



Metro

Regional Travel Options Grant 2013-15 Application

Section A: Applicant information		
Organization legal name Portland Parks and Recreation		Date submitted February 22, 2013
Address (Include City and Street Address) 1120 SW Fifth Ave., Suite 1302, Portland, OR 97204		
Primary purpose of organization Provide parks and recreation services		Organization is (select one) <input type="checkbox"/> Non-profit <input checked="" type="checkbox"/> Government
Project Contact Name Todd Lofgren, Property and Business Development Manager	Phone (do not include dashes) 5038235229	E-mail Address todd.lofgren@portlandoregon.gov
Section B: Project information		
Project name: Setting the Stage for Success – Washington Park Transportation Management Association Start Up		
Provide a brief project description. Describe the project goals and how the goals align with the 2012-17 RTO Strategic Plan. Describe who will be served by your project and if it is primarily located within the Metro boundary. Limit your response to 75 words or less. Portland Parks & Recreation and the Washington Park Transportation Management Association (WP-TMA) are establishing new transportation management tools, including a pay-to-park system, to maximize safe, convenient access to and through Washington Park. This project will complement existing local and regional transportation investments to develop new marketing, communication and monitoring tools to promote the use of diverse transportation options for over 3 million visitors, and 3,200+ employees and volunteers who come to Washington Park each year.		
Attach Scope of Work with tasks and deliverables with the start and completion dates. A sample Scope of Work is attached for your reference.		
Section C: Scored Criteria (100 Points)		
TRIPLE BOTTOM LINE OUTCOMES AND MEASUREMENT. (30 total points)		
1. Describe the social benefits the project will produce relative to the total cost of the project (10 points) This project will have three primary social benefits: (1) it establishes a formal partnership framework for all Washington Park institutions, including neighborhood representation from Sylvan Highlands and Arlington Heights Neighborhood Associations, on the WP-TMA Board. (2) Improved parking management and free shuttle service will enhance the use of alternative modes (transit, MAX, biking, and walking), which will benefit people who are dependent on public transit; providing affordable, reliable, safe, and efficient transportation to all of Washington Park. The enhanced park shuttle will link park venues, public buses, and MAX stops, increasing non-vehicular visits to the park. (3) Increased park visitor and employee awareness of alternative transportation options and transportation access information for Washington Park will be achieved through an improved website, smart phone application, incentives, transportation information, marketing campaign, and improved maps.		

2. Describe what environmental resource outcomes the project will produce (10 points) We anticipate significant air quality improvements from: (1) reducing dependence on autos and increasing alternative transportation mode split, and (2) replacement of the diesel-run yellow school bus shuttles with alternative fueled shuttles that will run throughout the park (and not just between off-site parking lots near the Sylvan exit on Hwy. 26 and the venues at the southern end of the park). By running free shuttles throughout the park, visitors, employees, and volunteers will be able to reduce intrapark trips, thereby reducing congestion and idling within the park.

3. Describe what economic outcomes the project will produce relative to the total cost of the project (10 points) There are several economic benefits derived from this project, both in terms of money saved by using existing light rail infrastructure rather than building new parking infrastructure, as well as reducing the burden of parking lot management on regional public benefit organizations in Washington Park (i.e. Zoo, Japanese Garden).

First, there is economic value in savings of parking infrastructure not built. This project is intended to reduce the number of automobile trips to Washington Park over time. Access to transit, shuttle, bike, and transportation options information will result in a higher percentage of trips to the Park using alternative modes, and leveraging the light rail investments in Goose Hollow and the Zoo. The long-term WP-TMA access plan for the Park envisions continued growth in visitor trips of about 2% a year, with little to no increase in on-site parking supply. If successful, just a 10% transition in peak season vehicle trips to alternative modes would result in \$5.18 million in savings – the value of new parking not built or the downsize of any parking structure that may need to be built if existing parking resources were consolidated into a structured supply. This is based on the premise that there are approximately 1,400 parking stalls in the Park. A 10% reduction in peak vehicle trips would translate into 140 parking stalls that would cost a minimum of \$37,000 per stall to replace in a parking garage.

