periodic revisions to the Management Plan.
- Maintenance of landscape settings shall be a key consideration in determining minimum parcel sizes for GMA land use designations. Recommended minimum parcel sizes for new land divisions to maintain landscape setting character are CHAPTER 1-Scenic Resources I-1-15 included where applicable in the landscape settings descriptions. The Gorge Commission shall use these recommendations when considering minimum parcel sizes for either plan amendments or plan updates.
- The "Compatible Recreation Use Guidelines" for each landscape setting shall provide the basis for evaluating cumulative effects of recreation proposals on landscape settings, including types and intensities of recreation uses.
- Establish a program to provide incentives for landowners or land managers to screen or remove discordant features in the foreground of scenic travel corridors.
- Establish a program to reclaim abandoned quarries in the foreground of scenic travel corridors.
- Encourage the Bonneville Power Administration to use colors that are visually subordinate on its existing facilities seen from scenic travel corridors.

- Encourage the Bonneville Power Administration to improve the visual quality of power line rights-of-way by restoring vegetation to its natural appearance wherever possible.
- Establish new viewpoints of the Columbia River and lands within the Gorge at places offering outstanding views along scenic travel corridors.
- Create or restore openings in vegetation along Washington State Route 14, Interstate 84, and the Historic Columbia River Highway to provide or improve views of the Columbia River and the walls of the Gorge in a manner that does not adversely affect the scenic, cultural, natural, or recreation resources of the Scenic Area. (Same as objective 5 under "Scenic Appreciation and Scenic Travel Corridors" in Part I, Chapter 4.)
- Encourage the railroads and state departments of transportation to use integrated vegetation management practices in managing vegetation in scenic travel corridor foregrounds.

Public Transportation

- Goals
 - Promote alternative modes of transportation to improve safety and enjoyment of the traveling public and to help alleviate future traffic demand.
- Objectives
 - Encourage the provision of alternate modes of transportation to recreation destinations to reduce resource impacts and facilitate visitation by all segments of the public. Such alternate modes include, but are not limited to, shuttles, railroad, bicycles, and boat access.
 - Accommodation of facilities for mass transportation (e.g., bus turnarounds) shall be required for all new high-intensity day-use recreation sites, except for sites predominantly devoted to boat access. These facilities are also encouraged for all new moderate-intensity day-use recreation sites where practicable.

Road Network

- Goals
 - Designate those portions of the following roads in the Scenic Area as scenic travel corridors and protect and enhance scenic resources within the corridors: Washington State Routes 14, 141, and 142, Interstate 84, the Historic Columbia River Highway (all segments), and Oregon Highway 35.
 - Protect and enhance scenic resources by minimizing visual impacts of signage, while authorizing signage necessary for commerce, recreation, safety, and public information.
 - Improve linkages between different modes of transportation at major recreation sites in the Scenic Area.
- Objectives
 - Establish coordinated, cooperative implementation programs with the state highway departments, railroads, the Bonneville Power Administration, and utility companies that include protection measures to mitigate visual effects of new corridor development and enhancement measures to reduce visual effects of existing development.
 - Encourage communities along scenic travel corridors to enhance the entries to their communities.

- Encourage the railroads and utility companies to place signal wires and power lines underground where such features are visually dominant and detract from the visual quality of scenic travel corridors.
- Encourage the railroads and utility companies to use colors that are visually subordinate on existing equipment along scenic travel corridors.
- Encourage the Washington and Oregon Departments of Transportation to take the following measures to improve the visual quality of scenic travel corridors:
 - Place reflectors on guardrails rather than on free-standing posts where feasible and not detrimental to public safety.
 - Remove unnecessary highway signs and consolidate signs, wherever possible.
 - Replace sections of white guardrail where white contrasts noticeably with gray or galvanized sections, except along the Historic Columbia River Highway, where two-rail white guardrails are encouraged to emulate historic styles.
 - Construct berms to emulate natural contours to the maximum extent practicable and eliminate any construction berms that no longer perform any function.
 - Close unused access roads that no longer provide any service or perform any function and that intersect scenic travel corridors.
 - Use native plants to the maximum extent practicable when planting any new vegetation in scenic travel corridor rights-of-way.
- New signs within state and federal highway rights-of-way shall comply with the standards of the Columbia River Gorge National Scenic Area Graphic Signing System. Exceptions may be granted if necessary for public safety, traffic control, or highway construction signs when the Graphic Signing System conflicts with the requirements of the Manual for Uniform Traffic Control Devices.
- New signs shall be designed and sited in a manner that achieves their intended function and is compatible with their settings, to the maximum extent practicable

Recreation

- Goals
 - Increase scenic appreciation opportunities throughout the Scenic Area.
 - Provide a diversity of resource-based recreation opportunities that are accessible to all segments of the public and that emphasize the quality of the recreation experience.
 - Increase recreational access to the Columbia River and its tributaries, subject to the treaty and other rights of Indian tribes. Increase access in a manner that maximizes preservation of the shoreline area and minimizes impacts to sensitive resources.
 - Provide a diversity of new trail opportunities in a variety of settings that highlight the special resources of the Gorge, while adequately maintaining and, where appropriate, upgrading existing trails.
- Objectives
 - Increase resource-based recreation opportunities for the physically challenged, less affluent, and other underrepresented segments of the public.
 - Encourage tour boat and tour train access to important recreation facilities (such as the Gorge Discovery Center) as mass transportation alternatives that offer both access to such sites and recreational experiences in themselves.

- Improve access to recreation opportunities in the Scenic Area for the physically challenged, less affluent and other underrepresented user groups.

Columbia River Gorge Management Units Plan (2015)

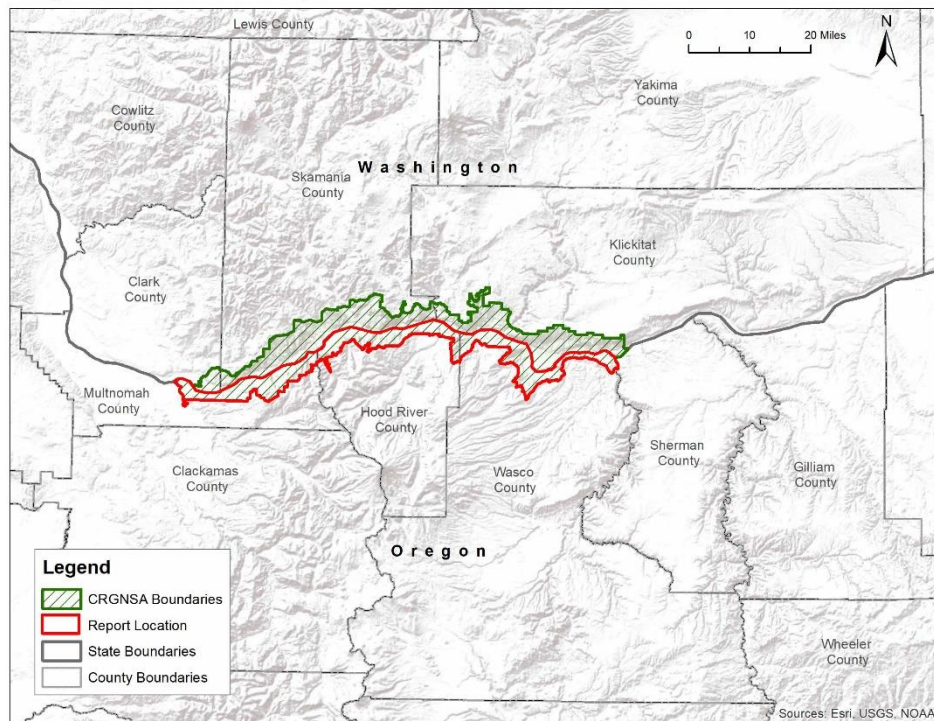
(Primary Topic Area: Resource Management)

Summary

This 234-page report, created by the Oregon Parks and Recreation Department, combines the input from many of the stakeholders in the Columbia River Gorge to develop common resource management and planning goals. The plan proposes a number of specific improvements throughout the Gorge corresponding to improving access and safety for the five different recreation types of hiking, cycling, water recreation, camping, and automobile touring. The plan outlines the values and goals of the Gorge area that were generated during the public involvement process for the report, before offering a series of recommendations for the Gorge area. The plan highlights the increased traffic congestion in the Columbia River Gorge and recommends that stakeholders study transportation alternatives including the potential for ferries and shuttles using National Park Service models along with the promotion of carpooling, rideshare, and public transportation options.

Elements not addressed in this plan: *Bicycling, Pedestrians, Public Transportation, Road Network, Freight Commuters, Transportation System, Community Vitality, and Economic/Financial.*

Report Location Map



Safety

- Action Items
 - The U.S. Forest Service and State Parks have partnered with Multnomah County Sheriff's department to create a volunteer citizen patrol group that monitors parking lots in the western Gorge. This program should be increased and replicated throughout the Gorge. Additionally, this plan has identified the opportunity to create a volunteer 'trail docent' position that will place people at trailheads throughout the Gorge to provide information, interpretive history, and directions, as well as 'eyes on the ground' to deter and report theft at state parks.

Resource Protection

- Goals
 - Provide a visitor experience at Oregon State Parks in the Gorge that contributes to Columbia River Gorge Scenic Area.
 - Implement measures for interpreting historic and culturally significant features within state parks while taking appropriate steps to preserve their historic integrity.
 - When siting recreation facilities, consider impacts to the ecological function of the landscape setting. Design facilities to minimize impacts on natural resources and prescribe strategies for maintaining natural resources, given the increased impacts from the recreational use.

Congestion Management/Parking

- Action Items
 - OPRD will continue to identify strategies for reducing the strain on congestion, including prioritizing development opportunities for additional river access in the Gorge, using meadows as temporary overflow parking during peak usage (which has been effective at Dabney State Park).
 - ODOT has recently published a preliminary congestion assessment, Historic Columbia River Gorge Highway Tourism-Related Congestion Mitigation Study (2014), that identifies strategies for alleviating congestion in this corridor.
 - OPRD will continue to partner with USFS, ODOT, CRG National Scenic Area, USACOE, local counties, ports, and sheriff's departments on finding solutions to parking problems. These solutions could include increasing parking enforcement efforts and fees, Gorge-wide day use fees, shuttle services, and signage. Long-term solutions need to be planned as part of a Gorge-wide effort.

Recreation

- Goals
 - Provide a seamless recreation experience in the gorge through partnerships with other recreation providers.
 - Locate recreation activities in areas in state parks that demonstrate the beauty of the Gorge.
 - Provide amenities in state parks that support recreational activities that are unique to the Gorge.
 - Provide visitor experiences that allow people to experience multiple landscape settings and features in one visit.

- Action Items
 - Opening additional trails can help alleviate the strain on existing trail options. Connecting existing trails to underutilized or additional parking areas and promoting lesser-known trails can help disperse use, as opposed to concentrating visitors at popular trailheads. Modifying single 'out & back' trails into loop trails can decrease impacts on trails, natural resources, and visitor occurrences. Communication with the U.S. Forest Service, Land Conservancy, ODOT and other agencies should be continued to preserve coordinated efforts in planning and maintaining trails. Outreach and education about the effects of visitors on natural resources and volunteer work parties should continue to be encouraged, as volunteer groups do significant trail work each season.
 - Clear and frequent communication between ODOT, OPRD, USFS, and the CRGNSA during the planning and development of the HCRH State Trail has resulted in an exemplary, multi-modal trail system. The development process has been considerate to user experience, long-term maintenance, historical features, natural areas, material and scenic qualities. Similar efforts should be employed in future regional planning efforts throughout the Gorge, as well as other trail construction projects with multiple land owners.
 - One of the goals of the planning process was to improve universal accessibility in Gorge parks. While there are limitations to achieving this goal (for example, in areas with steep trails), a number of projects were identified as having the potential to increase access for people with disabilities.
 - Staff should prioritize projects that improve or create additional opportunities for all visitors to experience the natural and historic features unique to the Columbia River Gorge. Additionally, the CRGNSA is uniquely positioned to market existing and future universal access opportunities due to its proximity to some of the largest urban areas in the state in partnership.

Others

- Goals
 - Develop strategies for increasing universal access in state parks.
 - Develop strategies for engaging emerging and underserved demographics in state parks.

Relationship to Management Plan

- The goals and objectives align with those in the management plan. There is a new and increased focus on equity and expanding access to the parks for underserved communities evident in this plan.

Low Relevance Documents

Mount Hood Multimodal Transportation Plan (2014)

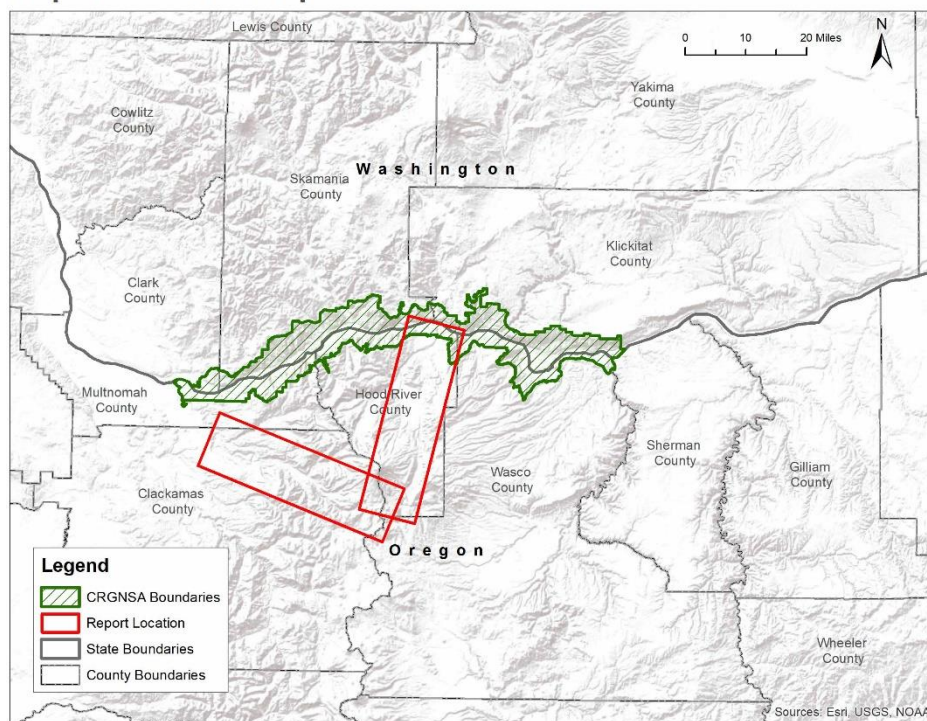
(Primary Topic Area: Transportation)

Summary

This 8-page report, created from a partnership between the Oregon Department of Transportation, the U.S. Forest Service Mt. Hood National Forest, Clackamas County, and Hood River County, identifies a number of projects to improve safety and relieve congestion along the Mt. Hood corridor. The partnership developed a multimodal collection of 38 projects that represent safety improvements, bike and pedestrian improvements, transit options, and Intelligent Transportation Systems options. The plan lists the projects and divides them based on their priority level. These projects seek to provide solutions to the array of congestion-based and safety issues that affect the area. The plan also includes a series of [appendices](#) covering a range of topics including the area's implementation plan, outreach plan, TMA case studies, and a park and ride analysis.

Elements not addressed in this plan: Resource Protection, Road Network, Recreation, Freight, Commuters, Other, Transportation System, Community Vitality, and Economic/Financial.

Report Location Map



Bicycling

- Recommendations
 - Mt Hood highway bicycle and pedestrian intersection improvements led by Clackamas County.
 - Mt Hood Highway shoulder widening analysis for bicyclist use led by ODOT.

- Install bicycle and pedestrian information along Mt Hood Highway with maps to mountain biking and alternate routes. Initiative led by Clackamas County.
- Improve access to trailheads at Mirror Lake and provide additional parking. Project led by WFLHD.
- Bicycle intersection improvements at OR 35 and Historic Highway to provide bike lane striping at the intersection led by ODOT.

Pedestrians

- Recommendations
 - Mt Hood highway bicycle and pedestrian intersection improvements led by Clackamas County.
 - Install bicycle and pedestrian information along Mt Hood Highway with maps to mountain biking and alternate routes. Initiative led by Clackamas County.
 - Improve access to trailheads at Mirror Lake and provide additional parking. Project led by WFLHD.

Safety

- Recommendations
 - OR 35 Roadway Departure safety improvements. Installing rumble strips to decrease chance of vehicles leaving the roadway led by ODOT.
 - Targeting intersection improvements through updated sign placement and roadway departure safety by installing rumble strips along OR 35 led by ODOT.
 - US 26 Roadway Departure safety improvements. Installing rumble strips to decrease chance of vehicles leaving the roadway led by ODOT.
 - Mirror Lake Project: Over parking, poor sight distance, u-turns, left turns contribute to safety issues. The lot is closed in winter, but people park at Ski Bowl and walked down the shoulder on top of the snow bank to the trail. Access to the trail needs safety improvements. Includes relocating trailhead and adding parking.

Congestion Management/Parking

- Recommendations
 - Integrated ITS management plan with elements including traveler information for speed limits, parking, transit, and transportation demand management.
 - Mirror Lake Project: Over parking, poor sight distance, u-turns, left turns contribute to safety issues. The lot is closed in winter, but people park at Ski Bowl and walked down the shoulder on top of the snow bank to the trail. Access to the trail needs safety improvements. Includes relocating trailhead and adding parking.

Public Transportation

- Recommendations
 - Mountain Express extension of service to Ski Bowl and Timberline led by Clackamas County.
 - Integrated ITS management plan with elements including traveler information for speed limits, parking, transit, and transportation demand management.

Relationship to Management Plan

- The goals and objectives in this plan focus on improving pedestrian and bicycle facilities along with strategizing how to better manage congestion in the area. While the plan does not focus on resource management, its transportation-related goals do align with the Management Plan.

