

→ **Task 5: Strategy Evaluation and Recommended TDM Strategies for the Twin Cities**

21P098: Metropolitan Council Regional Travel Demand Management Study

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Prepared for the Metropolitan Council



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Overview

Task 5 of the Regional Travel Demand Management (TDM) Study is focused on **developing potential TDM strategies** for the region and **conducting an evaluation** of the potential strategies.

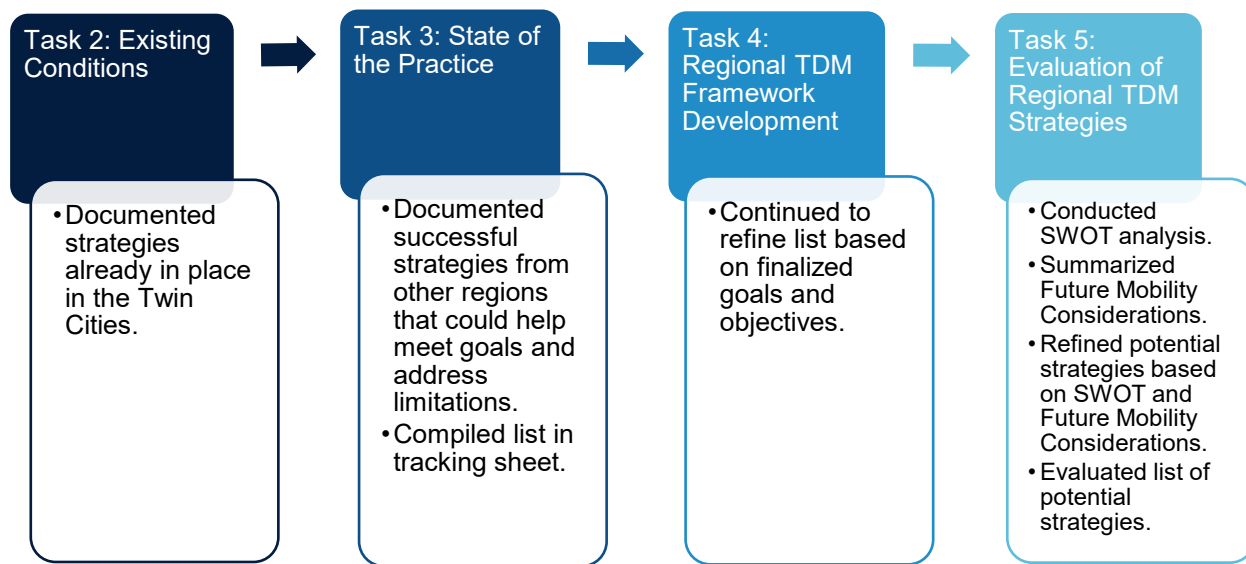
The first technical memorandum under Task 5 summarized a review of **potential future mobility conditions** that could affect TDM strategies and an analysis of **strengths, weaknesses, opportunities, and threats (SWOT)** related to TDM in the region, which informed the development of these potential TDM strategies.

This technical memorandum under Task 5 summarizes the development of potential TDM strategies for the Twin Cities region; the approach for developing, evaluating, and selecting strategies; and the final recommendations and TDM strategies that will be advanced to the Action Plan (Task 6).

Approach – Draft Recommended TDM Strategies

The study team began developing potential TDM strategies early in the study and continued to refine them throughout the study, as shown in Figure 1.

Figure 1. Strategy Development Process



The **SWOT analysis** mentioned above took the findings from the Existing Conditions work (Task 2) and characterized the strengths and weaknesses of current TDM strategies, programs, and policies to meet the goals and objectives established in the TDM Framework (Task 4). It also identified opportunities that exist to improve TDM in the region, in part by identifying TDM-related efforts in other regions derived from the State of the Practice (Task 3) that could be implemented in the Twin Cities and the threats that might create obstacles for meeting the TDM goals and objectives from Task 4. The strengths, weaknesses, and opportunities focus on the elements of a TDM program that are within control of the Met Council and its partners, whereas the threats focus on the elements that are most likely beyond the influence of the Met Council and its partners.

