



Metropolitan Council Regional Travel Demand Management Study Action Plan

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Executive Summary

The Metropolitan Council (Met Council) led a Regional Travel Demand Management (TDM) Study for the Minneapolis-St. Paul region. TDM refers to a wide range of strategies that make the most efficient use of the transportation system by making travel options like transit, biking, and ridesharing more flexible, apparent, and/or convenient. The purpose of the Regional TDM Study is to identify strategies and policies the Twin Cities region can implement to increase traveler choices and help people meet their travel needs while also minimizing environmental impacts, reducing congestion and delay impacts of single-occupant vehicle (SOV) travel, and improving the livability of the region.

The action plan outlines steps for implementing and operationalizing the TDM strategies recommended for advancement, which are based on the Regional TDM Study. The plan is the culmination of the research, outreach efforts, and feedback processes led by the Met Council in collaboration with key stakeholders over nearly two years of work. The focus of the Regional TDM Study is on opportunities for new, expanded, or improved strategies that build on the strong foundation of existing regional TDM strategies. It includes recommendations for regional service delivery models, identification of strategic partnerships, estimated costs and funding mechanisms, data collection and performance evaluation methodology, and mechanisms to foster and champion TDM efforts throughout the region.

Research for this study began with a review of existing conditions that focused on local plans and policies, stakeholder interviews and group discussions, and seven separate surveys of cities and counties, employers, and developers. A state of the practice review was then completed to understand TDM programs and best practices across the country. This effort included a literature review and peer agency interviews.

The study led to the creation of goals and objectives to guide the role of TDM strategies in regional transportation planning and implementation. The goals and objectives were informed by the existing-conditions research and with the Thrive MSP 2040 and the 2040 Transportation Policy Plan in mind. The draft goals and objectives were refined through discussions with the Study Project Management Team (PMT) and the Regional TDM Study Technical Advisory Team (TAT). The draft goals and objectives were also presented at two stakeholder workshops to receive additional feedback. This feedback resulted in the following four goals, each of which have multiple objectives highlighted in the action plan:

- ▶ **Goal 1:** Vehicle-miles traveled (VMT) and SOV trips are reduced because travelers view alternatives to SOV travel as attractive, reliable, safe, and easy to use.
- ▶ **Goal 2:** Regional and local transportation and land use policies and programs encourage demand for alternatives to SOV travel.
- ▶ **Goal 3:** TDM programs, policies, and incentives are equitably focused and delivered.
- ▶ **Goal 4:** TDM programs and services are coordinated and delivered consistently throughout the region and by all TDM service providers and partners.

The TDM strategies developed in this study went through various refinements. Efforts started by documenting strategies already in place in the Twin Cities in Task 2. The study team then documented successful strategies from other regions in Task 3 and, in Task 4, refined the compiled strategies informed by the finalized goals and objectives. Finally, in Task 5, a strengths, weaknesses, opportunities, and threats (SWOT) analysis was conducted to further prioritize and refine the strategies.

The study team started with approximately 100 potential strategies and narrowed them down. This refinement process included developing an evaluation approach, using a combination of quantitative scoring and qualitative assessments, and developing criteria to evaluate the strategies in a spreadsheet. The criteria were organized into four categories: strategy description/characteristics, potential impacts to goals and objectives, SWOTs, and implementation feasibility.

Six recommendations were selected from this process, each with multiple action steps. This document includes an overview of each the recommended strategies, including its purpose and a list of associated action steps to guide the reader and those implementing the strategies. Each action step also includes a summary table with recommendations for lead and supporting implementation agencies, costs, funding sources, and key next steps. The following table provides an overview of the six recommendations and their action steps. Note that the recommended strategies are numbered to guide the reader and facilitate implementation, but there is no inferred priority.

RECOMMENDATION	ACTION STEPS
1. Establish a Regional TDM Program	1.1: Create a Regional TDM Structure 1.2: Develop a Framework to Guide TDM Implementation 1.3: Establish a TDM Program Advisory Group 1.4: Develop a Multiyear Work Plan for TDM Actions 1.5: Develop a Regional TDM Brand and Traveler Information Hub 1.6: Educate Implementation Partners and Policymakers About TDM 1.7: Develop a Regional TDM Program Performance Framework
2. Administer Employer-based Trip-reduction Incentives	2.1: Establish a Framework for Employer-Based Recognition 2.2: Establish a Framework for Employer-Based Financial Incentives 2.3: Establish a Campaign Name and Promotional Tools/Collateral 2.4: Build Administrative Tracking Module(s) In Customer Relationship Management System 2.5: Coordinate and Administer Annual Region-Wide Employer Incentives and Recognition Campaign 2.6: Evaluate Campaigns Annually and Implement Needed Adjustments
3. Administer Development-based Trip Reduction	3.1: Provide Assistance to Local Governments 3.2: Develop Pilot Program for Community Designations 3.3: Provide Ongoing Technical Assistance to Property Owners and Managers 3.4: Coordinate with the Regional TDM Program Advisory Group 3.5: Encourage the Adoption of Development-Based TDM Ordinances 3.6: Establish Trip-Reduction Targets
4. Administer Traveler Pricing and Incentives Strategies to Make Sustainable Transportation Options Affordable and Cost-competitive	4.1: Develop Universal Incentives and Pricing Framework 4.2: Build Administrative Tracking Module(s) in Customer Relationship Management System 4.3: Implement and Administer Universal Incentives Framework 4.4: Integrate TDM and Mobility Initiatives into Pricing 4.5: Promote Incentives and Pricing to Communities with Limited Resources
5. Implement Strategies That Improve the Customer Experience while Using Sustainable Transportation Options and Enhance Traveler's Sense of Place	5.1: Develop a Customer Experience/Placemaking Framework 5.2: Identify Priority Areas or Facilities to Invest in Placemaking and Customer Experience Related Enhancements 5.3: Develop Measures of Effectiveness and Selection Criteria for Awarding Project Funding
6. Utilize TDM Strategies to Reduce the Need for Capital Highway Expansion	6.1: Conduct a Study on Integrating TDM in Highway Projects 6.2: Educate Industry Leaders About TDM 6.3: Collaborate with the Minnesota GreenStep Cities Program 6.4: Revise the Regional Solicitation Criteria to Support TDM Projects 6.5: Increase State Funding for TDM 6.6: Develop TDM Investment Evaluation Methodology 6.7: Review and Update Congestion Management Process Strategy Matrix 6.8: Integrate TDM into MnDOT Complete Streets Policy 6.9: Identify Opportunities for Regional TDM Program Support

The recommendations also highlight equity, noting there are numerous equity considerations that will influence how the recommendations are developed, implemented, and monitored. A universal approach must be taken from the beginning that centers on the perspectives and experiences of travelers who could most benefit from an equitable approach to TDM programs and initiatives. Thus, equity practices should be foundational and consistent across all action steps. Implementing the action steps with equity considerations and practices in place from the beginning will have the highest potential positive impact on travelers and the transportation system overall.

Finally, the plan includes an appendix that focuses on funding for TDM and the action steps included throughout the recommendations. It summarizes Minnesota's State Legislative Transportation changes that occurred near the end of this study in May 2023 and the related policy and funding implications. The appendix also includes a summary of potential funding sources, including descriptions and eligible project types. For example, some of the potential funding sources listed in the appendix are federal funding mechanisms like the Carbon Reduction Program and the Thriving Communities Program, as well as state and local funding programs like the Minnesota State Highway Investment Plan and the Livable Communities Act Grant Program.

Introduction

The Metropolitan Council (Met Council) led a Regional Travel Demand Management (TDM) Study for the Minneapolis-St. Paul region. TDM refers to a wide range of strategies that make the most efficient use of the transportation system by making travel options like transit, biking, and ridesharing more flexible, apparent, and/or convenient. The purpose of the Regional TDM Study is to identify strategies and policies that the Twin Cities region can implement to increase traveler choices and help people meet their travel needs while also minimizing environmental impacts, reducing congestion and delay impacts of single-occupant vehicle (SOV) travel, and improving the livability of the region.

This action plan outlines steps for implementing and operationalizing the TDM strategies recommended for advancement, which are based on the Regional TDM Study. The focus of the Regional TDM Study is on opportunities for new, expanded, or improved strategies that build on the strong foundation of existing regional TDM strategies. This document is the culmination of the research, outreach efforts, and feedback processes led by the Met Council in collaboration with key stakeholders over nearly two years of work.

Included in this plan are recommendations for regional service delivery models, identification of strategic partnerships, estimated costs and funding mechanisms, data collection and performance evaluation methodology, and mechanisms to foster and champion TDM efforts throughout the region.

This action plan will guide the development of a new TDM Investment Direction chapter in the 2050 Transportation Policy Plan, scheduled to be completed in 2024.

TDM Strategy Development Process

Background Research

The steps outlined in the action plan are informed by an intensive research and planning process.

The study began with a review of **existing conditions**. To identify existing ordinances, policies, and practices that have an impact on existing and future TDM strategy implementation, the existing-conditions research involved three primary activities:

- ▶ A review of local plans, policies, and recent travel-related studies, including traffic and workplace changes resulting from the COVID-19 pandemic
- ▶ Stakeholder interviews and group discussions
- ▶ Seven separate surveys of cities and counties, employers, developers

Next, a **state of the practice** review was undertaken. The study team conducted a review of TDM programs, structures, and best practices from across the United States. This review was conducted through an extensive literature review, as well as conducting interviews with peer agencies who implement TDM policies, projects, and programs. Information from peer programs and individual projects—including websites, plans, and evaluation reports, as well as other forms of literature—was reviewed in the development of the state of the practice report sections on policies and legal requirements; land use; roadway management; and incentives, marketing, and communication. In total, 87 peer best practices were reviewed in the literature review. Findings from the literature review aided in the determination of which peer regions were selected for interviews and further research.

Goals and Objectives for TDM

The study developed goals and objectives specifically to guide the role of TDM strategies in regional transportation planning and implementation. The goals and objectives were informed by the existing-conditions research conducted under Task 2. The study team built the TDM goals and objectives with the Thrive MSP 2040 and the 2040 Transportation Policy Plan in mind to ensure alignment with existing plans and priorities in the region.

These draft goals were refined through subsequent discussions with the Regional TDM Study Project Management Team (PMT) and the Regional TDM Study Technical Advisory Team (TAT). These group discussions included how to integrate mode-shift, supply and demand factors, incentives and disincentives, community-specific approaches, tracking and communicating outcomes, and integrating TDM and transportation systems management and operations. The discussions also included the need for demand management on county arterial roadways, interest in social and equity benefits, transit priority on arterials, the rise in vehicle-miles traveled (VMT) to pre-pandemic levels, and the effect of increased demand on the regional transportation system.

Finally, the draft goals and objectives were presented in two stakeholder workshops (August 2022) to solicit feedback and be revised again. On August 9 and 10, 2022, the Met Council and the study team hosted two in-person workshops during which a broad set of stakeholders provided feedback on goals and objectives that TDM should address. The workshop also included a session to solicit input on challenges and opportunities in the region, to inform the policy-level analysis to be conducted in Task 5.

The final goals and objectives identified as part of the TDM Framework are outlined in Table 1.

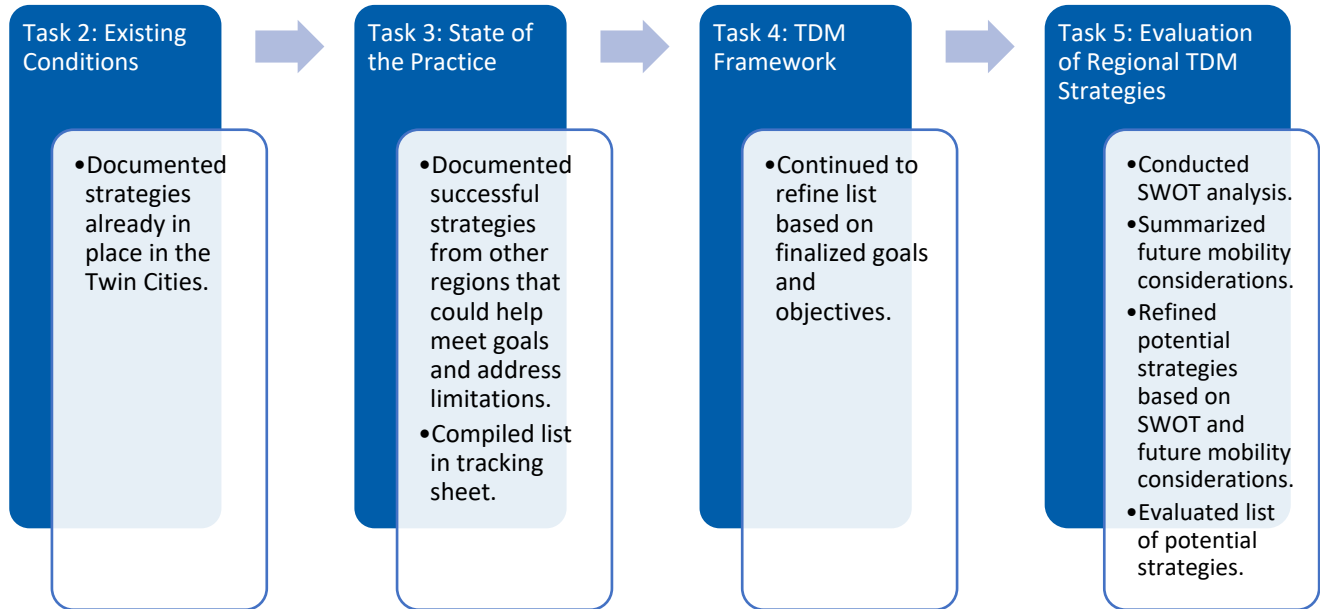
Table 1. Regional TDM Study Goals and Objectives

Regional TDM Study Goals	Regional TDM Study Objectives
<p>Goal 1: Vehicle-miles traveled (VMT) and single-occupant vehicle (SOV) trips are reduced because travelers view alternatives to SOV travel as attractive, reliable, safe, and easy to use.</p>	<ul style="list-style-type: none"> ▶ Alternatives to SOV travel feel inviting and safe for all users. ▶ Trip-planning information (including ridesharing/microtransit/paratransit, transfers) is highly visible, easy to access and understand. ▶ Alternatives to SOV travel are coordinated, connected, and easy to navigate. ▶ Alternatives to SOV travel are cost-competitive.
<p>Goal 2: Regional and local transportation and land use policies and programs encourage demand for alternatives to SOV travel.</p>	<ul style="list-style-type: none"> ▶ TDM is effectively integrated in transportation and land development planning processes at early stages. ▶ Government plans, policies, and investments prioritize development that is connected to high-quality bicycle, pedestrian, transit networks. ▶ The private sector (employers and developers) is incentivized and equipped to improve the availability, attractiveness, and quality of alternatives to SOV travel. ▶ Partners, including law enforcement agencies, are involved in campaigns to help travelers feel safe and comfortable using alternatives to SOV travel.
<p>Goal 3: TDM programs, policies, and incentives are equitably focused and delivered.</p>	<ul style="list-style-type: none"> ▶ TDM programs and policies address the needs of historically under-represented and vulnerable populations in an equitable manner. ▶ TDM programs include outreach to underserved communities to understand and address needs. ▶ In addition to addressing the traditional peak-hour commute trip, TDM programs and policies are broadened to include off-peak and non-commute trips (essential trips).
<p>Goal 4: TDM programs and services are coordinated and delivered consistently throughout the region and by all TDM service providers and partners.</p>	<ul style="list-style-type: none"> ▶ TDM service providers and partners create consistent communications and expectations for TDM service users. ▶ TDM services are streamlined and consistently delivered regionally but customized locally for different land use or development contexts (e.g., rural, suburban, and urban). ▶ TDM programs and service performance are evaluated for effectiveness in meeting TDM goals and regularly monitored during implementation. ▶ TDM program funding is effectively leveraged to reduce the need for investments in additional roadway capacity.