Hood River County Coordinated Transportation Plan (2016)

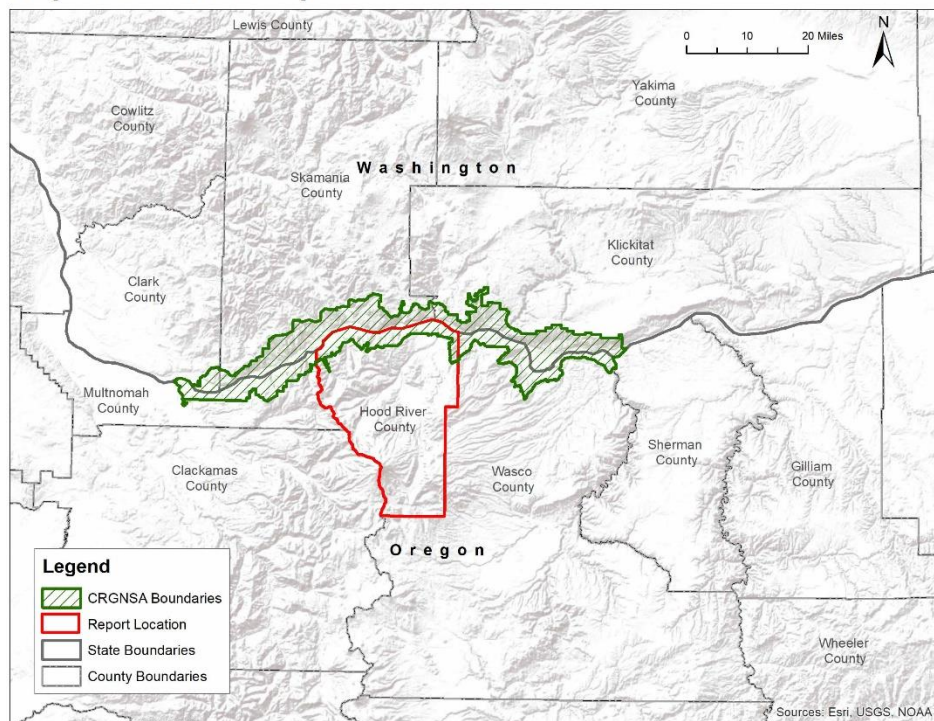
(Primary Topic Area: Transportation)

Summary

This 123-page plan, developed by the Mid-Columbia Economic Development District, focuses on the transportation needs of four target populations living in Hood River County: seniors, low-income individuals, individuals with disabilities, and limited English proficiency (LEP) individuals. The plan offers an overview of existing public and private transportation providers in the region and analyzes strategies to address the identified needs, barriers, and gaps for each target population. This analysis also provides a discussion on the efficiencies of service delivery and establishes relative priorities for the listed strategies. The high priority strategies included in the plan focus on sustaining existing transportation services, seeking additional federal and state transportation grants in order to provide funding for maintenance and to maintain affordable fares, and to improve outreach to the four target populations.

Elements not addressed in the plan: *Bicycling, Pedestrians, Safety, Resource Protection, Congestion, Road Network, Recreation, Freight, Commuters, Transportation System, Community Vitality, and Economic/Financial.*

Report Location Map



Public Transportation

- Goals
 - Sustain existing transportation services.
- Recommendations
 - Maintain dial-a-ride transportation operations.
 - Maintain shopping bus service. Ensure target populations needs are being met.
 - Maintain the intercity fixed route service between Hood River and The Dalles and between Hood River and Portland.
 - Provide funding for ongoing and timely preventive vehicle maintenance to ensure the safety and reliability of the transportation services.
 - Maintain affordable fares by securing federal, state, and local funding to subsidize fares.
 - Consider public/private partnerships to expand services throughout the county.
 - Leverage emerging technologies such as TNCs to expand transit service.
 - Collaborate with Gorge TransLink's Mobility Manager to optimize CAT's strategic approach to service coordination and customer service.
 - Complete the transit district's Transit Master Plan and utilize its recommendations as a path forward to provide vital transportation services.
 - Continue to seek all Federal and state transportation grants that Columbia Area Transit is eligible for.
 - Continue to seek to leverage all match against state and federal grant funds.
 - Continue participation in the Gorge TransLink Alliance to network and collaborate with the Mid-Columbia transportation service providers. Gorge TransLink Alliance members continue to identify and bring to fruition funding opportunities to support regional transportation connections.
 - Provide for replacement of vehicles that have exceeded their useful life.

Others

- Recommendations
 - Support the work of the LEP Implementation Grant recommendations: develop Novellas to air on Radio Tierra; outreach to LEP individuals through Community Health Worker training; bilingual transportation resources developed and shared with Gorge TransLink Alliance members; CAT staff participate in language and cultural training.
 - Increase targeted outreach to individuals with disabilities, aging persons in the County, and persons with lower incomes.
 - Consider additional outreach and education on benefits of using public transportation.

Relationship to Management Plan

- The goals and recommendations in this plan focus on sustaining and maintaining existing transportation services along with expanding access to underserved populations. These goals are in line with the focus in the Management Plan to promote alternate forms of transportation in and around the Gorge.

Regional Transportation Plan for Klickitat County, Washington (2018)

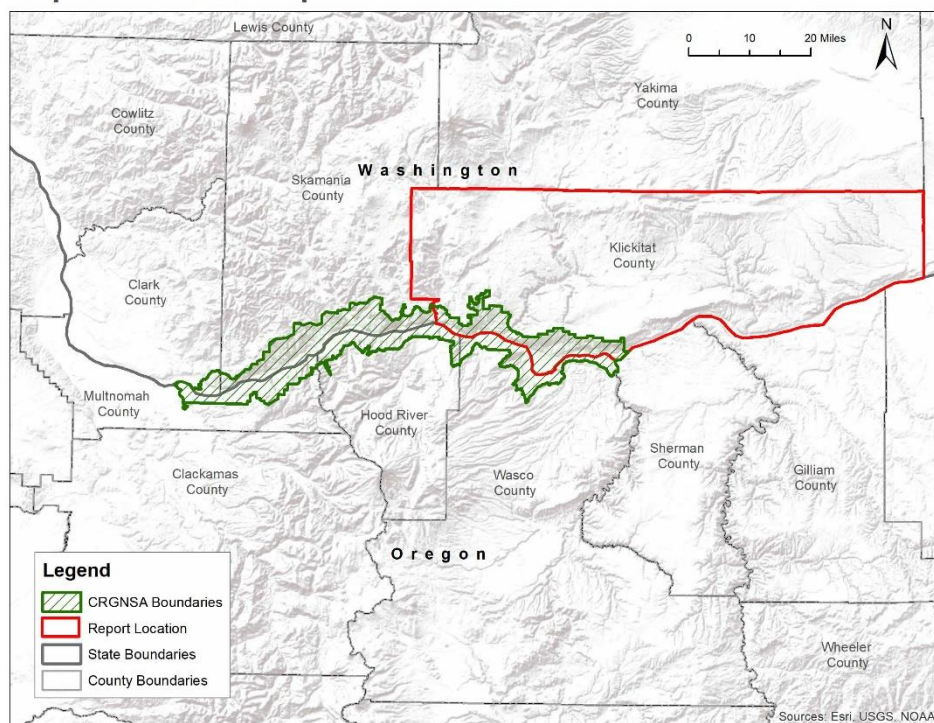
(Primary Topic Area: Transportation)

Summary

This 66-page plan, prepared by the Southwest Washington Regional Transportation Council, is Klickitat County's principal transportation planning document and was developed through a coordinated process between local jurisdictions to form regional solutions to transportation needs. The primary goals in Klickitat's plan center around safety, accessibility, environmental preservation, and economic development, all of which are in line with the goals established in the Management Plan for the Columbia River Gorge National Scenic Area. The plan notes a recent increase in congestion and recreational activity most noticed during the summer months, which is likely due in part to travel and tourism in the Gorge. This document also identifies general transportation plans for the region, summarizes Klickitat's financial plan, and provides the county's system improvement and strategy plan.

Elements not addressed in this plan: *Bicycling, Pedestrians, Congestion Management/Parking, Recreation, Commuters, Transportation System, and Other.*

Report Location Map



Safety

- Goals
 - Ensure safety and security of the transportation system.

Resource Protection

- Goals
 - Provide a transportation system that is sensitive to the quality of the environment and natural resources.

- To enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

Public Transportation

- Goals
 - Maintain and preserve the existing regional transportation system.
 - Provide a safe and secure transportation system.
 - Provide an integrated and coordinated transportation system that includes a variety of mobility options

Road Network

- Goals
 - Provide a transportation system that fosters economic development.

Freight

- Goals
 - Provide a transportation system that fosters economic development.
 - To improve the predictable movement of goods and people throughout Washington State.

Community Vitality

- Goals
 - Provide for viable and livable local communities.
 - Provide an integrated and coordinated transportation system that includes a variety of mobility options.

Economic Financial

- Goals
 - Provide for the development of a transportation system that efficiently uses financial resources.

Relationship to Management Plan

- This plan has several potential points of conflict with the Management Plan due to the focus on using the transportation system to foster economic development. These goals could result in negative externalities for the Gorge due to increased travel and strain on natural resources. While the Management Plan recognizes the need for local economic development, the goals in this plan may promote economic activity that runs counter to the goals of resource protection outlined in the Management Plan.

Wasco County Coordinated Transportation Plan (2018)

(Primary Topic Area: Transportation)

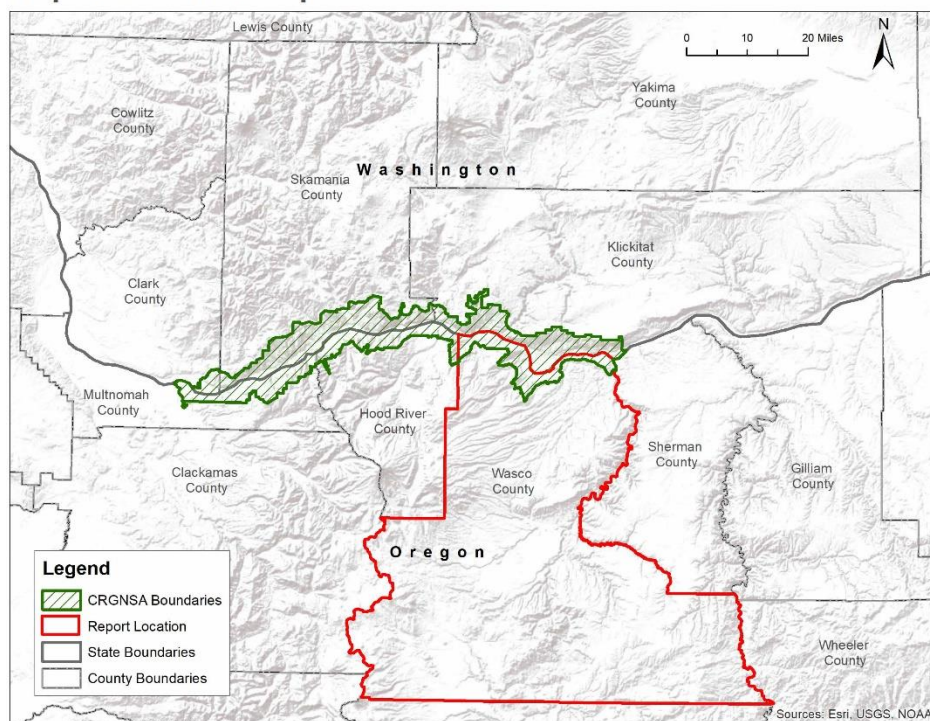
Summary

This 134-page plan, prepared by the Mid-Columbia Economic Development District, was developed to guide the investment of state Special Transportation Fund (STF) dollars and examines the transportation needs of four target populations living in Wasco County: seniors, low-income individuals, individuals

with disabilities, and limited English proficiency (LEP) populations. The plan focuses on gaps in transportation services within the Gorge TransLink Alliance and prioritizes needs to assist in improving mobility services and access for the target populations. The plan also provides a strategy for the investment of financial resources and guidance for the acquisition of future funds and grants. The high priority strategies identified in the plan were grouped into five categories, which include existing transportation services, operations, service expansion, stable funding, and marketing/education/outreach.

Elements not addressed in the plan: Bicycling, Pedestrians, Safety, Resource Protection, Congestion Management/Parking, Road Network, Recreation, Freight, Commuters, Other, Transportation System, Community Vitality, Economic/Financial

Report Location Map



Public Transportation

- Strategies
 - Sustain Existing Transportation Services:
 - Maintain dial-a-ride transportation operations.
 - Maintain shopping bus.
 - Maintain intercity service to Hood River to connect with CAT's intercity Portland bus service.
 - Operations:
 - Provide for replacement of vehicles that have exceeded their useful life.
 - Provide funding for vehicle repair and preventative maintenance for safe and reliable transport.

- Maintain affordable fares.
- Address staff language and cultural training skills to meet the needs of those with Limited English Proficiency.
- Service Expansion:
 - Address employment transportation needs: identify funding and establish cooperative partnerships with employers.
 - Identify resources to provide access to affordable transportation service in the early morning hours, evenings and weekends.
- Stable funding:
 - Continue to seek to leverage all match against state and federal grants.
 - Identify and utilize potential additional sources/partners to support local operational funding or local match.
- Marketing/Education/Outreach:
 - Improve bilingual marketing and public awareness of the County's transportation services and how to access them.
 - Address stigma and negative perceptions of the transportation system through additional outreach and education, an "Everybody Rides" campaign and modernizing equipment.
 - Address safety and security concerns by extending the Travel Ambassador program.
 - Address the ease of using the system for target populations with better connections to natural community points, such as Community Health Workers.
 - Market and promote the system to ensure target populations are aware of the services available.

Relationship to Management Plan

- This plan is generally in agreement with the goals and policies in the Management Plan based on the interest of sustaining existing public transportation and expanding transit to help alleviate future travel demand in the region.

Regional Transportation Plan for Clark County (2019)

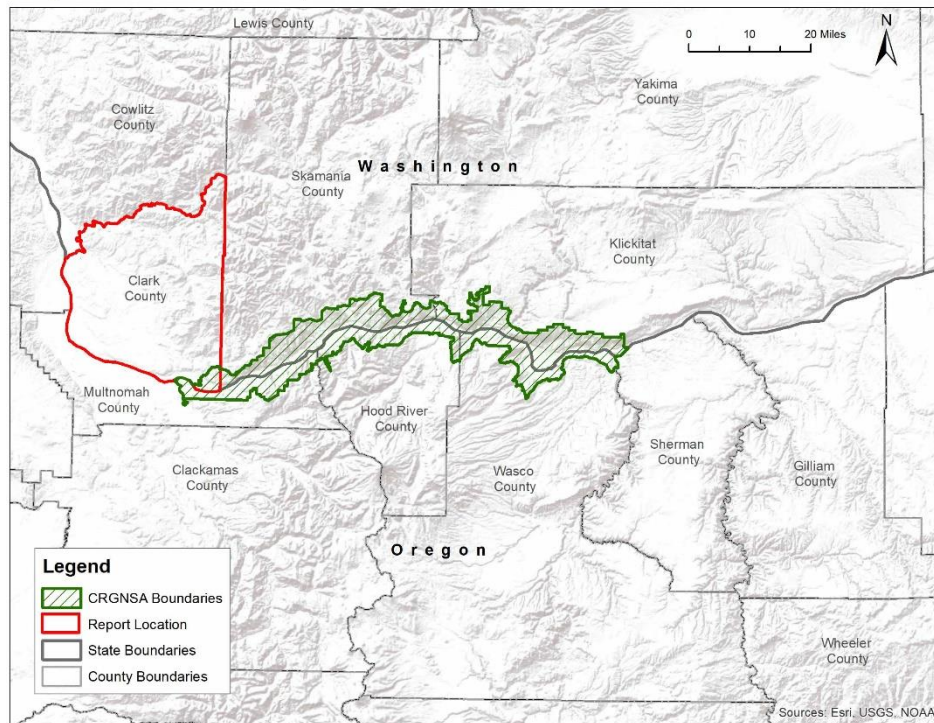
(Primary Topic Area: Transportation)

Summary

This 358-page plan, developed by the Southwest Washington Regional Transportation Council, serves as the primary regional transportation planning document for Clark County and was developed through a coordinated planning process between local jurisdictions and transportation agencies. The resource provides context on the area's land use patterns and existing transportation system, which may affect travel and development in areas near the National Scenic Area. The plan continues with the area's transportation finance plan to guide future investment, ongoing regional transportation programs and projects, and system performance monitoring and implementation.

Elements not addressed in this plan: Public Transportation, Recreation, Bicycling, Pedestrians, Road Network, Commuters, and Other.

Report Location Map



Safety

- Goal
 - Ensure safety and security of the transportation system.

Resource Protection

- Goal
 - Protect environmental quality and natural resources and promote energy efficiency

Congestion Management/Parking

- Goal
 - Provide reliable mobility for personal travel and freight movement by addressing congestion and transportation system bottlenecks. Also, provide access to locations throughout the region while protecting the integrity of neighborhoods by discouraging cut-through traffic. These policy goals should be accomplished through development of an efficient, balanced, multi-modal regional transportation system.

Freight

- Goal
 - Provide reliable mobility for personal travel and freight movement by addressing congestion and transportation system bottlenecks. Also, provide access to locations throughout the region while protecting the integrity of neighborhoods by discouraging cut-through traffic. These policy goals should be accomplished through development of an efficient, balanced, multi-modal regional transportation system.