The team developed a summary of likely **future mobility considerations** to illustrate how certain factors, including economic, social, and public health conditions, could impact travel patterns and inform the development of potential TDM strategies. The future mobility considerations include sub-sections focused on changing work schedules and telework, new and emerging transportation and vehicle technology, and the influence of economic conditions on travel choices. Each sub-section provides examples of factors that may change travel patterns and behaviors in the Twin Cities region and outlines how these factors could have implications for future TDM strategies in the context of transit, land use, marketing, and equity.

Analysis, Evaluation, and Selection Process

Considering ideas from all the previous tasks within this study, the strategies development efforts resulted in a list of approximately 100 potential strategies. The study team then tracked the list of 100 potential strategies in a spreadsheet (Appendix B) to be analyzed and evaluated, so that a subset of strategies could be selected and recommended for advancing to implementation. Due to the large format, the tracking spreadsheet (Appendix B) is posted separately on the [Regional TDM Study project](#) web page of the Metropolitan Council website.

Next, the study team developed the evaluation approach, using a combination of quantitative scoring and qualitative assessments. The study team developed **criteria** to evaluate the strategies included the spreadsheet. The criteria were organized into four categories: strategy description/characteristics, goals and objectives, SWOTs, and feasibility.

Some criteria, such as the strategy geographic scale and implementation costs, were simply used to help characterize and compare strategies, rather than score strategies. Scoring was suitable for other criteria because it assisted the study team with noting the extent to which individual strategies might meet goals and objectives and enabled comparison among the strategies.

The criteria, organized by the four categories, consisted of the following:

- **Strategy characteristics:** Descriptions and assessments of various attributes of the strategies were noted, as follows:
 - **Description:** General description of the strategy.
 - **Geographic scale:** Assessed the potential scale that the strategy could be implemented, such as regional, statewide, city-level, corridor-based, or neighborhood-level.
 - **Community designation suitability:** Assessed the land use types or density for which the strategy would be most suitable, using Met Council's [Community Designations](#). **Community designation suitability:** Assessed the land use types or density for which the strategy would be most suitable, using Met Council's [Community Designations](#).
- **Organizational roles:** Assessed the types of organizations suitable to lead or support implementation.
- **Implementation costs:** Assessed the costs for implementing in terms of low (less than \$100K), medium (less than \$500K), or high (greater than \$500K).
- **Goals and objectives:** Assessed the degree for which an individual strategy could support regional TDM goals and objectives. Support was defined as the potential for success as well as the degree of relatedness to each of the goals/objectives. This assessment was defined in terms of a numerical score: 0 = does not help region meet goals/objectives, 1 = minimally supports goals/objectives, 2 = somewhat supports goals/objectives, and 3 = strongly supports goals/objectives. The scores were then summed for each goal, so that strategies could be compared.
- **SWOT:** Assessed whether the strategy addressed previously identified strengths, weaknesses, opportunities, or threats, and specifically which one(s).

- **Feasibility:** Assessed the key factors affecting the feasibility of implementing individual strategies and identified needed changes to overcome these barriers. Factors and barriers included:
 - **Timeframe for implementation:** Noted in terms of near-term (less than 5 years), mid-term (5–10 years), or long-term (more than 10 years).
 - **Costs of implementation:** Tied to the cost assessment in the first category but defined in terms of whether the cost might be a barrier.
 - **Political or cultural barriers:** Where applicable, noted potential political oppositions or cultural challenges (e.g., challenges related to adopting new behaviors).
 - **Equity considerations:** Where applicable, noted equity-related aspects to be mitigated or addressed if advanced to the action plan phase.

Within the tracking spreadsheet, the project team then sorted the list of strategies into several broad categories, grouping like strategies to facilitate the analysis and evaluation. These broad categories, such as “employer-based strategies” and “regional requirements/mandates,” were used to simplify stakeholder reviews, including the Project Management Team (PMT) and the Technical Advisory Team (TAT). Informed by the study team’s analysis and stakeholder feedback, the study team created **six recommendations** that include multiple related strategies.