Analysis, Evaluation, and Selection Process

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 **strengths, weaknesses, opportunities, and threats (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 subsections focused on changing work schedules and telework, new and emerging transportation and vehicle technology, and the influence of economic conditions on travel choices. Each subsection 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.

Considering ideas from all the previous tasks within this study, the strategy development effort resulted in a list of approximately 100 potential strategies. The study team then tracked the list of 100 potential strategies in a spreadsheet to be analyzed and evaluated, so that a subset of strategies could be selected and recommended for advancing to implementation. Because of the large format, the tracking spreadsheet is posted separately on the [Regional TDM Study project](#) web page of the Met 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 in the spreadsheet. The criteria were organized into four categories: strategy description/characteristics, goals and objectives, SWOTs, and feasibility.

Within the tracking spreadsheet, the project team then sorted the list of strategies into several broad categories, grouping similar 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 PMT and the TAT. The study team then used the tracking spreadsheet to conduct both a quantitative and qualitative analysis.

Recommendations and TDM Strategies

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. The six recommendations (in no order of priority) are:

- ▶ ***Establish a Regional TDM Program***: Establish a Regional TDM Program that leverages existing momentum and advocacy to deliver TDM services consistently and equitably throughout the region, which can also be customized for local contexts.
- ▶ ***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.
- ▶ ***Administer Land Development-based Trip Reduction Initiatives***: Administer development-based trip-reduction initiatives at the local government (city/county) or a smaller defined district level through the Regional TDM Program.
- ▶ ***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.
- ▶ ***Implement Strategies That Improve the Customer Experience While Using Sustainable Transportation Options and Enhance Traveler’s Sense of Place***: Identify and dedicate funding within the Regional TDM Program to implement projects that improve the overall customer experience while using sustainable transportation options (e.g., improving convenience or reducing total travel time) and/or enhance the physical environment related to sustainable transportation modes (e.g., mobility hubs, on-board transit amenities, bike/ped facilities).
- ▶ ***Utilize TDM Strategies to Reduce the Need for Capital Highway Expansion***: Utilize TDM strategies to reduce the need for highway/roadway expansions in compliance with legislation such as the 2023 omnibus transportation finance bill (HF 2887) and other regional planning efforts.

Action Plan

This document describes the work that led to the recommended strategies, and then outlines action steps for implementing and operationalizing each recommended strategy. The recommended strategies are numbered to guide the reader and facilitate implementation, but there is no implied priority. Furthermore, the numbering of the six strategies is not intended to indicate that the individual strategies are interdependent or that they should be implemented sequentially; in fact, there are action steps that can be implemented in each of the six strategies simultaneously. The Key Next Steps section, following the six strategies, provides additional guidance on short-term implementation.

Each of the six recommended strategies contain action steps (e.g., 1.1, 1.2). Each strategy contains an overview, the purpose, and a list of the action steps contained therein to guide the reader and those implementing the strategies. Each action step includes a summary table with recommendations for lead and supporting implementation agencies, costs, funding sources, and key next steps. As noted in the existing conditions review, there are many organizations who have been delivering TDM-related services in the region for many years. This action plan identifies costs associated with new actions or services only; existing actions (e.g., employer outreach) and associated costs are assumed to continue. Finally, Appendix A focuses on funding for TDM and the action steps included throughout the action plan. It summarizes Minnesota's State Legislative Transportation changes that occurred near the end of this study, in May 2023, and the related policy and funding implications. Appendix A also includes a summary of potential funding sources, including descriptions and eligible project types.

Equity in the Action Plan

Equity was considered and integrated throughout the development process. Every strategy was designed to advance equity. However, there are numerous equity considerations that will influence how the TDM action plan strategies are implemented and monitored. Transportation systems impact traveler populations differently, with travelers experiencing various needs, challenges, and barriers. Therefore, a universal approach must be taken from the beginning that centers the perspectives and experiences of travelers who could most benefit from an equitable approach to TDM programs and initiatives. An equitable transportation system is one that can be accessed, understood, and fully used by all people regardless of factors such as, but not limited to, income, ability, age, race/ethnicity, housing access, language, technology access, education, geography, or gender identity.

Equity practices should be foundational and consistent across all action plan strategies. This endeavor includes building equity into the frameworks that will guide TDM implementation so that investments and strategies can prioritize the greatest needs and have the highest potential impact. Equitable practices could also include training on equity for collaborators and policymakers ahead of public engagement to ensure that a variety of community voices are heard and strategies are adapted and customized according to local context. There should also be equitable representation in decision-making groups, including those for whom TDM strategies have the highest potential impact but who do not typically have access to decision-making spaces.

Implementing the following TDM action plan strategies with equity considerations and practices in place from the beginning will not only demonstrate authenticity and accountability to stakeholders and the public but will also lead to the highest potential positive impact on travelers and the transportation system overall.

1 Establish a Structure for Regional TDM Program

Establish a Regional TDM Program structure 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.



PURPOSE: A Regional TDM Program structure will ensure a cohesive approach to delivering TDM services, offer a “one-stop-shop” service for travelers and a streamlined structure for stakeholders. A central structure will maximize resource efficiency and help increase awareness of the program through a single brand.



ACTIONS:

- 1.1 CREATE A REGIONAL TDM STRUCTURE
- 1.2 DEVELOP A FRAMEWORK TO GUIDE TDM IMPLEMENTATION
- 1.3 ESTABLISH TDM PROGRAM ADVISORY GROUP
- 1.4 DEVELOP MULTIYEAR WORK PLAN FOR TDM ACTIONS
- 1.5 DEVELOP REGIONAL TDM BRAND AND TRAVELER INFORMATION HUB
- 1.6 EDUCATE IMPLEMENTATION PARTNERS AND POLICYMAKERS ABOUT TDM
- 1.7 DEVELOP REGIONAL TDM PROGRAM PERFORMANCE FRAMEWORK

ACTIONS

ACTION 1.1 CREATE A REGIONAL TDM STRUCTURE

The Met Council should create a regional TDM structure to help coordinate the numerous organizations, TDM services, and policies already in place throughout the region and provide strategic direction for the implementation of new strategies identified in this plan. This regional structure will enable coordinated performance monitoring, evaluation, and reporting for TDM at the regional level, while enhancing the coordination of services that are better delivered locally. As the metropolitan planning organization (MPO), the Met Council has been informally coordinating TDM services and practitioners for many years through its funding responsibilities, and Metro Transit’s Commuter Programs staff have taken on the role of coordinating ongoing TDM operational projects and services among the many TDM practitioners in the region. A formal structure will create a path for the Regional TDM Program to improve coordination, maximize efficiencies at the regional level, and build on existing services. The Met Council is well-positioned to host the Regional TDM Program given its role in leading and implementing other TDM-related initiatives and its relationship to transportation and land use implementers at the state, regional, and local level. Operating the Regional TDM Program through the Met Council could better enable delivery of the new TDM roles required in the other actions in this study. The Met Council and Metro Transit should coordinate to specify how roles and responsibilities will change, specifically Metro Transit’s Commuter Programs, whether and how existing staff, tools, and software platforms could be coordinated, and potential changes in funding and funding processes (to inform Action 1.3). The Regional TDM Program will require a program manager to implement this and subsequent actions.

Table 1.1. Create a Regional TDM Structure

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agency	Metropolitan Council
Supporting Agencies	Metro Transit, MN Department of Transportation (MnDOT)
Costs	Staff time, administrative costs
Funding Sources	Congestion Mitigation and Air Quality (CMAQ), Carbon Reduction Program (CRP)
Key Next Steps	<ul style="list-style-type: none"> ▶ Formally identify the Met Council as the lead agency to host the Regional TDM Program. ▶ Met Council identify a Regional TDM program manager to coordinate and implement this Regional TDM Study’s Action Plan.

ACTION 1.2 DEVELOP A FRAMEWORK TO GUIDE TDM IMPLEMENTATION

The Regional TDM Program manager should develop a framework to guide the implementation of TDM strategies and actions included in this study. Since many of the strategies and actions in this study are designed to be implemented region-wide, it must be decided how and where the implementation of TDM strategies and investments will be most needed—and most impactful. For example, some of the pricing-related actions included as part of Strategy #4 may be more effective when implemented in urbanized areas or specific districts where demand is higher. Similarly, the implementation of actions related to customer experience and improved placemaking (included as part of Strategy #5) will vary depending on the facilities (e.g., public transit, bike lanes, cross walks). Studies or projects identified by other organizations in the region could also inform areas of priority, such as MnDOT-led corridor studies or congestion reduction plans. Strategies 3, 4, and 5 of this action plan include action steps to develop individual frameworks to prioritize investments within those respective strategies and should be integrated into the comprehensive TDM Implementation Framework described here. The TDM Framework can then be used to inform project selection and prioritization, through processes such as the Regional Solicitation.

The TDM Framework should also include an evaluation methodology, including measures for tracking intended outcomes for strategies throughout this action plan. An evaluation methodology can help estimate and/or quantify VMT reductions resulting from TDM initiatives and help inform project scoring. The methodology may be informed by VMT reduction targets and benchmarks included in the Statewide Multimodal Transportation Plan (SMTP) released in 2022. The evaluation framework can be informed by methodologies developed in other regions and tailored to be sensitive to the local context in the Twin Cities.

The Regional Solicitation criteria are one way in which the Met Council prioritizes transportation investments and distributes federal funds across the region. Project types include roadways (including multimodal elements), transit and TDM projects, and bicycle and pedestrian facilities. All proposed projects must align with the goals included in the region’s Transportation Policy Plan. At the same time, TDM initiatives cannot be successful in a vacuum. The Met Council could work with the Regional TDM Program to ensure that TDM-supportive infrastructure and initiatives are brought online in a way that will increase the likelihood that they will serve as reliable, successful, and useful transportation options by the traveling public. This effort could include revising the qualifying and prioritizing criteria to elevate projects or applicants that include TDM strategies.

The Met Council is currently developing the 2050 Transportation Policy Plan and will subsequently update the Regional Solicitation for the 2026 application cycle. During this update, The Met Council and the Transportation Advisory Board (TAB) should consider how TDM can be incorporated into a potential TDM funding category as well as into qualifying criteria and scoring criteria for projects that are funded in other categories.

Table 1.2. Develop a TDM Implementation Framework

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	N/A
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Develop a TDM Implementation Framework that includes the action steps included throughout this action plan. ▶ The Met Council should work closely with the Regional TDM Program to review the historic performance of projects that include TDM-related elements and identify revisions that would improve the performance of future, similar projects. Informed by a thorough review, the Met Council should revise the Regional Solicitation criteria to improve TDM outcomes.

ACTION 1.3 ESTABLISH A TDM PROGRAM ADVISORY GROUP

The Regional TDM Program manager should establish a TDM Program Advisory Group to provide ongoing strategic TDM direction and input to the agencies implementing the Regional TDM Program. This effort would include providing meaningful insights to the program manager on the development of the program’s annual work plan (Action 1.3), detailed approaches, and first-hand experiences that inform solutions. The Advisory Group should include a diverse group of participants, including representatives from TDM practitioners who will deliver Regional TDM Program services, as well as those who will be served by the program, including employers, developers, transit agencies, local governments, human service transportation providers, mobility managers, and community organizations. The Advisory Group could also include representatives from industries that affect TDM initiatives such as the mortgage, lending, and insurance industries. The Advisory Group’s input would coincide with direction from funding partners like the Transportation Advisory Board and Met Council.

Figure 2. Regional TDM Program Structure

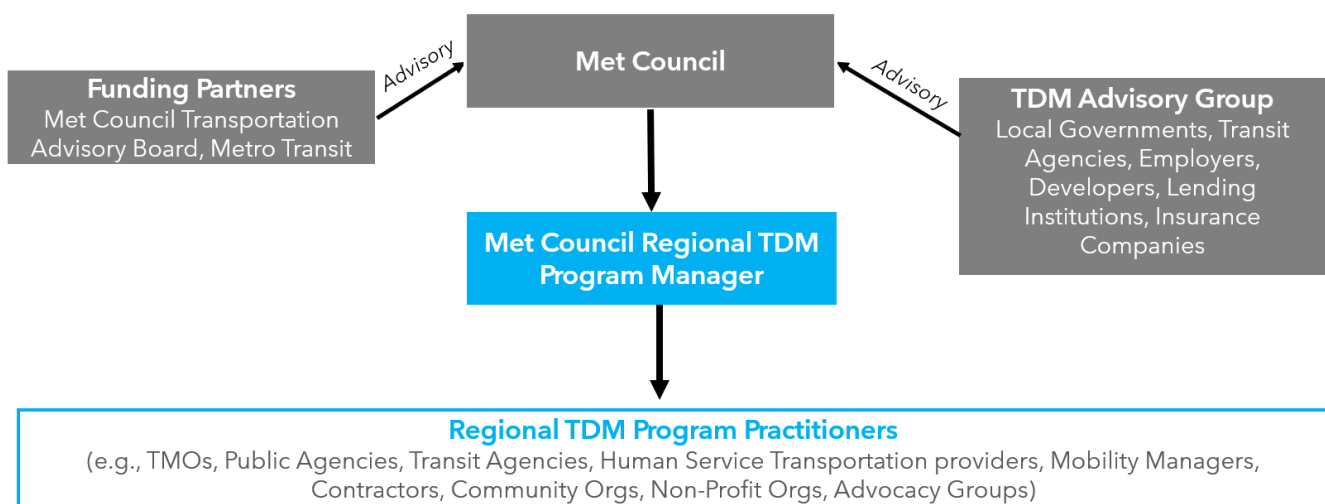


Table 1.3. Establish TDM Program Advisory Group

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program practitioners
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Develop the TDM Program Advisory Group participant list, leveraging (in part) the stakeholder outreach contact lists developed for this Regional TDM Study. ▶ Develop a charter for the group to outline roles and set expectations, including schedule, meeting cadence, deliverables, and how participants will benefit.

ACTION 1.4 DEVELOP A MULTIYEAR WORK PLAN FOR TDM ACTIONS



The Regional TDM Program manager should develop a **multiyear work plan** to guide TDM practitioners, fund the actions in this Regional TDM Study, and work to secure funding. The multiyear work plan should outline the audiences that will be served (e.g., commuters, local governments, developers) and the scope of services needed (e.g., employer-based trip reduction, development-based trip reduction). A core set of services should be offered consistently region-wide to identify gaps in core services (e.g., geographic, programmatic) and ensure gaps are addressed through the program-level work plan. Stakeholders in this Regional TDM Study expressed the need for TDM to be defined as multimodal and for the TDM program to provide multimodal information and services. Stakeholders also expressed the need to serve travelers of all trip types—not just commute trips during typical commuting hours. Similarly, stakeholders expressed the need to serve diverse socioeconomic groups by leveraging a wide network of existing practitioners, including TMOs, transit agencies, human service transportation providers, community organizations, and more.