Transportation System

- Goal
 - Ensure safety and security of the transportation system.
 - Provide reliable mobility for personal travel and freight movement by addressing congestion and transportation system bottlenecks. Also, provide access to locations throughout the region while protecting the integrity of neighborhoods by discouraging cut-through traffic. These policy goals should be accomplished through development of an efficient, balanced, multi-modal regional transportation system.
 - Maximize efficient management and operation of the transportation system through transportation demand management and transportation system management strategies.
 - Provide a financially-viable and sustainable transportation system
 - Maintain and preserve the regional transportation system to ensure system investments are protected

Community Vitality

- Goal
 - Support economic development and community vitality.
 - Provide reliable mobility for personal travel and freight movement by addressing congestion and transportation system bottlenecks. Also, provide access to locations throughout the region while protecting the integrity of neighborhoods by discouraging cut-through traffic. These policy goals should be accomplished through development of an efficient, balanced, multi-modal regional transportation system.
 - Ensure the RTP reflects community values to help build and sustain a healthy, livable, and prosperous community.

Economic/Financial

- Goal
 - Support economic development and community vitality.
 - Provide a financially-viable and sustainable transportation system
 - Maintain and preserve the regional transportation system to ensure system investments are protected

Relationship to Management Plan

- This plan includes goals that promote economic development, which may conflict with the goals of the Management Plan, in general, if economic development increases traffic or has negative impacts to the viewsheds within the CRGNSA.

Multnomah County Transportation System Plan (2016)

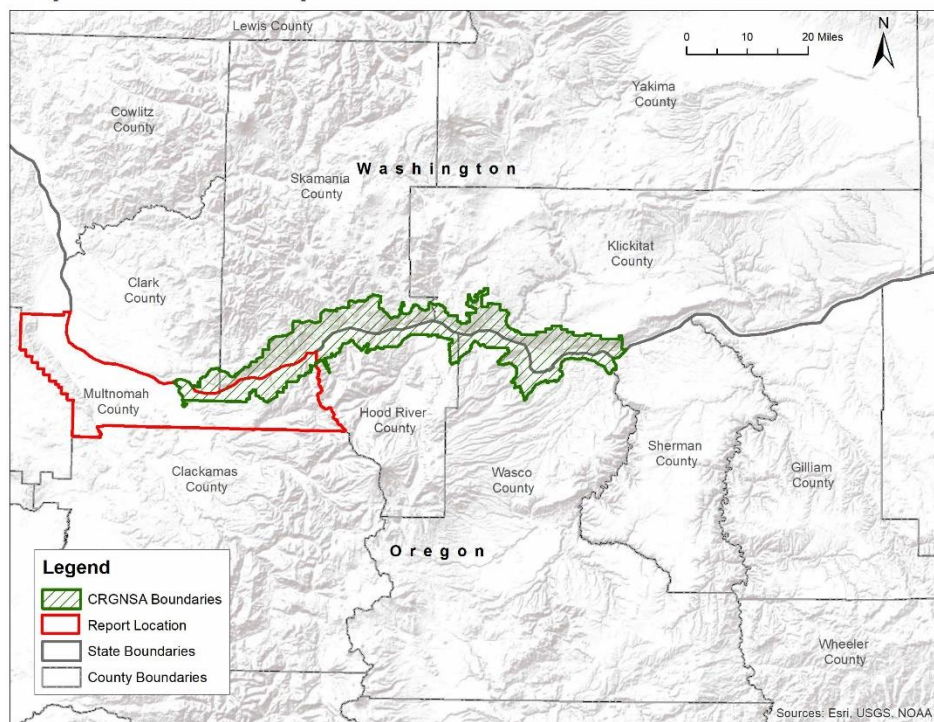
(Primary Topic Area: Transportation)

Summary

This 137-page plan, prepared for Multnomah County, provides an overview of the existing conditions of the Multnomah County transportation system, the area's transportation goals and policies, and Multnomah's transportation system plan. The document includes a range of solutions that address future and existing transportation issues across the county, which fall into the four general categories of bicycle and pedestrian facilities, safety, signage and signal treatments, and transportation demand management. The plan notes increased congestion primarily in the areas near Sauvie Island and the Gorge and offers several strategies aimed at improving traffic flow in these heavily frequented areas. These strategies focus on optimizing parking permit pricing to manage parking demand, creating park-n-ride lots to encourage carpooling and reduce the need for parking at key destinations, and developing a shuttle service to offer access to popular locations during peak recreation periods.

Elements not addressed in this plan: Recreation and Other. (Note that there is a more in-depth analysis of The Multnomah County Transportation System Plan available in Appendix A)

Report Location Map



Key Transportation Issues:

The plan focuses on addressing both current as well as year 2035 needs of the transportation system. The central needs identified as part of this process are:

- Reduce Modal Conflicts– Most of Multnomah County's rural areas are served by two-lane narrow rural roadways. A variety of users with diverse needs and varying speeds (e.g., farm

equipment, an active cycling community, pedestrians, and motorists) use the roadway, which can result in conflicts between modes.

- Enhance Safety for All System Users – Recent crash history reflects a tendency toward single vehicle crashes with fixed objects after leaving the roadway.
- Manage Travel Demand– Peak traffic conditions, resulting from commuter traffic, seasonal events (such as access to public beaches, recreational areas and pumpkin patches) and limited duration events (such as concerts and farm-to-table dinners), result in traffic congestion and long vehicle queues. In addition to causing delays, highly congested roadways can have a potential impact on emergency response times.
- Address Increasing Traffic and Safety Issues While Maintaining Rural Character – Although there are an increasing number of vehicles on the roads, residents are concerned transportation improvements and roadway widening will affect the rural character of the area. The County will have to address the issues caused by this increase through planning of safety and other improvements that do not change the character of the area. Improvements and solutions should include context sensitive design.
- Reduce Traffic Pressure on County Roads– County rural roads are increasingly used as an alternative route to State highways, creating heavy traffic flows and congestion during commute hours and increasing safety concerns. Examples include the use of West Hills Roads to connect US-30 and US-26. Solutions for these roads are needed that increase safety and traffic flow without encouraging more traffic, building more roadways, or widening roadways and impacting wildlife and their habitat.
- Bicycle Infrastructure – Traveling and commuting by bicycle has become increasingly popular in Multnomah County, but most bicycle network improvements have been focused in the urban areas. As the number of bicyclists continues to grow, investment also needs to be made in the rural areas of the County. Some types of bicycle infrastructure can also serve pedestrians in rural areas, such as providing for shoulders.
- Better Road Maintenance – The County’s rural roads are experiencing increased traveler use, creating a need for better road maintenance. State and local gas tax have been the primary funding in the past but are not keeping pace to needs.
- Health and Equity – Recent research has shown that transportation has a significant impact on health and the well-being of members of the community. Transportation can also cause or support health inequities between different sub-groups within the community. The benefits and burdens of the transportation system should be equitably distributed throughout the County.
- Water Transport – Due to the Willamette River and the freight transportation it supports, water transport is important to the County’s economy and transportation system.
- Wildlife Crossings – Transportation improvements often negatively impact wildlife and their habitats, especially roadway widening. Further partnerships and research can be examined to create design treatments that minimize these negative impacts.

Bicycling

- Policy
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.

- Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.
- Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.
- Policy 8: Active Transportation: Develop and support programs and projects that educate and increase the safety of non-motorized transportation options in the County, and reduce dependency on automobile use and to reduce vehicle miles traveled (VMT) by:
 - Promoting bicycling and walking as vital transportation choices.
 - Assuring that future street improvement projects on a designated bikeway and walkways are designed to accommodate and improve safety for bicyclists, pedestrians and transit users.
 - Striving to use federal, state, and local best design practices for bicycle and pedestrian facilities when improving County roadways while maintaining context sensitivity.
 - Providing for bicycle and pedestrian travel through the development and adoption of a Countywide Transportation Capital Improvements Program (CIP) that includes all the bikeways and walkways identified in the Multnomah County Bikeway and Pedestrian System Maps.
 - Placing priority on transportation system improvements in the Capital Improvement Plan that reduce the number of crashes involving bicyclists and pedestrians, the roadway's most vulnerable users.
 - Supporting transportation options programs in the region including Safe Routes to School, bicycle tourism initiatives (where appropriate), the development of future Transportation Management Associations (TMAs), and other programs funded through the Regional Travel Options program.
 - Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
 - Supporting the conversion of railroad lines to multi-use paths, such as the Burlington Northern Cornelius Pass Road rail line.
- Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools
- Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments by:

Pedestrians

- Policy
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.

- Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.
- Policy 8: Active Transportation: Develop and support programs and projects that educate and increase the safety of non-motorized transportation options in the County, and reduce dependency on automobile use and to reduce vehicle miles traveled (VMT) by:
 - Promoting bicycling and walking as vital transportation choices.
 - Assuring that future street improvement projects on a designated bikeway and walkways are designed to accommodate and improve safety for bicyclists, pedestrians and transit users.
 - Striving to use federal, state, and local best design practices for bicycle and pedestrian facilities when improving County roadways while maintaining context sensitivity.
 - Providing for bicycle and pedestrian travel through the development and adoption of a Countywide Transportation Capital Improvements Program (CIP) that includes all the bikeways and walkways identified in the Multnomah County Bikeway and Pedestrian System Maps.
 - Placing priority on transportation system improvements in the Capital Improvement Plan that reduce the number of crashes involving bicyclists and pedestrians, the roadway's most vulnerable users.
 - Supporting transportation options programs in the region including Safe Routes to School, bicycle tourism initiatives (where appropriate), the development of future Transportation Management Associations (TMAs), and other programs funded through the Regional Travel Options program.
 - Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
 - Supporting the conversion of railroad lines to multi-use paths, such as the Burlington Northern Cornelius Pass Road rail line.
- Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools
- Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments.

Safety

- Goal
 - Implement a transportation system that is safe and efficient in meeting the needs of area residents.
- Policy
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.

- Policy 3: Overall Transportation System: Promote a transportation system that prioritizes and supports the efficient and safe movement of farm and forest vehicles and equipment.
- Policy 5: Overall Transportation System: Implement and maintain a balanced, safe, and efficient transportation system using the existing roadway network.
- Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.
- Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.
- Policy 8: Active Transportation: Develop and support programs and projects that educate and increase the safety of non-motorized transportation options in the County, and reduce dependency on automobile use and to reduce vehicle miles traveled (VMT) by:
 - Promoting bicycling and walking as vital transportation choices.
 - Assuring that future street improvement projects on a designated bikeway and walkways are designed to accommodate and improve safety for bicyclists, pedestrians and transit users.
 - Striving to use federal, state, and local best design practices for bicycle and pedestrian facilities when improving County roadways while maintaining context sensitivity.
 - Providing for bicycle and pedestrian travel through the development and adoption of a Countywide Transportation Capital Improvements Program (CIP) that includes all the bikeways and walkways identified in the Multnomah County Bikeway and Pedestrian System Maps.
 - Placing priority on transportation system improvements in the Capital Improvement Plan that reduce the number of crashes involving bicyclists and pedestrians, the roadway's most vulnerable users.
 - Supporting transportation options programs in the region including Safe Routes to School, bicycle tourism initiatives (where appropriate), the development of future Transportation Management Associations (TMAs), and other programs funded through the Regional Travel Options program.
 - Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
 - Supporting the conversion of railroad lines to multi-use paths, such as the Burlington Northern Cornelius Pass Road rail line.
- Policy
 - Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools
 - Policy 11: Safety: Reduce travel conflicts by providing appropriate facilities, signs, and traffic marking based upon user type and travel mode.

- Policy 15: Safety: Work with the Oregon Office of Emergency Management, Multnomah County Emergency Management and Multnomah County rural fire protection districts to ensure that the transportation system supports effective responses to emergencies and disasters.
- Policy 16: Funding and Maintenance: Explore alternative supplemental funding sources to improve County's road maintenance, safety projects, and other improvements.
- Policy 18: Safety: Provide a transportation system that functions at appropriate safety levels for all motorized and nonmotorized traffic.
- Policy 19: Safety: Support safe travel speeds on the transportation system.
- Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments by:

Resource Protection

- Policy
 - Policy 1: Overall Transportation System: Maintain and improve the transportation system for all modes of travel with the following goals: reducing vehicle miles travelled, minimizing carbon emissions, reducing conflict between travel modes, and improving the natural environment by minimizing stormwater runoff and facilitating wildlife movement. Ensure that the transportation system reflects the community's rural character while ensuring efficiency and local connectivity.
 - Policy 16: Funding and Maintenance: Explore alternative supplemental funding sources to improve County's road maintenance, safety projects, and other improvements.
 - Policy 20: Environment: Avoid and minimize impacts to the natural environment, fish, and wildlife habitat when applying roadway design standards.
 - Policy 21: Environment: Work with ODFW and other partners to identify wildlife corridors and wildlife crossings on County roads, and ensure that project design is wildlife friendly.

Congestion Management/Parking

- Goal
 - Reduce vehicle traffic on rural County roadways caused by those traveling through the area.
- Policy
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.
 - Policy 24: TDM, Outreach and Transit: On rural roads with heavy through traffic, consider implementing appropriate measures such as Transportation Demand Management (TDM) to reduce such traffic.

Public Transportation

- Policy
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.
 - Policy 14: TDM, Outreach, and Transit: Coordinate and work with transit agencies and service providers (including, but not limited to, TriMet, CC Rider, and C-Tran) to identify existing transit deficiencies and the improvements necessary to increase access to transit services by potential users.

Road Network

- Policy
 - Policy 5: Overall Transportation System: Implement and maintain a balanced, safe, and efficient transportation system using the existing roadway network.
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.

Freight

- Policy
 - Policy 10: Mobility and Freight: Consider regional mobility and freight, and study alternative routes and modes for mobility and freight through unincorporated Multnomah County, including addressing community needs.
 - Policy 12: Mobility and Freight: Discourage through traffic on trafficways with a functional classification of rural local road or rural collector.

Commuters

- Goal
 - Reduce vehicle traffic on rural County roadways caused by those traveling through the area.
- Policy
 - Policy 12: Mobility and Freight: Discourage through traffic on trafficways with a functional classification of rural local road or rural collector.
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.

Transportation System

- Goal
 - Implement a transportation system that is safe and efficient in meeting the needs of area residents.

- Implement a balanced transportation system that supports all modes of travel.
- Develop a transportation system that supports the rural character of unincorporated Multnomah County.
- Develop a transportation system that supports a healthy economy.
- Policy
 - Policy 1: Overall Transportation System: Maintain and improve the transportation system for all modes of travel with the following goals: reducing vehicle miles travelled, minimizing carbon emissions, reducing conflict between travel modes, and improving the natural environment by minimizing stormwater runoff and facilitating wildlife movement. Ensure that the transportation system reflects the community's rural character while ensuring efficiency and local connectivity.
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.
 - Policy 3: Overall Transportation System: Promote a transportation system that prioritizes and supports the efficient and safe movement of farm and forest vehicles and equipment.
 - Policy 4: Overall Transportation System: Coordinate with public service providers and private utility suppliers to maximize the efficient delivery of both public and private utilities and facilities in County Right of way.
 - Policy 5: Overall Transportation System: Implement and maintain a balanced, safe, and efficient transportation system using the existing roadway network.
 - Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.
 - Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.
 - Policy 8: Active Transportation: Develop and support programs and projects that educate and increase the safety of non-motorized transportation options in the County, and reduce dependency on automobile use and to reduce vehicle miles traveled (VMT) by:
 - Promoting bicycling and walking as vital transportation choices.
 - Assuring that future street improvement projects on a designated bikeway and walkways are designed to accommodate and improve safety for bicyclists, pedestrians and transit users.
 - Striving to use federal, state, and local best design practices for bicycle and pedestrian facilities when improving County roadways while maintaining context sensitivity.
 - Providing for bicycle and pedestrian travel through the development and adoption of a Countywide Transportation Capital Improvements Program (CIP) that includes all the bikeways and walkways identified in the Multnomah County Bikeway and Pedestrian System Maps.

- Placing priority on transportation system improvements in the Capital Improvement Plan that reduce the number of crashes involving bicyclists and pedestrians, the roadway's most vulnerable users.
- Supporting transportation options programs in the region including Safe Routes to School, bicycle tourism initiatives (where appropriate), the development of future Transportation Management Associations (TMAs), and other programs funded through the Regional Travel Options program.
- Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
- Supporting the conversion of railroad lines to multi-use paths, such as the Burlington Northern Cornelius Pass Road rail line.
- Policy 10: Mobility and Freight: Consider regional mobility and freight, and study alternative routes and modes for mobility and freight through unincorporated Multnomah County, including addressing community needs.
- Policy 15: Safety: Work with the Oregon Office of Emergency Management, Multnomah County Emergency Management and Multnomah County rural fire protection districts to ensure that the transportation system supports effective responses to emergencies and disasters.
- Policy 23: Transportation Equity: Ensure that transportation system plans and investments not only equitably distribute the benefits and burdens of the system improvements, but also prioritize and support programs and projects that eliminate transportation-related disparities faced by groups that have historically had significant unmet transportation needs or who have experienced disproportionate negative impacts from the existing transportation system.

Community Vitality

- Goal
 - Implement a transportation system that is safe and efficient in meeting the needs of area residents.
 - Develop a transportation system that supports the rural character of unincorporated Multnomah County.
- Policy
 - Policy 1: Overall Transportation System: Maintain and improve the transportation system for all modes of travel with the following goals: reducing vehicle miles travelled, minimizing carbon emissions, reducing conflict between travel modes, and improving the natural environment by minimizing stormwater runoff and facilitating wildlife movement. Ensure that the transportation system reflects the community's rural character while ensuring efficiency and local connectivity.
 - Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.
 - Policy 10: Mobility and Freight: Consider regional mobility and freight, and study alternative routes and modes for mobility and freight through unincorporated Multnomah County, including addressing community needs.

- Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments by:
- Policy 23: Transportation Equity: Ensure that transportation system plans and investments not only equitably distribute the benefits and burdens of the system improvements, but also prioritize and support programs and projects that eliminate transportation-related disparities faced by groups that have historically had significant unmet transportation needs or who have experienced disproportionate negative impacts from the existing transportation system.

