



6. Goals, Objectives, Policies and Strategies

6 Goals, Objectives, Policies and Strategies

6.1 Economic and Community Vitality



Goals
(What/Who)

Improve prosperity, opportunity, and livability for all people who live, work, and recreate in Oregon.



Objectives
(How)

- **EC.1:** Link transportation and land use decisions, recognizing the impact both have on how and where people travel, and the distance of travel.
- **EC.2:** Provide safe and reliable movement of goods and services.
- **EC.3:** Provide transportation systems to promote healthy, prosperous, and cohesive communities.
- **EC.4:** Provide and maintain, multimodal intercity connections that support access to Oregon’s natural, cultural, and heritage destinations.



THE BIG IDEAS

- Provide multimodal access to places around the state for recreation, tourism, and commerce.
- Move goods and provide access to services in an innovative way to help Oregon’s economy thrive.
- Ensure the transportation system is a means for supporting public health and community life.
- Increase convenient and efficient transportation options available to affordable neighborhoods and communities.
- Provide access to community places and destinations.



Objective EC:1

Link transportation and land use decisions, recognizing the impact both have on how and where people travel.



Policy EC:1.1

Encourage development of compact communities and mixed-use neighborhoods to support multimodal trip choices and efficient public investments.

- **Strategy EC.1.1.1:** Invest in transportation projects and programs that connect areas of compact development (or planned for compact development) with walking, rolling, biking, and transit facilities and services.



Policy EC:1.2

Facilitate the creation of places where residents, workers, and visitors can meet most of their daily needs without driving. These will be mixed-use communities that contain a combination of housing, jobs, businesses, and services, and that are served by safe transportation options for all modes, including high-quality infrastructure for people to walk, roll, bike, and take transit.

- **Strategy EC.1.2.1:** Emphasize multimodal connections to areas that include affordable housing to help those households reduce combined total transportation and housing costs.
- **Strategy EC.1.2.2:** Support the development of downtowns with coordinated transportation and economic development strategies and system improvements.



Objective EC:2

Provide safe and reliable movement of goods and materials



Policy EC:2.1

Promote freight system integration and efficiency for a competitive advantage in regional, national, and international markets.

- **Strategy EC.2.1.1:** Support a diversified freight system through planning, integration, and targeted funding for non-highway freight modes, such as rail, port, intermodal, and air cargo facilities.
- **Strategy EC.2.1.2:** Maintain and enable access for general commercial vehicles to key freight origins and destinations and intermodal facilities.



Policy EC:2.2

Support efficient movement of freight to help keep delivery costs from increasing.

- **Strategy EC.2.2.1:** Study commodity flow in Oregon and identify and improve current and potential freight bottlenecks, seeking solutions that address needs.



Policy EC:2.3

Fund innovative technology, management, and information sharing that will facilitate resilient and efficient goods movement and economic strategies.

- **Strategy EC.2.3.1:** Emphasize use of less-polluting freight vehicles (e.g., cargo e bikes, vans, and medium-duty trucks) to move goods within urban environments while supporting larger and heavier freight activity at the periphery of urban environments and for intercity travel.
- **Strategy EC.2.3.2:** Where large trucks are needed for urban deliveries, support them with sufficient technology-enabled parking and curbside regulation, including shared loading zones with freight prioritized at certain times of day, to reduce idling and increase fuel efficiency.
- **Strategy EC.2.3.3:** Transition to cleaner freight vehicles such as electric, hydrogen, or low-carbon fuel.



Objective EC:3

Provide transportation systems to promote healthy, prosperous, and cohesive communities.



Policy EC:3.1

Provide a transportation system that minimizes limitations; expands connectivity, flexibility, and resiliency; and allows all segments of the economy (industries, communities, and individuals) to thrive.

- **Strategy EC.3.1.1:** Promote the ability of people to access essential destinations, such as employment, education, and health care, with and without access to a private vehicle.
- **Strategy EC. 3.1.2:** Provide options for intercity commuting and work travel that do not require access to a private vehicle, such as passenger rail and regional transit.



Policy EC:3.2

Reduce transportation cost burdens on businesses and residents.

- **Strategy EC.3.2.1:** Reduce business transportation cost burdens (e.g., parking, long commutes, and fuel) by encouraging transportation option programs and reduced energy cost per mile.
- **Strategy EC.3.2.2:** Reduce household transportation cost burdens by investing in programs that expand the availability, accessibility, and convenience of transportation options that do not require vehicle ownership.
- **Strategy EC.3.2.3:** Advance access to digital infrastructure, automation, and support systems to reduce barriers to transportation information, enable efficient travel choices, and reduce travel costs.



Policy EC:3.3

Emphasize public health outcomes and maintain and restore community cohesion through system design and investments.

- **Strategy EC.3.3.1:** Work with roadway owners to provide opportunities to use transportation right-of-way as an enhancement to community livability, such as through street plazas, demonstration projects, open street events, and similar events and programs.
- **Strategy EC.3.3.2:** Coordinate private and public resources to provide flexible and responsive transportation improvements and services to help stimulate active and vital downtowns, economic centers, and main streets.
- **Strategy EC.3.3.3:** Maintain and improve community members' ability to walk, roll, and bike safely where they live as part of routine recreation, exercise, and social activities.
- **Strategy EC.3.3.4:** Promote modes of transportation that increase physical activity and invest in the infrastructure that enables them (e.g., sidewalks, bikeways, off-street paths, and safe arterial crossings).



Policy EC:3.4

When designing new or replacement transportation infrastructure, use the latest design guidance and approved standards appropriate to the context to enhance the comfort and quality of the space for the benefit of the surrounding community.

- **Strategy EC.3.4.1:** Incorporate trees and vegetation within project areas to enhance the attractiveness of communities and transportation systems, ensuring that plantings maintain the visibility and safety of transportation system users and are appropriate for the environment (e.g., are drought-resistant or do not increase wildfire danger).
- **Strategy EC.3.4.2:** Create welcoming, visible, and well-lit spaces that reinforce personal security while naturally deterring illegal or dangerous activity.
- **Strategy EC.3.4.3:** Reduce or avoid negative air quality, noise, and visual impacts from the transportation system on adjacent communities.



Objective EC:4

Provide, maintain, and enable multimodal intercity connections that support access to Oregon’s natural, cultural, and heritage destinations.



Policy EC:4.1

Support tourism by coordinating transportation investments and operations with the tourist industry and affected communities.

- **Strategy EC.4.1.1:** Plan for travel related to tourism throughout the state as a critical economic tool for both urban and rural communities and a meaningful, affordable option for families to enjoy Oregon’s many natural and urban areas.
- **Strategy EC.4.1.2:** Designate priority routes for recreational trails, scenic byways, and multimodal activities such as cycle tourism and support their safe use through investments in programs and system improvements.



6.2 Social Equity



Goals (What/Who)

Improve access to safe and affordable transportation for all, recognizing the unmet mobility needs of people who have been systemically excluded and underserved. Create an equitable and transparent engagement and communications decision-making structure that builds public trust.



Objectives (How)

- **SE.1:** Recognize past harms and remove barriers to inclusion and opportunity.
- **SE.2:** Make decisions through processes that are transparent, inclusive, and engaging to all people affected by the transportation system.
- **SE.3:** Improve access to and convenience of a range of high-quality, safe, and affordable mobility options for excluded or underserved populations.
- **SE.4:** Expand access to essential services and economic opportunities through programs and investments.