Each of the recommendations and multiple related strategies were summarized in the form of **one-page overviews**. The PMT and TAT reviewed and provided feedback on the draft recommendations and strategies by reviewing the overviews. Appendix A includes a summary of edits stemming from stakeholder feedback), which resulted in the final recommendations and strategies.

Recommendations and TDM Strategies

The study team organized the TDM strategies into six recommendations, to arrange related strategies together. Furthermore, the six recommendations are characterized as actions, which will enable the strategies to be easily advanced to the Action Plan task. The six recommendations (in no order of priority) are:

- Establish a Regional TDM Program
- Administer Employer-Based Trip-Reduction Incentives
- Administer Development-Based Trip Reduction
- Administer Traveler Pricing and Incentives Strategies to Make Sustainable Transportation Options Affordable and Cost-Competitive
- Implement Strategies That Improve the Customer Experience while using Sustainable Transportation Options and Enhance Traveler's Sense of Place
- Utilize TDM Strategies to Reduce the Need for Capital Expansion

A description of each of the Recommendations and TDM Strategies follows.

Establish a Regional TDM Program

Establish a regional TDM program that leverages existing momentum and advocacy for TDM to deliver TDM services consistently and equitably throughout the region, which can also be customized for local contexts.

Why?

- ▶ **Need for an organizational structure to establish a cohesive regional approach to delivering services subsequently recommended in this TDM Study, including outreach, marketing, performance measurement, and coordination of information and services among practitioners.**
- ▶ **No centralized information source for commuters and stakeholders to learn about TDM.**
- ▶ **Stakeholders expressed need for consistent level of service throughout region.**

Strategies

- ▶ Establish a regional TDM program that implements this study's Action Plan using a coordinated network of TDM service providers; enable existing TDM practitioners (e.g., TMOs) to have an ongoing role in program implementation.
- ▶ Establish a TDM Program Advisory Group to provide ongoing strategic TDM direction and input to the agency implementing the regional TDM program, including providing meaningful insight on the development of the Program's annual work plan, detailed approaches, and first-hand experiences that inform solutions. The Advisory Group should include a diverse group of participants, including representatives from organizations who will be served by the Program (e.g., employers, developers, transit agencies, local governments, and community organizations).
- ▶ Identify gaps in services (e.g., geographic, programmatic) and expand services so they are offered consistently region-wide.
- ▶ Provide TDM-related information, tools, and services to implementing partners that offer TDM services.
- ▶ Develop Regional TDM Program performance evaluation methodology and measures.
- ▶ Explore additional funding sources for TDM initiatives and opportunities to integrate TDM into existing programs.
- ▶ Identify revisions to the Regional Solicitation TDM category to align with Regional TDM Program by identifying elements of the Regional TDM Program that applicants can apply to do on

behalf of the Regional TDM Program (e.g., employer-based trip reduction, development-based trip reduction).

- ▶ Develop a regional brand and a one-stop-shop for travel information to increase awareness and access to TDM-related services. The brand should be inclusive of all trip types, commute trips, essential trips, and discretionary trips.
- ▶ Educate implementation partners and policymakers on services available through regional program. Develop a library of TDM case studies to demonstrate how TDM can be implemented.

Benefits / Outcomes

- ▶ **Coordinated efforts and services to facilitate seamless travel**
- ▶ **One-stop-shop for travelers and organizations**
- ▶ **Increased awareness of options**
- ▶ **Maximized resource efficiency**

Potential Implementation

- ▶ Establish Advisory Group purpose, guidelines, participant roles, meeting cadence.
- ▶ Facilitate Advisory Group to recommend program goals, metrics, and scope of regional TDM work.
- ▶ Establish Regional TDM Program by identifying a lead agency, funding, staffing, and contracting needs.
- ▶ Develop a scope of services for the Regional TDM Program that includes the recommended Action Plan in this TDM Study.