Economic/Financial

- Goal
 - Develop a transportation system that supports a healthy economy.
 - Provide transportation improvements in a timely manner according to funding capability.
- Policy
 - Policy 4: Overall Transportation System: Coordinate with public service providers and private utility suppliers to maximize the efficient delivery of both public and private utilities and facilities in County Right of way.
 - Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.
 - Policy 16: Funding and Maintenance: Explore alternative supplemental funding sources to improve County's road maintenance, safety projects, and other improvements.
 - Policy 17: Funding: Maximize cost-effectiveness of transportation improvements using the Capital Improvement Plan process and maintenance program.

Columbia Gorge Economic Development Strategy (2017)

(Primary Topic Area: Economic Development)

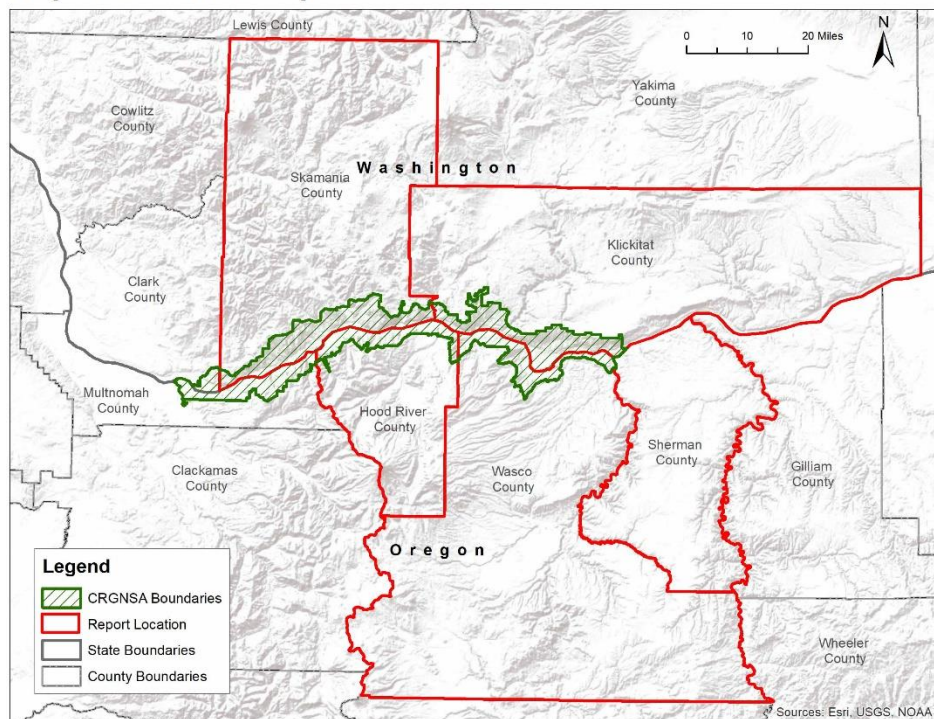
Summary

This 78-page document, written by the strategy and steering committees of the Mid-Columbia Economic Development District (MCEDD), provides the comprehensive economic development strategy for 2017-2022 for the MCEDD, which serves five counties in a bi-state region of Oregon and Washington surrounding the Gorge. A diverse workgroup of 100 local representatives informed the plan, which offers an outlook on the region's economic conditions and an action plan for future years. The region is contending with an aging population, a shortage of affordable housing, infrastructure limitations, and a complex regulatory environment, all of which complicate economic growth and negatively affect the area's economic resiliency. The plan offers strategies to improve economic conditions by leveraging partnerships and collaboration across state lines, expanding tourism, improving broadband connectivity,

addressing public transportation, and extracting natural assets. The plan concludes by outlining the top ten priority infrastructure projects in Oregon and the top ten in Washington.

Elements not addressed in this plan: *Resource Protection, Congestion Management/Parking, Road Network, Recreation, Freight, Commuters, and Community Vitality.* (Note that there is a more in-depth analysis of The Columbia Gorge Economic Development Strategy available in Appendix A)

Report Location Map



Bicycling

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.15 Strategy: Provide modal options with facilities for bicyclists and pedestrians.
 - 4.15.1 Support completion of the Historic Columbia River Highway trail.
 - 4.15.2 Further facilitate Gorge Hubs facilities.
 - 4.15.3 Assess opportunities and develop strategies for all bridges to enable bike/pedestrian access
 - 4.15.4 Complete a usage study for impact of pedestrian traffic and tourism.

Pedestrians

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”

- Strategies
 - 4.15 Strategy: Provide modal options with facilities for bicyclists and pedestrians.
 - 4.15.1 Support completion of the Historic Columbia River Highway trail.
 - 4.15.2 Further facilitate Gorge Hubs facilities.
 - 4.15.3 Assess opportunities and develop strategies for all bridges to enable bike/pedestrian access
 - 4.15.4 Complete a usage study for impact of pedestrian traffic and tourism.

Safety

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.13 Strategy: Improve safety of regional transportation network.
 - 4.13.1 Address parking, issues, especially along Hwy 14 and at access points (e.g. trailheads) that impact safety.

Public Transportation

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.12 Strategy: Increase access to cargo and passenger rail.
 - 4.12.1 Advocate for facilities at Amtrak passenger rail stops.
 - 4.14 Strategy: Increase capacity of regional transportation network with efficient and accessible bi-state transit options.
 - 4.14.1 Address priorities expressed in Human Services Coordinated Transportation Plans.
 - 4.14.2 While there are practical limitations to dramatic increases in transit, focus on incremental and sustainable success on both the local and regional scale for transit both inter and intra community.
 - 4.14.3 Actively engage and follow-through with feasibility assessments for fixed route transit.
 - 4.14.4 Further bolster the Gorge TransLink Alliance to support a seamless bi-state transit system.
 - 4.14.5 Support transportation options programs through Drive Less Connect.
 - 4.14.6 Facilitate employment transportation needs; coordinating vanpools and pursuing transportation options.
 - 4.14.7 Build awareness of available services.

Freight

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.8 Strategy: Maintain, preserve and enhance existing infrastructure to improve the transport of goods and movement of people.
 - 4.8.1 Improve connections between rail, air, highway, and river systems.
 - 4.8.2 Pursue immediate truck parking opportunities to support regional economic development.
 - 4.8.3 Commit resources to address facility modernization critical to the overall transportation system.

Other

- Goal
 - Housing: “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
 - Workforce: "Nurture, educate, attract and maintain a regional workforce that is career trained and work ready."
 - Infrastructure (Water/Wastewater): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
 - Infrastructure (Broadband): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
 - Regulatory Environment: "Collaborate as a region to simplify and decentralize regulatory processes."

Transportation System

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.7 Strategy: Advocate to enhance federal, state and private investments into transportation.
 - 4.7.1 Identify opportunities to advance regional transportation priorities in a potential Oregon Transportation Package.
 - 4.7.2 Pursue Federal Lands Access Program funding options.
 - 4.7.3 Identify and pursue opportunities through federal transportation programs
 - 4.8 Strategy: Maintain, preserve and enhance existing infrastructure to improve the transport of goods and movement of people.
 - 4.8.1 Improve connections between rail, air, highway, and river systems.

- 4.8.2 Pursue immediate truck parking opportunities to support regional economic development.
- 4.8.3 Commit resources to address facility modernization critical to the overall transportation system.
- 4.9 Strategy: Identify, seek funding and complete priority highway, road and bridge transportation infrastructure projects.
- 4.9.1 Participate in the Southwest Washington Regional Transportation Commission (RTC), Region 1 Area Commission on Transportation (ACT) and Lower John Day ACT to identify priority projects. Integrate annually to this strategy with regional project prioritization.
- 4.9.2 Focus on key corridors and market roads necessary for the transport of goods. Address bottlenecks on the road system and bi-state connections.
- 4.10 Strategy: Support regional airport enhancements.
- 4.10.1 Further develop the Columbia Gorge Regional Airport, serving key healthcare and tech businesses. Further develop capacity of the airport as a bi-state firefighting base.
- 4.10.2 Identify opportunities to further Goldendale airport's potential as a distribution center.
- 4.10.3 Support enhancements to the Hood River Jernstedt airport.
- 4.11 Strategy: Enhance the Columbia River system transportation system (eg docks to support commerce and cruise ships)
- 4.12 Strategy: Increase access to cargo and passenger rail.
- 4.12.1 Advocate for facilities at Amtrak passenger rail stops.
- 4.13 Strategy: Improve safety of regional transportation network.
- 4.13.1 Address parking, issues, especially along Hwy 14 and at access points (e.g. trailheads) that impact safety.
- 4.14 Strategy: Increase capacity of regional transportation network with efficient and accessible bi-state transit options.
- 4.14.1 Address priorities expressed in Human Services Coordinated Transportation Plans.
- 4.14.2 While there are practical limitations to dramatic increases in transit, focus on incremental and sustainable success on both the local and regional scale for transit both inter and intra community.
- 4.14.3 Actively engage and follow-through with feasibility assessments for fixed route transit.
- 4.14.4 Further bolster the Gorge TransLink Alliance to support a seamless bi-state transit system.
- 4.14.5 Support transportation options programs through Drive Less Connect.
- 4.14.6 Facilitate employment transportation needs; coordinating vanpools and pursuing transportation options.
- 4.14.7 Build awareness of available services.
- 4.15 Strategy: Provide modal options with facilities for bicyclists and pedestrians.
- 4.15.1 Support completion of the Historic Columbia River Highway trail.
- 4.15.2 Further facilitate Gorge Hubs facilities.

- 4.15.3 Assess opportunities and develop strategies for all bridges to enable bike/pedestrian access
- 4.15.4 Complete a usage study for impact of pedestrian traffic and tourism.

Economic/Financial

- Goal
 - Financial Capital/Entrepreneurial Environment: "Enhance the retention and expansion of business in the region, coordinating resources to diversify the economy and create sustainable quality jobs."
 - Infrastructure (Transportation): "Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities."

Relationship to Management Plan

- This plan introduces a number of transportation-related goals that align with the goals and policies outlined in the Management Plan. The plan also puts forth a series of economic, freight, and housing recommendations, which have the potential to conflict with aspects of the Management Plan as they could have negative consequences on congestion management and resource protection.

Appendix A

Appendix A includes a detailed summary of the *Multnomah County Transportation Plan* and *Columbia Gorge Economic Development Strategy* including all key transportation issues, policies, goals, and strategies.

Multnomah County Transportation System Plan (2016)

KEY TRANSPORTATION ISSUES

The plan focuses on addressing both current as well as year 2035 needs of the transportation system. The central needs identified as part of this process are:

- **Reduce Modal Conflicts**– Most of Multnomah County’s rural areas are served by two-lane narrow rural roadways. A variety of users with diverse needs and varying speeds (e.g., farm equipment, an active cycling community, pedestrians, and motorists) use the roadway, which can result in conflicts between modes.
- **Enhance Safety for All System Users** – Recent crash history reflects a tendency toward single vehicle crashes with fixed objects after leaving the roadway.
- **Manage Travel Demand**– Peak traffic conditions, resulting from commuter traffic, seasonal events (such as access to public beaches, recreational areas and pumpkin patches) and limited duration events (such as concerts and farm-to-table dinners), result in traffic congestion and long vehicle queues. In addition to causing delays, highly congested roadways can have a potential impact on emergency response times.
- **Address Increasing Traffic and Safety Issues While Maintaining Rural Character** – Although there are an increasing number of vehicles on the roads, residents are concerned transportation improvements and roadway widening will affect the rural character of the area. The County will have to address the issues caused by this increase through planning of safety and other improvements that do not change the character of the area. Improvements and solutions should include context sensitive design.
- **Reduce Traffic Pressure on County Roads**– County rural roads are increasingly used as an alternative route to State highways, creating heavy traffic flows and congestion during commute hours and increasing safety concerns. Examples include the use of West Hills Roads to connect US-30 and US-26. Solutions for these roads are needed that increase safety and traffic flow without encouraging more traffic, building more roadways, or widening roadways and impacting wildlife and their habitat.
- **Bicycle Infrastructure** – Traveling and commuting by bicycle has become increasingly popular in Multnomah County, but most bicycle network improvements have been focused in the urban areas. As the number of bicyclists continues to grow, investment also needs to be made in the rural areas of the County. Some types of bicycle infrastructure can also serve pedestrians in rural areas, such as providing for shoulders.
- **Better Road Maintenance** – The County’s rural roads are experiencing increased traveler use, creating a need for better road maintenance. State and local gas tax have been the primary funding in the past but are not keeping pace to needs.
- **Health and Equity** – Recent research has shown that transportation has a significant impact on health and the well-being of members of the community. Transportation can also cause or support health inequities between different sub-groups within the community. The

benefits and burdens of the transportation system should be equitably distributed throughout the County.

- Water Transport – Due to the Willamette River and the freight transportation it supports, water transport is important to the County’s economy and transportation system.
- Wildlife Crossings – Transportation improvements often negatively impact wildlife and their habitats, especially roadway widening. Further partnerships and research can be examined to create design treatments that minimize these negative impacts.

Bicycling

- Policy
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.
- Policy
 - Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.
- Strategy
 - Apply context sensitive roadway improvements and evaluation of projects.
- Policy
 - Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.
- Strategies:
 - Explore options for bike pull outs and passing lanes to allow for resting and passing
 - Consider bike-friendly road treatments, especially in regards to maintenance of the road
 - Consider bike and environment friendly materials and treatments such as pervious asphalt
 - When widening, shoulders should aim to achieve a minimum 3 foot paved width.
 - Explore services and facilities to support multimodal uses that reflect rural character and reduce impacts on surrounding land uses and wildlife connectivity.
 - Prioritize use of centerline rumble strips for the purpose of supporting efficient and safe movement of vehicles and avoid the use of fog line rumble strips which endanger bicyclists. If fog line rumble strips are used, safe facilities should be designed that allows for bikes to ride safely, such as the application of adequate shoulders.
 - In areas with steep slopes, landslide hazards, or wildlife habitat, first consider alternatives such as signage and TDM strategies that do not require additional impervious surfaces.
- Policy
 - Policy 8: Active Transportation: Develop and support programs and projects that educate and increase the safety of non-motorized transportation options in the County, and reduce dependency on automobile use and to reduce vehicle miles traveled (VMT) by:
 - Promoting bicycling and walking as vital transportation choices.

- Assuring that future street improvement projects on a designated bikeway and walkways are designed to accommodate and improve safety for bicyclists, pedestrians and transit users.
 - Striving to use federal, state, and local best design practices for bicycle and pedestrian facilities when improving County roadways while maintaining context sensitivity.
 - Providing for bicycle and pedestrian travel through the development and adoption of a Countywide Transportation Capital Improvements Program (CIP) that includes all the bikeways and walkways identified in the Multnomah County Bikeway and Pedestrian System Maps.
 - Placing priority on transportation system improvements in the Capital Improvement Plan that reduce the number of crashes involving bicyclists and pedestrians, the roadway's most vulnerable users.
 - Supporting transportation options programs in the region including Safe Routes to School, bicycle tourism initiatives (where appropriate), the development of future Transportation Management Associations (TMAs), and other programs funded through the Regional Travel Options program.
 - Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
 - Supporting the conversion of railroad lines to multi-use paths, such as the Burlington Northern Cornelius Pass Road rail line.
- Strategies
 - The following strategies should be used to implement the County's bicycle and pedestrian system:
 - Identify a connected network of pedestrian and bicycle facilities and access to transit, which provides the framework for future walkway and bikeway projects.
 - Periodically review and update the Multnomah County Design and Construction Manual to include the most up-to-date national, state, and local best practice for the design of bicycle and pedestrian facilities.
 - Coordinate with Metro to implement bicycle and pedestrian networks in the Regional Transportation Plan (RTP, the Regional Transportation Functional Plan (RTFP), and other local transportation system plans. Participate in updates to regional and local transportation plans.
 - Continue to support and coordinate with Metro and other partner agencies in regional trails projects that may affect rural Multnomah County, recognizing trails as a vital component to the regional active transportation network while protecting natural resources and habitat.
 - Continue to seek funding for identified bicycle and pedestrian improvements, such as but not limited to state and regional grant sources.
 - Maintain the Bicycle and Pedestrian Citizen Advisory Committee to provide input on Multnomah County Transportation Division projects and programs, including proposed bicycle and pedestrian project criteria and project design.

- Ensure there is a comment, review, and public involvement process for planning, engineering, operations and maintenance projects for the appropriate neighborhood groups and cities within Multnomah County.
- Policy
 - Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools
- Strategies
 - Develop and maintain an active program in schools, consistent with the federally recognized program utilizing the five Es: education, encouragement, enforcement, engineering, and evaluation.
 - Continue to identify and fund bicycle and pedestrian infrastructure to increase safety around schools the through Capital Improvement Program
- Policy
 - Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments by:
- A. Improving safety for all modes
- Strategies
 - Lowering traffic speeds through speed limits, enforcement, and roadway design.
 - Minimizing modal conflict by planning and building bicycle and pedestrian networks that encourage travel on low-traffic streets or off-street trails.
 - Identifying and addressing real and perceived high crash corridors or hot spots with high crash rates.
 - Incorporating safety-related features and best practices when designing new facilities or renovating existing facilities.
 - Ensuring that vulnerable groups such as youth, elderly, low-income and disabled are engaged in planning and design efforts.
 - Supporting Safe Routes to School and other education and encouragement programs that teach people how to safely use the transportation system
 - Developing a transportation safety action plan.
 - Coordinating with land use planning for safe traffic control and parking at events and other peak use generators.
 - Coordinating with other agencies such as ODOT when appropriate.
- B. Increasing opportunities for physical activity by promoting active transportation modes (walking, bicycling, transit, and equestrian) and multimodal access to parks, trails, open space, and other recreational facilities and employment centers.
- Strategies
 - Building out multimodal transportation networks.
 - Ensuring safe, convenient, multimodal access to parks, trails, open space and other recreational facilities and employment centers.
 - Supporting Safe Routes to School and other education and encouragement programs that teach and encourage people to safely use active transportation modes.