There are also economic benefits derived by the WP-TMA's trip reduction programs, which will not only maximize existing public resources at the Park (light rail, shuttles, constrained parking resources), but greatly facilitate regional trip reduction efforts in a manner not generally the focus of a transportation management association. Visitor traffic/trips represent a significant element of regional trip growth and, therefore, impact congestion and air quality. Reduction of this traffic through the efforts of the WP-TMA provides economic benefits through greater work productivity (through less congestion) and reduced health care costs (through less air pollution.)

The WP-TMA's efforts are not only unique to TMA's in the Portland region, but nationally as well. Successful implementation of this program will derive economic benefits to TriMet (ridership growth), the City of Portland (reduced cost of parking facilities), and the region (reduced travel time and cost).

Another more immediate economic benefit will occur with the WP-TMA and PP&R taking over transportation and parking management at Washington Park. This will allow the venues to reallocate resources that would otherwise be spent on transportation and parking issues, back into their core work. For example, if the Hoyt Arboretum Friends has a plant sale, then the WP-TMA would assist them and take responsibility of managing shuttles, transportation marketing and promotion of alternative transportation options, parking and traffic circulation support, outfitting volunteers with safety vests and deploying traffic signs and other equipment as needed. In addition, releasing the Oregon Zoo from management of the South parking lot will save them approximately \$175,000 per year for the costs of management, maintenance, safety, and capital improvements.

Lastly, the products developed and materials purchased with the grant will be used well beyond the two year life of the grant, and represent significantly greater economic benefits to the region through trip reductions and funds not spent on parking infrastructure than the modest investment of the grant request. For example, we anticipate the following life cycle for proposed grant funded equipment and services:

- The website and phone apps (Task 1) should have at least a five-year lifespan, with periodic updates, and the transportation marketing plan (Task 1) will be at least a three year plan.
- Consulting services for shuttle shelter siting (Task 3) will result in the permanent installation of shuttle shelters, which should have a life-span of 20 years or longer.
- Event management equipment (sandwich boards, barricades, safety cones, safety vests, flashlights, electronic signage etc. in Task 5) should have a life-time of 10 years or longer.

ORGANIZATION'S CAPACITY, EXPERIENCE, AND PARTNER SUPPORT (10 total points)

4. Describe previous (federal or otherwise) grant-funded projects your organization has completed, your experience in delivering the project on time, within budget and meeting all scope requirements (5 points) Since 2008, Portland Parks and Recreation has been awarded 23 grants worth over \$7.1 million of federal state, local, public and private grants. Just a few examples of projects that we have delivered on time, within budget, and meeting all scope requirements are:

- Springwater Repave Project (2009-2015). \$1.8 million project funded by ODOT.
- Cathedral Park Toe Ramp (2009-2011). \$90,114 project funded by Oregon State Marine Board to pay for boating facility improvements on the toe of the boat ramp.
- Pier Park Pool Rehab (2007-2009). \$93,420 project funded by Land & Water Conservation Fund to pay for pool rehabilitation at Pier Park.

5. Who are the partners (if any) that will assist you with the project? Describe the role(s) and amount of time/effort project partners will contribute carrying out the project. To what extent will those partnerships benefit the outcomes of the project? (5 points) Project partners include the designated WP-TMA Board members:

- Arlington Heights Neighborhood Association
- Hoyt Arboretum Friends
- Oregon Zoo (Metro)
- Portland Children's Museum
- Japanese Garden Society of Oregon
- Portland Parks & Recreation (City of Portland)
- Sylvan Highlands Neighborhood Association
- TriMet
- World Forestry Center

The venues in the park have been meeting for several years, through the forum of the Washington Park Alliance. In that forum they have developed what amounts to a work plan for the WP-TMA (see bullet list in the Proposal Scope of Work). They have been thinking about the improvements that this grant project represent for some time, and are fully committed to its success as it is a vision born of their hard work, and the solution to some of the problems they have been working to address.