The Regional TDM Program manager should then use the multiyear work plan to solicit TDM practitioners who can deliver specific services, enabling existing TDM practitioners like transportation management organizations to have an ongoing role in program implementation. Once the TDM practitioners are selected and gaps in services, audiences, or geographic areas are identified, the Regional TDM Program manager can determine whether additional consulting services or vendors are needed.

The multiyear work plan should also identify possible funding sources for the scope of services to be delivered, required matching funds, funding schedules and cycles, and deadlines for grant applications. Costs and potential funding sources are listed throughout the strategies outlined in this action plan, based on eligibility. Some funding sources are discretionary and require submittal of grant applications, while others are funding sources that must be secured through the Met Council’s funding appropriations processes, such as the Regional Solicitation. The funding plan should also identify specific guidance for TDM practitioners when applying for funding to provide services on behalf of the regional TDM Program and according to the program-level work plan.

Table 1.4. Develop Multiyear Work Plan for TDM Actions

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP. Funding for the other specific strategies in this action plan are identified in their respective sections.
Key Next Steps	<ul style="list-style-type: none"> ▶ The TDM program manager should create a multiyear work plan for the Regional TDM Program. The work plan should document the steps that will be taken in the first three years of the Regional TDM Program to implement the actions in this study. The work plan should also include a funding plan.

ACTION 1.5 DEVELOP A REGIONAL TDM BRAND AND TRAVELER INFORMATION HUB

The Regional TDM Program should develop a brand that conveys the purpose of the program, who it is intended to serve, and what services are available. Many TDM programs across the country have historically been designed to assist commuters; as such, many program names and branding contain the word “commuter.” To align with the feedback from stakeholders, the program should serve all travelers and trip types, so a brand/program name that conveys a broader context is recommended. Some examples of TDM program brands intended to appeal to a wider audience are included in the peer examples box (right).

The Regional TDM Program should develop and maintain a traveler information hub that collects, maintains, and disseminates traveler information from throughout the region. The hub should be accessible via multiple channels (e.g., website, app, email, phone and instant chat [with live agents]) and be coordinated and integrated to the extent possible with MnDOT’s MaaS efforts. The one-stop shop would serve as a portal to access all travel-related services and tools (such as Metro Transit’s Transit app), irrespective of the organization providing the service. Furthermore, the one-stop shop should organize information according to visitor type; information could be organized for employers, developers, local governments, and more. The program’s brand should convey that there are services for these various audiences and be inclusive of all trip types, commute trips, essential trips, and discretionary trips.

PEER EXAMPLES: Multimodal Program Brands

- ▶ **Move Minneapolis, Move Minnesota** (Twin Cities, MN TMAs)
- ▶ **Moveability** (Austin, TX TMA)
- ▶ **Transportation Options Program** (Oregon DOT)
- ▶ **511** (multiple CA regions):
 - 511 SF Bay: Metropolitan Transportation Commission, San Francisco Bay Area
 - 511NY: New York State Department of Transportation Statewide Mobility Services
 - IE511: Inland Empire, southern California
 - 511 SoCal: Los Angeles metropolitan region
- ▶ **GoBuffaloNiagara, Golthaca** (New York TMAs)
- ▶ **Way to Go** (Denver, CO)

Table 1.5. Develop Regional TDM Brand and Traveler Information Hub

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners
Costs	Staff time, or \$50,000-\$200,000 for a consultant to design a website and develop a program brand
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Assemble small group to decide on a program/brand name; or make decision to hire a consultant to develop/design the website.

ACTION 1.6 EDUCATE IMPLEMENTATION PARTNERS AND POLICYMAKERS ABOUT TDM

The Regional TDM Program should educate partnering organizations and policymakers about TDM, how various policies can influence transportation and land use, and how TDM can be implemented at different levels and stages of projects, in different land use contexts, and for different audiences. To illustrate concepts and real-world applications, the Regional TDM Program should develop a library of TDM case studies, traveler profiles, and general TDM benefit data, brochures, or similar information. The Met Council’s Travel Behavior Inventory can provide insight and practical examples of different types of travelers and their needs in the region. Furthermore, the Regional TDM Program could leverage the Association for Commuter Transportation’s annual campaign, “TDM Week,” which occurs annually in September. “TDM Week” is designed to create awareness among elected officials, DOTs, government, transit, planning agencies, and employers of the importance to include safe and reliable alternative modes of transportation for all users in the transportation planning process.

Table 1.6. Educate Implementation Partners and Policymakers about TDM

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Develop case studies and TDM information, leveraging summaries developed in the existing conditions and state of the practice tasks of this Regional TDM Study.

ACTION 1.7 DEVELOP A REGIONAL TDM PROGRAM PERFORMANCE FRAMEWORK

The Regional TDM Program should develop a Program Performance Framework, which would build off the goals and objectives by establishing performance measures and targets, and an evaluation methodology that outlines processes for collecting and assessing outcomes. Measures and annual targets should be directly related to the program-level work plan and should be focused on outcomes-based measures (e.g., number or increase in travelers who changed to a sustainable transportation option, number or increase in employers/local governments assisting or implementing a TDM policy). The Program Performance Framework should ensure that equity is considered when identifying and selecting individual performance measures, so that outcomes-oriented measures do not misdirect program activities. The Regional TDM program manager should present the Performance Framework to the TDM Advisory Group for feedback, as well as present program outcomes and achievements on an annual basis to make necessary adjustments for the upcoming year. Because the development of a Program Performance Framework can be a significant effort, the process could be simplified by designing it as an iterative effort wherein the initial framework is purposefully conceived to be adapted and improved over time. Finally, the framework should identify relevant project solicitations for which measures and targets should be applied, such as requirements for TDM practitioners who may deliver specific elements of the program, or other projects that are awarded through the Regional Solicitation. Integrate into the TDM Implementation Framework described in Action Step 1.2.

Table 1.7. Develop Regional TDM Program Performance Framework

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Research and review peer TDM Program performance measures, for examples; develop Program Performance Framework.

COSTS AND POTENTIAL FUNDING SOURCES



Costs associated with an operational program will have many variables, including whether some services are provided using in-house staff and expertise versus hiring a consultant and whether existing technology/tools can be leveraged or need to be redeveloped. A cost range is provided for this strategy and the variables have been identified throughout this action plan (above).

TDM operational programs are largely scalable: there are direct costs associated with providing technology tools and services and developing and maintaining a website, as well as other expenses, such as materials or collateral, but some of those actions can be done in-house by Met Council staff with expertise in these areas. However, most programs are structured to provide the equivalent of transportation consulting services (or labor). The Met Council currently funds multiple TMOs and other TDM efforts in the region; other Regional TDM Program annual budgets range from \$500,000 to \$5,000,000 and statewide TDM program annual budgets range from \$2,000,000 to \$10,000,000.

POTENTIAL FUNDING SOURCES:

Federal Funding, Formula

- ▶ Congestion Mitigation / Air Quality

Federal Funding, Discretionary

- ▶ Carbon Reduction Program Grants
- ▶ Climate Pollution Reduction Grants

- ▶ Agency staffing (1.5 FTE) to manage and coordinate program and consultant contracts/funding agreements, funding for incentives programs: \$200,000
- ▶ TDM Practitioner staffing (TMOs, consultant, or other practitioner organization) to coordinate and administer all of the strategies outlined in this action plan (the TMOs would continue to conduct an employer outreach focused workplan): \$3,000,000-\$4,000,000
- ▶ TDM Program Brand and Traveler Information Hub: Development of a TDM program brand could be conducted internally by Met Council staff. Alternatively, this work could be conducted by a marketing or communications consultant. Costs to conduct this work could range from \$50,000-\$200,000 for a consultant to design a website and develop a program brand, depending on the extent of the brand development and design alternatives. Additionally, this cost range estimate includes the cost to build a basic website with links to existing tools and services and does not include the development of more complex tools that might be discussed throughout this action plan.

PEER EXAMPLES



Georgia Commute Options Atlanta Regional Commission, Atlanta, Georgia

The Atlanta Regional Commission (ARC) administers its TDM program on both a regional and local scale. At a regional scale, ARC administers regional TDM investments and coordinates TDM programs, services, and policies through its Mobility Services Group, with oversight from Georgia Department of Transportation (GDOT). Georgia Commute Options (GCO) is a Regional TDM Program that ARC manages, which covers a 20-county region. In addition to GCO, there are locally focused programs administered by Transportation Management Associations (TMAs), often operated by nonprofit organizations, community improvement districts, private developers, property managers, and government agencies. These TMA-administered programs are partially funded by ARC but they also leverage membership fees or local funding, and they tailor their programs to the unique needs of those in the area.

ARC has also assembled a TDM Coordinating Committee to provide external guidance for TDM planning and programming, while also reinforcing alliance with the ARC Regional Plan. This committee includes employers, transit providers, government representatives, consultants, and other key stakeholders.

Additionally, ARC is working with the Georgia Regional Transportation Authority, the Atlanta-Region Transit Link Authority (ATL), and several other local transit providers to develop ATL RIDES, a multimodal open trip planner mobile app. This app will include live navigation, integrated mobility payment options, and information about a variety of cross-modal options. Customers will be able to compare estimated timing, costs (including gas for driving options), and environmental impacts across all options, which will include all regional transit services, multimodal links, active transportation, and first and last mile links. A connected data platform will facilitate data-sharing across agencies.



Way To Go Denver Regional Council of Governments, Denver, Colorado

The Denver Regional Council of Governments (DRCOG) works with seven local TMAs to coordinate TDM efforts in the Denver region through the Way to Go program. The program was established in part to make efficient use of federal Congestion Mitigation and Air Quality (CMAQ) funding, passed from the United States Federal Highway Administration (FHWA) to the Colorado Department of Transportation (CDOT), and then to program participants. CMAQ is the most common way that TDM is funded in the region and CDOT distributes these funds and monitors how they are used.

DRCOG acts as the central hub in the Way to Go partnership, which is executed through memoranda of understanding (MOUs) with the local TMAs. These MOUs provide structure and outline funding. DRCOG coordinates larger marketing campaigns, which free up TMAs to focus on local employers, since they have the best understanding of their communities.

Way to Go provides services for employers and commuters, including carpool, vanpool, and employer-supported Guaranteed Ride Home. Through free consulting services, Way to Go can also help employers identify the best routes and transit passes for their employees, along with sharing information about biking and walking strategies and flexible working options, including telework. For commuters, Way to Go also provides information on carshare and schoolpool, which connect neighborhood families to share school transportation responsibilities to participating schools. Way to Go markets programs such as Bike to Work and Go-Tober, a gamified challenge to employers to have employees choose sustainable commutes during the month of October. In 2021, 21 organizations participated in the challenge, tracking almost 9,000 trips, saving \$47,000 in commute costs, and eliminating almost 100,000 VMTs.

2 Administer Employer-based Trip Reduction Incentives

As part of the Regional TDM Program, incentivize employers to implement workplace trip-reduction strategies that reduce commute and work-related trips through equitable financial incentives and recognition campaigns.



PURPOSE: Employers need technical support and encouragement to support choices for workforce transportation solutions and need assistance with making the business case for implementation.



ACTIONS:

- 2.1 ESTABLISH A FRAMEWORK FOR EMPLOYER-BASED RECOGNITION
- 2.2 ESTABLISH A FRAMEWORK FOR EMPLOYER-BASED FINANCIAL INCENTIVES
- 2.3 ESTABLISH A CAMPAIGN NAME AND PROMOTIONAL TOOLS/COLLATERAL
- 2.4 BUILD ADMINISTRATIVE TRACKING MODULE(S) IN CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM
- 2.5 COORDINATE AND ADMINISTER ANNUAL REGION-WIDE EMPLOYER INCENTIVES AND RECOGNITION CAMPAIGN
- 2.6 EVALUATE CAMPAIGNS ANNUALLY AND IMPLEMENT NEEDED ADJUSTMENTS

ACTIONS

ACTION 2.1 ESTABLISH A FRAMEWORK FOR EMPLOYER-BASED RECOGNITION

Develop a framework for an annual employer-based recognition campaign. The framework should include a **menu of worksite transportation strategies** that employers can implement to encourage employees to commute to work in ways other than driving alone. The framework should consider equitable ways to encourage employers to participate. One example approach is to provide a menu of options and strategies for employers to choose from, which ensures that employers are able to choose strategies that are responsive to the travel options available to employees and the nature of the employment industry, including telework and alternative work schedules. The menu should have several tiers, with strategies being organized into the different tiers based on their trip-reduction potential, and employers should be required to implement strategies from each tier to earn recognition. The framework should also outline performance measures to be used (directly tied to the tiered menu of worksite transportation strategies) and describe outcomes to be reported. Finally, the framework should be integrated into the TDM Implementation Framework described in Action Step 1.2.


Table 2.1. Establish a Framework for Employer-Based Recognition

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, CRP, Local Funding

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Key Next Steps	▶ The Regional TDM Program staff and Advisory Group should develop the Employer-Recognition Framework

PEER EXAMPLE: Clean Air NY

New York State Department of Transportation’s Clean Air NY is both an education and a recognition campaign, offered as part of the statewide mobility services program, designed to encourage transportation-related air quality efforts among individuals and organizations. Clean Air NY recognizes employers and other organizations who complete the minimum requirements but provides a **menu of options** to choose from.



ACTION 2.2 ESTABLISH A FRAMEWORK FOR EMPLOYER-BASED FINANCIAL INCENTIVES

Develop a framework for an annual financial incentives campaign.

The **financial incentives should be offered to assist employers** with development of a TDM plan or implementing specific strategies from the menu of worksite transportation strategies (e.g., those that are particularly difficult or costly to implement). The framework should identify equitable approaches and clearly describe the distinctions between the recognition and financial incentives campaigns, whether employers could receive both financial incentives and also recognition, minimum timeframe for operational strategies, annual and per-employer financial limits, limits for different-sized employers, and limits on incentives amounts for individual employers. In exchange for financial incentives, employers should be required to submit a report on strategies implemented, employee response, and adoption. The framework should also include a performance evaluation methodology to quantify VMT reductions and related outcomes from the strategies implemented. Integrate into the TDM Implementation Framework described in Action Step 1.2.

The Moveability Transportation Management Association in Austin, Texas administers an **annual employer financial incentives program**, called Go Grant. The annual budget is \$150,000, offering up to 20 employers \$7,500 to support sustainable mobility options.

Table 2.2. Establish a Framework for Employer-Based Financial Incentives

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners, employers
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, CRP, local funding, newly state-authorized funding sources
Key Next Steps	▶ The Regional TDM Program staff and Advisory Group should develop the Employer-Based Financial Incentives Framework.

ACTION 2.3 BUILD ADMINISTRATIVE TRACKING MODULE(S) IN CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

Metro Transit’s Commuter Programs acquired a TDM-specific customer relationship management (CRM) in 2021 to manage and track employer outreach communications. The Regional TDM Program should review the licensing and technical features of this existing CRM to enable shared use by all practitioners in the region, as well as to include modules for tracking strategies implemented, progress toward achieving annual recognition, and administration of financial incentives and requirements. In particular, the Council should make sure that tracking plans developed, programs implemented, and onsite amenities offered can be tracked so that outcomes and results can be reported. A shared regional CRM will enable coordinated reporting at the regional level.