THE BIG IDEAS

- Acknowledge and account for existing inequalities and harm caused by transportation decisions.
- Strive to prevent historically excluded and underserved communities from further bearing the burden of negative effects related to transportation decisions.
- Embed social equity in all programs, processes, and policies.
- Implement open and inclusive processes that build trust.
- Welcome, serve, and empower members of marginalized, oppressed, and underserved communities.
- Reduce household transportation costs for those disproportionately burdened.



Objective SE:1

Recognize past harms and remove barriers to inclusion and opportunity.



Policy SE.1.1

Acknowledge the role of Oregon’s history in altering the landscape, traditions, communities, and trajectory-of-prosperity for Indigenous people, tribes, and nations, and—through collaboration—elevate the quality of transportation for Indigenous people, tribes, and nations to State of Oregon standards or better.

- **Strategy SE.1.1.1:** Consult with all state-recognized tribes to develop formal agreements to explicitly address benefits and burdens of transportation policies and investment priorities upon tribal communities. Do this in coordination with established engagement channels.
- **Strategy SE.1.1.2:** Ensure emerging technology issues, in particular, are understood and addressed when consulting with state-recognized tribes.



Policy SE.1.2

Understand and reflect the perspectives and diversity of Oregon within decision-making structures.

- **Strategy SE.1.2.1:** Seek direct input regarding each community’s unique cultural experiences and acknowledge how they impact their transportation needs, access, and options.
- **Strategy SE.1.2.2:** Recruit and manage transportation agencies’ employees, advisory committees, review boards, task forces, and other decision-making entities so that they reflect the intersecting identities and diversity of the communities they serve.

**Policy SE.1.3**

Improve access for transportation-vulnerable people with a focus on systemically excluded or underserved populations (populations with high numbers of BIPOC, people experiencing low income, people living with one or more disabilities, seniors, youth, and rural residents).

- **Strategy SE.1.3.1:** Identify communities underserved by walking, rolling, biking, transit, and micromobility travel options and areas where transit service levels are low.
- **Strategy SE.1.3.2:** Prioritize investments for systemically excluded and underserved populations to reduce disparities in access to economic, recreation, and social destinations.

**Objective SE:2**

Make decisions through processes that are transparent, inclusive, and engaging to all people affected by the transportation system.

**Policy SE.2.1**

Ensure the voices of all people are heard in decision-making processes.

- **Strategy SE.2.1.1:** Build trust and relationships with systemically excluded or underserved populations (populations with high numbers of BIPOC, people experiencing low income, people living with one or more disabilities, seniors, youth, and rural residents). For example, agencies can work with community organizations over time to strengthen relationships that outlive individual projects.
- **Strategy SE.2.1.2:** Increase and resource ways for systemically excluded and underserved people to participate throughout decision-making processes, recognizing and addressing distinct barriers to participation. Such barriers include cost and access obstacles to joining an in-person or online meeting, schedule and time limitations, language barriers, and cognitive differences.
- **Strategy SE.2.1.3:** Use process tools such as affinity groups to elevate the voices and perspectives of BIPOC and other systematically excluded or underserved populations so they are central to the framing and execution of the project planning process.

**Policy SE.2.2**

Inform and empower stakeholders, particularly those who have been systemically excluded or underserved, about opportunities and actions to influence open decision-making.

- **Strategy SE.2.2.1:** Communicate information and impacts to the public and partners in a clear and timely manner.
- **Strategy SE.2.2.2:** Provide equitable access to information for communities across the state, considering communication platforms and information sources that are culturally responsive and accessible to all.
- **Strategy SE.2.2.3:** Be inclusive, transparent, and clear about how equity tools (e.g., equity indices, frameworks, and processes) change decisions and influence outcomes.

**Objective SE:3**

Improve access to and convenience of a range of high-quality, safe, and affordable mobility options for systemically excluded or underserved populations.

**Policy SE.3.1**

Help all Oregonians thrive through inclusion and consideration of equity in transportation decision-making and investments.

- **Strategy SE.3.1.1:** Invest in projects that would clearly benefit the safety and public health outcomes of systemically excluded or underserved populations.
- **Strategy SE.3.1.2:** In response to the higher rates of roadway fatalities for people walking and biking in areas that are predominantly low income and BIPOC, make multimodal safety investments in areas with a high concentration of systemically excluded or underserved populations.
- **Strategy SE.3.1.3:** At all phases of planning and project development, recognize the role of public transit as a lifeline resource for people experiencing low income, people living with one or more disabilities, seniors, and youth.



Policy SE.3.2

Address barriers to accessing and using vehicles and tools that feature emerging technology (e.g., electric vehicles, trip planning services and information, and shared micromobility vehicles).

- **Strategy SE.3.2.1:** Invest in electric vehicle systems and charging stations throughout the state.
- **Strategy SE.3.2.2:** Encourage development of shared use transportation resources that minimize up-front costs and are designed to be accessible to people of all income levels.
- **Strategy SE.3.2.3:** Leverage resources focused on technology investments to maximize equitable outcomes by updating existing (and establishing new) partnership agreements with other state agencies, investor-owned utilities, community-owned utilities, and local community-based entities.



Policy SE.3.3

Consider household budgets and proportional household income spent on transportation costs in transportation system design and implementation. Balance costs for all users to ensure none are overly burdened, including both households and businesses.

- **Strategy SE.3.3.1:** Partner with private and nonprofit sector mobility providers to implement equitable and accessible services.
- **Strategy SE.3.3.2:** Support affordable financing of electric vehicles of all types, including e-bikes, for personal ownership among underserved communities.
- **Strategy SE.3.3.3:** Invest in the infrastructure and levels of service that make existing low cost modes of travel—such as walking, rolling, biking, and transit—more convenient, and available.



Objective SE:4

Expand access to essential services and economic opportunities through programs and investments.



Policy SE.4.1

Ensure the needs of the most transportation-vulnerable people and systemically excluded or underserved populations are meaningfully addressed and that policies produce improved outcomes.

- **Strategy SE.4.1.1:** Conduct and apply lessons from studies and analysis to understand transportation disparities that exist among systemically excluded or underserved populations.
- **Strategy SE.4.1.2:** Increase transportation investments that benefit systemically excluded or underserved populations.



Policy SE.4.2

Invest equitably in the Oregon economy by increasing contracting opportunities for Oregon BIPOC- and women-owned businesses, with the intent of creating wealth, building capital, expanding networks, and building new skills within these communities.

- **Strategy SE.4.2.1:** Establish and continue to evaluate and improve aspirational contracting goals for Oregon BIPOC- and women-owned businesses.
- **Strategy SE.4.2.2:** Identify and reduce burdens associated with contracting for Oregon BIPOC- and women-owned businesses.
- **Strategy SE.4.2.3:** Provide technical assistance, trainings, and networking opportunities for Oregon BIPOC- and women-owned businesses.

6.3 Mobility



Goals (What/Who)

Create a resilient multimodal transportation system that enables the diverse range of community members and businesses with different needs to get where they need to go safely, reliably, and affordably, and with minimal environmental impact.



Objectives (How)

- **MO.1:** Complete, maintain, and improve multimodal transportation facilities and services that are essential to Oregonians' prosperity and quality of life.
- **MO.2:** Reduce the per capita VMT for passenger vehicles.
- **MO.3:** Create a transportation system that is fully accessible to people of all ages, abilities, races, ethnicities, and income levels, regardless of geographic context.
- **MO.4:** Maintain or improve travel reliability for movement of goods and access to services.
- **MO.5:** Tailor transportation solutions to the local context, allowing for different solutions to achieve OTP goals in rural, suburban, and urban communities.
- **MO.6:** Integrate emerging transportation technologies into transportation services and facilities.