- Partnering with the Multnomah County Health Department on health promotion and chronic disease prevention programs and initiatives that focus on increasing physical activity.

C. Ensuring multimodal access to health supportive resources such as healthy food retail, employment, affordable housing, and parks and recreation facilities.

- Strategies
 - Coordinating land use planning to ensure that such resources are easily accessible by multiple modes.
 - Working with transit providers to ensure that service plans are coordinated with development.
 - Working with transit providers to ensure that bicycle and pedestrian improvements support transit use.
 - Ensuring site design guidelines and requirements provide and promote multimodal site access and circulation, and appropriate connections.

D. Reducing exposure to air, light, and noise pollutants

- Strategies
 - Encouraging programs that reduce dependence on single occupant vehicle miles travelled and increasing use of electric and low emission vehicles.
 - Encouraging bicyclists and pedestrians to use parallel low traffic streets where possible instead of high traffic roadways.
 - Coordinating transportation and land use planning to avoid locating sensitive land uses near high traffic roadways. Sensitive land uses include schools, parks and playfields, community and senior centers, affordable housing, and other places where vulnerable groups such as youth, seniors, and people with low incomes spend significant amounts of time.
 - Establishing vegetative buffers (trees and shrubs) along roadways to filter and reduce the air and light pollutants.
 - Implementing anti-idling campaigns around schools, road construction zones, and other places where drivers tend to idle.
 - Using paving materials that are designed to minimize the production of road noise.
- Relationship to MP
 - While the bicycle policies and strategies within this plan are more expansive than those within the Management Plan, they are generally consistent with the goals of the Management Plan.

Pedestrians

- Policy
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.
- Policy
 - Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.

- Strategy
 - Apply context sensitive roadway improvements and evaluation of projects.
- Policy
 - Policy 8: Active Transportation: Develop and support programs and projects that educate and increase the safety of non-motorized transportation options in the County, and reduce dependency on automobile use and to reduce vehicle miles traveled (VMT) by:
 - Promoting bicycling and walking as vital transportation choices.
 - Assuring that future street improvement projects on a designated bikeway and walkways are designed to accommodate and improve safety for bicyclists, pedestrians and transit users.
 - Striving to use federal, state, and local best design practices for bicycle and pedestrian facilities when improving County roadways while maintaining context sensitivity.
 - Providing for bicycle and pedestrian travel through the development and adoption of a Countywide Transportation Capital Improvements Program (CIP) that includes all the bikeways and walkways identified in the Multnomah County Bikeway and Pedestrian System Maps.
 - Placing priority on transportation system improvements in the Capital Improvement Plan that reduce the number of crashes involving bicyclists and pedestrians, the roadway's most vulnerable users.
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 - Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
 - Supporting the conversion of railroad lines to multi-use paths, such as the Burlington Northern Cornelius Pass Road rail line.
- Strategies
 - The following strategies should be used to implement the County's bicycle and pedestrian system:
 - Identify a connected network of pedestrian and bicycle facilities and access to transit, which provides the framework for future walkway and bikeway projects.
 - Periodically review and update the Multnomah County Design and Construction Manual to include the most up-to-date national, state, and local best practice for the design of bicycle and pedestrian facilities.
 - Coordinate with Metro to implement bicycle and pedestrian networks in the Regional Transportation Plan (RTP, the Regional Transportation Functional Plan (RTFP), and other local transportation system plans. Participate in updates to regional and local transportation plans.
 - Continue to support and coordinate with Metro and other partner agencies in regional trails projects that may affect rural Multnomah County, recognizing

trails as a vital component to the regional active transportation network while protecting natural resources and habitat.

- Continue to seek funding for identified bicycle and pedestrian improvements, such as but not limited to state and regional grant sources.
- Maintain the Bicycle and Pedestrian Citizen Advisory Committee to provide input on Multnomah County Transportation Division projects and programs, including proposed bicycle and pedestrian project criteria and project design.
- Ensure there is a comment, review, and public involvement process for planning, engineering, operations and maintenance projects for the appropriate neighborhood groups and cities within Multnomah County.

- Policy

- Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools

- Strategies

- Develop and maintain an active program in schools, consistent with the federally recognized program utilizing the five Es: education, encouragement, enforcement, engineering, and evaluation.
 - Continue to identify and fund bicycle and pedestrian infrastructure to increase safety around schools through Capital Improvement Program

- Policy

- Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments by:

- A. Improving safety for all modes

- Strategies

- Lowering traffic speeds through speed limits, enforcement, and roadway design.
 - Minimizing modal conflict by planning and building bicycle and pedestrian networks that encourage travel on low-traffic streets or off-street trails.
 - Identifying and addressing real and perceived high crash corridors or hot spots with high crash rates.
 - Incorporating safety-related features and best practices when designing new facilities or renovating existing facilities.
 - Ensuring that vulnerable groups such as youth, elderly, low-income and disabled are engaged in planning and design efforts.
 - Supporting Safe Routes to School and other education and encouragement programs that teach people how to safely use the transportation system
 - Developing a transportation safety action plan.
 - Coordinating with land use planning for safe traffic control and parking at events and other peak use generators.
 - Coordinating with other agencies such as ODOT when appropriate.

- B. Increasing opportunities for physical activity by promoting active transportation modes (walking, bicycling, transit, and equestrian) and multimodal access to parks, trails, open space, and other recreational facilities and employment centers.

- Strategies

- Building out multimodal transportation networks.

- Ensuring safe, convenient, multimodal access to parks, trails, open space and other recreational facilities and employment centers.
- Supporting Safe Routes to School and other education and encouragement programs that teach and encourage people to safely use active transportation modes.
- Partnering with the Multnomah County Health Department on health promotion and chronic disease prevention programs and initiatives that focus on increasing physical activity.

C. Ensuring multimodal access to health supportive resources such as healthy food retail, employment, affordable housing, and parks and recreation facilities.

- Strategies
 - Coordinating land use planning to ensure that such resources are easily accessible by multiple modes.
 - Working with transit providers to ensure that service plans are coordinated with development.
 - Working with transit providers to ensure that bicycle and pedestrian improvements support transit use.
 - Ensuring site design guidelines and requirements provide and promote multimodal site access and circulation, and appropriate connections.

D. Reducing exposure to air, light, and noise pollutants

- Strategies
 - Encouraging programs that reduce dependence on single occupant vehicle miles travelled and increasing use of electric and low emission vehicles.
 - Encouraging bicyclists and pedestrians to use parallel low traffic streets where possible instead of high traffic roadways.
 - Coordinating transportation and land use planning to avoid locating sensitive land uses near high traffic roadways. Sensitive land uses include schools, parks and playfields, community and senior centers, affordable housing, and other places where vulnerable groups such as youth, seniors, and people with low incomes spend significant amounts of time.
 - Establishing vegetative buffers (trees and shrubs) along roadways to filter and reduce the air and light pollutants.
 - Implementing anti-idling campaigns around schools, road construction zones, and other places where drivers tend to idle.
 - Using paving materials that are designed to minimize the production of road noise.
- Relationship to MP
 - While the pedestrian policies and strategies within this plan are more expansive than those within the Management Plan, they are generally consistent with the goals of the Management Plan.

Safety

- Goal
 - Implement a transportation system that is safe and efficient in meeting the needs of area residents.

- Policy
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.
- Policy
 - Policy 3: Overall Transportation System: Promote a transportation system that prioritizes and supports the efficient and safe movement of farm and forest vehicles and equipment.
- Policy
 - Policy 5: Overall Transportation System: Implement and maintain a balanced, safe, and efficient transportation system using the existing roadway network.
- Strategies
 - Review and maintain a trafficway classification system integrated with land uses and travel needs. The hierarchy of functional classifications should be based on trip types and length, traffic volume and travel modes, and access to adjacent land uses.
 - For capital projects, improve streets to the standards established by the classification system and the Multnomah County Design and Construction Manual while maintaining context sensitivity.
 - Implement access management standards established in the Multnomah County Road Rules and the Multnomah County Design and Construction Manual while maintaining context sensitivity.
 - Place priority on maintaining the existing trafficways.
 - Review land use development and condition improvements on County Roads based on functional classification and standards set forth in the Multnomah County Design and Construction Manual to mitigate impacts. Transportation and land use development review should be coordinated.
 - Implement the land development process adopted in the Multnomah County Road Rules where half-street improvements or dedication of a right-of-way or easements can be required as conditions of a permit for land development abutting a County road.
 - Maintain inventory of current and projected deficiencies on the County's road network as the basis for Capital Improvement Plan and Program, including general roadway improvements, bicycle improvements, pedestrian improvements, and wildlife crossing improvements.
 - Coordinate policy and development review work with Multnomah County Land Use Planning program which regulates off-street parking and loading areas, including parking for vehicles, trucks, and bicycles through Multnomah County Code.
- Policy
 - Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.
- Strategy
 - Apply context sensitive roadway improvements and evaluation of projects.

- Policy
 - Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.
- Strategies:
 - Explore options for bike pull outs and passing lanes to allow for resting and passing
 - Consider bike-friendly road treatments, especially in regards to maintenance of the road
 - Consider bike and environment friendly materials and treatments such as pervious asphalt
 - When widening, shoulders should aim to achieve a minimum 3 foot paved width.
 - Explore services and facilities to support multimodal uses that reflect rural character and reduce impacts on surrounding land uses and wildlife connectivity.
 - Prioritize use of centerline rumble strips for the purpose of supporting efficient and safe movement of vehicles and avoid the use of fog line rumble strips which endanger bicyclists. If fog line rumble strips are used, safe facilities should be designed that allows for bikes to ride safely, such as the application of adequate shoulders.
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 - Supporting transportation options programs in the region including Safe Routes to School, bicycle tourism initiatives (where appropriate), the development of future Transportation Management Associations (TMAs), and other programs funded through the Regional Travel Options program.

- Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
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 - Periodically review and update the Multnomah County Design and Construction Manual to include the most up-to-date national, state, and local best practice for the design of bicycle and pedestrian facilities.
 - Coordinate with Metro to implement bicycle and pedestrian networks in the Regional Transportation Plan (RTP, the Regional Transportation Functional Plan (RTFP), and other local transportation system plans. Participate in updates to regional and local transportation plans.
 - Continue to support and coordinate with Metro and other partner agencies in regional trails projects that may affect rural Multnomah County, recognizing trails as a vital component to the regional active transportation network while protecting natural resources and habitat.
 - Continue to seek funding for identified bicycle and pedestrian improvements, such as but not limited to state and regional grant sources.
 - Maintain the Bicycle and Pedestrian Citizen Advisory Committee to provide input on Multnomah County Transportation Division projects and programs, including proposed bicycle and pedestrian project criteria and project design.
 - Ensure there is a comment, review, and public involvement process for planning, engineering, operations and maintenance projects for the appropriate neighborhood groups and cities within Multnomah County.
- Policy
 - Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools
- Strategies
 - Develop and maintain an active program in schools, consistent with the federally recognized program utilizing the five Es: education, encouragement, enforcement, engineering, and evaluation.
 - Continue to identify and fund bicycle and pedestrian infrastructure to increase safety around schools through Capital Improvement Program
- Policy
 - Policy 11: Safety: Reduce travel conflicts by providing appropriate facilities, signs, and traffic marking based upon user type and travel mode.
- Policy
 - Policy 15: Safety: Work with the Oregon Office of Emergency Management, Multnomah County Emergency Management and Multnomah County rural fire protection districts

to ensure that the transportation system supports effective responses to emergencies and disasters.

- Policy
 - Policy 16: Funding and Maintenance: Explore alternative supplemental funding sources to improve County's road maintenance, safety projects, and other improvements.
- Strategies
 - Consider long term maintenance costs with development of capital projects.
 - Review and update the County's Road Maintenance Program to implement applicable policies and strategies of the Comprehensive Plan and SIMC Rural Area Plan.
 - Review internal protocols related to road and right-of-way maintenance, including roadside hedgerow trimming and weed eradication. Work with the Soil & Water Conservation Districts, ODFW and wildlife conservation organizations to protect wildlife and manage invasive plant species to ensure that habitat and water resource restoration projects are coordinated with County road maintenance and drainage control programs.
 - Ensure that non-profit organizations and property owners are aware of County programs that may limit wildlife habitat restoration projects, and that County road staff are aware of existing and completed habitat restoration projects when they conduct their operations.
 - To implement this policy, the County Road Maintenance program will review the following recommendations:
 - Except in emergency situations, County road mowing should be done between August 15 and March 15 to minimize impact to nesting birds, and workers should avoid mowing at identified turtle, frog and salamander crossings during nesting season (May and September).
 - Culverts under county roads should be surveyed, then repaired and replaced as needed to limit barriers to fish and wildlife passage.
 - County staff should work with ODFW and wildlife conservation organizations to identify and mitigate in areas where wildlife corridors cross county roads.
 - Mowing equipment should be regularly cleaned so that seeds of invasive plants are not spread into areas where they have not yet been introduced. Incorporate erosion control best practices for mowing and other maintenance activities.
 - County staff should confer with the Soil & Water Conservation Districts on best management practices for mowing operations and removing invasive weeds along road right-of-way.
 - County staff should be trained to recognize invasive and desirable native plant species; Multnomah County should prioritize plant species for control.
 - County staff should inform property owners of the existing Owner Vegetation Maintenance Agreement, which allows abutting property owners to maintain right-of-way vegetation.
- Policy
 - Policy 18: Safety: Provide a transportation system that functions at appropriate safety levels for all motorized and nonmotorized traffic.

- Strategies
 - Consider recorded accident rates and documented perceived risks (smart phone applications, websites, reported near misses, etc.) for all modes of transportation and recommend implementation of low-cost operational improvements within budgetary limits. Target resources to reduce accident potential in the top 10 percent of accident locations
 - Continue to monitor high accident location sites for all modes of transportation.
 - Implement access management standards to reduce vehicle conflicts and maintain the rural character of the area.
 - Perform safety audits to identify locations where roadway characteristics increase risks and work to reduce those risks.
- Policy
 - Policy 19: Safety: Support safe travel speeds on the transportation system.
- Strategies
 - Support speed limit enforcement through a variety of available techniques.
 - Apply design standards that encourage appropriate motor vehicle and truck speeds.
- Policy
 - Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments by:
 - A. Improving safety for all modes
- Strategies
 - Lowering traffic speeds through speed limits, enforcement, and roadway design.
 - Minimizing modal conflict by planning and building bicycle and pedestrian networks that encourage travel on low-traffic streets or off-street trails.
 - Identifying and addressing real and perceived high crash corridors or hot spots with high crash rates.
 - Incorporating safety-related features and best practices when designing new facilities or renovating existing facilities.
 - Ensuring that vulnerable groups such as youth, elderly, low-income and disabled are engaged in planning and design efforts.
 - Supporting Safe Routes to School and other education and encouragement programs that teach people how to safely use the transportation system
 - Developing a transportation safety action plan.
 - Coordinating with land use planning for safe traffic control and parking at events and other peak use generators.
 - Coordinating with other agencies such as ODOT when appropriate.
- Relationship to MP
 - While the safety policies and strategies are much more detailed in this plan than the Management Plan, they are generally consistent with the safety goal area of the Management Plan.

Resource Protection

- Policy
 - Policy 1: Overall Transportation System: Maintain and improve the transportation system for all modes of travel with the following goals: reducing vehicle miles travelled, minimizing carbon emissions, reducing conflict between travel modes, and improving the natural environment by minimizing stormwater runoff and facilitating wildlife movement. Ensure that the transportation system reflects the community's rural character while ensuring efficiency and local connectivity.
- Strategies
 - Explore implementing measures for traffic calming, traffic diversion, and speed enforcement.
 - Address climate change impacts and the Climate Action Plan's recommended actions when planning transportation investments and service delivery strategies.
- Policy
 - Policy 16: Funding and Maintenance: Explore alternative supplemental funding sources to improve County's road maintenance, safety projects, and other improvements.
- Strategies
 - Consider long term maintenance costs with development of capital projects.
 - Review and update the County's Road Maintenance Program to implement applicable policies and strategies of the Comprehensive Plan and SIMC Rural Area Plan.
 - Review internal protocols related to road and right-of-way maintenance, including roadside hedgerow trimming and weed eradication. Work with the Soil & Water Conservation Districts, ODFW and wildlife conservation organizations to protect wildlife and manage invasive plant species to ensure that habitat and water resource restoration projects are coordinated with County road maintenance and drainage control programs.
 - Ensure that non-profit organizations and property owners are aware of County programs that may limit wildlife habitat restoration projects, and that County road staff are aware of existing and completed habitat restoration projects when they conduct their operations.
 - To implement this policy, the County Road Maintenance program will review the following recommendations:
 - Except in emergency situations, County road mowing should be done between August 15 and March 15 to minimize impact to nesting birds, and workers should avoid mowing at identified turtle, frog and salamander crossings during nesting season (May and September).
 - Culverts under county roads should be surveyed, then repaired and replaced as needed to limit barriers to fish and wildlife passage.
 - County staff should work with ODFW and wildlife conservation organizations to identify and mitigate in areas where wildlife corridors cross county roads.
 - Mowing equipment should be regularly cleaned so that seeds of invasive plants are not spread into areas where they have not yet been introduced. Incorporate erosion control best practices for mowing and other maintenance activities.