Table 2.3. Build Administrative Tracking Module(s) in Customer Relationship Management System

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Metro Transit
Costs	Development Costs -TBD
Funding Sources	CMAQ, CRP, local funding, newly state-authorized funding sources
Key Next Steps	<ul style="list-style-type: none"> ▶ Metro Transit to provide overview of existing capabilities, features, and licensing structure for the CRM, including access for additional organizations. ▶ Determine how CRM can be modified to support the Frameworks in Actions 2.1 and 2.2.

ACTION 2.4 ESTABLISH A CAMPAIGN NAME AND PROMOTIONAL TOOLS/COLLATERAL

A campaign name should be used to provide a unified identity and demonstrate the regional nature. The Regional TDM Program may explore naming options by gathering input from practitioners and/or employers. Examples of similar names in other regions include:

- ▶ Austin, Texas TMO, Moveability, administers a similar program called Go Grants
- ▶ Commute Ride in Boise, Idaho’s program is called Workspace Mobility
- ▶ New York State’s Statewide Mobility Services employer-recognition program is called Clean Air NY

A web page (and corresponding accessible materials, such as flyers) should be developed that includes an overview of the annual program, deadlines for application, contact information for technical support, downloadable checklists to guide employers in their work toward achieving recognition and/or financial incentives, and case studies to demonstrate examples of how similar strategies led to improved business practices.

Table 2.4. Establish a Campaign Name and Promotional Tools/Collateral

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Committee and practitioners, employers
Costs	\$50,000-\$200,000
Funding Sources	CMAQ, CRP, local funding, newly state-authorized funding

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Key Next Steps	<ul style="list-style-type: none"> ▶ Decide whether a consultant is desired to develop/design the campaign name or whether it will be decided by the Regional TDM Advisory Group. ▶ Develop scope of the campaign name and promotional tools.

ACTION 2.5 COORDINATE AND ADMINISTER ANNUAL REGION-WIDE EMPLOYER INCENTIVES AND RECOGNITION CAMPAIGN

The Regional TDM Program should identify a funding source, ensuring that there are no limitations on funding for incentives that would prevent the programs from being implemented as outlined in the frameworks. Then, the Regional TDM Program should coordinate and administer the incentives and recognition campaign through the TDM advisory group and regional TDM practitioners. The Regional TDM Program’s network of practitioners, including TMOs, should promote the incentives and recognition campaign as part of their ongoing employer outreach services. The Regional TDM Program practitioners should assist employers with choosing and implementing strategies; as employers implement strategies, the practitioners should track which strategies are being implemented effectively and in ways that reach diverse traveler groups in the CRM tool, to track progress toward achieving recognition. Moveability’s Go Grant program in Austin allocates \$150,000 annually for up to 20 employers. A recognition campaign budget depends on what might be included; a \$20,000 budget could accommodate an annual luncheon to recognize employers and/or collateral for their businesses.

Table 2.5. Coordinate and Administer Annual Region-wide Employer Incentives and Recognition Campaign

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program practitioners
Costs	\$170,000 annually, but scalable depending on number of incentives
Funding Sources	CMAQ, CRP, local funding, newly state-authorized funding. Employers may provide their own financial support for personalized incentives.
Key Next Steps	<ul style="list-style-type: none"> ▶ When identifying funding sources, research limitations or specific guidance on funding for incentives. ▶ Ensure coordination through the Regional TDM Advisory Group meetings.

ACTION 2.6 EVALUATE CAMPAIGNS ANNUALLY AND IMPLEMENT NEEDED ADJUSTMENTS



The Regional TDM Program should use the performance measures identified in the frameworks to evaluate the campaigns on an annual basis and make recommendations for adjustments in subsequent years. Without changes, employers may lose interest, or their initial needs may have been met but they are ready to do more. The Regional TDM Program should consider feedback from employers who were able to achieve recognition or receive incentives, as well as from those who were not able to do so, to inform ideas for adjustments in subsequent years. Feedback could include ways to increase promotion, incentive amounts, or strategies to include to broaden incentives eligibility.

Table 2.6. Evaluate Campaigns Annually and Implement Needed Adjustments

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP, local funding, newly state-authorized funding.
Key Next Steps	<ul style="list-style-type: none"> ▶ Work with the TDM Advisory Group to evaluate the campaigns annually and set a schedule to evaluate the campaigns at the same time of year.

COSTS AND POTENTIAL FUNDING SOURCES



Costs associated with this strategy include Regional TDM Program staff time, employer incentives, and promotional materials. Costs described here are for the Regional TDM Program and its practitioners only; costs are not inclusive of all expenses that employers may incur to implement worksite transportation strategies or develop transportation plans.

This type of strategy is scalable; the costs for financially incentivizing and/or implementing a recognition campaign will increase/decrease with the number of employers incentivized/recognized on an annual basis. The cost estimates provided here would be to provide financially incentivize 20 employers each year and to recognize 20 employers annually for their accomplishments (this could be the same 20 employers, different ones, or a combination). The cost estimates do not include staff time (labor resources) to administer the incentives, as this would be conducted as part of the overall employer outreach services provided through the Regional TDM Program. Additionally, the cost estimates provided here do not include staff time (labor resources) to provide technical assistance with achieving recognition, or social media promotion, as this would also be conducted as part of the overall employer outreach and marketing services provided through the Regional TDM Program. Finally, these cost estimates do not include costs for a CRM system, since this type of tool has already been purchased and will continue to be used to track and administer employer outreach services overall, and as part of the Regional TDM Program.

POTENTIAL FUNDING SOURCES:

Federal Funding, Formula

- ▶ Congestion Mitigation / Air Quality

Federal Funding, Discretionary

- ▶ Carbon Reduction Program Grants

Non-Federal Funding

- ▶ Newly State-authorized Transportation Funding
- ▶ Transportation Districts
- ▶ Parking Benefit Districts
- ▶ Other Local Funding (e.g., General Funds)

- ▶ Employer-based recognition framework development: Staff time, or possible consultant support to develop the framework
- ▶ Annual incentives allocation: \$150,000 annually (20 employers, \$7,500 each)
- ▶ Annual employer-recognition program: \$20,000
 - Luncheon: ~\$10,000
 - Window clings/stickers for employers: ~\$5,000
 - Recognition certificates: ~\$5,000
 - Social media promotion: staff time from the overall project
- ▶ Campaign name development and website: \$50,000-\$200,000 (depending on whether the campaign name and website are developed in house or a consultant is desired and on how extensive the name development and website design process will be). This estimate could also be included as part of the overall TDM Program Information Hub task, and therefore the costs could be combined.

- ▶ CRM/database management tool (for tracking progress toward achieving recognition, incentives, and worksite transportation programs implemented): \$0 (already purchased and used by existing TDM practitioners).

PEER EXAMPLE



Go Grant Program Moveability Transportation Management Association, Austin, TX

[Go Grant Program](#), Moveability Transportation Management Association, Austin, TX: Moveability administers an annual employer financial incentives program called Gro Grant. The annual budget is \$150,000 and offers up to 20 employers \$7,500 each to support sustainable mobility options. The program has two categories. The infrastructure category provides financial support to small businesses for onsite amenities that small companies might otherwise find too costly, such as bikes, bike racks or lockers, a bike loan program, repair station, designated parking for micromobility options, shade structures for waiting for transit or ride hailing. The programmatic category provides financial support to small companies for transportation incentives or policies that small companies may have otherwise found to be too challenging or costly, such as discounts/subsidies for mobility options, transit pass purchases for employees, micromobility pass purchase programs, subsidized vanpools, gamification programs to incentivize active and micromobility options, and education/marketing programs. The third category is designed to support employers of all sizes with mobility planning efforts, such as surveying employees, analyzing employees' commute challenges, inventorying available employer transportation resources and available and appropriate options, mapping employees' origins and employment destination to inform programmatic recommendations, proposing new strategies to mitigate employee challenges while meeting the employer/organizational goals. After the first few years of the program, interest in the program declined; administrators asked for feedback from employers and made changes to increase interest. Subsequently, interest has rebounded and has been so successful that after six years, the program budget was increased from \$100,000 annually to the current funding level.

Figure 3. GoGrant Financial Assistance Program Website



JOIN TODAY • MEMBERS | ABOUT • PROGRAMS • FOR EMPLOYERS • MEMBER RESOURCES | FOR EMPLOYEES • EVENTS
GET THERE CENTRAL TEXAS



GET YOUR EMPLOYEES AND CUSTOMERS MOVING WITH GO GRANT!

Businesses that offer commute benefits can save money, better retain employees, and gain a competitive advantage.

The GoGrant program provides financial assistance of up to **\$7,500** to employers within the Austin city limits to support sustainable mobility options.

Movability is accepting applications for three types of projects – [infrastructure projects](#), [programmatic projects](#), and [mobility planning assistance](#).

The application period for funding will open on **November 1, 2022** and will close on **January 13, 2023!**



Clean Air NY New York State Department of Transportation, New York

[Clean Air NY](#), New York State Department of Transportation: Clean Air NY, is both an educational and a recognition campaign, offered as part of the statewide mobility services program, designed to encourage transportation-related air quality efforts among individuals and organizations. Clean Air NY educates the public about improving air quality through small behavior changes (e.g., public transportation, refueling after dark, walking, biking, utilizing shared modes, and teleworking) and when to take action (when air quality reaches unsafe levels). Clean Air NY also recognizes individuals, employers, universities, residential properties, and community organizations committed to taking action to reduce air pollution with a Clean Air NY Champion, Clean Air NY Campus, Clean Air NY Partner, or Clean Air NY Residence title.

The education component includes real-time notifications to both individual subscribers and partnering organizations on designated Air Quality Action Days—when the air quality is reaching unsafe levels—to suggest activities that can help reduce additional impacts. Air Quality Action Days typically occur when higher temperatures compound the effects of pollution and when reduced driving would help offset these conditions.

The recognition component of Clean Air NY celebrates individuals, employers, properties, and communities for taking actions that support air quality improvements. The program’s mobility services team provides technical assistance to interested organizations by helping to select transportation actions from a [menu of options](#) (see Figure 4) and also with implementing their selected actions. Technical assistance efforts are supported through ongoing marketing initiatives that include the development of program collateral, Clean Air NY website updates, emails, presentations, social media graphics, and posts designed to drive awareness and program engagement. Organizations who implement a minimum number of transportation-related actions are recognized on the program’s website and social media platforms, as well as provided digital badges to post to their websites and window clings to hang onsite.

Figure 4. New York State Department of Transportation, Clean Air NY transportation actions menu of options



CLEAN AIR NY PARTNER

Thanks for deciding to become a Clean Air NY Partner! You're joining an impressive group of organizations, colleges and residences that have chosen to take action to reduce emissions with Clean Air NY. To become a partner, pledge to complete the following mandatory activity and at least two additional ones.



REQUIRED

- Message your employees, members or constituents each time there is an Air Quality Action Day. Share on social media and by email.

COMPLETE AT LEAST TWO

- Add the Clean Air NY Partner badge to your organization's website.
- Share our posts or tag Clean Air NY on Facebook and Twitter.
- Feature an article about Clean Air NY in your organization's newsletter, intranet, website and/or e-blasts.
- Write a press release announcing your organization's participation.
- Invite a Clean Air NY staff member to make a presentation or attend an event at your work site.
- Implement a transportation benefits program at your work site, such as partnering with 511NY Rideshare or offering incentives for biking or walking.

CleanAirNY.org

I pledge to pursue the above initiatives to certify _____ as a Clean Air NY Partner.
Organization name

Signature

Target date completion

3 Administer Land Development-based Trip Reduction Initiatives

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



PURPOSE: Land development-based initiatives are an opportunity for both the public and private sectors to engage in TDM practices that can encourage demand for non-SOV travel and lead to a more efficient use of resources.



ACTIONS:

- 3.1 PROVIDE ASSISTANCE TO LOCAL GOVERNMENTS
- 3.2 DEVELOP PILOT PROGRAM FOR COMMUNITY DESIGNATIONS
- 3.3 PROVIDE ONGOING TECHNICAL ASSISTANCE TO PROPERTY OWNERS AND MANAGERS
- 3.4 COORDINATE WITH THE REGIONAL TDM PROGRAM ADVISORY GROUP
- 3.5 ENCOURAGE THE ADOPTION OF DEVELOPMENT-BASED TDM ORDINANCES
- 3.6 ESTABLISH TRIP-REDUCTION TARGETS

ACTIONS

ACTION 3.1 PROVIDE ASSISTANCE TO LOCAL GOVERNMENTS

The Met Council, in coordination with the Regional TDM Program, can support local governments by assisting with their efforts to implement TDM development tools that are equitably dispersed and adapted to their local context. This action could include providing support to enhance existing development review processes, engagement with developers and property managers, and evaluation methodologies that estimate VMT or trip reductions from specific site amenities or services. It may also include robust technical assistance that can build local capacity, ensure perspectives from local communities are heard, and ensure that initiatives are based on the most recent findings from other local peers and customized to fit the local context. Technical assistance that the Regional TDM Program and/or consultant may provide includes:

PEER EXAMPLE: iCommute

iCommute is the TDM program for the San Diego, California region. In this capacity, iCommute **provides local jurisdictions with TDM assistance**, including tools to help them develop and implement TDM plans.

- ▶ Modifying policies and ordinances, including parking policies, policies that impact people with disabilities, zoning, and subdivision, and establishing TDM-specific ordinances or mandates
- ▶ Establishing TDM districts in which specific TDM requirements apply to the entire district
- ▶ Reflecting TDM approaches in Comprehensive Plans
- ▶ Incorporating active travel infrastructure into roadway improvement or construction plans
- ▶ Parking management (e.g., shared or district parking, unbundling, public parking)
- ▶ Strategies for mitigating the impact of development on transportation networks (e.g., agencies reviewing developments that impact their system, such as MnDOT reviewing developments from local cities that impact the trunk highway network, the Regional TDM Program could assist with suggested strategies for mitigating impacts)

- ▶ Development regulations that integrate TDM strategies and TDM-supportive site designs with regional TDM goals and objectives and local context
- ▶ Providing training and technical assistance to local jurisdictions on a variety of development-related topics, such as sustainability, equity, and performance monitoring

Table 3.1. Provide Assistance to Local Governments

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Local governments
Costs	Staff time, consultant time
Funding Sources	CMAQ, CRP, Development Review Planning Funds
Key Next Steps	<ul style="list-style-type: none"> ▶ Begin engaging with local governments to identify the needs for technical assistance and develop a scope and work plan for future deliverables.

ACTION 3.2 DEVELOP PILOT PROGRAM FOR COMMUNITY DESIGNATIONS

The Regional TDM Program could develop an early pilot program that describes the benefits and considerations for implementing TDM programming across various community designations. Early, proactive engagement as part of this pilot project could help inform local stakeholders about TDM and share how the TDM study's recommendations may apply to different community types while recognizing that successful TDM strategies are context sensitive rather than one-size-fits-all. For example, the travel options available to people vary greatly depending on their residence, place of work, access to a private vehicle, and access to transit. These elements may make sustainable modes of travel, such as transit, biking, and walking, more or less feasible.