THE BIG IDEAS

- Put people first.
- Get people and goods from point A to point B, safely.
- Complete the critical connections in our transportation networks.
- Ensure low-carbon transportation options are available and easy to use.
- Leverage technology; anticipate the future.
- Provide a robust transportation system so people have options and can make choices.
- Design roads to fit their context and intended function.



Objective MO.1

Complete, maintain, and improve multimodal transportation facilities and services that are essential to Oregonians' prosperity and quality of life.



Policy MO.1.1

Provide a well-connected and seamless multimodal transportation system that promotes the safe movement of people and goods.

- **Strategy MO.1.1.1:** Complete the most critical multimodal connections. Define priority networks for all modes based on connectivity and access to destinations; integrate these networks into plans and investment decisions at the state, regional, and local levels.
- **Strategy MO.1.1.2:** Improve the affordability, reliability, safety, comfort, and time efficiency of walking, rolling, biking, and transit so they are as competitive as possible with auto travel.
- **Strategy MO.1.1.3:** Increase public transit ridership by enhancing network coverage, frequency, or span of service, and passenger safety through approaches tailored to the local context.
- **Strategy MO.1.1.4:** Complete critical bicycle and pedestrian connections to areas with a high proportion of transportation-disadvantaged people, and surrounding schools, shopping, employment centers, medical services, connections to transit, and downtowns.
- **Strategy MO.1.1.5:** Ensure children can access education through safe and connected bikeways and walkways by providing funding and building capacity for Safe Routes to School infrastructure and education programs.
- **Strategy MO.1.1.6:** Develop and promote intercity passenger rail as a low-emission approach to efficient long-distance travel.



Objective MO.2

Reduce the per capita VMT for passenger vehicles.



Policy MO.2.1

Prior to adding new motor vehicle capacity, assess whether the capacity or other needs can be reasonably addressed by a cooperative approach among agencies to carry out one or a combination of the following:

- » Multimodal investments (e.g., increased transit service and passenger safety, multimodal network completion, and connectivity improvements that are non-auto),
 - » Transportation options programs (e.g., education and outreach, transportation options information, trip planning, or rideshare support),
 - » Transportation system management improvements (e.g., ramp metering, signal coordination, or roadway lane reconfiguration), or
 - » Context-appropriate pricing strategies (e.g., roadway tolling, charging for parking, or incentives).
- **Strategy MO.2.1.1:** Establish an investment prioritization process that emphasizes throughput of individuals and freight (e.g., multimodal freight- and people-movement capacity) rather than the quantity of vehicles (e.g., volume-to- capacity ratio of a roadway).
 - **Strategy MO.2.1.2:** Implement metrics to ensure multimodal improvements that benefit more than just vehicle movement are identified in development review and traffic impact assessment processes.
 - **Strategy MO.2.1.3:** Prior to implementing projects that add motor vehicle capacity, work with partners to avoid the impacts of latent and induced demand.



Objective MO.3

Create a transportation system that is fully accessible to people of all ages, abilities, races, ethnicities, and income levels, regardless of geographic context.



Policy MO.3.1

Design and maintain a transportation system that allows people of all ages, abilities, and income levels to safely reach destinations (e.g., for employment, education, groceries, recreation, parks and natural areas, health care, and social opportunities) via active and low-carbon transportation modes of travel.

- **Strategy MO.3.1.1:** Prepare a State of Oregon Transition Plan consistent with Title II of the Americans with Disabilities Act to establish actions and funding priorities that provide transportation facilities which are accessible to all users.
- **Strategy MO.3.1.2:** Meet or exceed Americans with Disabilities Act standards. Design for universal access whenever feasible.
- **Strategy MO.3.1.3:** Develop and maintain pedestrian and off-street path networks, including addressing missing sidewalks, curb ramps, and accessible pedestrian signals on arterial crossings.
- **Strategy MO.3.1.4:** Document, plan for, and identify opportunities to address maintenance needs specific to people walking, rolling, and biking so that multimodal connections remain usable.



Policy MO.3.2

Create a robust transportation system that allows people to choose between many reliable and accessible transportation options, instead of needing to rely on a single option.

- **Strategy MO.3.2.1:** Provide safe and reliable access to transit throughout the day, not just during peak travel times.
- **Strategy MO.3.2.2:** Provide safe, easy, and comfortable connections between transportation providers, both public and private.
- **Strategy MO.3.2.3:** Create programs that help to increase the use of walking, rolling, biking, and transit to spread demand across the system.



Objective MO.4

Maintain or improve travel reliability for movement of goods and access to services.



Policy MO.4.1

Plan and develop an integrated transportation system that allows businesses to choose among affordable and reliable transportation options to connect goods and services with people and other businesses.

- **Strategy MO.4.1.1:** Establish freight networks and facilities, user fees, and incentives so carriers and shippers are able to choose the safest, most reliable, and lowest-impact mode for the trip and achieve reliable deliveries in urban and rural areas, including by use of truck, rail, marine, and air freight options.
- **Strategy MO.4.1.2:** Make investments that enable safe movement and delivery of goods, considering appropriate access for freight vehicles, availability of truck parking, and driver amenities.



Policy MO.4.2

Advance transportation solutions that improve reliable movement along intercity corridors (e.g., intelligent transportation systems (ITS), and bus and freight vehicle priority).

- **Strategy MO.4.2.1:** In urban areas, implement context-sensitive solutions such as shared transit- and freight-only lanes to help freight move through congested areas and support transport of goods to market. Implement curbside management strategies and timed access when warranted to minimize conflicts.
- **Strategy MO.4.2.2:** Enable freight to move by the least polluting means whenever possible: support transfer and transloading facilities when appropriate, support use of rail facilities, and support links to marine freight travel.
- **Strategy MO.4.2.3:** Reserve space within existing rights-of-way for future high-capacity transit per locally and regionally adopted plans.

**Policy MO.4.3**

Systematically address barriers to efficient freight movement on roads and highways and at intermodal connections.

- **Strategy MO.4.3.1:** Identify freight bottlenecks and identify solutions that support improved freight travel times and reliability, while minimizing the potential for increased passenger VMT.
- **Strategy MO.4.3.2:** Address freight barriers through innovative solutions that result in safe access for all people and freight.
- **Strategy MO.4.3.3:** Coordinate convenient and reliable intermodal connections, and interoperability among carriers so goods can easily move between modes and places.

**Objective MO.5**

Tailor transportation solutions to the local context, allowing for different solutions to achieve OTP goals in rural, suburban, and urban communities.

**Policy MO.5.1**

Apply a context- and performance-based approach to planning and designing roadways to integrate flexibility, enhance intermodal connections, and improve user experience and safety.