Costs

- ▶ Agency staffing to manage and coordinate program and consultant contracts/funding agreements, funding for incentives programs
- ▶ Partner organization staffing (TMOs, etc.)
- ▶ Potential consultant staffing (if any services will be contracted out)

Examples

- ▶ [Commuter Connections](#) (Metropolitan Washington Council of Governments)
- ▶ [Transportation Options Program](#) (Oregon DOT)
- ▶ [Georgia Commute Options](#) (Atlanta Regional Commission)

Administer Employer-Based Trip-Reduction Incentives

Administer existing employer-based trip-reduction incentives and develop new ones to facilitate the adoption of worksite transportation programs that will result in reduced trips and miles driven by employees.

Why?

- ▶ **There is a need for new strategies that support Minnesota’s state climate goals.**
- ▶ **The study identified a need for increased understanding and adoption of TDM principles by employers.**
- ▶ **During outreach for this study, employers expressed awareness of some TDM programs, but noted that additional information would be helpful.**
- ▶ **The study identified an opportunity for employers to have a more direct role in helping employees.**
- ▶ **Stakeholders expressed the need for clear direction about workplace transportation solutions and ways to increase employer engagement.**

Strategies

- ▶ Incentivize employers to implement workplace trip-reduction strategies that reduce trips generated by their employees' commutes or work trips through recognition campaigns and financial incentives.
- ▶ Provide a menu of worksite transportation options so that employers can choose strategies that are responsive to the travel options available to employees, including telework and alternative work schedules.
- ▶ In exchange for financial incentives, require employers to develop annual TDM plans and report annually on strategies implemented, VMT reductions, and related outcomes. Establish a recognition program and/or assist employers with being recognized by national programs (e.g., Best Workplaces for Commuters).
- ▶ Expand and enhance the customer relationship management (CRM) tool so that it can be accessed by all the Regional TDM program implementers to track employer contacts,

benefits offered and adopted, and coordinated annual reporting.

- ▶ Offer technical assistance through the regional TDM program to assist employers with complying with requirements, developing TDM plans, and meeting trip-reduction goals.
- ▶ Administer employer incentives and report on program results.

Benefits / Outcomes

- ▶ **Employers can realize cost savings from reduced payroll taxes, reductions in parking and other infrastructure costs**
- ▶ **Commuters can save money on commute-related transportation expenses**
- ▶ **Consistent level of services and benefits for commuters**
- ▶ **Improved data tracking**
- ▶ **Enhanced private sector engagement**
- ▶ **Reduced VMT, GHGs, congestion**

Potential Implementation

- ▶ Set aside funding from the Regional TDM Program for incentives and to provide ongoing administration, including training, communications, promotions.
- ▶ Coordinate outreach and technical assistance as part of the Regional TDM Program.

Costs

- ▶ Annual incentives allocation
- ▶ CRM/Database Management Tool (for tracking progress and worksite transportation programs implemented)
- ▶ Marketing/promotion/training (for recognition program)

Examples

- ▶ [Movability Challenge](#) (Austin, Texas TMO)
- ▶ [Workspace Mobility Grant Program](#) (Commute Ride, Boise, Idaho)

Administer Development-Based Trip Reduction

Administer development-based trip-reduction initiatives at the district or local government level through the Regional TDM Program.

Why?

- ▶ **Cities and developers can shape the urban environment to encourage demand for non-SOV travel.**
- ▶ **The study identified gaps in awareness and adoption of TDM principles by developers and other private partners.**
- ▶ **In the assessment of existing regional practices, a lack of cohesive development policies was identified.**
- ▶ **Development-based initiatives are an opportunity to boost private sector engagement in TDM practices.**