Table 3.2. Develop Pilot Program for Community Designations

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Volunteer local government pilot partners
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Regional TDM Program staff work with the Program Advisory Group to identify volunteers at local governments that could participate in the pilot program. ▶ Regional TDM Program staff develop a pilot program structure and implementation plan, including a stakeholder engagement process.

ACTION 3.3 PROVIDE ONGOING TECHNICAL ASSISTANCE TO PROPERTY OWNERS AND MANAGERS

Property owners and management can benefit from continued support after the development and construction phases are complete. Wrap-around technical assistance can help ensure that TDM initiatives continue throughout the building’s lifespan. Technical assistance may include conducting travel surveys to understand tenant travel behavior and needs, assisting with the update of building-level TDM plans, developing campaigns to raise awareness of non-SOV modes among tenants, and additional outreach and tabling. The Regional TDM Program can develop a targeted engagement strategy to directly engage with buildings that are online and ensure continued collaboration. Additional efforts should be made to engage with residents in multifamily buildings that may not have internet access.

PEER EXAMPLE: goDCgo
 Washington, DC’s goDCgo provides TDM support to property owners and managers that helps them comply with zoning ordinances and other local mandates.

Table 3.3. Provide Ongoing Technical Assistance to Property Owners and Managers

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners
Costs	Staff time, consultant time
Funding Sources	Local funding
Key Next Steps	<ul style="list-style-type: none"> ▶ The Regional TDM program manager can develop an implementation strategy, engage with local governments to identify target buildings or districts, and include technical assistance actions in the Regional TDM Program’s annual work plan.

ACTION 3.4 COORDINATE WITH THE REGIONAL TDM PROGRAM ADVISORY GROUP

Recurring informational exchanges provide an opportunity to share the latest information on recent developments with a wider audience. The Regional TDM program manager can provide updates on development-based activities to the Regional TDM Program Advisory Group and use the meeting as a forum to gather feedback from the group, which will include representatives of the development community.

Table 3.4. Coordinate with the Regional TDM Program Advisory Group

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	N/A
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ The Regional TDM program manager will attend Regional TDM Program Advisory Group meetings and be prepared to report on progress and facilitate discussion.

ACTION 3.5 ENCOURAGE THE ADOPTION OF DEVELOPMENT-BASED TDM ORDINANCES

As a distributor of federal and regional funding, the Met Council may consider how to incent the adoption of development-based TDM ordinances through the provision of additional funding to local jurisdictions. In addition to its ongoing technical support, the Regional TDM Program can provide technical assistance to help localities apply for funding, coordinate with local jurisdictions in the Twin Cities who already have development-based TDM ordinances to provide examples and lessons learned, and develop model ordinances as a starting point for local jurisdictions. The Met Council should also include a reporting and performance monitoring element with the funding to measure the impact of funding. Additionally, the Met Council could include scoring criteria relative to the inclusion of TDM strategies in existing funding programs like the Regional Solicitation and Livable Communities Act.



Table 3.5. Encourage the Adoption of Development-Based TDM Ordinances

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Regional TDM Program Advisory Group and practitioners; other existing advisory groups for funding programs
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP, other grant funding programs administered by the Met Council to local governments
Key Next Steps	<ul style="list-style-type: none"> ▶ The Met Council should identify potential funding sources for programming that could encourage the adoption of TDM ordinances. The Regional TDM Program and consultants could provide technical assistance to develop programming that would be eligible for funding and assist with the application process, and the Met Council can monitor the impact of funding and programming.

ACTION 3.6 ESTABLISH TRIP-REDUCTION TARGETS

Trip-reduction targets can be set at the building or district level and provide a guideline for how new development may impact the larger transportation network. Generally, these trip reductions establish thresholds for how many SOV trips may be made by residents, workers, and visitors at a building or group of buildings. The trip-reduction targets should be site-specific, meaning that they are established based on the travel options that are available at any given development and its local context. The consultant team can work with local governments to develop trip-reduction targets for new development and will lead the development of a performance evaluation methodology to quantify results so that they can be compiled and reported on at the regional level.

PEER EXAMPLE: Boulder, CO

For the redevelopment of a 160-acre former industrial site, the City of Boulder created a **TDM District** that provides unlimited use transit passes, discounted bikeshare memberships, and credits for carsharing.

Table 3.6. Establish Trip-Reduction Targets

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Local Governments
Supporting Agencies	Metropolitan Council administering the Regional TDM Program
Costs	Staff time, consultant time
Funding Sources	CMAQ, CRP, Livable Communities Act (LCA)
Key Next Steps	<ul style="list-style-type: none"> ▶ The Regional TDM program manager, in collaboration with staff at local governments, can oversee consultant work in providing technical assistance to study and establish trip-reduction targets at specific developments. The consultant staff may also develop performance measures and a reporting process to monitor progress.

COSTS AND POTENTIAL FUNDING SOURCES



Costs associated with this strategy include Regional TDM Program staff time and consultant time.

The level of support provided under this strategy can be scaled, depending upon the amount of consultant and staff time required to provide technical assistance and develop trip-reduction targets. Land use decisions play a significant role in determining transportation demand, and the established planning processes (e.g., ordinances, site plan review) can help support TDM initiatives. Technical assistance may span the range from in-person technical meetings, workshops, the preparation of written research and analyses, and/or further contracting on special topics (e.g., iCommute’s contracting on mobility management and parking topics). The costs in this section apply only to public agencies and do not include any potential costs to developers and/or employers.

POTENTIAL FUNDING SOURCES:

Federal Funding, Formula

- ▶ Congestion Mitigation / Air Quality

Federal Funding, Discretionary

- ▶ Carbon Reduction Program

Non-Federal Funding

- ▶ Livable Communities Act

- ▶ Agency staffing (1 FTE) to manage the program and coordinate local government updates and outcomes: \$100,000
- ▶ Consultant staffing: Dependent upon the extent of technical support, development of model ordinances, and development of reporting dashboard: fixed, scalable annual contract
- ▶ Collateral and website development (covered under Action 1)

PEER EXAMPLES



iCommute San Diego, California

[iCommute](#) is the TDM program for the San Diego California region.

In this capacity, iCommute provides local jurisdictions with TDM assistance, including tools to help them develop and implement TDM plans. San Diego Association of Governments (SANDAG) has developed a set of resources for local governments, including the [Mobility Management Toolbox](#) and a [Regional Parking Management Toolbox](#). The Mobility Management Toolbox is designed to help local governments and developers understand VMT reduction and aligns with a state Senate bill (SB 743, 2013) that requires a shift in the measurement of transportation impacts under the California Environmental Quality Act (CEAQ) from level of service to VMT. The Mobility Management Toolbox also includes a VMT Reduction Calculator Tool, training videos, and recommendations on how to apply the Toolbox and its materials in a local setting. The Agency’s [“TDM for local governments”](#) landing page also includes contact information for a staff member that can support local jurisdictions with parking strategies.



goDCgo Washington, DC

GoDCgo, the TDM Program for the District of Columbia, provides a portfolio of assistance to support sustainable transportation in the district. One component of goDCgo’s program includes technical assistance for property owners and managers, which includes conducting resident surveys, developing site-specific TDM plans, assisting with zoning orders, and advising on appropriate transportation amenities.

Because TDM requirements are written into DC law, goDCgo developed a [Residential Toolkit](#) that explains how property owners and managers can meet zoning order requirements. GoDCgo provides assistance in both the pre-occupancy and occupancy phases of a building’s development and recognizes residential complexes that are leaders in TDM through the Residential Ambassadors program. In 2021-2022, goDCgo provided assistance on 21 zoning orders.



The residential program also has a partnership with DC’s Housing Authority to provide information about transportation options to extremely low through moderate income residents. This effort was a way to bring equity to the program since many new buildings that goDCgo works with are luxury apartments. The program also works with apartment complexes in transit deserts to help educate residents and front office staff on first-mile, last-mile solutions like micromobility, carpooling, implementing apartment shuttles, and local buses.



Boulder Junction TDM District Boulder, Colorado

For Boulder Junction, a mixed-use development, the city created a TDM district for the redevelopment and transition of a 160-acre former industrial area into a new transit-oriented community. Properties within the

development are given a trip generation allowance that is the *maximum* number of vehicle trips that can be generated at peak hours. The district as a whole has a goal of reducing the percentage of trips taken by single occupancy vehicles to 45%. Achieving this metric will allow Boulder Junction to reach its goal of adding zero new SOV trips as a result of the development. According to the [first report](#) on the project from 2017, the trip generation rate for the district was 58%, which is expected since the project site continues to be built out.

All residents and workers of the TDM district receive an EcoPass (an unlimited bus and light rail pass), a 50% discount on a bikeshare system annual membership, and a no-cost application and \$25 in driving credit for a carsharing program membership. These incentives are in addition to other TDM measures that are negotiated for individual buildings in the Boulder Junction TDM district. The city collects funds (in the form of Payment in Lieu of Taxes [PILOT]) from residential and commercial real estate that are used to provide EcoPasses.



City of Bloomington TDM Ordinance Bloomington, Minnesota

The City of Bloomington implemented a TDM ordinance in 2009. This ordinance uses a tiered approach to address the requirements that all nonresidential developments or redevelopments must meet before a building permit is issued. Tier 1 requirements apply for sites with 350 or more parking spaces. These developments or redevelopments require a financial guarantee of \$50 per parking space, which can later be released after three years. Tier 1 also requires the completion of an Annual TDM Status Report that includes performance metrics. Tier 2 requirements are a list of TDM strategies and amenities that developers may choose from. These are grouped into “Basic TDM Strategies” (such as providing bike racks and lockers, displaying transit information, or providing commuter brochures to employees or tenants) and “Advanced TDM Strategies.” Some advanced strategies include providing showers, providing free, discounted, and/or pre-tax Metropasses, and promoting alternative work schedules.

4 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.



PURPOSE: A combination of pricing and incentives strategies can help increase the attractiveness of non-SOV modes, improve affordability and equity, and direct more funding to TDM.



ACTIONS:

- 4.1 DEVELOP UNIVERSAL INCENTIVES AND PRICING FRAMEWORK
- 4.2 BUILD ADMINISTRATIVE TRACKING MODULE(S) IN CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM
- 4.3 IMPLEMENT AND ADMINISTER UNIVERSAL INCENTIVES FRAMEWORK
- 4.4 INTEGRATE TDM AND MOBILITY INITIATIVES INTO PRICING
- 4.5 PROMOTE INCENTIVES AND PRICING TO COMMUNITIES WITH LIMITED RESOURCES

ACTIONS

ACTION 4.1 DEVELOP UNIVERSAL INCENTIVES AND PRICING FRAMEWORK

The Regional TDM Program should develop a universal incentives and pricing framework. The framework should outline incentives that enhance equity, increase use of non-SOV modes, decrease driving alone, improve the climate, and be **universally designed to incentivize a range of populations**. The framework should include pricing and incentives for all modes and be designed to motivate all populations and income levels. The framework should outline all of the transportation options available in the Twin Cities, by mode. Then, for each modal option, the framework should identify financial incentives or subsidies that could persuade different populations to use those modal options, including the provision of financial incentives, subsidies, simplified fare structures, simplified fare payment processes, or other financial aspects of sustainable transportation. The framework should identify criteria for prioritizing investments, such as characteristics for priority areas and populations. Priority areas could include highly localized areas, such as redevelopment districts or neighborhoods with high/low access to transportation services. Populations could include low-income households, households with large shares of transportation costs, those who drive alone, environmental advocates, and rural populations or populations with lower access. For lower income populations, the framework could include the development of a universal basic mobility program, such as Portland, Oregon's Mobility Wallet and Oakland, California's Universal Basic Mobility Pilot. For rural populations, the framework could include subsidies to enhance access to additional sustainable transportation options (e.g., where public transit service is less effective). For drive-alone populations, the framework should include financial options that reverse inherent incentives for driving, such as incentives for teleworking, e-bike loan-to-own or rebate programs, and Columbus, Ohio's C-Pass program that provides transit passes to commuters through their employers. Once priority criteria are identified, the Met Council can work with individual local governments (e.g., counties or municipalities) and transit agencies to develop incentives and pricing that is tailored to their communities. Outcomes-based measures for each priority area or population should also be developed as part



of the framework; examples of outcomes-based measures include numbers of households with reduced transportation costs, numbers of e-bikes distributed and associated miles driven. Integrate into the TDM Implementation Framework described in Action Step 1.2.

Table 4.1. Develop Universal Incentives and Pricing Framework

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Metro Transit, MnDOT, Regional TDM Program Advisory Group, TDM practitioners including service providers
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Convene Regional TDM Program Advisory Group to begin outlining the Framework ▶ Develop a summary of work done to date on shared service passes in the region

ACTION 4.2 BUILD ADMINISTRATIVE TRACKING MODULE(S) IN CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

Since the incentives to be offered are intended to be universal, user-tracking and reporting will need to accommodate varied levels of access to technology and financial/banking processes. Some users may be able to track their sustainable trips made via an online trip tracking app or website, while others may need to request using an online or paper form, or text messaging. The Regional TDM Program administrators should have an administrative system, such as a CRM, to track usage and fulfillment in one place. Metro Transit’s Commuter Program acquired a CRM in 2023 to manage and track employer outreach communications. In tandem with Action 2.3, the Regional TDM Program should review the licensing and technical features of this existing CRM to include modules for administration of financial incentives for travelers (in addition to the incentives for employers), and reporting outcomes. The Regional TDM Program should also explore whether the existing CRM has customer-facing trip tracking features. Identify approaches to monitoring and tracking incentives without creating barriers to use.

Table 4.2. Build Administrative Tracking Module(s) in Customer Relationship Management System

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Metro Transit
Costs	CRM Development Costs - \$50,000
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Metro Transit to provide overview of existing capabilities, features, and potential for developing an incentives tracking module.

ACTION 4.3 IMPLEMENT AND ADMINISTER UNIVERSAL INCENTIVES FRAMEWORK

The Regional TDM Program should administer incentives and subsidies as defined and outlined in the Universal Incentives Framework. Costs and budget will primarily be determined by the Universal Incentives Framework, developed under Action 4.1. The Regional TDM Program’s CRM should be leveraged to administer incentives,

coordinate fulfillment, and track outcomes; some development should be assumed necessary to customize the CRM for these purposes. Several peer examples may provide an indication for how much funding to allocate toward incentives annually, including Portland (OR), Oakland (CA), Columbus (OH), and San Diego (CA), ranging from \$250,000 for universal incentives programs to \$400,000 for an e-bike loan-to-own program. Initially, the incentives may be funded by a variety of discretionary funds and grants; a permanent and more reliable fund source should be established for the long-term, enabled by way mileage-based fees (Action 4.4).

PEER EXAMPLES

- ▶ Portland Bureau of Transportation (PBOT) spends \$300,000 annually on its Mobility Wallet program, which provides \$250 pre-paid cards to 500 people. The cards can be used on buses, light rail, electric bike share, Uber, and Lyft.
- ▶ Oakland’s Universal Basic Mobility Pilot established a \$243,000 budget, which provided 500 pre-paid cards of up to \$300 that could be used on public transit, bikeshare, and e-scooters.
- ▶ Columbus, Ohio, established a transit pass for workers in a defined downtown district, to address the rising costs of parking and its impact on employers’ ability to hire and retain employees. Everyone, regardless of industry or personal income level, can use the C-Pass. The C-Pass can also be used for all kinds of trips, simultaneously addressing equity and transit ridership.
- ▶ San Diego’s e-bike loan-to-own program established \$400,000 for an e-bike loan-to-own program.