- **Strategy MO.5.1.1:** Establish transportation design standards appropriate for the following land use contexts:
 - Traditional Downtown/Central Business District
 - Urban Mix, Commercial Corridor
 - Residential Corridor
 - Suburban Fringe
 - Rural Community
 - Rural

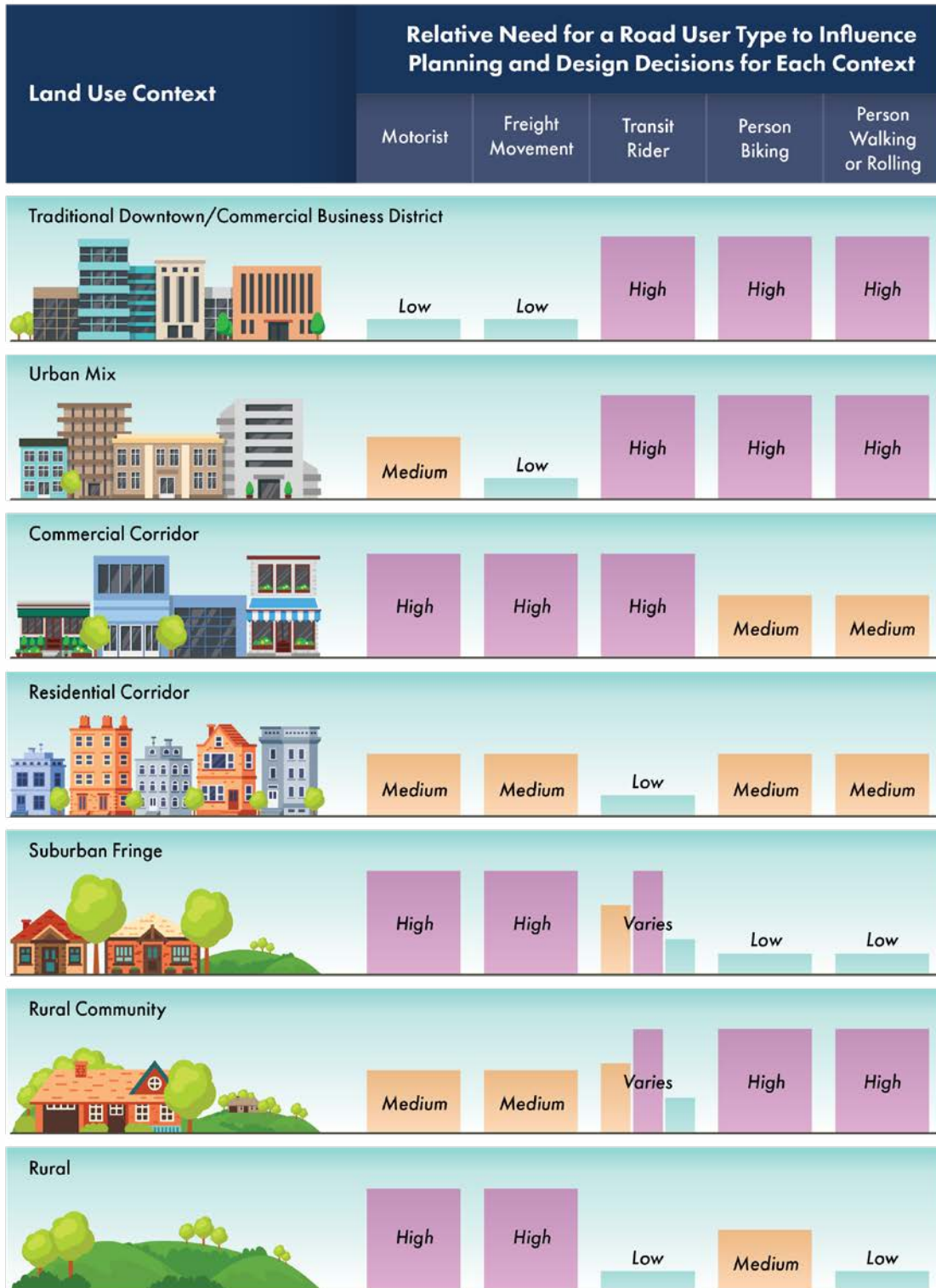
- **Strategy MO.5.1.2:** Apply roadway design elements appropriate to the land use context, with dimensional standards addressing the pedestrian and transition realms (including bicycle lanes, shoulders, and on-street parking).
- **Strategy MO.5.1.3:** Preserve the multimodal people- and freight-moving capacity of transportation corridors, while making enhancements and accommodations that enable safe use and, above all else, prevent fatalities and serious injuries.
- **Strategy MO.5.1.4:** Invest in off-street walking and biking regional paths to enable more safe, comfortable, and direct connections between destinations.



Policy MO.5.2

Plan for and implement transportation investments that are consistent with and supportive of local, regional, and state transportation and land use plans.

- **Strategy MO.5.2.1:** In communities' urban areas, support compact development and climate-friendly areas, ensuring safe, affordable, reliable, and equitable access to destinations including jobs, education, healthy food, services, health care, and recreation.
- **Strategy MO.5.2.2:** Consider land use context, modal function, roadway classification, and anticipated users to determine modal priorities and anticipated users on a project-by-project basis.
- **Strategy MO.5.2.3:** Determine the roadway design by responding to the land use context to better understand the anticipated users and identify appropriate consideration for each of them. The figure below shows the relative need of each user type to influence planning and design decisions in the different land use contexts.
- **Strategy MO.5.2.4:** Use special districts and appropriate design guidelines to support local goals and to ensure that travel for people walking, rolling, and biking is safe and encouraged within cities and towns.
- **Strategy MO.5.2.5:** Use modal classifications and appropriate design guidelines to enable long-distance and freight trips in support of state and regional goals.





Objective MO.6

Integrate emerging transportation technologies into transportation services and facilities.



Policy MO.6.1

Advance ITS and related technologies to improve safety and reliability and manage congestion in all areas of the state.



Policy MO.6.2

Leverage shared mobility services and technology solutions to affect mode choice and travel behavior.

- **Strategy MO.6.2.1:** Promote shared electric mobility services (e.g., electric vehicle, carshare, and e-bikeshare).
- **Strategy MO.6.2.2:** Enable, incentivize, and support the transition of vehicles to electric or other low- or zero-emission options across all modes so that every mile traveled is clean.
- **Strategy MO.6.2.3:** Provide traveler information and support software that enables people to understand and explore their multimodal travel options, including sharing rides through tools such as Get There Oregon.
- **Strategy MO.6.2.4:** Foster development of mobility hubs, which are strategically co-located spots that enable people to access multiple, integrated travel options (including transit, micromobility, and shared travel modes).

6.4 Stewardship of Public Resources



Goals
(What/Who)

Guided by open, data-driven decision-making processes, secure sufficient and reliable revenue for transportation funding and invest public resources to achieve a resilient and sustainable multimodal transportation system.



Objectives
(How)

- **SP.1:** Create sufficient, reliable, and sustainable revenue for transportation funding and meet goals of this plan.
- **SP.2:** Strategically align program, capital, and operational investments with OTP goals.
- **SP.3:** Collaborate and plan across and between agencies and service providers.
- **SP.4:** Manage and deliver projects and programs with an approach that is adaptive and effective.
- **SP.5:** Conduct decision-making and public involvement in a transparent and open manner.
- **SP.6:** Increase the resiliency of the transportation system to better withstand and recover from the anticipated impacts of climate change, extreme weather, seismic and other natural disasters, and adapt to changing needs.



THE BIG IDEAS

- Secure sustainable and reliable funding.
- Align investments and disaster recovery with OTP goals.
- Deliver results.
- Collaborate and break down silos.
- Emphasize open, data-driven decision-making.
- Leverage limited public resources through partnerships.
- Prepare for the effects of a warming climate.
- Plan for resiliency to recover from disasters and disruption.



Objective SP.1

Create sufficient, reliable, and sustainable revenue for transportation funding and meet goals of this plan.