Strategies

- ▶ Support local governments by providing assistance with their efforts to implement TDM development tools that are adapted to their local context. This may include providing support with enhancing development review processes, engagement with developers and property managers, developing evaluation methodologies that estimate VMT or trip reductions from specific site amenities or services. Provide example TDM plans for sites or buildings.
- ▶ Provide ongoing technical assistance to the property owner/manager after development/construction phase is complete to ensure TDM initiatives continue throughout the building's lifespan.
- ▶ Provide updates on development-based activities to the Regional TDM Program Advisory Group, which will include representatives of the development community.
- ▶ Provide technical assistance with: modifying policies and, if chosen, establishing TDM ordinances or mandates; establishing TDM districts in which specific TDM requirements apply to the entire district; land use plans; incorporating active travel infrastructure into roadway improvement or construction plans; parking policy (e.g., ending parking minimums, shared, unbundling); zoning; subdivision; strategies for mitigating the impact of development on transportation networks; and development regulations that integrate TDM

strategies and TDM-supportive site designs in alignment with regional TDM goals and objectives and local context.

- ▶ Encourage local jurisdictions to adopt development-based TDM ordinances as part of securing funding from regional sources.
- ▶ Set trip-reduction targets that are responsive to the travel options available at any given development and local context.

Benefits / Outcomes

- ▶ **Coordinated efforts**
- ▶ **Consistent planning**
- ▶ **Efficient use of resources**
- ▶ **Land use planning coordination**

Potential Implementation

- ▶ Coordinate with local jurisdictions in the Twin Cities who already have development-based TDM ordinances to provide examples and lessons learned.
- ▶ Provide training and technical assistance to local jurisdictions.
- ▶ Develop model/template ordinance as a starting point for local jurisdictions.
- ▶ Demonstrate value of effectiveness based on existing programs.
- ▶ Develop performance evaluation methodology to quantify results so that they can be compiled and reported on at the regional level.

Costs

- ▶ Agency staff to manage the program and coordinate local government updates and outcomes
- ▶ Consultant staff to support provision of technical assistance, develop model ordinances, and develop reporting dashboard

Examples

- ▶ [Boulder Junction TDM District in Boulder, Colorado](#)
- ▶ [San Francisco, California](#)
- ▶ [Bloomington, Minnesota](#)

Administer Traveler Pricing and Incentives Strategies to Make Sustainable Transportation Options Affordable and Cost-Competitive

Administer a range of pricing and incentives strategies that improve the affordability of sustainable travel options and make sustainable travel options more cost-competitive with driving alone.

Why?

- ▶ **Travelers identified transportation costs as barrier to use of non-SOV options.**
- ▶ **Establishing a regional program would help enhance regional coordination.**

Strategies

- ▶ Offer multi-modal incentives and subsidies that enhance equity, increase ridership and decrease driving, and improve the climate.
- ▶ For lower income populations, implement universal basic mobility programs, such as multi-modal transportation wallets, to enhance access to additional sustainable transportation options, (e.g., where public transit service is less effective).
- ▶ Offer incentives, such as financial incentives or simplified/multi-fare payment structures, for multiple sustainable transportation options to reverse inherent incentives for driving (e.g., e-bike loan-to-own programs, e-bike rebate programs including those for cargo bikes, subsidized bike/scootershare memberships).
- ▶ Implement mileage-based fee program to replace declining gas taxes and fund pricing strategies that encourage reduced driving (e.g., lower taxes/fees for lower annual mileage or no taxes or fees for registered carpools/vanpools).
- ▶ Identify approaches to monitoring and tracking incentives without creating barriers to use.
- ▶ Direct the regional TDM program to promote the TDM programs to communities with limited resources (such as low-income, low-vehicle ownership, limited English, and other

disadvantages) to raise awareness and increase access.

Benefits / Outcomes

- ▶ **Coordinated efforts**
- ▶ **Efficient use of resources**
- ▶ **Increased attractiveness of non-SOV modes**
- ▶ **Improved affordability and equity**
- ▶ **More funding directed to TDM**

Interim Implementation

- ▶ Invest in changes to transit passes to make them more affordable. Simplify pass structure to enhance accessibility.
- ▶ Select corridors for potential pilots.
- ▶ Build on strategies Metro Transit has already implemented, such as reduced fares in downtown zones.