With the addition of TriMet, each of the partner organizations are committed to attending monthly board meetings and dedicating staff, or volunteers in the case of the neighborhood associations, to attend Parking Lot Operating Committee (PLOC) meetings (held every three weeks) to guide decisions about transportation and parking management. In addition, the WP-TMA Board members have committed public relations and marketing resources to helping communicate changes to their collective 62,000 members, employees, and volunteers through newsletters and emails. The Oregon Zoo staff will be closely involved in all event management parking activities, especially during the first year as responsibility is transitioned to Portland Parks & Recreation and the WP-TMA. All of the partners are heavily invested in the success of the WP-TMA and the pay-to-park system and have committed to providing the resources necessary to ensure that the programs outlined in the Scope of Work, including the marketing, communications and monitoring tools covered by this grant are implemented.

PROJECT SUCCESS FACTORS (30 total points)

6a. If the project is regionally targeted, how does it benefit the region as a whole? (10 points) Washington Park is a regional destination, drawing over 3 million visitors from Southwestern Washington and Northwestern Oregon per year, with the majority of them arriving by car. Many area visitors make Washington Park a "must see" stop with its iconic views of Mt. Hood from the Rose Garden, as well as the internationally renowned Japanese Garden, and other attractions such as the Oregon Zoo, Children's Museum and other sites. This project will benefit the entire region and national and international visitors that come to Washington Park by providing a more efficient, and enjoyable, transportation and parking system. In addition, improved parking and free shuttle services will reduce the potential for backups on Highway 26, improving traffic safety for all regional travelers on Highway 26, and reducing associated congestion.

The planned purchase of tools (website, app, event management equipment, etc.) and other planned improvements should greatly improve the ease and convenience of transit use, and reduce congestion from intrapark car travel as visitors instead choose to use the free intrapark shuttle.

OR

6b. If the project is targeted to a specific area, how does it:

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| <p>a. Increase the use and maximize the value of an existing investment (transit, bicycle, pedestrian, etc.) (5 points)? The new free intrapark shuttle service will allow people to park in underutilized lots in the northern ends of the park during the busy summer months or during large events. The shuttle system will also make the transit system (MAX and buses) much more efficient by allowing visitors to freely move around the park, including the northern locations within the park that are difficult to access without a car.</p> | <p>b. Help residents or employees overcome barriers to using travel options? How appropriate is the project to the target area? (5 points) This project will allow the WP-TMA to conduct a Commute Options Survey with all 3,200+ venue employees and volunteers and offer incentives to discourage drive alone commuting. The WP-TMA will encourage employee commute programs for all Washington Park venues.</p> |
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7. What elements are critical for this project to succeed? Please include examples of similar types of projects with proven success in the region or elsewhere (10 points) Two elements are critical to the success of this project:

(1) Implementation of the pay-to-park system in approximately 1,400 parking spaces in Washington Park by Portland Parks & Recreation. Funding for the WP-TMA will be paid for by parking revenues, so the successful launch of the parking system is critical to the funding of the WP-TMA

(2) Success of this unique TMA as a service to a destination park. All of the venues, TriMet, and the neighborhood associations realized that the job of managing transportation and parking was too large for any one organization, so a new management framework was necessary. For the WP-TMA to be successful, it must have the right staff, the organizational capacity and the technological tools and infrastructure at its disposal to effectively communicate with visitors, employees, and volunteers. In addition, the WP-TMA must have efficient monitoring and evaluation tools to understand the dynamic behaviors and preferences of these target audiences.

The City of Portland has three other transportation management associations – the Lloyd, Swan Island, and South Waterfront Transportation Management Associations. The Lloyd TMA (LTMA) has been particularly successful in its efforts and strategies to reduce vehicle miles travelled and influence positive changes in mode behavior. The LTMA has been able to accurately measure the impact of its district-tailored programs, strategies, and changes in behavior over time. The WP-TMA structure mirrors that of the LTMA and has the leadership, management tools, and measurement strategies in place to ensure both success and measurability.