Policy SP.1.1

Develop a reliable funding structure that addresses transportation needs and closes funding shortfalls for all modes of the transportation system by regularly updating and adjusting funding sources and strategies to respond to inflation, need, future trends, and technological and societal change.

- **Strategy SP.1.1.1:** Index transportation fees and administrative costs for inflation.
- **Strategy SP.1.1.2:** Reevaluate all transportation fees regularly based on performance measures for sufficiency of system and services.



Policy SP.1.2

Pursue road user revenue streams that help to cover costs and are sustainable, resilient, and reliable in supporting the multimodal transportation system.

- **Strategy SP.1.2.1:** Establish a set of road user fees that represents a fair, transparent, user-based roadway pricing system that encourages efficient use of the system by reflecting both drivers' use and the cost they impose on the transportation system. The set of fees should include, but is not limited to, the following components:
 - **Road usage charges** will charge people driving vehicles for each mile driven, ensuring all vehicle users pay for their actual use of the roads, regardless of whether they pay fuels tax.
 - **Weight-based charges** ensure that people driving medium and heavy vehicles pay their fair share for their disproportionate wear and tear on the transportation system.
 - **Tolls** should be implemented to charge users for their use of specific infrastructure to manage congestion and to pay for projects, particularly those that are high cost and include elements that improve the roadway consistent with the State's Tolling Policy.

- **Congestion charges** will charge people higher prices for highly used portions of the system at peak times to pay for projects, reduce travel and congestion, and incentivize use of other modes or travel at less congested times, when prices would be lower. Implement congestion charges in a manner that does not disproportionately burden people experiencing low income.
- **Carbon charges** will charge people for emitting carbon and other pollution.



Policy SP.1.3

Pursue new and expand current revenue resources to create an integrated multimodal transportation system.

- **Strategy SP.1.3.1:** Increase rates and fees to more fully cover costs of building, maintaining, and managing the transportation system.
- **Strategy SP.1.3.2:** Ensure administrative costs are fully covered by revenue-generating programs.
- **Strategy SP.1.3.3:** Work with the Oregon Legislature to expand revenue options and flexibility for multimodal transportation systems and services, creating a larger and more diverse portfolio of revenue.
- **Strategy SP.1.3.4:** Create a statewide task force to develop new, creative, and equitable transportation revenue to close the gap between available revenue and future needs, and to provide the predictability Oregon needs to make long-term investments for all modes, systems, and services.
- **Strategy SP.1.3.5:** Provide local governments additional options to generate revenue for local system improvements.
- **Strategy SP.1.3.6:** Retain, simplify, and increase existing revenue-generating programs from driver and motor vehicle fees and motor carrier taxes and fees while developing new ones.

- **Strategy SP.1.3.7:** Develop partnerships that monetize or otherwise leverage transportation assets such as mobility data and public right-of-way to generate revenue, services, and other benefits; this can include partnerships that use right-of-way for broadband deployment, energy production, and environmental services.
- **Strategy SP.1.3.8:** Build upon private sector, national or regional government programs, and academic institutions as project partnerships to explore new and innovative financing mechanisms especially for efforts that harness new technology or address a pressing societal change.
- **Strategy SP.1.3.9:** Develop and promote value capture strategies (e.g., tax increment financing, special assessments, and joint development) to recoup the value added by public investments in the transportation system.
- **Strategy SP.1.3.10:** Identify revenue sources to support public transportation options and create an integrated multimodal system.
- **Strategy SP.1.3.11:** Structure revenue-generating programs so that they enable the goals of this plan to be achieved by increasing or decreasing rates, or providing subsidies that support equity, access, climate, or other outcomes.



Policy SP.1.4

Be intentional and inclusive when engaging communities in revenue-generating programs to gain better outcomes, public acceptance, and understanding, and to advance equity priorities.

- **Strategy SP.1.4.1:** Prioritize fair and equitable payment by, and/or other mitigations for, low- and middle-income Oregonians and those who do not have any feasible alternatives to multimodal travel options—whether at the state, local, or regional level.
- **Strategy SP.1.4.2:** Consider the impacts of roadway pricing on freight and delivery vehicles when developing a user-based roadway pricing program. Increasing the cost of goods movement can increase the cost for consumers, and truck freight carriers typically do not have feasible alternatives.

- **Strategy SP.1.4.3:** Ensure user-based pricing programs consider the impacts on rural and tribal communities throughout the state, who typically travel farther distances and have limited access to non-auto transportation options.
- **Strategy SP.1.4.4:** Develop a user-based system accompanied with a comprehensive customer service program to understand customer needs, improve customer awareness, and provide efficient and reliable information for the public.
- **Strategy SP.1.4.5:** Include statutory protections and user choices in any road user fee system to address privacy and data security concerns and ensure the system does not expose personal information.
- **Strategy SP.1.4.6:** Provide ongoing public information and education about transportation needs and funding alternatives. Enhance public understanding about the benefits of transportation investments and the adverse consequences on the economy, livability, congestion, and overall attractiveness of the state when the transportation system no longer functions in parts or as a whole.





Objective SP.2

Strategically align program, capital, and operational investments with OTP goals.



Policy SP.2.1

Support the movement of goods and people through strategic investment of limited resources that benefit the distribution of travelers and equitable access, and support transportation options that meet the needs of the users of the transportation system.

- **Strategy SP.2.1.1:** Develop transportation plans and investments to focus on the most cost-effective, resilient, equitable, and carbon-responsible modes and solutions over the long-term. Utilize the following considerations when setting priorities and making decisions to balance how needs are addressed across all tiers, emphasizing the top needs on down:¹
 - **Top tier:**
 - Address fatalities and serious injuries
 - Maintain and preserve critical assets, key corridors, and critical life-line routes.
 - Add critical bikeway and walkway connections in “high need locations” (i.e., transportation- disadvantaged areas and surrounding schools, shopping, employment centers, medical services, connections to transit, and downtowns).
 - Preserve current public transportation service levels and maintain a state of good repair for vehicles and facilities.
 - **Second tier:**
 - Address contributing factors and reduce the severity of crashes and safety incidents.
 - Maintain the broader transportation system and assets.
 - Complete the active transportation network.

1. The tiers are designed to recognize that, for example, not all safety needs can be met at the same time and emphasis should be placed on addressing fatalities and serious injuries. This does not preclude investments or projects that focus on other safety issues (second tier) or comfort features (third tier) that will still be needed based on individual project context and needs. The tiers help to signal the areas to emphasize most, but not at the exclusion of investments in lower-level tiers.

- Improve the efficiency, frequency, and reliability of public transportation services
- Improve the efficiency and capacity of existing transportation infrastructure and facilities through operational improvements to the existing system, for the movement of people and goods.
- **Third tier:**
 - Increase users' sense of safety and comfort.
 - Expand public transportation services and fleet, and add new facilities, identified and prioritized at the regional level
- **Strategy SP.2.1.2:** Regularly assess transportation assets that are underperforming relative to cost of operations to identify facilities and services that could be disinvested in, or have ownership transferred, as a way to reduce maintenance costs and focus investment funds.



Policy SP.2.2

Maximize the useful life and minimize the life-cycle cost of transportation assets—including roads, bridges, tunnels, signals, sidewalks, fleet vehicles, and transit vehicles and facilities.