Costs

- ▶ Annual incentives allocation
- ▶ Marketing and outreach to broad range of audiences and communities
- ▶ Technological development costs associated with administration of incentives

Examples

- ▶ [Portland, Oregon Mobility Wallet](#)
- ▶ [Oakland, California Universal Basic Mobility Pilot](#)
- ▶ Columbus, Ohio [C-Pass](#) Program
- ▶ Denver [e-Bike Rebate](#) Program

Implement Strategies That Improve the Customer Experience While Using Sustainable Transportation Options and Enhance the Sense of Place

Identify and dedicate funding within the Regional TDM Program to implement projects that improve the customer experience while using sustainable transportation options and/or enhance the physical environments related to sustainable transportation modes.

Why?

- ▶ **Stakeholders expressed the need for funding that can be used for placemaking/customer experience-focused strategies.**
- ▶ **Stakeholders identified attractiveness, convenience, safety, and security as key factors in mode choice.**
- ▶ **Establishing a regional program to lead these initiatives would formalize the needs and create a pathway to implementation.**

Strategies

- ▶ Develop a framework for the types of strategies that enhance placemaking and customer experience for sustainable transportation options, to inform the funding and allocation processes. Integrate findings from the Regional Safety Action Plan in the development of the framework.
- ▶ Revise the Regional Solicitation Process as needed; consider elevating projects that have been identified as needs in the Regional TDM Action Plan and Safety Action Plans.
- ▶ Create a framework to establish shared understanding of what users need to feel comfortable walking, biking, or taking transit to develop appropriate strategies and measures of their effectiveness.
- ▶ Identify funding sources for strategies or infrastructure projects that instill a sense of comfort and welcoming (e.g., transit ambassadors, crosswalk/median murals that raise motorists' awareness, raised crosswalks, improved bus stop amenities).
- ▶ Increase flexibility of existing funding sources to expand the types of customer experience-focused projects identified in the previously discussed framework.

- ▶ Train the Regional TDM Program staff to provide technical assistance to local governments to expand "Safe Streets" initiatives (including traffic calming measures, pedestrian plans that improve safety).

Benefits / Outcomes

- ▶ **Increased attractiveness, comfort, and viability of non-SOV modes**
- ▶ **Increased adoption of non-SOV modes, as shown in research**
- ▶ **More funding directed to TDM**

Potential Implementation

- ▶ Identify funding sources for projects that address safety – consider [Safe Streets and Roads for All](#) federal program
- ▶ Identify funding sources for projects that address security

Cost

- ▶ Annual funding allocation

Met Council Role

- ▶ Regional TDM Program – lead role
- ▶ Dedicates staff and funding

Examples

- ▶ [Tucson, AZ Murals](#) to increase pedestrian safety
- ▶ LA Metro [Ambassador](#) Program
- ▶ [BART Social Resources](#) and Homelessness Action Plan

Utilize TDM Strategies to Reduce the Need for Capital Expansion Needs

Utilize TDM strategies to reduce the need for highway/roadway expansions.

Why?

- ▶ **The region's Transportation Policy Plan states that TDM strategies should be explored before roadway expansion is considered.**
- ▶ **The study identified a need to integrate TDM strategies more directly into highway and roadway planning processes.**
- ▶ **Reducing the need for roadway expansions could help make more funding available for TDM and/or demonstrate the economic effectiveness of TDM strategies.**

Strategies

- ▶ Conduct a follow-up study to identify how TDM strategies can be integrated into all phases of roadway project development, including planning, scoping, environmental review, construction, operations, permitting, and maintenance activities, including aligning performance measures for roadway engineering (vehicle throughput) and TDM (person throughput).
- ▶ Provide quantitative and qualitative information to educate industry leaders about the principles of TDM, and how they can implement TDM strategies. Quantitative information could include case studies from similar projects, performance measures and outcomes. Qualitative information could include stories and perspectives of those who will be most likely impacted by proposed projects.
- ▶ Collaborate with the Green Steps Cities program.
- ▶ Revise the Regional Solicitation qualifying and prioritizing criteria to elevate projects or applicants that include TDM strategies.
- ▶ Increase state funding to meet USDOT's non-federal match funding requirements for projects that include a significant number of TDM approaches (score higher), effectively reducing the amount that local governments need to contribute.