Table 4.3. Implement and Administer Universal Incentives Framework

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Metro Transit, Regional TDM Program Advisory Group
Costs	\$500,000-\$800,000, scalable to level of demand
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Explore funding options, including partnerships with local governments, districts, or other geographies where the incentives can be applied. ▶ Secure short-term funding and establish annual budget.

ACTION 4.4 INTEGRATE TDM AND MOBILITY INITIATIVES INTO PRICING

The Met Council should advocate for TDM and mobility initiatives to be integrated into pricing for transportation services, by pricing driving alone higher than sustainable options. Examples of where TDM initiatives should be integrated into existing programs and services include E-ZPass (maintaining free access for carpooling and vanpooling), parking ramps (discounted rates for daily parking to eliminate sunk-costs associated with monthly parking passes), support for parking cash-out ordinances/policies at the local level, simplified fare structures or multi-fare/multi-agency payment systems, and reduced transit fares (Metro Transit has already implemented reduced fares in downtown zones, but other areas or transit agencies could consider building on these strategies).

Future initiatives include advocating for mileage-based fees to replace declining gas taxes (e.g., lower taxes/fees for lower annual mileage, or no taxes or fees for registered carpools/vanpools). A mileage-based fee program could replace lost revenues from gas taxes and, if priced appropriately, also support the other strategies in these action plan strategies, serving as a local funding source for federal match requirements. The

state legislature will inevitably initiate a mileage-based fee program, and a state agency such as MnDOT, would be the likely implementing organization. Therefore, costs for establishing a mileage-based fee program are not provided in this action plan. A mileage-based fee program should be applied equitably so that people with low incomes and/or who live farther from workplaces or amenities, because of limited housing access, are not disproportionately affected.

Table 4.4. Integrate TDM and Mobility Initiatives into Pricing

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	MnDOT, local governments
Costs	Staff time, administrative costs
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Develop a list of potential pricing programs to coordinate TDM efforts and prioritize by potential for implementation of changes. ▶ Ensure the Regional TDM program manager has a seat at the table in regional pricing efforts; begin coordinating with MnDOT on mileage-based fees.

ACTION 4.5 OFFER INCENTIVES FOR SUSTAINABLE TRANSPORTATION OPTIONS

Direct the Regional TDM Program to promote the TDM programs to all types of travelers by personalizing communications for and to different types of travelers. The Regional TDM Program should ensure that incentives are promoted to communities with limited resources (such as low-income, low-vehicle ownership, limited English, housing instability, and other disadvantages) to raise awareness and increase access. Promotions should be tailored to different populations using a variety of communications channels, such as outreach to employers and community organizations, advertisements on transit, social media, and tabling at community events. The Regional TDM Program’s CRM should also be leveraged to send email-communications to users, including receipt and processing of online applications, tracking and providing confirmations and receipts when incentives are requested and fulfilled, and communications about new incentives or updates. Outreach to community organizations should also be a key component of the Regional TDM Program, to enable communications about the availability of such incentives to communities with limited resources.

Table 4.5. Offer Incentives for Sustainable Transportation Options

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	MnDOT E-ZPass group, Regional TDM Program practitioners
Costs	Staff time and marketing/communications materials
Funding Sources	CMAQ, CRP, transportation districts, parking benefit districts, new funding sources like those authorized in the 2023 Minnesota Legislative session (see Appendix A)
Key Next Steps	<ul style="list-style-type: none"> ▶ Identify community organizations and/or TDM practitioners to distribute information about the incentives programs as part of their regular marketing and communications with their customers. ▶ Use the Framework to guide performance tracking and comparison of individual priority areas or populations.

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
	<ul style="list-style-type: none"> ▶ Review outcomes annually with the Advisory Group for feedback and to guide future improvements or adjustments.

COSTS AND POTENTIAL FUNDING SOURCES



Costs associated with this strategy include Regional TDM Program staff time to administer and promote incentives, incentives, and development costs related to enhancing the existing CRM to be used for administration, tracking, and reporting.

Incentives strategies are scalable; the costs for financially incentivizing travelers will depend on the number and types of incentives ultimately offered and the number of travelers served on an annual basis. This incentives strategy is intended to be universal, which could inherently increase costs. However, there are ways to manage costs, including capping the number of travelers served, selecting corridors or neighborhoods, or rotating the types of incentives provided on an annual basis. The cost range provided here is based on similar universal mobility incentives programs, and is not intended to incentivize every traveler indefinitely, and instead would be rotated as described above. The cost estimates provided here do not include staff time (labor resources) to administer the incentives, as this would be conducted as part of the overall Regional TDM Program services. Additionally, the cost estimates provided here do not include staff time (labor resources) to provide outreach or promotions, as these would also be conducted as part of the Regional TDM Program. The cost estimates provided here include a contingency budget for development of additional features within the existing CRM, as it is recommended that the Regional TDM Program leverages the existing CRM for any/all administrative needs; if these features can be developed in-house, development costs may not be needed.

- ▶ Annual incentives allocation: \$500,000–\$800,000
- ▶ CRM/database management tool (for administration and fulfillment of incentives, communications, and reporting, etc.): \$0 (already purchased and used by existing TDM practitioners)
- ▶ Technological development costs associated with administration of incentives: \$50,000

POTENTIAL FUNDING SOURCES

Federal Funding, Discretionary

- ▶ Climate Pollution Reduction Grants
- ▶ Thriving Communities Program
- ▶ Rebuilding American Infrastructure with Sustainability and Equity

Non-Federal Funding

- ▶ MN Omnibus Transportation Bill Sales Tax and Delivery Fee
- ▶ Transportation Districts
- ▶ Parking Benefit Districts
- ▶ Other Local Funding (e.g., General Funds)

PEER EXAMPLES



Transportation Wallet City of Portland, Portland, Oregon

The City of Portland’s [Transportation Wallet](#) provides an all-in-one package of passes and credits for transit, bikeshare, e-scooters, rideshare, and carshare for people living in parking districts, low-income individuals, and new movers. The Transportation Wallet bundles multimodal transportation incentives to encourage people to drive less, manage on-street parking demands, and alleviate the burdens of transportation costs for low-income

populations—among other TDM-related purposes. Portland Bureau of Transportation (PBOT) spends \$300,000 annually on its Mobility Wallet program, which provides \$250 prepaid cards to 500 people. The cards can be used on buses, light rail, electric bike share, Uber, and Lyft.

As noted above, the Transportation Wallet has three programs—one for parking districts, one for qualified low-income residents, and one for residents moving into certain new multiunit buildings. The Parking Districts program provides a deeply discounted transportation options package for \$99 per year. The Access for All program for qualified low-income residents offers three package choices of free transportation options. The first package is transit only, the second package is all modes for an individual, and the third package is all modes for households. The New Movers program provides transportation credits and information with three options to choose from that vary in modes offered.

A 2021 report about the Parking Districts program shows some highlights of the Transportation Wallet. The city distributed 1,229 Transportation Wallets in 2021, and close to 6,500 total since the program began in 2017. A survey of 493 residents and employees showed that people with the Transportation Wallet drove less to work than people who did not (23% versus 35%). Open ended responses to the survey highlight how appreciative and supportive users of the Transportation Wallet are of the program.



Basic Mobility Pilot City of Oakland, Oakland, California

The City of Oakland's [Universal Basic Mobility Pilot](#) randomly selected residents to receive funding for transit, shared mobility, and other mobility-related services through prepaid debit cards and Clipper Cards. The first pilot program started in East Oakland and ended in 2021. The randomly selected participants for this program received a card loaded with \$150 in the mail to use to buy trips or passes on public transit and shared mobility. Participants who completed a survey on the pilot received an additional \$150 loaded to their prepaid card. A West Oakland pilot started in Spring 2023, which will provide 1,000 West Oaklanders with up to \$320 (\$160 at the start and an additional \$160 after completing a follow-up survey) for transit, shared mobility, and other mobility-related services. This pilot will happen for 18 months and residents can fill out a survey to determine eligibility.

An evaluation was conducted for the East Oakland pilot. The pilot had a goal to increase transit, walking, biking, and shared mobility trips while reducing SOV trips, with a budget of \$243,000 (a majority of funding came from an Alameda County Transportation Commission grant). A majority of participants identified as Hispanic/Latino or Black/African American, and approximately three-quarters of participants earned less than \$40,000 per year per household. Of the 66 pilot participants who completed the follow-up survey, 40% said they changed the way they traveled during the pilot and 23% drove less. Transit was the mode participants increased their usage of the most, over the course of the pilot. Some of the lessons learned include seeking partner input in the design phase (rather than implementation), considering alternative distribution methods (beyond mailing cards), and including technology needs in participation requirements when possible.



C-Pass Program City of Columbus, Columbus, Ohio

The Downtown C-Pass provides unlimited travel on Central Ohio Transit (COTA) buses to employees and residents of the Capital Crossroads Special Improvement District (CCSID), which covers much of downtown Columbus, Ohio. The C-Pass program is a partnership between the CCSID, the COTA, and the Mid-Ohio Regional Planning Commission (MORPC) and is funded by property owners in the district and voluntary contributions by corporations who want to reduce drive-alone travel in order to reduce the need for parking.¹

¹ MORPC. 2020. "About Our Partnership." Mid-Ohio Regional Planning Commission. <https://morpc.gohio.com/regional-programs/downtown-cpass/downtown-cpass-partnership/>.

The program is available at no cost for employers or employees to join, though employees must work 15 hours per week, on average, to be eligible to participate.² Property owners are assessed six cents per square foot.

CCSID is an organization through which downtown property owners pay special assessments to fund a special management district that administers services (such as cleaning) to the downtown area. Parking had become a major issue for downtown property owners and their tenants. CCSID developed a transit pass program similar to one in place for Ohio State University (OSU) students.

The program has been considered highly successful. Prior to C-Pass, fewer than 5% of employees in the CCSID took transit to work. The first year that C-Pass was in place, ridership among downtown workers doubled and then tripled. CCSID received feedback that companies were making office space leasing decisions based on whether a particular building was C-Pass eligible. As of 2021, 387 companies were enrolled in C-Pass, with over 12,568 employees registered. A pre-pandemic survey found that 34% of employers reported that C-Pass helps retain employees, and 34% reported likewise regarding recruitment. Finally, 52% reported that employee morale was boosted because of C-Pass.³ In one year, transit ridership among workers eligible to use the program had risen from 5% to 14%. Sixty-eight percent of those using the C-Pass attribute its availability as their reason for riding transit, and an overwhelming majority (83%) of users who switched to transit from other modes did so because of their desire to save money. Nearly all (93%) of C-Pass users own a vehicle.⁴ Despite the impact of the pandemic, CCSID property owners renewed the C-Pass program for the 2021 to 2025 period, and they increased their own transit assessment to 6 cents per square foot to pay for a greater proportion of the program's cost.

Everyone, regardless of industry or personal income level, uses the C-Pass. Service and hospitality industry employers in C-Pass eligible buildings have a competitive advantage in recruiting and retaining workers over hotels and other employers in non-C-Pass eligible buildings. Prior to the C-Pass, the expense of commuting and parking made it difficult to hire for low-wage jobs downtown. Hotels have been particularly enthusiastic participants in C-Pass as it helps them to recruit and retain workers. Tech companies value the C-Pass as a great program that their employees use not only for the commute to work, but also for personal trips. A goal of the C-Pass program is for the C-Pass to be used for all kinds of trips, even though it is distributed primarily via employer tenants.



Pedal Ahead San Diego Association of Governments (SANDAG), California

SANDAG partnered with local nonprofit Rider Safety Visibility, in addition to other local stakeholders, to launch an e-bike incentive program called Pedal Ahead. Pedal Ahead is a "loan-to-own" e-bike program. Participants commit to riding at least 1,800 miles per year for two years, or approximately 5 miles per day. They record their mileage on Strava. After two years, participants who hit the mileage target get to keep their e-bikes at no cost. Participants who do not meet the target mileage are offered the opportunity to purchase the bike at a prorated cost. SANDAG plans to expand this program moving forward and continues to look for ways to ensure that the e-bikes are going primarily to low-income residents. SANDAG spends \$400,000 annually on its e-bike loan-to-own program (from its UPWP)

² Ibid.

³ CCSID. n.d. "2019 Annual Impact Report." Special Improvement Districts Downtown Columbus. <https://downtownservices.org/wp-content/uploads/2019/02/CCSID-Impact-Report-2019-web.pdf>.

⁴ Mass Transit. 2019. "C-pass doubles transit ridership in downtown Columbus." <https://www.masstransitmag.com/bus/press-release/21093288/capital-crossroads-special-improvement-district-sid-cpass-doubles-transit-ridership-in-downtown-columbus>.

5 Implement Strategies That Improve the Customer Experience While Using Sustainable Transportation Options and Enhancing Traveler's 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 enhancing the physical environments related to sustainable transportation modes.



PURPOSE: Attractiveness, convenience, safety, and security are key factors in mode choice. Enhancing these factors by providing guidance and funding opportunities will enable local governments and transit agencies to implement projects that encourage travelers to choose sustainable transportation options over driving alone.



ACTIONS:

- 5.1 DEVELOP A CUSTOMER EXPERIENCE/PLACEMAKING FRAMEWORK
- 5.2 IDENTIFY PRIORITY AREAS OR FACILITIES TO INVEST IN PLACEMAKING AND CUSTOMER EXPERIENCE-RELATED ENHANCEMENTS
- 5.3 DEVELOP MEASURES OF EFFECTIVENESS AND SELECTION CRITERIA FOR AWARDING PROJECT FUNDING

ACTIONS

ACTION 5.1 DEVELOP A CUSTOMER EXPERIENCE/PLACEMAKING FRAMEWORK

Create a shared understanding of what users need to feel comfortable walking, rolling, biking, taking transit, or using other sustainable transportation modes. Develop a framework for the types of strategies or physical improvements that enhance placemaking (e.g., bike lane or crosswalk murals, stop/station amenities) and customer experience (e.g., transit ambassadors) for sustainable transportation options. Integrate findings from the Regional Safety Action Plan in the development of the framework. Use the framework to inform priority areas or facilities for investment (Action 5.2) and measures of effectiveness for awarding project funding (Action 5.3). Integrate into the TDM Implementation Framework described in Action Step 1.2.

PEER EXAMPLES

- ▶ The City of Tucson, AZ painted murals to increase visibility and improve pedestrian safety.
- ▶ The Los Angeles Metro transit agency launched an Ambassador Program to improve customer experience, with ambassadors available to answer questions, connect riders to resources, and report issues.
- ▶ Bay Area Rapid Transit (BART) developed a Homeless Action Plan to help proactively address homelessness in the region and ensure the safety, security, comfort, and convenience of all BART users.