- **Strategy SP.2.2.1:** Responsibly manage and maintain transportation assets to keep the transportation networks safe and reliable over the long-term, including in periods of disruption.
- **Strategy SP.2.2.2:** Design and construct new reconstructed or repaired facilities so that system vulnerabilities and life-cycle costs are reduced.
- **Strategy SP.2.2.3:** Incorporate asset management principles into planning, investment, capital construction, maintenance, and operations decisions.
- **Strategy SP.2.2.4:** Adopt redundant, secure, and open-source technology (e.g., electric vehicle charging stations) to avoid the technology becoming obsolete long-term.



Objective SP.3

Collaborate and plan across and between agencies and service providers.



Policy SP.3.1

Collaborate with tribal governments, federal and state agencies, regional and local governments, and private entities to remove barriers to transportation system performance and facilitate seamless multimodal travel across jurisdictional boundaries.

- **Strategy SP.3.1.1:** Collaborate with agencies, beyond the traditional transportation agencies, that are involved in and affected by transportation, such as Oregon's nine federally recognized tribes, Veterans Affairs, and school districts.
- **Strategy SP.3.1.2:** Coordinate across agencies to align tribal, federal, state, regional, and local transportation goals and priorities.



Policy SP.3.2

Establish partnerships among transportation service providers and private entities to improve transportation facilities and service delivery.

- **Strategy SP.3.2.1:** Foster public-private partnerships to support development of vehicle charging and fueling infrastructure for electric and other zero-emission fuels, shared micromobility programs, and statewide broadband access.
- **Strategy SP.3.2.2:** Plan to manage risks to public investments associated with turnover in the transportation technology sector.

**Policy SP.3.3**

Break down silos among transportation and housing, economic development, public health, and other public-focused fields.

- **Strategy SP.3.3.1:** Coordinate across state agencies (including the Department of Land Conservation and Development, Oregon Department of Environmental Quality, Oregon Health Authority, and others), and with local and regional agencies, to leverage shared investments to achieve goals of the State of Oregon.
- **Strategy SP.3.3.2:** Collaboration among governmental agencies and private partners to maintain public access to, and safety on, transportation facilities while supporting the dignity and safety of houseless people when relocation is necessary.

**Objective SP.4**

Manage and deliver projects and programs with an approach that is adaptive and effective.

**Policy SP.4.1**

Develop, train, and retain a skilled transportation workforce required to meet the long-term needs and challenges facing transportation.

- **Strategy SP.4.1.1:** Build a diverse workforce that mirrors the diversity of the people served by the transportation systems in Oregon.
- **Strategy SP.4.1.2:** Support the diverse workforce with equitable operations and policies and establish an informed culture that delivers authentic inclusivity.
- **Strategy SP.4.1.3:** Support training, apprenticeship, technical skills development, and career growth opportunities to develop and retain a skilled workforce.



Policy SP.4.2

Apply a practical design engineering approach to transportation problems to address community needs and ensure system reliability and resiliency.

- **Strategy SP.4.2.1:** Apply adopted roadway design standards in a way that acknowledges the unique characteristics of each situation.
- **Strategy SP.4.2.2:** Encourage incremental, flexible, and sustainable investment decisions by focusing on identified performance needs and engaging stakeholders.
- **Strategy SP.4.2.3:** Determine needs and develop investment strategies to manage system assets to appropriate service levels.



Policy SP.4.3

Support the ongoing transactions and customer services that impact the ability of people and businesses to travel or do work on the transportation system, including issuance of licenses, registrations, and permits, as well as maintenance services.

- **Strategy SP.4.3.1:** Align provision of transportation customer service functions with funding and resource constraints, prioritizing access and support for the greatest number of users and in critical locations.
- **Strategy SP.4.3.2:** Communicate with the public on anticipated transportation service levels to help level-set customer expectations and experiences.



Objective SP.5

Conduct decision-making and public involvement in a transparent and open manner.



Policy SP.5.1

Make decisions through transparent processes that are inclusive, engaging, and supported by data and analysis.

- **Strategy SP.5.1.1:** Promote open data policies that enhance transparency and public trust.
- **Strategy SP.5.1.2:** Use both demographic analysis and stakeholder input to aid decision-making.
- **Strategy SP.5.1.3:** Systematically collect up-to-date transportation data that can be reasonably and appropriately acquired and managed for data-driven evaluation of programs and investments and support decision-making.
- **Strategy SP.5.1.4:** Provide data and project information to stakeholders and the public in a usable and easily accessible way.



Policy SP.5.2

Define an open decision-making process based on accountability, transparency, and communication, and make clear how public input influences decision-making.

- **Strategy SP.5.2.1:** For each decision-making process, define the public's role (e.g., inform, consult, involve, collaborate, or empower).
- **Strategy SP.5.2.2:** Build capacity for public engagement within communities by building relationships with and investing in community-based organizations.
- **Strategy SP.5.2.3:** Offer compensation to participants in public engagement processes to add the perspectives and voices of those who are otherwise unable to participate.



Objective SP.6

Increase the resiliency of the transportation system to better withstand and recover from the anticipated impacts of climate change, extreme weather, seismic and other natural disasters, and adapt to changing needs.



Policy SP.6.1

Leverage transportation investments to support community health and increase community resilience to chronic climate change impacts.

- **Strategy SP.6.1.1:** Reinforce each community's cohesion and resulting ability to respond to and recover from challenges to their transportation system.
- **Strategy SP.6.1.2:** Seek to mitigate the transportation system's role in the differing social, economic, public health, and other adverse effects of climate change on people throughout the state, particularly for systemically excluded or underserved populations (populations with high numbers of BIPOC, people experiencing low income, people living with one or more disabilities, seniors, youth, and rural residents), who are likely to face the worst effects of climate change. For example, seek to reduce exposure of people traveling by walking, rolling, biking, or taking transit to heat-related illness, and prioritize investment in lifeline routes that intersect with systemically excluded or underserved populations.
- **Strategy SP.6.1.3:** Identify opportunities to address the public health hazards of social isolation and poor air quality.



Policy SP.6.2

Identify modal and multimodal lifeline routes to facilitate evacuation and recovery during and after a disaster, as well as to proactively prepare routes as best as possible to reduce possible hazards from an event before it occurs.

- **Strategy SP.6.2.1:** Map and assess multi-hazard threats to the transportation system, including extreme precipitation, sea level rise, wildfires, extreme heat, and seismic events.

- **Strategy SP.6.2.3:** Identify route redundancies and detour options across the state and local transportation systems.
- **Strategy SP.6.2.4:** Implement the Climate Adaptation and Resilience Roadmap and results from the Seismic Lifeline Study to enhance transportation system resilience. The Climate Adaptation and Resilience Roadmap, accepted by the Oregon Transportation Commission in January 2023, is incorporated herein by reference and also serves as the Department’s Resilience Improvement Plan (as defined in Section 11405 of the Federal Infrastructure Investment and Jobs Act [2021]).
- **Strategy SP.6.2.5:** Ensure sufficient alternative fuel station resilience, supply, and density to support emergency evacuation scenarios and routes.



Policy SP.6.3

Incorporate pre-disaster mitigation to improve the resilience of Oregon’s transportation system, prepare for long-term recovery and reconstruction efforts, mitigate future hazards, and adapt to changing climate conditions.

- **Strategy SP.6.3.1:** ODOT should seek federal authorization to use Metropolitan Planning Organizations for disaster/resiliency planning at a regional level.
- **Strategy SP.6.3.2:** Ensure transportation provider operations and communications are prepared for future disruptions due to climate change, extreme weather, and seismic events.
- **Strategy SP.6.3.3:** Integrate natural lands, resources, ecosystem protection, and nature-based strategies into resilience planning.
- **Strategy SP.6.3.4:** Incorporate statewide seismic risk assessments into project planning, prioritization, and implementation.