- ▶ Develop evaluation methodology to estimate/quantify VMT reductions from TDM approaches to inform project scoring.
- ▶ Review and update the Congestion Management Process (CMP) Strategy Matrix for TDM recommendations, including strategies, effectiveness, timeframe, and responsibilities.
- ▶ Integrate TDM into MnDOT Complete Streets policy and checklist, by requiring all projects to consider opportunities for TDM alongside needs of all roadway users.
- ▶ As the Regional TDM Program becomes more established, explore additional ways for the program to assist (e.g., review of development plans to suggest on-site amenities, first/last mile solutions, etc., that would reduce trip generation).

Benefits / Outcomes

- ▶ **Coordinated efforts**
- ▶ **Efficient use of resources**

Potential Implementation

- ▶ Conduct follow-up study to identify specifically how TDM can be integrated into all phases of capital projects.

Cost

- ▶ Consultant study

Met Council Role

- ▶ Lead role, with support from MnDOT

Examples

- ▶ [I-405/Renton to Bellevue Widening and Express Toll Lanes Project](#) (includes HOV incentives and BRT to minimize expansion)
- ▶ [California SB 743](#) (revising performance measures for traffic congestion from level of service to VMT)

Next Steps

Task 6 will consist of developing an **Action Plan** for implementing and operationalizing the recommended TDM strategies. The action plan will include recommendations for regional service delivery model(s), identification of strategic partnerships, lead and support roles for implementing partners, estimated costs and potential funding sources or mechanisms, phasing or scheduling for individual strategy implementation, and mechanisms to foster and champion TDM efforts throughout the region.

Appendix A: Summary of Revisions in Response to Stakeholder Feedback

The following is a summary of revisions made in response to feedback from stakeholders, as well as suggestions from an equity review by the Met Council’s engagement contractor. The summary of revisions is organized by the final recommendations.

Recommendation: Establish a Regional TDM Program

- Clarified that services to be offered “consistently” will also be offered “equitably”; added a strategy to elaborate on the “consistent” part of the strategy description.
- Clarified that the Regional TDM Program will be an operational program and all subsequent recommendations and strategies will be led, implemented, or administered by the operational program.
- Clarified the role and characteristics of the proposed Advisory Group, including membership composition and the priority to ensure diversity among members, and noted who they would be advising, potential topics for discussion, etc.
- Edited to provide more specificity for how the Regional Solicitation will be revised to align with the direction of the Regional TDM Program.
- Clarified that the proposed Regional TDM Program should provide services for all trip types and populations—not just commute trips and commuters.
- Added a strategy related to developing case studies to demonstrate what TDM is.

Recommendation: Administer Employer-Based Trip-Reduction Incentives

Formerly: Enact an Employer-Based Trip-Reduction Ordinance

- Revised the recommendation from an ordinance to an incentives program based on the significant number of concerns related to how a mandate would be received by employers, the concern about whether or not the Met Council has the authority to enact an ordinance or the political power to persuade the state legislature, and specific suggestions for an incentives-based strategy instead of or in addition to an ordinance.
- Edited title and description accordingly.
- Added new strategies specific to incentives, including financial incentives and recognition programs.
- Edited throughout to remove references to enforcement, etc.
- Added new examples of employer incentives programs implemented in other regions (e.g., Movability Challenge in Austin, Texas and Workspace Mobility Grant Program in Boise, Idaho).
- Clarified that this incentives strategy would be led by the Regional TDM Program, and that, as such, a portion of the annual budget would be set aside to administer the strategy.