8. How might the project be continued or become a model for successive projects or programs after the grant work is complete? (5 points) The project has no planned end date—it will continue as long as transportation and parking management is required in Washington Park. Unlike most transportation management associations across the country, the WP-TMA has a steady source of funding – the pay-to-park system. The funding model predicts that the organization will have a steady funding stream, enabling the organization to plan transportation and parking enhancements and programs long into the future.

Given the steady revenue source, and the enthusiasm of the Board, it is hoped that the WP-TMA will create innovative and effective programs to address transportation and parking issues within the park. The monitoring and evaluation program, which includes visitor, employee, and volunteer surveys as well as vehicle and trail counters, should give the organization the information it needs to continuously improve its programs, thus being a model for other TMA's across the country.

TARGET AUDIENCE (10 total points)

9. What audience(s) does this project reach? Describe how the project will overcome barriers the project audience has to using transportation options? (5 points) The audience for this project is the 3+ million visitors, and 3,200+ employees and volunteers that come to Washington Park each year. One of the most significant barriers to the project will be communicating with visitors with small children and changing their travel behavior, whether that be by encouraging them to take alternative transportation to Washington Park, or to leave their car parked and take the park shuttle. Families with small children and strollers have unique travel needs. Information and options will need to be compelling, easy to read and understand. It will be challenging to convince visitors with small children to come by transit, but if the incentives are right, the schedules are convenient, and the ride is enjoyable, then the WP-TMA is building itself up for success.

It will be much easier to reach visitors from the neighborhoods who can easily walk or bike to the park and take the park shuttle. For those who prefer to take public transit, the shuttle system and improved maps and communication tools will make their visit much more convenient and enjoyable.

10. Describe how your organization and/or partners have a unique qualification, skill, and/or method to reach the project audiences (5 points) Portland Parks & Recreation, which has been operating Portland Parks for over a century, has decades of experience managing parks and the associated transportation and parking issues. While the WP-TMA will be a new organization, its board is comprised of the organizations and people who care most about substantive transportation and parking changes in Washington Park. Each organization has been working on these issues since the organization was created, and for the past many years have been actively working together to create a new management system. Together, the partner organizations have found a solution (endorsed by both the Metro Council and Portland City Council) with the installation of a pay-to-park system and the creation of the WP-TMA. This new organization will be able to focus on improving transportation options in the park, providing safer access to all park users, and improve intrapark circulation, so visitors can spend more time at the park, and less time in their cars.

MATCH (20 total points)

11. What percent of the total project cost will be paid for in match from your organization or your partners? (10.27 percent is the minimum required) Please describe the source of non-federal matching funds, or in-kind match (20 points) We anticipate a match of \$750,000 over two years, representing 78.95% of the total project cost. In addition, Portland Parks and Recreation is contributing staff time (Abatté, Lofgren, Aptekar, and Steckler) as well as the costs for purchasing and operating the new shuttle fleet.

RTO Grant Proposal Scope of Work

Setting the Stage for Success – Washington Park Transportation Management Association Start Up

Project Description

Washington Park and its venues receive over three million visitors a year, and have an additional 3,200+ employees and volunteers who work in the park. This attendance makes Washington Park one of the most highly visited destinations in the state. Washington Park's success has resulted in a variety of transportation and parking challenges. Organizations housed or working within the park, along with surrounding neighborhood associations, are working together to create a Washington Park Transportation Management Association (WP-TMA). Portland Parks & Recreation (PP&R) and the WP-TMA will manage transportation and parking operations (including a new pay-to-park system) in Washington Park. The WP-TMA Board consists of:

- Arlington Heights Neighborhood Association
- Hoyt Arboretum Friends
- Oregon Zoo (Metro)
- Portland Children's Museum
- Japanese Garden Society of Oregon
- Portland Parks & Recreation (City of Portland)
- Sylvan Highlands Neighborhood Association
- TriMet
- World Forestry Center

In order for the WP-TMA and the planned parking and transportation improvements to be successful, the WP-TMA must become highly functional as soon as it is created. It must have the tools and resources that it needs to succeed. Portland Parks & Recreation (PP&R), along with all of the partner venues and the adjacent neighborhoods are all committed to the WP-TMA's success. To facilitate and ensure success, a new pay-to-park system will provide a stable funding source for the WP-TMA. Funds derived from the pay-to-park system will also support new parking management programs and systems, alternative mode access strategies, and outreach and communications programs. The intended outcome is development and implementation of a world-class access management system for Washington Park, its visitors, employees, and volunteers at all of its venues.