6.5 Safety



Goals (What/Who)

Enable safe travel for all people, regardless of their age, ability, race, income, or mode of transportation.



Objectives (How)

- **SA.1:** Implement a holistic, proactive approach to system safety that eliminates the occurrence of people being killed or seriously injured on the transportation system by anticipating human mistakes, and recognizing the vulnerability of people on the road.
- **SA.2:** Provide transportation systems and facilities that are safe and secure for people to use, maintain, and operate.
- **SA.3:** Leverage data and technology to document and reduce fatal and serious injury crashes.



THE BIG IDEAS

- All decisions should place a high priority on the safety of people and saving lives.
- Safety measures should achieve equitable outcomes.
- All people should feel the same level of safety, security, and belonging on our transportation system.
- Technology and data should be leveraged to identify and prioritize safety needs, and enhance roadway safety.



Objective SA.1

Implement a holistic, proactive approach to system safety that eliminates the occurrence of people being killed or seriously injured on the transportation system by anticipating human mistakes, and recognizing the vulnerability of people on the road.



Policy SA.1.1

Identify safety solutions that eliminate fatalities and serious injuries while curbing vehicle emissions and leading to equitable outcomes.

- **Strategy SA.1.1.1:** Give primacy to safety solutions that address fatalities and serious injuries while:
 - Not increasing vehicle emissions, except when no other safety countermeasure is determined to be effective.
 - Identifying safety solutions that maintain access for all modes when possible.
- **Strategy SA.1.1.2:** Implement safety solutions and prioritize investments that reduce fatalities and serious injuries across Oregon, recognizing the disproportionate risk faced by systematically excluded or underserved populations (populations with high numbers of BIPOC, people experiencing low income, people living with one or more disabilities, seniors, youth, and rural residents), as well as those who walk, roll, or bike.



Policy SA.1.2

Plan, design, construct, operate, and maintain the transportation system to reduce speed differentials on roadways; provide context-appropriate physical and temporal separation between different modes of travel.

- **Strategy SA.1.2.1:** Reduce the potential severity of crashes in the event of user error by applying proven countermeasures, including lighting, physical separation, staggered signal phasing, and context-specific speed management techniques.

- **Strategy SA.1.2.2:** Implement safety programs that address impacts related to disruptions (e.g., construction, maintenance, and utility work). Programs include addressing worker safety in work zones; safe pedestrian, bike, and motor vehicle detours; and freight access routes.
- **Strategy SA.1.2.3:** Maintain signal and signage systems so those elements continue to be effective in reducing crash severity.



Policy SA.1.3

Develop and implement safety education, enforcement, and emergency service programs, policies, and projects with a primary goal of eliminating the occurrence of people being killed or seriously injured.

- **Strategy SA.1.3.1:** Develop programs that promote safe driver behavior throughout people's lives.
- **Strategy SA.1.3.2:** Adopt safety messaging across all agencies to reflect human fragility and the principles of a Safe Systems approach so that transportation safety is integrated into everyday decision-making for the public (individual drivers, passengers, and people walking, rolling, and biking).
- **Strategy SA.1.3.3:** Support training for first responders so they are able to respond to transportation-related crashes and other medical emergencies fully equipped and in a timely manner.
- **Strategy SA.1.3.4:** Implement equitable and evidence-based enforcement of rules and laws (e.g., traffic laws, truck weight restrictions, and railroad laws) intended to prevent the occurrence of people being killed or seriously injured while using the transportation system.
- **Strategy SA.1.3.5:** Recognize inherent bias exists in the enforcement process and contributes to additional risk to BIPOC individuals. Support training programs to mitigate bias.
- **Strategy SA.1.3.6:** Develop programs to help people transition as travelers through all phases of life safely, for example, transitioning from being an able-bodied driver to a transit-dependent rider.



Objective SA.2

Provide transportation systems and facilities that are safe and secure for people to use, maintain, and operate.



Policy SA.2.1

Minimize risk of personal harm to people using outdoor transportation facilities in the public realm (e.g., off-street trails; mobility hubs; park-and-rides; transit centers, stops, and stations; rest areas, charging stations; bike parking) and to vulnerable people by providing personal security measures (e.g., lighting, sanitation, cameras, and emergency call boxes).

- **Strategy SA.2.1.1:** Develop best practices that improve security for bikes and e-bikes parked or charged in the public realm.
- **Strategy SA.2.1.2:** Ensure trail safety by encouraging trail use and keeping trails well maintained and designed for good visibility.



Policy SA.2.2

Develop and implement strategies to make public transportation safe and free of violence. This includes the ability to ride transit without having to worry about one's physical safety, and without being threatened or harassed.

- **Strategy SA.2.2.1:** Increase transit agency presence to help create a sense of community and safety on transit systems.
- **Strategy SA.2.2.2:** Evaluate the effects of enforcement responses to fare evasion, homelessness, and mental health crisis.
- **Strategy SA.2.2.3:** Collect and share data on use of force within the transit system, with the intent of ensuring best efforts are being made to reduce the need for such incidents and ensure systemic biases are not negatively impacting certain riders.



Objective SA.3

Leverage data and technology to document and reduce fatal and serious injury crashes.



Policy SA.3.1

Make strategic investments in analytics and data science capacity to support safety improvements for transportation-vulnerable people (paying particular attention to systemically excluded or underserved populations), improve overall safety outcomes, and enhance reporting processes.

- **Strategy SA.3.1.1:** Use data to proactively identify high risk locations, situations, and conflict points so agencies can implement safety measures before people get hurt.
- **Strategy SA.3.1.2:** Develop and maintain state-of-the-practice safety equity metrics.
- **Strategy SA.3.1.3:** Collect, share, and use crash data to understand and reduce the risks and demonstrate the benefits of low-carbon modes of travel.
- **Strategy SA.3.1.4:** Develop a process to ensure more accurate and thorough reporting of crashes and injuries involving people walking, rolling, and biking.



Policy SA.3.2

Explore opportunities to deploy and promote emerging technologies that support safety of all people traveling.

- **Strategy SA.3.2.1:** Develop policies and strategies to address technical innovations in emergency management in a way that is scalable.



Policy SA.3.3

Support integration and linkage of data sources across multiple domains, programs, and data systems hosting safety-relevant data.

- **Strategy SA.3.3.1:** Source and provide technical support to ensure cybersecurity and data privacy throughout the system.

**Policy SA.3.4****Support a managed approach to the adoption and safe use of connected and automated vehicles.**

- **Strategy SA.3.4.1:** Develop operational plans that reduce the risk of people making mistakes by supporting deployment of vehicle-to-infrastructure technologies with compatible communications and system platforms used for vehicle-to-vehicle communications.
- **Strategy SA.3.4.2:** Regulate level 3 and higher automated vehicles (automated driving functions) by requiring special driver license endorsements or certifications to increase their safe operation.
- **Strategy SA.3.4.3:** Seek and secure public-private partnerships that enable sharing of proprietary, anonymized, real-time operations, and travel behavior data to inform investments that will improve connected/automated driving safety.



6.6 Sustainability and Climate Action



Goals (What/Who)

Minimize transportation's negative role in climate change by GHG emissions for all sectors of transportation, while also reducing air toxics, noise pollution, water toxics, and habitat loss.



Objectives (How)

- **SC.1:** Achieve state goals for reducing GHG emissions.
- **SC.2:** Preserve and improve the quality of Oregon's water, air, and natural ecosystems.