Table 5.1. Develop a Customer Experience/Placemaking Framework

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	▶ Transit agencies, local governments
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, Safe Streets and Roads for All, Reconnecting Communities, Thriving Communities Program, MN Omnibus Transportation Bill Sales Tax and Delivery Fee, Local Transportation or Parking Benefit Districts, Other Local Funding (e.g., General Funds)
Key Next Steps	<ul style="list-style-type: none"> ▶ Identify a department or staff person to lead the development of the framework. ▶ Develop a scope of work for the framework development, including how other customer experience or sense of place projects might relate to the framework.

ACTION 5.2 IDENTIFY PRIORITY AREAS OR FACILITIES TO INVEST IN PLACEMAKING AND CUSTOMER EXPERIENCE-RELATED ENHANCEMENTS

Using the Customer Experience and Placemaking Framework (Action 5.1), the Met Council should identify areas of high need and/or transportation facilities in need of safety or security improvements for enhancements. Findings from Met Council’s Regional Safety Action Plan, Met Council’s Pedestrian Safety Action Plan (e.g., location of pedestrian crashes), Metro Transit’s Safety and Security Action Plan, and the 2023 Minnesota Omnibus Transportation Legislation Priority Projects (Section 17) should be used to inform priority areas. These plans have identified areas, roadways, communities, and demographics where the rates of pedestrian, bicycle, and vehicular crashes are highest, as well as transit stations with the greatest number of service calls and feedback from riders and employees. Once priority areas/corridors/facilities are identified, the Met Council can work with individual local governments (e.g., counties or municipalities) and transit agencies to better understand local conditions and offer technical assistance with identifying next steps for site-level analyses, coordination with other safety/security initiatives (e.g., Safe Streets), and funding options (Action 5.3).

Table 5.2. Identify Priority Areas or Facilities to Invest in Placemaking and Customer Experience Related Enhancements

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Transit agencies, local governments
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, Safe Streets and Roads for All, Reconnecting Communities, Thriving Communities Program, MN Omnibus Transportation Bill Sales Tax and Delivery Fee, Local Transportation or Parking Benefit Districts, Other Local Funding (e.g., General Funds)
Key Next Steps	<ul style="list-style-type: none"> ▶ Work with partners and communities to coordinate the identification of priority areas/facilities where action steps are needed. ▶ Identify possible funding sources and partners for potential strategies to address priority areas.

ACTION 5.3 DEVELOP MEASURES OF EFFECTIVENESS AND SELECTION CRITERIA FOR AWARDING PROJECT FUNDING

The Met Council should develop measures of effectiveness for the various types of projects to be funded (such as projects that have been identified in local Safety Action Plans) to inform funding eligibility, selection criteria, and allocations. The development of data-informed prioritization measure(s) will be fundamental to ensure these types of projects can compete in programs like the Regional Solicitation or other yet-to-be-identified funding sources. The Met Council and TAB may also need to revise the Regional Solicitation to specify in which categories these projects will be considered, add prioritization measures, and perhaps conduct a final equity review. There may be additional funding opportunities that have been created by the 2023 Minnesota legislative session that should also be explored for prioritization.

Table 5.3. Develop Measures of Effectiveness and Selection Criteria for Awarding Project Funding

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council
Supporting Agencies	Transportation Advisory Board, local governments, transit agencies
Costs	Staff time, possible consultant support
Funding Sources	CMAQ, Safe Streets and Roads for All, Reconnecting Communities, Thriving Communities Program, MN Omnibus Transportation Bill Sales Tax and Delivery Fee, Local Transportation or Parking Benefit Districts, Other Local Funding (e.g., General Funds)
Key Next Steps	<ul style="list-style-type: none"> ▶ Coordinate with transit agency staff on how revenues are allocated to projects and identify opportunities to consider the framework developed in this strategy. ▶ Coordinate with Regional Solicitation staff and TAB on how this framework could be used in the Regional Solicitation, particularly as the program is evaluated in updated ahead of the 2026 cycle.

COSTS AND POTENTIAL FUNDING SOURCES



The types of strategies and projects that improve customer experience and the sense of place range in scale, complexity, and duration, which inherently impact costs.

The types of strategies and projects that improve customer experience and sense of place range from discrete safety improvement projects, like the mural paintings to improve pedestrian safety, to operational projects that span multiple years and funding cycles, such as the L.A. Metro Ambassador Program. These strategies and projects can be funded through existing funding categories in the Regional Solicitation, but additional funding (combined with revised selection criteria) would make it possible to implement high-cost projects that may not have been feasible in the past.

- ▶ Annual funding allocation: Scalable

POTENTIAL FUNDING SOURCES:

Federal Funding, Formula

- ▶ Congestion Mitigation/Air Quality

Federal Funding, Discretionary

- ▶ Safe Streets and Roads for All
- ▶ Reconnecting Communities Pilot
- ▶ Thriving Communities Program

Non-Federal Funding

- ▶ MN Omnibus Transportation Bill Sales Tax and Delivery Fee
- ▶ Transportation Districts
- ▶ Parking Benefit Districts
- ▶ Other Local Funding (e.g., General Funds)

PEER EXAMPLES



Mural to Increase Pedestrian Safety Tucson Department of Transportation & Mobility, Tucson, Arizona

Tucson's Department of Transportation & Mobility partnered with local nonprofit Living Streets Alliance to create a [mural along the 6th Avenue corridor](#) to increase awareness of and safety for pedestrians. In preparation for the project, the Department completed several other changes to improve the mural area. These changes included new crosswalks and curb extensions at a specific intersection, a turn-lane mural to deter illegal passing on the left, and a mid-block crossing zone with ADA ramps to improve accessibility. The costs for the mural art were approximately \$45,000, including design, labor, and materials, funded in part by a grant from the Bloomberg Philanthropies' Asphalt Art Initiative. Throughout the project, the Department staff ensured they met with residents in the area to understand what they wanted. The community voted on three mural design options and provided feedback that the artist incorporated into the final design. The Department of Transportation & Mobility will be monitoring the mural location to see if it helps increase safety. *(Photo Credit: Paola Rodriguez/Arizona Public Media.)*



Ambassador Program L.A. Metro, Los Angeles, California

The L.A. Metro [Ambassador Program](#) was created to re-envision transit safety and help riders on Metro buses and trains and in stations, as well as connect riders to resources and report maintenance and safety concerns. It is a pilot program that started in September 2022 and will continue under a [5-year contract](#). The pilot program will **employ up to 300 transit ambassadors** from diverse L.A. County communities who will be specially trained in customer service and rail and bus safety. The total cost for the 5-year pilot project is \$122 million. Ambassadors will have a strong visible presence on the Metro system and **help customers find their bus or rail line, purchase their fare, and more**. The program is an added layer to Metro's overall public safety ecosystem that **includes security, law enforcement, crisis response teams, and homeless outreach** that advance the goal of a safer public transit system. The contract Metro Ambassadors are meant to help improve public safety. The team of ambassadors includes security and law enforcement, homeless and mental health outreach workers, and cleaning crews. Metro Ambassadors do not replace security or law enforcement, but instead are added to the workforce to help maintain public safety. They are stationed at bus and rail stations across Los Angeles. *(Photo Credit: L.A. Metro.)*



Social Resources and Homelessness Action Plan Bay Area Rapid Transit, San Francisco Bay Area, California

Bay Area Rapid Transit (BART) developed its first [Homeless Action Plan](#) in 2023 to outline the state of homelessness in the area, identify potential funding sources to increase outreach, and emphasize the need for

local governments to work together with public transit to address this challenge. The plan was developed by BART's Senior Manager of Social Services Partnerships, which is a position BART created to increase resources to help address homelessness. BART's Senior Manager of Social Services Partnerships works with BART's Supervisors of Crisis Intervention (who provide outreach about services to the unsheltered population in the BART system with housing and/or mental health issues) and the BART Police Department. Aside from this position, the action plan calls for BART to hire 20 crisis intervention specialists and to continue the BART Police Transit Ambassador Program, which was a 2020 pilot to deploy unarmed uniformed personnel to help with BART safety and security.

The Homeless Action Plan is based on extensive stakeholder engagement from 2020, including nine public meetings in each of BART's nine districts. The four strategies suggested to address the region's homelessness crisis are:

- Expand BART's Resources
- Focus on Root Causes of Homelessness
- Center BART as a Regional Partner
- Address Regional Variation

Under each strategy, the plan highlights actions that will help implement the strategy. For example, for the strategy on focusing on root causes of homelessness, the plan notes strengthening "the local economy and equitable mobility by supporting low-income riders." For this concept, the plan suggests continuing a means-based fare pilot program and refining the compensation plan for quality-of-life contractors.

To measure the success of BART's efforts to end homelessness, they plan to set benchmarks and updates for incremental progress for several metrics. For example, there is a metric for the "Number of connections to services/referrals" and a goal for a "5% increase in connections to services/referrals annually."

6 Utilize TDM Strategies to Reduce Capital Highway Expansion Needs

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



PURPOSE: TDM strategies that can reduce congestion and SOV travel should be prioritized before additional capacity is added to existing roadways, which aligns with the region's Transportation Policy Plan. A more integrated approach that links TDM strategies to highway and road planning processes can ensure a more efficient use of resources.



ACTIONS:

- 6.1 CONDUCT A STUDY ON INTEGRATING TDM IN HIGHWAY PROJECTS
- 6.2 EDUCATE INDUSTRY LEADERS ABOUT TDM
- 6.3 COLLABORATE WITH THE MINNESOTA GREENSTEP CITIES PROGRAM
- 6.4 INCREASE STATE FUNDING FOR TDM
- 6.5 REVIEW AND UPDATE CONGESTION MANAGEMENT PROCESS STRATEGY MATRIX
- 6.6 INTEGRATE TDM INTO MnDOT COMPLETE STREETS HANDBOOK
- 6.7 IDENTIFY OPPORTUNITIES FOR REGIONAL TDM PROGRAM SUPPORT

ACTIONS

ACTION 6.1 CONDUCT A STUDY ON INTEGRATING TDM IN HIGHWAY PROJECTS

It is essential to identify and understand all the phases of the planning and development of highway mobility and improvement projects to ensure that TDM strategies are considered, prioritized, and integrated into the final highway project. A follow-up study could help identify the phases of all highway funding programs and/or project types to provide guidance on how TDM strategies can be integrated into all phases of project development. This study would identify and examine individual funding programs and/or project types and develop strategies to ensure TDM is integrated into the project selection, planning, scoping, and environmental review processes to determine where partners should coordinate with decision makers on potential TDM solutions. For example, there may be opportunities within the Corridors of Commerce process, led by state legislators, such as incentivizing TDM as a first step before the Corridors of Commerce application is submitted. Other examples include identifying ways to leverage technical expertise, business engagement, and outreach capabilities, by identifying TDM practitioners, organizations, or districts that can assist (transportation management organizations [TMOs], cities, large property owners). The study would also guide how effective the implemented strategies are by

PEER EXAMPLES:

- ▶ California SB 743: In keeping with the state's goal to reduce greenhouse gas (GHG) emissions by promoting infill development and multimodal transportation networks to reduce individuals' reliance on automobile travel, SB 743 requires that lead agencies utilize VMT as the metric for assessing significant transportation impacts for land use projects. Where a project would induce substantial VMT, the lead agency must consider mitigation or alternatives to minimize the impact.
- ▶ I-405/Renton to Bellevue Widening and Express Toll Lanes Project included HOV incentives and bus rapid transit (BRT) to minimize expansion.

developing specific performance measures based upon the goals of the TPP. This work would help to establish a comprehensive list of all highway improvement funding sources and project types and each step in the development process, and provide specific guidance on the individuals or organizations that need to be brought in at each step to ensure the integration of TDM strategies.

A consultant team would lead this study in close collaboration with the Met Council, MnDOT, local cities/counties, and the Regional TDM Program. The consultant team may consider working with MnDOT on several MnDOT-led corridor studies, using these studies to serve as opportunities to determine how to integrate TDM at the corridor planning level. The consultant team could also consider identifying and developing a plan or agreement with key individuals or interest groups essential to integrating TDM strategies at certain steps in the project development process. While this action requires coordination with the Regional TDM Program, it would likely be led by the Met Council highway planning team in partnership with MnDOT and in collaboration and local governments.

Table 6.1. Conduct a Study on Integrating TDM in Roadway Projects

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council, MnDOT
Supporting Agencies	Other related departments (Public Works, etc.)
Costs	Staff time, consultant time
Funding Sources	Unified Planning Work Program
Key Next Steps	<ul style="list-style-type: none"> ▶ Identify this project in the Transportation Policy Plan work program and the Unified Planning Work Program as a future study effort. ▶ Prepare an RFP for a study to identify potential funding sources and project types for programming that could encourage the adoption of TDM strategies.

ACTION 6.2 EDUCATE INDUSTRY LEADERS ABOUT TDM

The Regional TDM Program can develop 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/or outcomes. Qualitative information could include stories and perspectives of those who will be most likely impacted by proposed projects. The Regional TDM Program Director can present at relevant recurring meetings to share information.

Table 6.2. Educate Industry Leaders about TDM

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agency	MnDOT
Costs	Staff time
Funding Sources	CMAQ, CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ Regional TDM Program Director should identify opportunities to engage with industry leaders.

ACTION 6.3 COLLABORATE WITH THE MINNESOTA GREENSTEP CITIES PROGRAM

The Minnesota GreenStep Cities is a voluntary challenge, assistance, and recognition program to help cities achieve their sustainability and quality-of-life goals. GreenStep Cities provides a free, continuous improvement program comprising 29 best practices, which elected officials, city staff, and community members can decide to implement. The best practices are focused on cost savings, reducing energy use, and encouraging civic participation. Given GreenStep Cities’ mission, there may be areas of opportunity for collaboration with the Regional TDM Program.

Table 6.3. Collaborate with the Minnesota GreenStep Cities Program

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agencies	Minnesota GreenStep Cities Program via Minnesota Pollution Control Agency
Costs	Staff time, administrative costs
Funding Sources	GreenStep Cities is a complimentary program
Key Next Steps	<ul style="list-style-type: none"> ▶ The Regional TDM Program Director should engage directly with the leadership of the GreenStep Cities Program to identify common goals and potential areas for collaboration.

ACTION 6.4 INCREASE STATE FUNDING FOR TDM

The Met Council and Regional TDM Program Director should engage with MnDOT and state officials to communicate the value of TDM-related programming and the need for increased state funding. An increase in state funding should be applied to meet U.S. DOT’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.

Table 6.4. Increase State Funding for TDM

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council administering the Regional TDM Program
Supporting Agency	MnDOT
Costs	Staff time, administrative costs
Funding Sources	MN State Transportation Legislation
Key Next Steps	<ul style="list-style-type: none"> ▶ The Met Council and Regional TDM Program should identify and engage with MnDOT officials to address the need for increased state funding.

ACTION 6.5 REVIEW AND UPDATE CONGESTION MANAGEMENT PROCESS STRATEGY MATRIX

The Met Council’s Congestion Management Process (CMP) Strategy Matrix lists strategies to improve efficiency in the transportation network and provide travel options. The Strategy Matrix should be updated to include TDM recommendations, including strategies, effectiveness, timeframe, and responsibilities for implementing them across congested regional roadways.

Table 6.5. Review and Update Congestion Management Process Strategy Matrix

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council
Supporting Agency	Regional TDM Program
Costs	Staff time, administrative costs
Funding Sources	CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ The Met Council should review the Strategy Matrix in collaboration with the Regional TDM Program, identify TDM-related updates, and revise the matrix accordingly.