Specifically, this proposal requests funding for the following resources and tools to set the new WP-TMA up for success—this grant will provide funding to create safer, more diverse, innovative, and understandable options for getting to and through the park.

- Develop a communications plan and the tools to implement it. The communications plan will include the creation of a marketing and outreach strategy for the WP-TMA, as well as an organizational identity (a brand) that includes a logo and other graphic elements that will communicate the

transportation and parking concept that signifies the work of the new organization.

- Coordinate, implement, and manage the permit system associated with the new pay-to-park system that incorporates real-time tracking and survey data to create incentives for visitors, employees, and volunteers to take alternative modes of transportation. PP&R will manage the day-to-day operations of the pay-to-park system and the WP-TMA will manage the permits and other incentive programs related to this system.
- Identify shuttle stop locations to maximize transit and shuttle usage, reduce congestion, and improve circulation throughout the park.
- Purchase event management equipment (street barriers, traffic signs, safety vests, walkie talkies, etc.) to assume responsibility of event traffic and parking, thus freeing Washington Park venues from dealing with transportation to instead focus on their core missions.
- Collect data, including visitor, employee, and volunteer travel patterns, as well as vehicle and trail usage, to better understand impacts of programs and improve programs over time.
- Create and run the WP-TMA, with the mission of creating a world-class access management system for Washington Park.
- Conduct a one-year evaluation of the WP-TMA to assess and revise programs and the strategic plan for the organization.

Project Goals and Expected Outcomes

The goal of this project is to develop a new program that implements a diverse and innovative package of access management tools that maximizes safe and convenient access to Washington Park and its attractions. The key objective is to transition Washington Park to a venue that values green area, is sustainable, provides expanded options for alternative transportation modes and ensures the long-term educational and financial success of each partner organization while providing a world-class experience to its patrons.

The supporting goals are to:

- Increase the use of alternative modes of transportation (i.e. non-auto trips) for access to the Park and its venues by employees, volunteers, and visitors
- Reduce the rate of daily vehicle trips to and from the park
- Minimize the instances of spillover parking into adjacent neighborhoods
- Minimize the instances of and impacts from queuing at the US 26 off-ramps to Washington Park
- Avoid losses in patron attendance

The expected outcomes of this program are to provide the WP-TMA with the tools and resources it needs to succeed. First, we want to provide the WP-TMA with the communication tools to be able to effectively and efficiently communicate with over 3+ million visitors and the 3,200+ employees and volunteers who visit Washington Park every year. Secondly, we want to provide the WP-TMA with the tools it needs to manage

transportation and parking on a daily basis and to be particularly effective on high visitation days; ensuring smooth, safe, and efficient arrivals and departures.

Related Outcomes

For the past few years the Directors of each of the venues in Washington Park have been meeting through a forum known as the Washington Park Alliance to discuss topics of shared interest, including transportation issues. Among other projects, they developed a list of transportation priorities that have been forwarded to the WP-TMA to develop as part of its work plan. The outcomes that follow are ones that the WP-TMA will be working on, and which reinforce, support and integrate with the planned outcomes for this grant project. They are:

- Initiate new pay-to-park system in Washington Park.
- Establish mutual and measureable goals for increasing employee, volunteer, and visitor use of alternative mode options (i.e., transit, bike, walk, and rideshare).
- Optimize parking occupancy and measure performance of the parking supply, “triggering” specific management strategies, especially those that transition parking demand into alternative modes.
- Implement a routine program of meeting, coordination, and communication with surrounding neighborhoods.
- Initiate enhanced Park shuttle that services all venues.
- Promote transit access programs and linkages between Park & Rides and the Park through light rail and public transportation options.
- Develop and conduct a coordinated transportation demand management (TDM) survey and/or focus groups with members and visitors of all venues to gauge perception of alternative modes use and viability and potential of alternative modes incentives and programs.
- Coordinate a WP-TMA employee Commute Options Survey for all Park based partner employees. The survey would evaluate each venue and also provide data for a combined partner report.
- Conduct a WP-TMA customer/visitor survey for all Park venues (and visitors to the Park itself). Information collected would target mode choice, vehicle occupancy, and duration of stay.
- Develop and maintain a shared database to support the overall monitoring and reporting process for parking utilization, alternative mode use, visits/admissions to each venue and membership totals. Database information would be translated into an annual access/parking and TDM progress report.

- Develop and launch a comprehensive WP-TMA access webpage that is provided as a link in all partner websites.
- Coordinate all marketing, communications and planning related to access under a common brand that unifies strategies outlined above and is delivered, managed and coordinated through the WP-TMA.
- Leverage new alternative funding resources to achieve Washington Park program goals and objectives.

Evaluation Plan

The WP-TMA will work closely with Portland Parks & Recreation to conduct an evaluation of its access management program through the following activities:

- Track and report all dollars spent, in-kind donations, and other contributions.
- Track and report services, outreach efforts, and record number of people visiting the venues by mode.
- Conduct a survey comparable to the quarterly survey conducted by the Oregon Zoo that collects information about visitor travel mode, auto occupancy, duration of stay, as well as many other personal preferences and travel characteristics. The WP-TMA will hire an outside organization to conduct the survey (possibly Portland State University or University of Oregon, or a professional survey firm). This project includes expanding relevant portions of the Zoo survey to the entire park, so that managers can better understand and evaluate park transportation and parking behavior.
- Administer an annual Commute Options Survey to all venue employees and volunteers in the park. The Oregon Zoo is the only venue that currently conducts a Commute Options Survey. This project would survey all 1,000+ staff (outside of the Oregon Zoo, permanent and temporary) and 2,200+ volunteers.
- Track and categorize the nature of calls/emails to the venues regarding parking and transportation issues. Most of these calls/emails will be forwarded to the WP-TMA.
- Work with ODOT to track transportation safety issues including back-up of vehicles onto US 26 and crash information.
- Work with TriMet to track the number of transit riders (both bus and MAX) to Washington Park.
- Purchase and install approximately five traffic counters and eight trail counters to count the number of vehicles entering the park and the number trail users to better understand the number, frequency, timing, and seasonality of trail and road use.
- Hire a consultant to conduct an evaluation of the WP-TMA first year of operation and report findings to the WP-TMA and grant funders. In addition, the consultant will work with the WP-TMA to incorporate the findings and recommendations into its strategic plan and work program.

Project Staff

The key project team members for this project are:

- Mike Abbaté, PP&R Director
- Todd Lofgren, PP&R Property & Business Development Manager
- Bryan Aptekar, PP&R West Service Zone Coordinator
- Becky Steckler, PP&R Washington Park Project Coordinator
- Mark Ross, PP&R Public Information Officer
- Rick Williams, Consultant
- WP-TMA Executive Director (TBD)

One of the key members of the project team will be the WP-TMA executive director. The Interim Board of the WP-TMA is working on a job description now for the executive director and will hire this person by June 2013. Portland Parks & Recreation will notify Metro in writing of the hire of the executive director, and any other staff changes, if they occur.

Staff Name, Title	Project Role	Years Experience	% of Time
Mike Abbaté, Director	Supervisor	25	1%
Todd Lofgren, Property and Business Development Manager	Project Co-Manager	15	5%
Bryan Aptekar, West Service Zone Coordinator	Project Staff	17	20%
Becky Steckler, Washington Park Project Coordinator	Project Staff	15	100%
Rick Williams, Consultant	Traffic and parking expertise	18	5%
WP-TMA Executive Director	Project Co-Manager	TBD	100%

Major Project Tasks

Task 1. Communications plan and tools

- **Create a marketing and outreach plan and brand the WP-TMA.** Being a new organization, the WP-TMA will need to create an easily recognizable identity (a brand) with a logo and other graphics or text that visitors, employees, volunteers, and all other users of the park can quickly and easily identify with transportation and parking related information. It will be important for the WP-TMA to create a strong brand that is easy for park users to identify and that they associate with improvements to parking and transportation within the park. The brand architecture will then be used on all WP-TMA outreach materials, including the website and applications, signage, letterhead and business cards, and other materials.