THE BIG IDEAS

- Achieve statewide GHG emissions reduction targets.
- Reduce per capita VMT for passenger vehicles.
- Transition to cleaner vehicles and fuels.
- Increase energy efficiency.
- Protect the natural environment.



Objective SC.1

Achieve state goals for reducing GHG emissions.



Policy SC.1.1

Implement the Oregon Statewide Transportation Strategy to realize statewide GHG emissions reduction targets.

- **Strategy SC.1.1.1:** Close the gap in existing plans, trends, policies, and investments to achieve the STS vision, working across tribes, state agencies, local jurisdictions, and the private sector to:
 - Transition to low- and no-emission vehicles and fuels, with a focus on transportation electrification for all types of passenger and other light vehicles, and also alternative fuels for public transportation buses and freight trucks.
 - Expand availability and use of low- and no-emission transportation options such as walking, rolling, biking, and public transportation, and implement transportation demand management strategies such as employer programs, teleworking, and carpooling.
 - Price the transportation system to manage demand across modes, supporting greater use of no-emission travel choices, and providing sustainable funding to support needed investments aligned with the STS.
 - Improve systems operations and performance to reduce stops-and-starts and idling, and limit road expansion.
 - Make land use more efficient by controlling urban growth and creating more compact and mixed-use development, such as climate-friendly areas that support jobs and amenities closer to residences and therefore enable shorter trips that can be made by walking, rolling, biking, or public transportation.

- **Strategy SC.1.1.2:** Work toward zero emissions from the freight sector by reducing idling, transitioning to low- and no- emission fuels, enhancing the availability and efficiency of lower-carbon freight modes, and locating distribution centers near interstates and highways to enable local medium-duty electric vehicle delivery of goods.
- **Strategy SC.1.1.3:** Develop systems to continuously monitor and regularly report on STS progress, and update and adjust STS strategies and trajectories to mirror the pace of change in new technologies, scientific findings, and data availability.



Policy SC.1.2

Enable broad electrification of the transportation system.

- **Strategy SC.1.2.1:** Support transportation electrification of all modes, including: micromobility (electric bikes and scooters), light vehicles (cars and trucks), and medium- and heavy-duty vehicles (commercial freight trucks and transit buses).
- **Strategy SC.1.2.2:** Identify charging infrastructure needs to meet state goals and Clean Car regulations, and develop deployment strategies.
- **Strategy SC.1.2.3:** Designate and build out an alternative fuel corridor of electric vehicle charging stations comprising a backbone north-south and east-west network across major routes in Oregon.
- **Strategy SC.1.2.4:** Ensure equitable access to charging infrastructure, with focused investments in rural areas, adjacent to multi-unit dwellings, and in communities of systemically excluded or underserved populations (populations with high numbers of BIPOC, people experiencing low income, people living with one or more disabilities, seniors, youth, and rural residents).
- **Strategy SC.1.2.5:** Partner with tribes, state agencies, local governments, utilities, electric vehicle service providers, and the private sector on the planning, development, and maintenance of charging stations across Oregon.



Policy SC.1.3

Support transition to low-carbon fuels for fleets and sectors that are slower to or cannot yet electrify.

- **Strategy SC.1.3.1:** Develop a finance and implementation plan to site an interstate network of alternative fuel stations through cross-agency coordination and collaboration at the state, regional, and local levels, as well as with neighboring states.
- **Strategy SC.1.3.2:** Make alternative fuel infrastructure investments in areas without access to alternative fuels, beginning with systemically excluded or underserved populations.
- **Strategy SC.1.3.3:** Partner with the freight sector to determine likely alternative fuel paths (e.g., electric or hydrogen) and develop refueling infrastructure accordingly and in support of achieving state Clean Truck regulations.
- **Strategy SC.1.3.4:** Rapidly transition public transportation fleets that are not transitioned to electric sources to other low-emission fuels, such as hydrogen or compressed natural gas.
- **Strategy SC. 1.3.5:** Reduce the emissions related to people making intercity and interstate trips by supporting operations of passenger rail and advancements in low-emission air travel.



Policy SC.1.4

Meaningfully incorporate GHG emissions reduction in transportation decision-making.

- **Strategy SC.1.4.1:** Implement a funding allocation framework and project prioritization process that evaluates the impact of investments on GHG emissions and results in total spending that reduces GHG emissions to meet STS and state goals.

- **Strategy SC.1.4.2:** Update project cost/benefit analysis methodologies to consider life-cycle costs; the social cost of carbon (an estimate of the economic costs, or damages, of emitting one additional ton of carbon dioxide into the atmosphere); embedded carbon and climate change impacts and benefits; cost of maintenance, including damage and repair due to expected natural disasters; anticipated future conditions in a warming world (e.g., consider future anticipated precipitation, not just historical trends); and benefits to the public when less maintenance and repair is required.
- **Strategy SC.1.4.3:** Reduce emissions in the provision and operations of transportation services including lighting, energy use, buildings, and fleet vehicles.
- **Strategy SC.1.4.4:** Transition to low-carbon materials and fuels in project construction and maintenance.
- **Strategy SC.1.4.5:** Evaluate the impacts of climate change on BIPOC communities and people experiencing low income in programmatic and project-level decisions.



Policy SC.1.5

Develop and implement a long-range plan for increasing energy efficiency and moving toward a diversified and decarbonized energy supply in collaboration with federal, state, regional, and local jurisdictions and agencies, as well as transportation providers, shippers, and the general public.

- **Strategy SC.1.5.1:** Identify and implement opportunities for businesses to use transportation modes that are energy efficient.
- **Strategy SC.1.5.2:** Identify and implement energy-efficient construction and maintenance practices.



Objective SC.2

Preserve and improve the quality of Oregon’s water, air, and natural ecosystems.



Policy SC.2.1

Require siting, design, and development of new and reconstructed transportation infrastructure to reduce the impact on environmentally sensitive areas; enhance and avoid the degradation of the natural environment; and protect water, air, and wildlife.

- **Strategy SC.2.1.1:** Plant trees and vegetation in public rights-of-way through applying practical solutions and context-sensitive strategies that effectively integrate climate goals while ensuring that plantings maintain the visibility and safety of transportation system users and are appropriate for the environment and future hazard risks (e.g., are drought-resistant or do not increase wildfire danger).
- **Strategy SC.2.1.2:** In the construction and maintenance of transportation infrastructure and facilities, reduce the consumption of nonrenewable construction materials and promote their efficient use and reuse.
- **Strategy SC.2.1.3:** Identify and implement water- and energy-efficient construction and maintenance practices.
- **Strategy SC.2.1.4:** Minimize and mitigate harms to sensitive fish and wildlife species, for example, by providing space for terrestrial animal movement along habitat corridors.



Policy SC.2.2

Provide a transportation system that is environmentally responsible and encourages conservation and protection of natural resources.

- **Strategy SC.2.2.1:** Create transportation systems compatible with native habitats and species and help restore ecological processes.
- **Strategy SC.2.2.2:** Where adverse impacts cannot reasonably be avoided, minimize or mitigate their effects on the environment.



Policy SC.2.3

Minimize transportation contributions to local airshed quality, prioritizing the most affected low-income communities.

- **Strategy SC.2.3.1:** Ensure that the impacts of pollution are not disproportionately borne by systemically excluded or underserved populations (populations with high numbers of BIPOC, people experiencing low income, people living with one or more disabilities, seniors, youth, and rural residents).