- County staff should confer with the Soil & Water Conservation Districts on best management practices for mowing operations and removing invasive weeds along road right-of-way.
 - County staff should be trained to recognize invasive and desirable native plant species; Multnomah County should prioritize plant species for control.
 - County staff should inform property owners of the existing Owner Vegetation Maintenance Agreement, which allows abutting property owners to maintain right-of-way vegetation.
- Policy
 - Policy 20: Environment: Avoid and minimize impacts to the natural environment, fish, and wildlife habitat when applying roadway design standards.
- Strategies
 - Implement standards and best practices for all transportation projects with regard to water quality treatment - the reduction, detention and infiltration of stormwater runoff from existing and new impervious surfaces - to improve water quality as well as fish and wildlife habitats, consistent with requirements of the National Pollutant Discharge Elimination System - Municipal Separate Storm Sewer System Phase I Permit and the Water Pollution Control Facility - Underground Injection Control Permit, issued by the Oregon Department of Environmental Quality under the Federal Clean Water Act and Safe Drinking Water Act.
 - Implement standards and best practices for all transportation projects with regard to protection restoration of existing riparian buffers where waters of the state border current and future rights of way.
 - Implement a program for the assessment and prioritization of fish passage barriers at stream crossings following the Oregon Department of Fish and Wildlife (ODFW) Fish Passage Rules.
 - Secure funding for the restoration of existing fish passage barriers at stream crossings to meet ODFW Fish Passage Rules.
 - Identify and protect critical fish and wildlife migration corridors to prevent the further fragmentation of existing habitats by future project alignments.
- Policy
 - Policy 21: Environment: Work with ODFW and other partners to identify wildlife corridors and wildlife crossings on County roads, and ensure that project design is wildlife friendly.
- Strategies
 - Review and update Multnomah County Design and Construction Manual to include wildlife friendly design and construction options in the Zoning Ordinance and Transportation System Plan.
 - Implement project prioritization criteria that address wildlife and climate change in the Capital Improvement Plan and Program.
 - Improve identified wildlife crossings through the development and adoption of a countywide Transportation Capital Improvement Program (CIP) that includes projects that address deficient fish passage barriers and wildlife crossings.

- Relationship to MP
 - This plan's policies and objectives focus on reducing emissions/run-off, improving the natural environment, and facilitating wildlife movement. The Management Plan focuses on protecting and reclaiming lands and viewsheds geared toward protecting scenic resources. The focus areas of this plan have the potential to compliment the goals of the Management Plan.

Congestion Management/Parking

- Goal
 - Reduce vehicle traffic on rural County roadways caused by those traveling through the area.
- Policy
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.
- Strategies
 - Develop a Countywide TDM program. Program concepts could include strategies such as shuttle buses, ride sharing, work-from-home, flex time, improved transit and access to transit, user fees or congestion pricing.
 - Seek funding opportunities, such as Metro's Travel Options grant program, to support TDM programming.
- Policy
 - Policy 24: TDM, Outreach and Transit: On rural roads with heavy through traffic, consider implementing appropriate measures such as Transportation Demand Management (TDM) to reduce such traffic.
- Relationship to MP
 - The Management Plan does not specifically discuss congestion management, but it does mention promoting alternative modes of transportation to alleviate future traffic demand which align with the goals/policies/strategies of this plan to reduce vehicle miles traveled through various means.

Public Transportation

- Policy
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.
- Strategies
 - Develop a Countywide TDM program. Program concepts could include strategies such as shuttle buses, ride sharing, work-from-home, flex time, improved transit and access to transit, user fees or congestion pricing.

- Seek funding opportunities, such as Metro’s Travel Options grant program, to support TDM programming.
- Policy
 - Policy 14: TDM, Outreach, and Transit: Coordinate and work with transit agencies and service providers (including, but not limited to, TriMet, CC Rider, and C-Tran) to identify existing transit deficiencies and the improvements necessary to increase access to transit services by potential users.
- Relationship to MP
 - The public transportation policies and strategies align with those in the Management Plan.

Road Network

- Policy
 - Policy 5: Overall Transportation System: Implement and maintain a balanced, safe, and efficient transportation system using the existing roadway network.
- Strategies
 - Review and maintain a trafficway classification system integrated with land uses and travel needs. The hierarchy of functional classifications should be based on trip types and length, traffic volume and travel modes, and access to adjacent land uses.
 - For capital projects, improve streets to the standards established by the classification system and the Multnomah County Design and Construction Manual while maintaining context sensitivity.
 - Implement access management standards established in the Multnomah County Road Rules and the Multnomah County Design and Construction Manual while maintaining context sensitivity.
 - Place priority on maintaining the existing trafficways.
 - Review land use development and condition improvements on County Roads based on functional classification and standards set forth in the Multnomah County Design and Construction Manual to mitigate impacts. Transportation and land use development review should be coordinated.
 - Implement the land development process adopted in the Multnomah County Road Rules where half-street improvements or dedication of a right-of-way or easements can be required as conditions of a permit for land development abutting a County road.
 - Maintain inventory of current and projected deficiencies on the County’s road network as the basis for Capital Improvement Plan and Program, including general roadway improvements, bicycle improvements, pedestrian improvements, and wildlife crossing improvements.
 - Coordinate policy and development review work with Multnomah County Land Use Planning program which regulates off-street parking and loading areas, including parking for vehicles, trucks, and bicycles through Multnomah County Code.
- Policy
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce

vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.

- Strategies
 - Develop a Countywide TDM program. Program concepts could include strategies such as shuttle buses, ride sharing, work-from-home, flex time, improved transit and access to transit, user fees or congestion pricing.
 - Seek funding opportunities, such as Metro's Travel Options grant program, to support TDM programming.
- Relationship to MP
 - The road network goals of the Management Plan focus on maintaining the scenic corridors within the CRGNSA. This plan focuses on road network policies and strategies that are aimed to improve the existing road network and reduce vehicle miles traveled. It is not eminently clear the positive or negative impacts the policies and strategies in this plan would have on the scenic corridor management discussed in the Management Plan.

Freight

- Policy
 - Policy 10: Mobility and Freight: Consider regional mobility and freight, and study alternative routes and modes for mobility and freight through unincorporated Multnomah County, including addressing community needs.
- Strategies
 - Study alternatives to routes through the West Hills.
 - Participate in Regional Overdimensional Truck Routes Study and other regional studies as applicable.
 - Examine the suitability of use of County roads as truck routes.
 - Coordinate with other jurisdictions on truck impacts and ensure proper mitigation.
 - Promote transportation alternatives for the movement of freight
 - Review and implement weight and length limitations for County roads.
- Policy
 - Policy 12: Mobility and Freight: Discourage through traffic on trafficways with a functional classification of rural local road or rural collector.
- Relationship to MP
 - The policies and strategies in this plan look to reduce freight traffic on rural designated roads. It is unclear if this would result in increased or decreased freight traffic being diverted through the CRGNSA and, therefore, it is not clear the impact and compatibility of these policies and strategies with those of the Management Plan.

Commuters

- Goal
 - Reduce vehicle traffic on rural County roadways caused by those traveling through the area.
- Policy
 - Policy 12: Mobility and Freight: Discourage through traffic on trafficways with a functional classification of rural local road or rural collector.

- Policy
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.
- Strategies
 - Develop a Countywide TDM program. Program concepts could include strategies such as shuttle buses, ride sharing, work-from-home, flex time, improved transit and access to transit, user fees or congestion pricing.
 - Seek funding opportunities, such as Metro’s Travel Options grant program, to support TDM programming.
- Relationship to MP
 - The policies and strategies of this plan look to reduce commuter traffic on rural designated roads either through diversion to non-rural designated roads or increasing multi-modal options to reduce vehicle miles traveled. It is unclear if this would result in increased or decreased of commuter traffic being diverted through the CRGNSA and, therefore, it is not clear the impact and compatibility of these policies and strategies with those of the Management Plan.

Transportation System

- Goal
 - Implement a transportation system that is safe and efficient in meeting the needs of area residents.
- Goal
 - Implement a balanced transportation system that supports all modes of travel.
- Goal
 - Develop a transportation system that supports the rural character of unincorporated Multnomah County.
- Goal
 - Develop a transportation system the supports a healthy economy.
- Policy
 - Policy 1: Overall Transportation System: Maintain and improve the transportation system for all modes of travel with the following goals: reducing vehicle miles travelled, minimizing carbon emissions, reducing conflict between travel modes, and improving the natural environment by minimizing stormwater runoff and facilitating wildlife movement. Ensure that the transportation system reflects the community’s rural character while ensuring efficiency and local connectivity.
- Strategies
 - Explore implementing measures for traffic calming, traffic diversion, and speed enforcement.
 - Address climate change impacts and the Climate Action Plan’s recommended actions when planning transportation investments and service delivery strategies.

- Policy
 - Policy 2: Overall Transportation System: Develop and implement effective use of signage designed to educate the public about farm equipment using roads, wildlife crossings and bicycle and pedestrian safety, as well as additional way finding signage.
- Policy
 - Policy 3: Overall Transportation System: Promote a transportation system that prioritizes and supports the efficient and safe movement of farm and forest vehicles and equipment.
- Policy
 - Policy 4: Overall Transportation System: Coordinate with public service providers and private utility suppliers to maximize the efficient delivery of both public and private utilities and facilities in County Right of way.
- Strategies
 - Work with utility companies that own transmission and distribution lines to strive to bury the power lines to provide more secure power service during emergency situations and improve scenic qualities.
 - Coordinate utility and road work whenever possible.
- Policy
 - Policy 5: Overall Transportation System: Implement and maintain a balanced, safe, and efficient transportation system using the existing roadway network.
- Strategies
 - Review and maintain a trafficway classification system integrated with land uses and travel needs. The hierarchy of functional classifications should be based on trip types and length, traffic volume and travel modes, and access to adjacent land uses.
 - For capital projects, improve streets to the standards established by the classification system and the Multnomah County Design and Construction Manual while maintaining context sensitivity.
 - Implement access management standards established in the Multnomah County Road Rules and the Multnomah County Design and Construction Manual while maintaining context sensitivity.
 - Place priority on maintaining the existing trafficways.
 - Review land use development and condition improvements on County Roads based on functional classification and standards set forth in the Multnomah County Design and Construction Manual to mitigate impacts. Transportation and land use development review should be coordinated.
 - Implement the land development process adopted in the Multnomah County Road Rules where half-street improvements or dedication of a right-of-way or easements can be required as conditions of a permit for land development abutting a County road.
 - Maintain inventory of current and projected deficiencies on the County's road network as the basis for Capital Improvement Plan and Program, including general roadway improvements, bicycle improvements, pedestrian improvements, and wildlife crossing improvements.

- Coordinate policy and development review work with Multnomah County Land Use Planning program which regulates off-street parking and loading areas, including parking for vehicles, trucks, and bicycles through Multnomah County Code.
- Policy
 - Policy 6: Active Transportation: Identify, prioritize, and implement short- and long- term solutions to safely accommodate multiple modes of travel on County roads including on-road bikeways, separated multi-use paths, and explore funding options.
- Strategy
 - Apply context sensitive roadway improvements and evaluation of projects.
- Policy
 - Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.
- Strategies:
 - Explore options for bike pull outs and passing lanes to allow for resting and passing
 - Consider bike-friendly road treatments, especially in regards to maintenance of the road
 - Consider bike and environment friendly materials and treatments such as pervious asphalt
 - When widening, shoulders should aim to achieve a minimum 3 foot paved width.
 - Explore services and facilities to support multimodal uses that reflect rural character and reduce impacts on surrounding land uses and wildlife connectivity.
 - Prioritize use of centerline rumble strips for the purpose of supporting efficient and safe movement of vehicles and avoid the use of fog line rumble strips which endanger bicyclists. If fog line rumble strips are used, safe facilities should be designed that allows for bikes to ride safely, such as the application of adequate shoulders.
 - In areas with steep slopes, landslide hazards, or wildlife habitat, first consider alternatives such as signage and TDM strategies that do not require additional impervious surfaces.
- Policy
 - Policy 8: Active Transportation: Develop and support programs and projects that educate and increase the safety of non-motorized transportation options in the County, and reduce dependency on automobile use and to reduce vehicle miles traveled (VMT) by:
 - Promoting bicycling and walking as vital transportation choices.
 - Assuring that future street improvement projects on a designated bikeway and walkways are designed to accommodate and improve safety for bicyclists, pedestrians and transit users.
 - Striving to use federal, state, and local best design practices for bicycle and pedestrian facilities when improving County roadways while maintaining context sensitivity.
 - Providing for bicycle and pedestrian travel through the development and adoption of a Countywide Transportation Capital Improvements Program (CIP) that includes all the bikeways and walkways identified in the Multnomah County Bikeway and Pedestrian System Maps.

- Placing priority on transportation system improvements in the Capital Improvement Plan that reduce the number of crashes involving bicyclists and pedestrians, the roadway's most vulnerable users.
 - Supporting transportation options programs in the region including Safe Routes to School, bicycle tourism initiatives (where appropriate), the development of future Transportation Management Associations (TMAs), and other programs funded through the Regional Travel Options program.
 - Supporting programs and policies that increase awareness of transportation options and education about safety on the transportation system for all modes and users.
 - Supporting the conversion of railroad lines to multi-use paths, such as the Burlington Northern Cornelius Pass Road rail line.
- Strategies
 - The following strategies should be used to implement the County's bicycle and pedestrian system:
 - Identify a connected network of pedestrian and bicycle facilities and access to transit, which provides the framework for future walkway and bikeway projects.
 - Periodically review and update the Multnomah County Design and Construction Manual to include the most up-to-date national, state, and local best practice for the design of bicycle and pedestrian facilities.
 - Coordinate with Metro to implement bicycle and pedestrian networks in the Regional Transportation Plan (RTP, the Regional Transportation Functional Plan (RTFP), and other local transportation system plans. Participate in updates to regional and local transportation plans.
 - Continue to support and coordinate with Metro and other partner agencies in regional trails projects that may affect rural Multnomah County, recognizing trails as a vital component to the regional active transportation network while protecting natural resources and habitat.
 - Continue to seek funding for identified bicycle and pedestrian improvements, such as but not limited to state and regional grant sources.
 - Maintain the Bicycle and Pedestrian Citizen Advisory Committee to provide input on Multnomah County Transportation Division projects and programs, including proposed bicycle and pedestrian project criteria and project design.
 - Ensure there is a comment, review, and public involvement process for planning, engineering, operations and maintenance projects for the appropriate neighborhood groups and cities within Multnomah County.
- Policy
 - Policy 10: Mobility and Freight: Consider regional mobility and freight, and study alternative routes and modes for mobility and freight through unincorporated Multnomah County, including addressing community needs.
- Strategies
 - Study alternatives to routes through the West Hills.
 - Participate in Regional Overdimensional Truck Routes Study and other regional studies as applicable.

- Examine the suitability of use of County roads as truck routes.
- Coordinate with other jurisdictions on truck impacts and ensure proper mitigation.
- Promote transportation alternatives for the movement of freight
- Review and implement weight and length limitations for County roads.
- Policy
 - Policy 15: Safety: Work with the Oregon Office of Emergency Management, Multnomah County Emergency Management and Multnomah County rural fire protection districts to ensure that the transportation system supports effective responses to emergencies and disasters.
- Policy
 - Policy 23: Transportation Equity: Ensure that transportation system plans and investments not only equitably distribute the benefits and burdens of the system improvements, but also prioritize and support programs and projects that eliminate transportation-related disparities faced by groups that have historically had significant unmet transportation needs or who have experienced disproportionate negative impacts from the existing transportation system.
- Strategies
 - Incorporation of project prioritization criteria that address equity in the County Capital improvement Plan and Program to address investments in road, bicycle, and pedestrian programs and infrastructure in order to improve mobility and access for people who don't have access to a personal vehicle.
 - Investments in areas with relatively high concentrations of people that have historically received relatively little benefit from transportation system investments should be considered. These people include:
 - People who cannot drive. People in this category include many older adults, children, and persons with disabilities.
 - People experiencing poverty, including those who do not have access to a car, are struggling with the high costs of car ownership, maintenance, and operation, or are struggling with the cost of transit. People in this category include many people with low incomes, people of color, older adults, persons with disabilities, people who are geographically isolated, and people who experience language barriers.
 - People with limited mobility. People in this category include many older adults and persons with disabilities.
 - Isolated individuals living far from community centers and lacking direct routes for accessing goods and services.
 - Communities experiencing racism and discrimination.
 - Coordinating transportation planning with land use and development to avoid locating sensitive land uses near high traffic roadways. Sensitive land uses include schools, parks and playfields, community and senior centers, affordable housing, and other places where vulnerable groups such as youth, seniors, and people with low incomes spend significant amounts of time.
 - Coordinating transportation planning with land use and development to ensure that new development is well connected with existing development and provides convenient

multi-modal access to health supportive resources such as schools, healthy food retail, employment, affordable housing, parks and recreation facilities, and medical and social services.

- Ensure that public participation includes outreach to equity focused or population specific organizations or culturally specific organizations and explore partnerships with these groups to develop the capacity to effectively participate in planning processes.
- Working with the Multnomah County Office of Diversity and Equity to use their Equity and Empowerment Lens tool to ensure that county planning staff and project stakeholders are prepared to engage in internal and external conversations about equity and use this input to inform plans, policies and projects.
- Conducting equity analyses that identify existing disparities as a part of county planning processes.
- Gathering available data and public input useful for understanding equity issues, impacts and opportunities.
- Relationship to MP
 - Although the Management Plan does not include transportation system goals, the transportation system goals within this plan align with the bicycle, pedestrian, safety, and public transportation goals of the Management Plan.

Community Vitality

- Goal
 - Implement a transportation system that is safe and efficient in meeting the needs of area residents.
- Goal
 - Develop a transportation system that supports the rural character of unincorporated Multnomah County.
- Policy
 - Policy 1: Overall Transportation System: Maintain and improve the transportation system for all modes of travel with the following goals: reducing vehicle miles travelled, minimizing carbon emissions, reducing conflict between travel modes, and improving the natural environment by minimizing stormwater runoff and facilitating wildlife movement. Ensure that the transportation system reflects the community's rural character while ensuring efficiency and local connectivity.
- Strategies
 - Explore implementing measures for traffic calming, traffic diversion, and speed enforcement.
 - Address climate change impacts and the Climate Action Plan's recommended actions when planning transportation investments and service delivery strategies.
- Policy
 - Policy 7: Active Transportation: Implement context sensitive design when reviewing rural road standards to determine appropriate paved shoulder widths to preserve the rural character of roads, while supporting all modes of travel.