The project co-managers will work with park attractions to develop a marketing and outreach plan that will include use of the website, smart phone app, social media (Facebook, Twitter, etc.), newsletters and listservs to conduct outreach about transportation and parking to venue members (218,000+), staff (1000+), and volunteers (2,200+), and visitors that comprise the 3+ million visits to Washington Park venues each year. The marketing and outreach plan will describe goals, objectives, and the specific activities planned to achieve the goals along with the parties responsible, timeline, and proposed budget.

- **Develop an interactive website and smart phone app.** One of the first tasks the WP-TMA will do is develop an interactive website that provides real-time information about transportation, parking, and major events in the park. For the first time in the park's history, the visitor will be able to get real time information on how to get to and through the park. The website will need to communicate a variety of types of information about transportation and parking in the Park, including:

- **Parking and transportation information for visitors** will provide information for visitors to plan their trip to the park, including the ability to check schedules and stops for TriMet and the shuttle. It will also include bike information (trails, bike parking, etc.), and hiking trail information (map of trails).
- **Parking and transportation information for visitors, employees, and volunteers** will describe transportation programs and incentives, transit and shuttle information, carpooling information, and hiking and biking information (maps and bike parking).
- **Special events information** will include special parking and transportation information for events in the park like the Summer Concert Series in the Rose Garden Amphitheater and the Summer Concert and Zoo Lights at the Oregon Zoo.
- **Resources** will include downloadable vehicle, shuttle, biking, and trail maps that include parking information, as well as links to all of the attractions.
- **Information about the WP-TMA** including the mission, staff, board, office location, accomplishments, newsletters, and contact information.
- **Other topics to be determined** by the WP-TMA Board and new executive director.

The WP-TMA may also investigate the creation of an interactive map that would work in concert with a phone application, giving users information about the history of the park and park attractions, parking information, major event information, and more.

Project managers will contract with an outside vendor to create a mobile app that will allow users to:

- Check updates on parking and transportation issues in the park
- Check TriMet (bus and MAX) schedules to and from the park
- Check shuttle schedule
- Check status of off-site parking locations
- Pay for parking (as an alternative to using pay stations at time of parking, and with the ability to add time when at an attractions and not at a pay station)
- Connect to information about park attractions within the park
- Check weather conditions at the park
- Promotions for alternative mode use (light rail, public transit, etc.). For example, deliver coupon incentives periodically to support transportation goals.

Task 2. Coordination, implementation, and management of pay-to-park system

Portland Parks & Recreation is in the process of launching a pay-to-park system throughout Washington Park. Once the WP-TMA is fully established, it will serve as a coordinating entity for monitoring the parking and access system, and support PP&R in its management of the parking system. The WP-TMA's coordinating function will provide enhanced communications between all partners and better integrate transportation options into the access system.

One of the primary roles of the WP-TMA, working with PP&R, is to explore and implement demand-based pricing strategies around events at park venues, seasonality, and by-demand. The WP-TMA will conduct real-time tracking of transit and lot use, and develop strategies to communicate to visitors about how best to visit the park at any given time. The WP-TMA will work closely with all of the attractions to understand the needs of the attractions for specific events, activities, and use patterns that influence transportation to, through, and from Washington Park. The WP-TMA will also create and manage incentive programs for visitors, employees, and volunteers (such as periodically distributing coupons to visitors that take alternative transportation modes to visit Washington Park).