Recommendation: Administer Development-Based Trip Reduction

Formerly: Enact Development-Based Trip-Reduction Requirements

- Revised the recommendation from a requirements-based set of strategies to a group of strategies related to technical assistance. The most significant revisions were related to new strategies for the Regional TDM Program to provide technical assistance to local governments to integrate TDM into their development review processes. These revisions specified that local governments can choose

how the Regional TDM program can best provide technical assistance based on need and local context (e.g., some local governments may choose to enhance development review processes, others may choose to implement an ordinance, and others may choose to establish TDM Districts or Transportation Improvement Districts).

- Edited title and description accordingly.
- Addressed feedback that the strategy should not be limited to the development phase by including strategies for technical support that continue beyond the development phase and throughout a development's lifespan.
- Added a strategy to consult with the development community on specific ideas and solutions that could also be designed in alignment with business interests. Also added developers as a member type to be included in the proposed Steering Committee (Regional TDM Program Recommendation).

Recommendation: Administer Traveler Pricing and Incentives Strategies to Make Sustainable Transportation Options Affordable and Cost-Competitive

Formerly: Establish Regional Programs to Make Sustainable Transportation Options Affordable and Cost-Competitive

- Edited title and description to remove references to this strategy being characterized as a “program” and to clarify that the pricing and incentives strategies would be an element of and led by the Regional TDM Program.
- Edited to address comments about the need for incentives programs for all populations and income levels, acknowledging the differing intents (e.g., enhance equity, increase ridership and decrease driving, and improve the climate).
- Made specific edits to broaden references to low-income communities to “communities with limited resources.”
- Elaborated on specific types of incentives, incentives strategies (e.g., mobility wallets), and different modes of sustainable transportation (e.g., transit, scooters, e-bikes).
- Added new examples (Denver e-bike loan-to-own program, Oakland Universal Basic Mobility Pilot).

Recommendation: Implement Strategies That Improve the Customer Experience While Using Sustainable Transportation Options and Enhance the Sense of Place

Formerly: Fund Innovative Strategies That Make Using Sustainable Transportation Options More Attractive/Viable

- Edited recommendation title and description in response to comments that it was too vague, and to clarify that the proposed strategies are intended to address the numerous comments and concerns from stakeholders about safety and security in various modes of sustainable transportation. Yet, while safety and security are top of mind for many stakeholders in the region, expecting that TDM can resolve these concerns is setting the industry up for failure. What the TDM industry can do is improve the customer experience from trip-beginning to the trip-end (including the sense of places throughout the trip).
- Removed references to “innovative” strategies in response to concerns over the term being difficult to define as well as the need to acknowledge and enable strategies that are proven successful (and maybe not considered innovative because they are no longer new).

- Added new examples that are more relevant to the revised strategies (LA Metro Ambassador Program, BART Social Resources and Homelessness Action Plan).

Recommendation: Utilize TDM Strategies to Reduce the Need for Capital Expansion Needs

- Added a strategy that directs the Met Council to conduct a follow-up study on more specific ways to integrate TDM approaches into the various phases of development, in response to a comment about this recommendation being otherwise onerous/bureaucratic or lacking in specificity. This strategy was explicitly requested by stakeholders with a focus on integrating TDM in the early stages of a project, in hopes that it could reduce the scope or need for the project entirely.
- Edited the strategy about educating industry leaders to specify that *both* quantitative and qualitative information are important to communicate the perspectives of those who are most impacted by a proposed project.
- Added a strategy to suggest that this recommendation could be coordinated or integrated with the Green Steps Program (further details would be elaborated on in the Action Plan).
- Clarified the strategy that originally proposed to revise the TIP scoring criteria to elevate projects that include TDM; strategy now proposes to revise the Regional Solicitation Process prioritizing criteria.
- Clarified the strategy about local funding matches; the strategy proposes that state funding be increased to reduce the amount needed by local governments (to make it easier to meet the federal match requirements).
- Added a strategy that proposes a role for the Regional TDM Program to take on the provision of technical assistance in the long-term, as appropriate.
- Added new example (California SB 743).