- Strategies:
 - Explore options for bike pull outs and passing lanes to allow for resting and passing
 - Consider bike-friendly road treatments, especially in regards to maintenance of the road
 - Consider bike and environment friendly materials and treatments such as pervious asphalt
 - When widening, shoulders should aim to achieve a minimum 3 foot paved width.
 - Explore services and facilities to support multimodal uses that reflect rural character and reduce impacts on surrounding land uses and wildlife connectivity.
 - Prioritize use of centerline rumble strips for the purpose of supporting efficient and safe movement of vehicles and avoid the use of fog line rumble strips which endanger bicyclists. If fog line rumble strips are used, safe facilities should be designed that allows for bikes to ride safely, such as the application of adequate shoulders.
 - In areas with steep slopes, landslide hazards, or wildlife habitat, first consider alternatives such as signage and TDM strategies that do not require additional impervious surfaces.
- Policy
 - Policy 10: Mobility and Freight: Consider regional mobility and freight, and study alternative routes and modes for mobility and freight through unincorporated Multnomah County, including addressing community needs.
- Strategies
 - Study alternatives to routes through the West Hills.
 - Participate in Regional Overdimensional Truck Routes Study and other regional studies as applicable.
 - Examine the suitability of use of County roads as truck routes.
 - Coordinate with other jurisdictions on truck impacts and ensure proper mitigation.
 - Promote transportation alternatives for the movement of freight
 - Review and implement weight and length limitations for County roads.
- Policy
 - Policy 22: Transportation Health: Ensure that the transportation system is designed to minimize negative health impacts and promote healthy behaviors and environments by:
 - A. Improving safety for all modes
- Strategies
 - Lowering traffic speeds through speed limits, enforcement, and roadway design.
 - Minimizing modal conflict by planning and building bicycle and pedestrian networks that encourage travel on low-traffic streets or off-street trails.
 - Identifying and addressing real and perceived high crash corridors or hot spots with high crash rates.
 - Incorporating safety-related features and best practices when designing new facilities or renovating existing facilities.
 - Ensuring that vulnerable groups such as youth, elderly, low-income and disabled are engaged in planning and design efforts.
 - Supporting Safe Routes to School and other education and encouragement programs that teach people how to safely use the transportation system

- Developing a transportation safety action plan.
 - Coordinating with land use planning for safe traffic control and parking at events and other peak use generators.
 - Coordinating with other agencies such as ODOT when appropriate.
- B. Increasing opportunities for physical activity by promoting active transportation modes (walking, bicycling, transit, and equestrian) and multimodal access to parks, trails, open space, and other recreational facilities and employment centers.
- Strategies
 - Building out multimodal transportation networks.
 - Ensuring safe, convenient, multimodal access to parks, trails, open space and other recreational facilities and employment centers.
 - Supporting Safe Routes to School and other education and encouragement programs that teach and encourage people to safely use active transportation modes.
 - Partnering with the Multnomah County Health Department on health promotion and chronic disease prevention programs and initiatives that focus on increasing physical activity.
- C. Ensuring multimodal access to health supportive resources such as healthy food retail, employment, affordable housing, and parks and recreation facilities.
- Strategies
 - Coordinating land use planning to ensure that such resources are easily accessible by multiple modes.
 - Working with transit providers to ensure that service plans are coordinated with development.
 - Working with transit providers to ensure that bicycle and pedestrian improvements support transit use.
 - Ensuring site design guidelines and requirements provide and promote multimodal site access and circulation, and appropriate connections.
- D. Reducing exposure to air, light, and noise pollutants
- Strategies
 - Encouraging programs that reduce dependence on single occupant vehicle miles travelled and increasing use of electric and low emission vehicles.
 - Encouraging bicyclists and pedestrians to use parallel low traffic streets where possible instead of high traffic roadways.
 - Coordinating transportation and land use planning to avoid locating sensitive land uses near high traffic roadways. Sensitive land uses include schools, parks and playfields, community and senior centers, affordable housing, and other places where vulnerable groups such as youth, seniors, and people with low incomes spend significant amounts of time.
 - Establishing vegetative buffers (trees and shrubs) along roadways to filter and reduce the air and light pollutants.
 - Implementing anti-idling campaigns around schools, road construction zones, and other places where drivers tend to idle.
 - Using paving materials that are designed to minimize the production of road noise.

E. Working with Multnomah County Health Department staff to ensure that the TSP and related planning documents incorporate the findings and recommendations from the most recent versions of their Community Health Assessment and Community Health Improvement Plan.

- Strategies
 - Having relevant health department staff serve on planning related technical and advisory committees.
 - Having relevant planning staff participate in the development of the community health assessments and community health improvement plans.
- Policy
 - Policy 23: Transportation Equity: Ensure that transportation system plans and investments not only equitably distribute the benefits and burdens of the system improvements, but also prioritize and support programs and projects that eliminate transportation-related disparities faced by groups that have historically had significant unmet transportation needs or who have experienced disproportionate negative impacts from the existing transportation system.
- Strategies
 - Incorporation of project prioritization criteria that address equity in the County Capital improvement Plan and Program to address investments in road, bicycle, and pedestrian programs and infrastructure in order to improve mobility and access for people who don't have access to a personal vehicle.
 - Investments in areas with relatively high concentrations of people that have historically received relatively little benefit from transportation system investments should be considered. These people include:
 - People who cannot drive. People in this category include many older adults, children, and persons with disabilities.
 - People experiencing poverty, including those who do not have access to a car, are struggling with the high costs of car ownership, maintenance, and operation, or are struggling with the cost of transit. People in this category include many people with low incomes, people of color, older adults, persons with disabilities, people who are geographically isolated, and people who experience language barriers.
 - People with limited mobility. People in this category include many older adults and persons with disabilities.
 - Isolated individuals living far from community centers and lacking direct routes for accessing goods and services.
 - Communities experiencing racism and discrimination.
 - Coordinating transportation planning with land use and development to avoid locating sensitive land uses near high traffic roadways. Sensitive land uses include schools, parks and playfields, community and senior centers, affordable housing, and other places where vulnerable groups such as youth, seniors, and people with low incomes spend significant amounts of time.
 - Coordinating transportation planning with land use and development to ensure that new development is well connected with existing development and provides convenient

multi-modal access to health supportive resources such as schools, healthy food retail, employment, affordable housing, parks and recreation facilities, and medical and social services.

- Ensure that public participation includes outreach to equity focused or population specific organizations or culturally specific organizations and explore partnerships with these groups to develop the capacity to effectively participate in planning processes.
- Working with the Multnomah County Office of Diversity and Equity to use their Equity and Empowerment Lens tool to ensure that county planning staff and project stakeholders are prepared to engage in internal and external conversations about equity and use this input to inform plans, policies and projects.
- Conducting equity analyses that identify existing disparities as a part of county planning processes.
- Gathering available data and public input useful for understanding equity issues, impacts and opportunities.
- Relationship to MP
 - The policies and strategies of this plan focus on accommodating multimodal infrastructure/improvements to serve communities and maintaining the rural character of the road network in rural areas. While the community vitality element is not specifically addressed in the Management Plan, these policies and strategies are generally consistent with the public transportation, safety, bicycling, and pedestrian goal areas of the Management Plan.

Economic/Financial

- Goal
 - Develop a transportation system that supports a healthy economy.
- Goal
 - Provide transportation improvements in a timely manner according to funding capability.
- Policy
 - Policy 4: Overall Transportation System: Coordinate with public service providers and private utility suppliers to maximize the efficient delivery of both public and private utilities and facilities in County Right of way.
- Strategies
 - Work with utility companies that own transmission and distribution lines to strive to bury the power lines to provide more secure power service during emergency situations and improve scenic qualities.
 - Coordinate utility and road work whenever possible.
- Policy
 - Policy 9: Active Transportation: Support and promote bicycle and pedestrian safety and education in County Schools
- Strategies
 - Develop and maintain an active program in schools, consistent with the federally recognized program utilizing the five Es: education, encouragement, enforcement, engineering, and evaluation.

- Continue to identify and fund bicycle and pedestrian infrastructure to increase safety around schools through Capital Improvement Program
- Policy
 - Policy 13: TDM, Outreach, and Transit: Implement a range of Transportation Demand Management (TDM) policies encouraging existing businesses and requiring new development (beyond single family residential use and agricultural uses) to help reduce vehicle miles traveled (VMT), and alleviate congestion on county roads caused by seasonal and special event traffic, as well as through commuter traffic.
- Strategies
 - Develop a Countywide TDM program. Program concepts could include strategies such as shuttle buses, ride sharing, work-from-home, flex time, improved transit and access to transit, user fees or congestion pricing.
 - Seek funding opportunities, such as Metro's Travel Options grant program, to support TDM programming.
- Policy
 - Policy 16: Funding and Maintenance: Explore alternative supplemental funding sources to improve County's road maintenance, safety projects, and other improvements.
- Strategies
 - Consider long term maintenance costs with development of capital projects.
 - Review and update the County's Road Maintenance Program to implement applicable policies and strategies of the Comprehensive Plan and SIMC Rural Area Plan.
 - Review internal protocols related to road and right-of-way maintenance, including roadside hedgerow trimming and weed eradication. Work with the Soil & Water Conservation Districts, ODFW and wildlife conservation organizations to protect wildlife and manage invasive plant species to ensure that habitat and water resource restoration projects are coordinated with County road maintenance and drainage control programs.
 - Ensure that non-profit organizations and property owners are aware of County programs that may limit wildlife habitat restoration projects, and that County road staff are aware of existing and completed habitat restoration projects when they conduct their operations.
 - To implement this policy, the County Road Maintenance program will review the following recommendations:
 - Except in emergency situations, County road mowing should be done between August 15 and March 15 to minimize impact to nesting birds, and workers should avoid mowing at identified turtle, frog and salamander crossings during nesting season (May and September).
 - Culverts under county roads should be surveyed, then repaired and replaced as needed to limit barriers to fish and wildlife passage.
 - County staff should work with ODFW and wildlife conservation organizations to identify and mitigate in areas where wildlife corridors cross county roads.
 - Mowing equipment should be regularly cleaned so that seeds of invasive plants are not spread into areas where they have not yet been introduced. Incorporate erosion control best practices for mowing and other maintenance activities.

- County staff should confer with the Soil & Water Conservation Districts on best management practices for mowing operations and removing invasive weeds along road right-of-way.
 - County staff should be trained to recognize invasive and desirable native plant species; Multnomah County should prioritize plant species for control.
 - County staff should inform property owners of the existing Owner Vegetation Maintenance Agreement, which allows abutting property owners to maintain right-of-way vegetation.
- Policy
 - Policy 17: Funding: Maximize cost-effectiveness of transportation improvements using the Capital Improvement Plan process and maintenance program.
- Strategies
 - Coordinate intersection improvements as appropriate through the County's Capital Improvement Plan and the County's maintenance program.
 - Provide minor improvements during maintenance projects where possible.
 - Ensure the Capital Improvement Plan evaluation criteria adequately evaluates rural needs:
 - Maintenance
 - Cost effective improvements
 - Safety
 - Bicycle and pedestrian improvements
 - Wildlife
 - Equity
 - Health
 - Climate change

Columbia Gorge Economic Development Strategy (2017)

(Primary Topic Area: Economic Development)

Bicycling

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.15 Strategy: Provide modal options with facilities for bicyclists and pedestrians.
 - 4.15.1 Support completion of the Historic Columbia River Highway trail.
 - 4.15.2 Further facilitate Gorge Hubs facilities.
 - 4.15.3 Assess opportunities and develop strategies for all bridges to enable bike/pedestrian access
 - 4.15.4 Complete a usage study for impact of pedestrian traffic and tourism.

Pedestrians

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.15 Strategy: Provide modal options with facilities for bicyclists and pedestrians.
 - 4.15.1 Support completion of the Historic Columbia River Highway trail.
 - 4.15.2 Further facilitate Gorge Hubs facilities.
 - 4.15.3 Assess opportunities and develop strategies for all bridges to enable bike/pedestrian access
 - 4.15.4 Complete a usage study for impact of pedestrian traffic and tourism.

Safety

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.13 Strategy: Improve safety of regional transportation network.
 - 4.13.1 Address parking, issues, especially along Hwy 14 and at access points (e.g. trailheads) that impact safety.

Public Transportation

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.12 Strategy: Increase access to cargo and passenger rail.
 - 4.12.1 Advocate for facilities at Amtrak passenger rail stops.
 - 4.14 Strategy: Increase capacity of regional transportation network with efficient and accessible bi-state transit options.
 - 4.14.1 Address priorities expressed in Human Services Coordinated Transportation Plans.
 - 4.14.2 While there are practical limitations to dramatic increases in transit, focus on incremental and sustainable success on both the local and regional scale for transit both inter and intra community.
 - 4.14.3 Actively engage and follow-through with feasibility assessments for fixed route transit.
 - 4.14.4 Further bolster the Gorge TransLink Alliance to support a seamless bi-state transit system.
 - 4.14.5 Support transportation options programs through Drive Less Connect.
 - 4.14.6 Facilitate employment transportation needs; coordinating vanpools and pursuing transportation options.
 - 4.14.7 Build awareness of available services.

Freight

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.8 Strategy: Maintain, preserve and enhance existing infrastructure to improve the transport of goods and movement of people.
 - 4.8.1 Improve connections between rail, air, highway, and river systems.
 - 4.8.2 Pursue immediate truck parking opportunities to support regional economic development.
 - 4.8.3 Commit resources to address facility modernization critical to the overall transportation system.

Other

- Goal
 - Housing: “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 1.1 Strategy: Develop and enhance funding and incentives to encourage development and maintenance of attainable housing stock (60%-120%AMI).
 - 1.1.1 Support regional funding and incentives for housing
 - a) Market the North Central Oregon Attainable Housing Development Revolving Loan Fund (AHDRLF) and fully revolve the fund.
 - b) Grow the AHDRLF with new infusions of funds.
 - c) Establish a comparable resource available in the Washington counties of the region.
 - 1.1.2 Assist local jurisdiction’s efforts to incentivize affordable and workforce housing, including consideration of local revenue generation opportunities for purposes of affordable housing.
 - 1.1.3 Advocate for key federal and state funding programs
 - a) Support continued and increased investments in USDA Rural Development and Housing and Urban Development programs that promote housing affordability for renters and homeowners.
 - b) Support adequate investments of capital resources in WA and OR housing programs.
 - 1.1.4 Support development of employer assisted housing programs; host forums on innovative practices and specific investment platforms.
 - 1.1.5 Increase access to, and utilization of, energy efficiency programs and home repair programs to improve existing housing stock.
 - 1.2 Strategy: Provide ongoing analysis to understand the issue, using quality data and market studies.
 - 1.2.1: Utilize regional housing market analysis conducted by OR and WA

- 1.2.2 Identify buildable land- support buildable land inventory analysis for communities without current information.
- 1.2.3 Engage in studies and strategies to address tribal housing needs.
- 1.3 Strategy: Enhance communication and coordination
 - 1.3.1 Engage in an education and information campaign to highlight the housing crisis. Develop common materials.
 - 1.3.2 Develop stronger connections with contractors and developers for multi-housing units.
 - 1.3.3 Encourage communication between local and state governments and private sector, particularly through existing industry alliances.
- 1.4 Strategy: Improve local and regional capacity for addressing the root causes of housing issues.
- 1.5 Strategy: Increase the availability of land for affordable, workforce housing.
 - 1.5.1 Explore land banking; community land trusts.
 - 1.5.2 Support identification of properties in public ownership which could be appropriately repurposed to address the housing issue.
- Goal
 - Workforce: "Nurture, educate, attract and maintain a regional workforce that is career trained and work ready."
- Strategies
 - 3.1 Strategy: Support strong preK-12 programs throughout the region.
 - 3.1.1 Advocate for consistent and increased funding for educational programs throughout the region.
 - a) Advocate for state funding
 - b) Support mechanisms for local funding (eg Gorge Community Foundation, scholarships)
 - 3.1.2 Encourage participation of all education and workforce entities in the Regional Achievement Collaborative (RAC) to support consistency in quality of education and disseminate best practices.
 - 3.1.3 Identify and address facilities issues for K-12 system
 - a) Support master planning efforts for school districts
 - b) Support new facility needs identified in master plans: Bonding, funding campaigns, site identification.
 - c) Identify re-use options for closed facilities, including makerspace/trade/skill centers.
 - 3.1.4 Identify strong performing schools as an asset for recruitment and retention of business. Encourage media coverage of academic achievements. Compile data for employers of achievement metrics.
 - 3.2 Strategy: Enhance/expand regional career preparation programs targeted to students and job seekers, including internships and apprenticeships
 - 3.2.1 Support career and college readiness
 - a) Provide dual credit options: High School and college
 - b) Provide early career education

- c) Offer trade programs at the high school level: CAD, auto, welding, Career Tech Education
 - d) Coordinate needed training with state school curriculums.
- 3.2.2 Further develop regional internship and apprenticeships options
 - a) Develop multi-faceted first training/employment experiences through job shadow/mentorship program.
 - b) Enhance Columbia Gorge Internship Network.
 - c) Enhance internship opportunities to support local employers.
- 3.2.3 Increase connections to jobs for local students
 - a) Continue to host annual STEM career fair.
 - b) Partner with Workforce Investment Boards and counties to host regional career fairs.
- 3.3 Strategy: Improve incumbent worker skills; support retooling and upgrading skills
- 3.3.1 Increase awareness of training options available. Further establish relationships with local workforce boards.
- 3.3.2 Address direct skill needs; focusing on skills transferable to a constantly evolving economy.
 - a) Focus on filling “baby boomer” gap when they start retiring and addressing aging workforce issues.
 - b) Address basic math and literacy skills.
 - c) Develop contextual skills.
- 3.4 Strategy: Promote and encourage connections between employers and workforce/education partners.
- 3.4.1 Identify means to assist firms to gain access to higher educational and research institutions
- 3.4.2 Ensure employers are active on local workforce boards.
- 3.4.3 Provide ongoing assessment of employer needs.
- 3.4.4 Support employer sponsored training models (eg Wind Challenge, Robotics, Flight Academy). Facilitate development of new programs supported by industry.
- 3.5 Strategy: Address the talent needs of target industries.
- 3.5.1 Food/Beverage Manufacturing.
 - a) Support development of a fermentation/ food/ beverage program at Columbia Gorge Community College.
 - b) Identify opportunities to support employers in meeting Food Safety Modernization Act (FSMA) requirements.
 - c) Identify and support employers in achieving relevant certifications.
- 3.5.2 High Tech- unmanned systems
 - a) Enhance/expand STEM initiatives. Expand STEM partnership through the STEM Hub.
 - b) Increase connections to R/D facilities.
 - c) Increase connections to Universities.
 - d) Provide resources to identify and support employers in meeting certification requirements.