Task 3. Identification of shuttle stop locations

One of the key components of the WP-TMA's work program is to replace the diesel-run yellow school bus shuttles currently used by the Oregon Zoo, and replace the TriMet loop bus (fee), and enhance the existing TriMet bus service through the park (fee), with an alternative-fuel fleet of free shuttles that will service the entire park. While PP&R has submitted a grant application to the Oregon Department of Transportation to fund five shelters, there may be other locations that would optimize the performance of the shuttle system.

This task will allow the WP-TMA to hire a landscape architect (consulting with a traffic engineer), to work with PP&R and the venues to determine the best siting locations, and

explore other sites throughout the park, without sacrificing efficiency of the shuttle service.

Task 4. Event management equipment

The WP-TMA will assume responsibility of managing traffic and parking during Washington Park events, including the summer visitor season, Concerts in the Park at the Rose Garden Amphitheater, Zoo Concerts, and Zoo Lights, among other events. The WP-TMA will need to purchase traffic and parking management equipment, including barricades, traffic signs, safety cones, shuttle parking signs, flashlights, walkie-talkies, and safety vests for employees and volunteers.

Task 5. Evaluation

The WP-TMA will collect a range of trail, road and parking lot use information, conduct visitor surveys two times per year (summer and off-season) and an employee survey once a year, and produce an annual report that includes the following information:

- Dollars spent, in-kind donations, and other contributions.
- Description of services, outreach efforts, record number of people visiting the park/venues by mode.
- Visitor information on travel mode, auto occupancy, duration of stay, as well as many other personal preferences and travel characteristics.
- Commuter information (derived from the Commute Options Survey) for employees and volunteers at all park venues.
- Number and topic of calls/emails to the venues regarding parking and transportation issues. Most of these calls/emails will be forwarded to the WP-TMA.
- Number and nature of safety issues including back-up of vehicles onto US 26 and crash information (collected by ODOT).
- Number of transit riders (both bus and MAX) to Washington Park (collected by TriMet).
- Baseline and future changes in trail use and traffic counts (as collected by the trail and traffic counters).

Task 6. Creation of the WP-TMA

The mission of the WP-TMA is to implement a diverse and innovative package of access management tools that maximize safe and convenient access to and from the Park, its institutions, and the adjacent neighborhoods. One-hundred percent of the work of the WP-TMA is devoted to access management in the park. This task represents the creation and costs associated with running the WP-TMA for the first and second years that have not already been described in Tasks 1 – 5. The staff and the Board of the WP-TMA and their collective programs and efforts are considered the match for this project. The work of PP&R staff on this project are also considered part of this project, but are not calculated in the proposed match in this grant.

Project timeline and budget

Most of the project will be completed within the first 12 months of creation of the WP-TMA or receiving the grant (which ever happens last). All of the tasks will be completed within 24 months. The estimated timeline and cost per task is summarized below.

Table 1. Project Timeline and Budget

Task	Task Description	Schedule	Metro Grant	Required Match	Match/Task	Total
1	Communications plans and tools					
	Marketing plan and branding	Months 1-4	\$24,000	\$6,000	20%	\$30,000
	Website and smart phone app development	Months 1-4	\$60,000	0	0%	\$60,000
2	Coordination, implementation, and management of pay-to-park system	Months 1-12	\$0	\$145,738		\$145,738
3	Identification of shuttle stop locations	Months 2-5	\$30,000	\$0	0%	\$30,000
4	Event management equipment	Months 1-6	\$4,870	\$1,080	18%	\$5,950
5	Evaluation	Months 1-24				
	Surveys	Months 6-24	\$24,000	\$2,500	94%	\$26,500
	Traffic and trail counters	Months 6-12	\$22,130	\$0	0%	\$22,130
	Evaluation (consultant)	Months 12-18	\$35,000	\$0	0%	\$35,000
6	Creation and operation of the WP-TMA	Months 1-24				
	Personnel	Months 1-24	\$0	\$145,738		\$145,738
	Programs	Months 1-24	\$0	\$328,972		\$328,972
	Direct expenses	Months 1-24	\$0	\$119,972		\$119,972
Total			\$200,000	\$750,000	78%	\$950,000