- 3.5.3 Art/Culture/Tourism/Recreation.
 - a) Support the nascent culinary arts program.
 - b) Support Qcare and tourism focused training programs, particularly those that “skill up” and lead to higher wages.
- 3.6 Strategy: Foster regional (cross jurisdictional, bi-state) training opportunities
- 3.6.1. Explore possible tuition reciprocity that would be consistent among all higher learning institutions in Washington and Oregon (Bi-State agreement).
- 3.6.2 Support Regional Achievement Collaborative to connect pre K-20 institutions, workforce training programs, employers. Address shared resources and connections.
- 3.7 Strategy: Further efforts to support attraction of qualified employees; job placement.
- 3.7.1 Establish incentive to allow people to return to area after training
- 3.7.2 Address related issues to employee recruitment (housing, amenities, broadband)
- 3.7.3 Provide connections between multiple job listing sites
- 3.7.4 Address wage and workplace benefits issues through a human resources support network.
- Goal
 - Infrastructure (Water/Wastewater): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.1 Strategy: Address water and wastewater system constraints to economic development and to increase economic resiliency
 - 4.1.1 Inventory water and wastewater systems regionally.
 - a) Assess current capacity and identify systems with room for growth.
 - b) Provide mechanisms to support public awareness of facility capabilities- eg regional website page
 - 4.1.2 Prioritize and upgrade key water systems to address economic development constraints, focusing on:
 - a) Systems serving industrial parks
 - b) Redundancy for systems accessing water through sensitive ecological areas.
 - c) Investments into facilities to keep pace and support growth in key industry sectors, such as food processing
 - 4.1.3: Address aging septic systems. Provide technical assistance to small unincorporated areas.
 - 4.1.4: Provide technical assistance and grant administration to support key water/wastewater system projects. Host regional wastewater conversations to identify opportunities for collaborative management.
 - 4.2 Strategy: Advocate for funding into innovative products and practices in the region and proliferate best practices
 - 4.2.1 Support innovation of technologies in irrigation and improving tools to support management of water resource (eg scientific irrigation scheduling-Wy’East)

- 4.2.2 Engage with and support Irrigation districts and Watershed Council projects.
- 4.3 Strategy: Support Watershed councils in addressing water resource concerns, such as declining aquifers.
- 4.4 Strategy: Encourage state/federal money and grants at low interest for water/wastewater projects in the region.
- 4.5 Strategy: Further develop efforts focused on water conservation.
- 4.5.1 Encourage recycling techniques/sustainable practices to decrease effluent.
- 4.5.2 Focus initially on large businesses and large municipal water users.
- Goal
 - Infrastructure (Broadband): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.16 Strategy: Support coordination between local governments in the five county region and internet service providers.
 - 4.16.1 Convene and facilitate bi-annual Columbia Gorge Broadband Consortium meetings.
 - 4.16.2 Support County broadband planning groups and conversations to leverage federal and state investment.
 - 4.17 Strategy: Increase publically available broadband access points and their use. Maintain an inventory of sites.
 - 4.18 Strategy: Support Internet Service Providers (ISPs) in addressing middle and last mile telecommunications infrastructure gaps
 - 4.18.1 Further develop relationships with and engage ISPs to discuss gaps in services throughout the region. Assist identification of demand in under and unserved communities.
 - 4.18.2 Reach key tower sites/facilities. Identify and map sites.
 - 4.18.3 Connect directly with private internet and cellular carriers to build upon existing backbone investments. Leverage public investments (eg 911 cell tower infrastructure in Klickitat County) to support expansion of service.
 - 4.18.4 Work with ISPs to support improving available speeds and reduce latency in the network to support business development in the tech sector and other industries where applicable.
 - 4.19 Strategy: Support investments into a fully redundant network.
 - 4.19.1 Build redundancy connecting east-west and north-south for a more reliable system in the event of an outage, cable-cut or natural disaster.
 - 4.19.2 Address wireless deadzones, in partnership with internet and cellular providers
 - 4.19.3 Encourage backup power for key sites.
 - 4.20 Strategy: Advocate for and pursue funding through federal and state funding programs.
 - 4.20.1 Maintain the funding resource guide through the Gorge Consortium.
 - 4.20.2 Support continued and increased funding into currently over-subscribed USDA programs, including Community Connect, Distance Learning and Telemedicine grant

programs and the Rural Broadband Loan program. Identify projects to utilize FCC e-Rate and Healthcare Connect funding.

- 4.20.3 Increase state funding into targeted middle-mile build out. Support development of state incentive programs to match federal and private resources.
- 4.20.4 Work with local policy makers to develop a plan for providing business incentives for paying into tech/broadband improvements.
- 4.21 Strategy: Address barriers to efficient broadband expansion.
- 4.21.1 Create a resource guide for, and identify opportunities to implement, “Dig Once” policies. Engage local planning entities, local and transmission focused power companies, wireless tower owners, water infrastructure providers, transportation entities, to better understand their policies around utility siting and sharing infrastructure/trenches.
- 4.21.2 Support streamlined permitting for broadband projects.
- 4.21.3 Support incorporation of broadband into local plan updates as appropriate.
- 4.22 Strategy: Increase adoption and use of existing broadband infrastructure.
- 4.22.1 Maintain and use mobile laptop learning lab. Transform to mobile device learning lab. Encourage additional use of other existing regional resources for tech training.
- 4.22.2 Offer business technology trainings and forums.
- 4.22.3 Offer trainings and forums focused on community technology literacy.
- 4.23 Strategy: Improve awareness and promote available broadband infrastructure necessary for business success.
- 4.23.1 Continue to host regional website to promote the available broadband options in our five counties (gorgebroadband.org).
- 4.23.2 Gather and disseminate information on broadband in meetings with ISPs, local government entities and economic development professionals.
- 4.23.3 Host Oregon Connections Telecommunications Conference.
- Goal
 - Regulatory Environment: "Collaborate as a region to simplify and decentralize regulatory processes."
- Strategies
 - 5.1 Strategy: Address permitting time for business investments. Streamline regulatory processes to reduce complexity, delay and uncertainty.
 - 5.1.1 Develop a “Regulatory Roadmap.” Maintain business siting guides and develop new guides.
 - 5.1.2 Facilitate Industrial site readiness and expedited permitting (examples: regional wetlands permit, energy overlay zone)
 - Advocate for resolution of easement issues at Cascades Biz. Park.
 - 5.1.3 Support localized decision making that will allow for clear and early guidance in the siting process. Advocate for adequate funding to City and County planning offices.
 - 5.1.4 Explore mitigation bank options for wetlands
 - 5.2 Strategy: Facilitate improved housing development processes.
 - 5.2.1 Support jurisdictions to establish expedited permitting mechanisms for attainable housing projects.

- 5.2.2 Disseminate innovative or best practices that further development of attainable housing. Eg.
 - a) Zoning and codes allowing varied housing types to support density.
 - b) Exemptions from or lower SDCs for attainable or affordable housing
 - c) Rezone/zoning efforts to create market opportunities for attainable housing.
- 5.2.3 Develop strategies to work within National Scenic Area requirements to build communities.
- 5.3 Strategy: Advance a process to provide clarity around urban area growth boundary adjustment determinations.
- 5.4 Strategy: Advocate for solutions to address regulatory issues impacting key regional industry sectors
 - 5.4.1 Work with industry alliances to identify regulatory issues and convene regional support (eg FAA issue resolution on impacts to ren. energy).
 - 5.4.2 Convene a regional policy team and facilitate technical support (eg government affairs specialist) as needed.
 - 5.4.3 Coordinate regional issues through the Gorge Consortium for multi-agency support.
 - 5.4.4 Leverage legislative advocacy from partner entities (eg associations of counties/cities). Distribute regional priority white papers.
- 5.5 Strategy: Support interagency coordination to address issues resulting from overlay of multiple levels of regulation.
 - 5.5.1 Coordinate with North Central Oregon Regional Solutions to address issues with multiple state agencies involved.
 - 5.5.2 Correspond directly with regulatory agencies in Washington to address common regional issues.

Transportation System

- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.7 Strategy: Advocate to enhance federal, state and private investments into transportation.
 - 4.7.1 Identify opportunities to advance regional transportation priorities in a potential Oregon Transportation Package.
 - 4.7.2 Pursue Federal Lands Access Program funding options.
 - 4.7.3 Identify and pursue opportunities through federal transportation programs
 - 4.8 Strategy: Maintain, preserve and enhance existing infrastructure to improve the transport of goods and movement of people.
 - 4.8.1 Improve connections between rail, air, highway, and river systems.
 - 4.8.2 Pursue immediate truck parking opportunities to support regional economic development.

- 4.8.3 Commit resources to address facility modernization critical to the overall transportation system.
- 4.9 Strategy: Identify, seek funding and complete priority highway, road and bridge transportation infrastructure projects.
- 4.9.1 Participate in the Southwest Washington Regional Transportation Commission (RTC), Region 1 Area Commission on Transportation (ACT) and Lower John Day ACT to identify priority projects. Integrate annually to this strategy with regional project prioritization.
- 4.9.2 Focus on key corridors and market roads necessary for the transport of goods. Address bottlenecks on the road system and bi-state connections.
- 4.10 Strategy: Support regional airport enhancements.
- 4.10.1 Further develop the Columbia Gorge Regional Airport, serving key healthcare and tech businesses. Further develop capacity of the airport as a bi-state firefighting base.
- 4.10.2 Identify opportunities to further Goldendale airport's potential as a distribution center.
- 4.10.3 Support enhancements to the Hood River Jernstedt airport.
- 4.11 Strategy: Enhance the Columbia River system transportation system (eg docks to support commerce and cruise ships)
- 4.12 Strategy: Increase access to cargo and passenger rail.
- 4.12.1 Advocate for facilities at Amtrak passenger rail stops.
- 4.13 Strategy: Improve safety of regional transportation network.
- 4.13.1 Address parking, issues, especially along Hwy 14 and at access points (e.g. trailheads) that impact safety.
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- 4.14.2 While there are practical limitations to dramatic increases in transit, focus on incremental and sustainable success on both the local and regional scale for transit both inter and intra community.
- 4.14.3 Actively engage and follow-through with feasibility assessments for fixed route transit.
- 4.14.4 Further bolster the Gorge TransLink Alliance to support a seamless bi-state transit system.
- 4.14.5 Support transportation options programs through Drive Less Connect.
- 4.14.6 Facilitate employment transportation needs; coordinating vanpools and pursuing transportation options.
- 4.14.7 Build awareness of available services.
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- 4.15.1 Support completion of the Historic Columbia River Highway trail.
- 4.15.2 Further facilitate Gorge Hubs facilities.
- 4.15.3 Assess opportunities and develop strategies for all bridges to enable bike/pedestrian access
- 4.15.4 Complete a usage study for impact of pedestrian traffic and tourism.

Economic/Financial

- Goal
 - Financial Capital/Entrepreneurial Environment: "Enhance the retention and expansion of business in the region, coordinating resources to diversify the economy and create sustainable quality jobs."
- Strategies
 - 2.1 Strategy: Increase locally-available access to capital for entrepreneurs.
 - 2.1.1 Secure the remaining authorized, unappropriated funds for the Columbia Gorge OR and WA Investment Boards.
 - 2.1.2: Advocate for more funding into locally managed capital access programs with increased investment from foundation funders and government entities.
 - 2.1.3: Accelerate adoption of new financing options. Provide education for businesses seeking to use alternative financing mechanisms including:
 - a) Community Public Offerings (CPO)
 - b) New Market Tax Credits programs (NMTC)
 - c) Crowdfunding platforms
 - 2.1.4: Support de-federalization of revolving loan fund programs to reduce administrative burdens locally and make more resources available to businesses.
 - 2.1.5 Address barriers to women and minorities accessing capital resources.
 - 2.1.6 Provide financial incentives for target industry cluster businesses.
 - 2.1.7 Revive Gorge Angel Investor Network.
 - 2.1.8 Increase funding for Individual Development Account (IDA) programs.
 - 2.2 Strategy: Increase the ease of navigating the financial system.
 - 2.2.1 Host an annual lenders conference.
 - 2.2.2 Provide capital coaches through SBDC and MCEDD.
 - 2.2.3 Connect new loan programs through MCEDD to retain an easy to navigate (and sustainable) system.
 - 2.2.4 Provide a standardized information resource for businesses. Business siting guides modeled region-wide.
 - 2.3 Strategy: Build and advocate for a local Business Support Network to support local businesses.
 - 2.3.1 Advocate for sustainable funding for SBDC to stabilize the business climate.
 - 2.3.2 Seek resources for expanded SBDC services for the entire region (OR and WA).
 - 2.3.3 Increase SCORE access in the Gorge and recruit more locally-based SCORE counselors.
 - 2.3.4 Further develop the existing business support network: support business boot camps, workshops, and trainings.
 - 2.3.5 Market and communicate available resources: Provide a resource directory to communicate available business resources.
 - 2.3.6 Provide more business mentorship opportunities:
 - a) Connect start-ups with established businesses
 - b) Utilize existing industry and business alliances
 - c) Develop a Latino Business Alliance

- 2.3.7 Explore options to provide collective IP legal services.
- 2.3.8 Investigate the REDI program.
- 2.3.9 Provide more tools for non-profits: technical assistance for social enterprise development.
- 2.4 Strategy: Support development of alternative working spaces with business support services such as Flex Spaces.
- 2.4.1 Support development of makerspaces, using strategies identified in the IMCP plan. Model Gorge Innov. regionally- small spaces, central hub.
- 2.4.2 Support value added ag incubator.
- 2.5 Strategy: Engage in industry cluster development with specific focus on target industries listed in the plan.
- 2.5.1 Engage with State sector leads at Washington Department of Commerce and Business Oregon to cultivate a clear understanding and support for vibrant regional industry sectors.
- 2.5.2 Support existing industry alliance: High Tech
 - a) Update strategic plan for the sector.
 - b) Provide technical assistance on supply chain logistics. Recruit relevant companies, in coordination with county and Port leads.
 - c) Advocate for resolution on regulatory issues, in partnership with industry. Actively engage in the development of test ranges.
- 2.5.3 Support Columbia Gorge Tourism Alliance activities.
 - a) Invest in the quality of tourism venues and visitor infrastructure.
 - b) Focus on tourism activities that are compatible with primary industry sectors and preserve the region's rural character.
- 2.5.4 Support existing industry alliance: Manufacturing.
 - a) Further develop nascent industry associations to support knowledge creation and exchange and maintain a network of technologists, entrepreneurs and businesses in the sectors.
 - b) Identify resources for collective marketing and branding of the region for these industries.
 - c) Identify shared distribution opportunities.
 - d) Disseminate best available techniques for sustainability within the sector.
 - e) Support individual technical projects involving the sector.
 - f) Identify opportunities to support retention of local land ownership, avoiding fragmentation of land and supporting succession planning resources.
- 2.5.5 Support existing industry alliance: Renewable Energy (Columbia Gorge Bi-State Renewable Energy Zone)
 - a) Provide a forum for communication and information dissemination; cross jurisdictional partnerships.
 - b) Support intensive clean and green tech R/D, including renewable H2 fuel.
 - c) Continue to fund projects/programs to increase energy efficiency
- 2.5.6 Support efforts in growing industry sectors: forest sector and healthcare
 - a) Support efforts that focus on forest collaboration, stewardship and innovation within this sector

- b) Support efforts to connect and advance the healthcare sector, including those identified in the community health assessment
 - 2.6 Strategy: Increase opportunities for businesses to export products
 - 2.6.1 Identify Investment and Trade Leakages to support identification of export opportunities and encourage business expansions. Conduct a trade leakage study.
 - 2.6.2 Host Export Training Workshops. Provide resources for businesses to expand their export potential.
- Goal
 - Infrastructure (Transportation): “Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.”
- Strategies
 - 4.6 Strategy: Coordinate transportation investments to support the region’s economies and communities.
 - 4.7 Strategy: Advocate to enhance federal, state and private investments into transportation.
 - 4.7.1 Identify opportunities to advance regional transportation priorities in a potential Oregon Transportation Package.
 - 4.7.2 Pursue Federal Lands Access Program funding options.
 - 4.7.3 Identify and pursue opportunities through federal transportation programs
 - 4.9 Strategy: Identify, seek funding and complete priority highway, road and bridge transportation infrastructure projects.
 - 4.9.1 Participate in the Southwest Washington Regional Transportation Commission (RTC), Region 1 Area Commission on Transportation (ACT) and Lower John Day ACT to identify priority projects. Integrate annually to this strategy with regional project prioritization.
 - 4.9.2 Focus on key corridors and market roads necessary for the transport of goods. Address bottlenecks on the road system and bi-state connections.

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14. ABSTRACT The purpose of this document is to analyze the goals, policies, and recommendations included in 16 existing transportation and congestion management plans for implementation in and around the Columbia River Gorge National Scenic Area (CRGNSA). The plans in this document are categorized by topic and their relevance to transportation and congestion management in and around the CRGNSA.					
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