ACTION 6.6 INTEGRATE TDM INTO MnDOT COMPLETE STREETS HANDBOOK

MnDOT’s current Complete Streets Policy requires an approach on the incorporation of Complete Streets elements in all eligible projects. The Complete Streets Handbook provides implementation guidance. In addition to these elements, the Met Council should work in close collaboration with MnDOT to integrate TDM into the next Complete Streets Handbook update to consider opportunities for TDM alongside needs of all roadway users.

Table 6.6. Integrate TDM into MnDOT Complete Streets Handbook

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Metropolitan Council, MnDOT
Supporting Agency	Regional TDM Program
Costs	Staff time, administrative costs
Funding Sources	CRP
Key Next Steps	<ul style="list-style-type: none"> ▶ The Met Council should engage with MnDOT to identify opportunities for including TDM into the state’s Complete Streets Handbook and, if requested, help contribute to the revision of the policy.

ACTION 6.7 IDENTIFY OPPORTUNITIES FOR REGIONAL TDM PROGRAM SUPPORT

As the Regional TDM Program becomes more established, the program director and Met Council staff should explore additional ways for the program to assist, such as conducting outreach and technical assistance in support of MnDOT-led corridor studies and regional congestion reduction plans, construction-related mitigation and contingency planning, review of development plans to suggest onsite amenities, solutions to reduce trip generation, funding opportunities, and more.

Table 6.7. Identify Opportunities for Regional TDM Program Support

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Lead Agencies	Regional TDM Program
Supporting Agency	Metropolitan Council
Costs	Staff time, administrative costs
Funding Sources	CRP

ACTION HIGHLIGHTS	ACTION HIGHLIGHT DETAILS
Key Next Steps	<ul style="list-style-type: none"> ▶ The Regional TDM Program and Met Council should continue to identify ways to offer further assistance as the program continues to develop.

COSTS AND POTENTIAL FUNDING SOURCES



Costs associated with this strategy include Regional TDM Program staff time and consultant time.

The costs to develop a follow-up study on best practices to integrate TDM into highway construction, as well as the development of a methodology to evaluate the impact of TDM investment, are scalable. Met Council staff would also spend time on this action item by developing the RFP for the follow-up study, identifying a consultant for the evaluation methodology, and participating in additional stakeholder engagement required to complete these action items. The costs in this section only apply to public agencies and do not include any potential costs to developers and/or employers.

- ▶ Consultant study, \$100,000
- ▶ Evaluation Methodology, \$50,000

POTENTIAL FUNDING SOURCES:

Federal Funding, Formula

- ▶ Congestion Mitigation / Air Quality

Federal Funding, Discretionary

- ▶ Carbon Reduction Program Grants
- ▶ Climate Pollution Reduction Grants
- ▶ Reconnecting Communities Pilot

Non-Federal Funding

- ▶ Livable Communities Act Grant Program

PEER EXAMPLES



I-405/Renton to Bellevue Widening and Express Toll Lanes Project Bellevue, Washington

The Washington State DOT (WSDOT) is in the process of widening and adding an express toll lane to Interstate 405 (I-405) in the City of Bellevue with the aim to **improve speeds and trip reliability for all travelers**. The stretch of I-405 between Renton and Bellevue currently experiences some of the worst commutes in the state. The project incorporates a **multimodal perspective** by offering more reliable travel choices and keeping all users moving, as well as by supporting a new I-405 Bus Rapid Transit (BRT) line. Buses using the high-occupancy toll (HOT) lane may experience more reliable travel times. In addition, a new BRT station will be constructed on the corridor and WSDOT will also construct parts of the Eastrail trail to provide nonmotorized connectivity between several communities.⁵

This project will add new capacity to the interstate by creating a two-lane express toll lane system. This will be done by adding one new lane in each direction and combining I-405’s existing high-occupancy vehicle (HOV) lane with a new lane to create the two-way express toll lane system. These new express toll lanes will connect to existing ones on other parts of I-405, including the SR 167 HOT Lanes, **thus creating a 40-mile express toll lane system**. The \$705 million project started in 2015 and is expected to be completed in 2025.

⁵ https://www.environment.fhwa.dot.gov/pubs_resources_tools/publications/case_studies/NEPA_Tolling_I-405_WA.pdf



California Senate Bill 743 California State

Enacted in 2014, Senate Bill (SB) 743 (Steinberg, 2013) established a new regime of transportation impact analysis under the California Environmental Quality Act (CEQA). In keeping with the state's goal to reduce GHG emissions by promoting infill development and multimodal transportation networks to reduce individuals' reliance on automobile travel, SB 743 **requires that lead agencies use VMT as the metric for assessing significant transportation impacts** for land use projects. For transportation projects, the discretion whether to use VMT or other metrics is up to the transportation project lead agencies. While VMT is not a new tool for assessing environmental impacts under CEQA, the use of VMT as the preferred metric for analyzing transportation impacts is a significant shift from the prior congestion-based level of service approach. By codifying this shift to assessing the number and type of vehicle trips rather than the amount of vehicle congestion, the legislature recognized both the shortcomings of a congestion-based approach to transportation impact analysis and the benefits of a VMT approach for promoting "the reduction of GHG emissions, the development of multimodal transportation networks, and a diversity of land uses" (Pub. Resources Code, §21099).

Where a project would induce substantial VMT, such that its transportation impact under CEQA is deemed significant, which has been generally defined by the California Department of Transportation (Caltrans) as any increase in VMT in the future build versus the no-build conditions, **the lead agency must consider mitigation or alternatives to minimize the impact.**

Key Next Steps

The six strategies of this action plan outline many action steps the region will implement over the next several years, although they are not intended to be implemented sequentially. Additionally, Each strategy includes steps that can be taken in the short term, such that implementation of the action plan can begin immediately. The following list summarizes key next steps that should be prioritized:

- ▶ **Hire a TDM program manager and develop a short-term work plan (Strategy #1):** The Twin Cities need a regional TDM steward—someone who can provide ongoing strategic vision for TDM at the regional level, coordinate the many TDM practitioners and services, and advocate for TDM at all levels of transportation planning and policy. The Met Council should create a new position and hire a TDM program manager who will be responsible for implementing the action plan, facilitating the Advisory Group, and coordinating TDM practitioners throughout the region; as such, establishing and filling this new position is a key first step in ensuring the remaining action steps throughout this Action Plan are carried out. The TDM program manager should begin by developing a short-term work plan, to prioritize the action steps that can be carried out in the first three years.
- ▶ **Develop a charter for the TDM Advisory Group to define membership make-up, roles and responsibilities, and expectations (Strategy #1):** The TDM program manager should develop a charter for the TDM Advisory Group, including defining membership make-up, roles and responsibilities, and expectations. The charter should also include ideas for incentivizing participation given that participation requires a time commitment (e.g., meeting participation, review of materials outside of meetings).
- ▶ **Begin to draft the TDM Implementation Framework (Strategy #1):** The TDM program manager should also begin to develop the TDM Implementation Framework, including the development of priority areas for investment (Strategy #5) and the development of employer recognition and incentives (Strategy #2). The TDM program manager could work with the TDM Advisory Group to solicit input and feedback on these frameworks, as well as identify which frameworks from Strategies #3, #4, and #5 should be developed next.
- ▶ **Scope out an approach for developing a regional brand/identity and information hub (Strategy #1):** One of the priorities for the Regional TDM Program is to develop a public-facing information hub. Identifying a regional brand/identity early in the process will be key, so that all public-facing materials can be coordinated and have one regional look and feel. The TDM program manager should determine whether this regional brand/identity can be developed with existing internal resources or whether an outside consultant is needed.
- ▶ **Identify action steps in Strategies #3, #4, #5 for which pilots or small-scale advancements can be started:** The TDM program manager should also begin to identify action steps in Strategies #3, #4, and #5 for which pilots or small-scale advancements can be started. For example, the Met Council could begin working with a local government organization on how to implement development-based TDM within their jurisdiction, including identifying what kinds of technical assistance or resources are needed.
- ▶ **Begin scoping a study on integrating TDM into highway planning processes (Strategy #6):** The TDM program manager should also begin developing a scope of work for a consultant study. The purpose of the study is to identify ways to integrate TDM into the highway planning processes. The study should look at all steps in the highway planning process, from steps taken at the local government level to the public engagement processes and identification of barriers or needed resources.

Appendix: Funding Opportunities

This appendix details the potential funding sources highlighted throughout the action plan. State and local funding options are described first, including a review of recent funding changes created by the 2023 State Legislature, followed by a summary of the related federal funding options.

State and Local Funding

Metropolitan Council Funding

The Met Council receives funding through a range of sources (transportation user funds, a portion of federal formula funds from a variety of sources, etc.). The Met Council also receives funding through the state of Minnesota general fund to provide and maintain its services. These funding sources may be used to fund support staff and administrative costs outlined throughout the action plan. The Met Council also administers the Regional Solicitation that directly selects transportation projects for federal funding, which is described in Action Step 1.2 and includes federal formula funds described in more detail in the Federal Funding section. Figure 5 depicts these regional funding sources and shows opportunities for TDM funding.

The Livable Communities Act (LCA) grants help communities achieve development goals that create more housing choice, support living wage job creation, and connect jobs, housing, and regional amenities to create a more equitable region. Two programs have direct potential for TDM activities from local governments: Policy Development and Transit-Oriented Development. These programs can support TDM activities in cities by helping to create new policies like TDM ordinances and directly supporting TDM-supportive developments.

MnDOT Funding

The Minnesota SMTP is the highest-level policy plan for transportation in the state. The SMTP gives broad direction to investment plans like the Minnesota State Highway Investment Plan (MnSHIP), which is the 20-year capital investment priorities plan for the statewide highway system. MnSHIP directs most of MnDOT's transportation funding in the state, including some programs that have multimodal or TDM potential. During the development of this document, Met Council and MnDOT staff discussed the need to include TDM recommendations, outlined by this study process, into the next MnSHIP plan update. Such recommendations are expected to be included within the carbon reduction language (TDM-related activities) also provided by Met Council staff. The MnSHIP update should also include an explanation on opportunities for funding flexibility to implement TDM activities and strategies, since most TDM has a direct positive impact on highway investment needs by reducing vehicles on the state highway system.

Other Local Funding

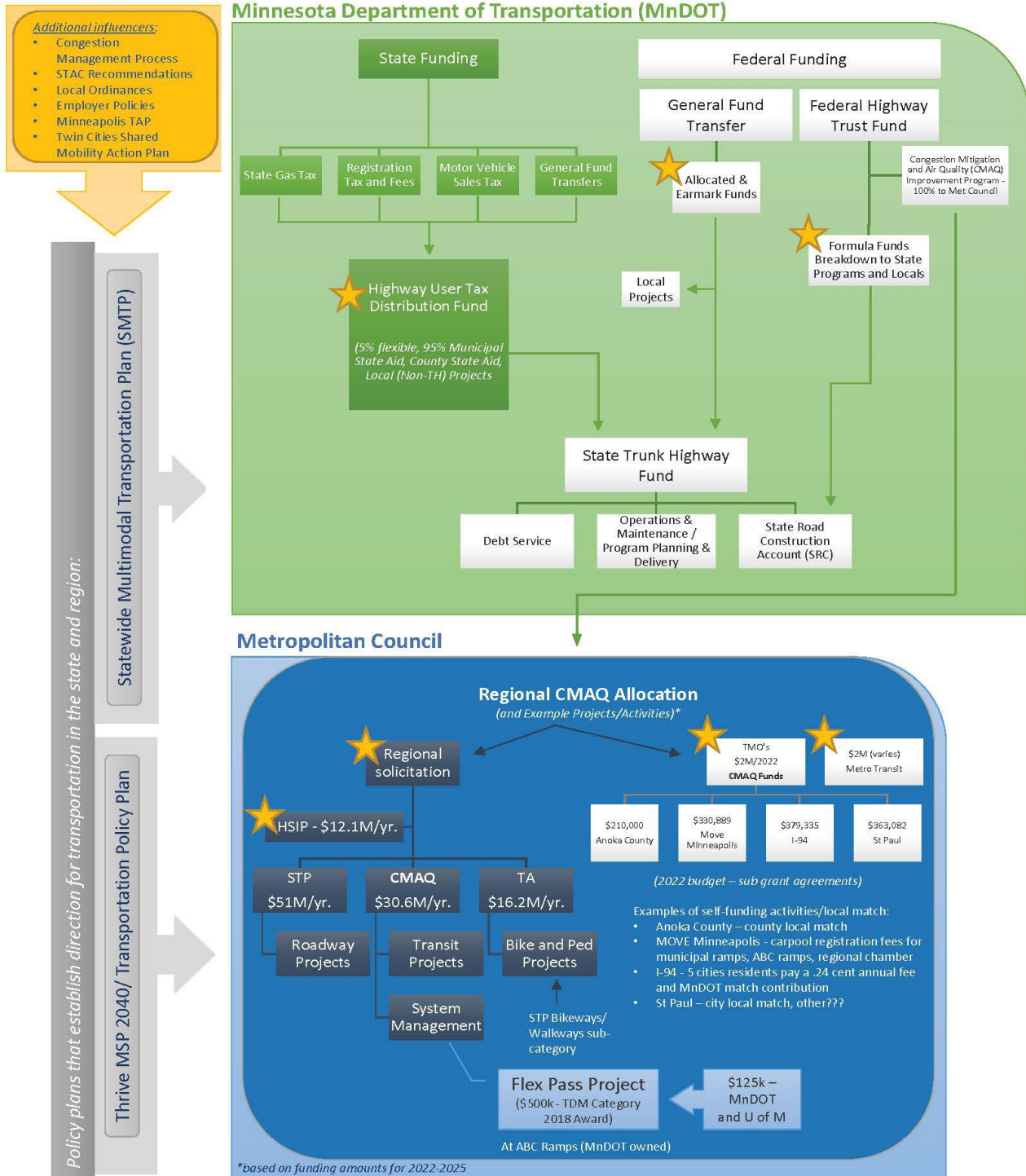
Transportation Districts or Parking Benefit Districts: The regional or local governments could establish districts and increase parking rates to collect additional revenues to fund any number or variety of TDM efforts. For example, the City of Austin, Texas, created a Parking Benefit District that included 96 meters. The first year the meters generated \$163,000 of which \$40,000 was spent on neighborhood enhancements including sidewalk, crosswalks, benches, and bike lanes. In 2012, the city added 254 meters, and in 2014 expanded it into a Parking and Transportation Management District Program that funds local alternative transportation and recreational projects including the Moveability Challenge peer example included in strategy #2.

Revenues from Tolls and Pricing: As described in Action Step 4.4, the Met Council should advocate for TDM and mobility initiatives to be integrated into pricing for transportation services that are offered at the regional and state levels, such as EZPass toll revenues and parking ramps. Future initiatives include mileage-based fees that will likely be instated to replace declining gas taxes. If priced appropriately, these revenue-generating transportation services could support many strategies in this action plan, either in their entirety or by serving as a local funding source for federal match requirements.

Figure 5. Regional Transportation Investments and Opportunities for TDM Funding

Regional Transportation Investments

★ Opportunities for TDM Funding



State Legislative Transportation Changes in 2023

In the 2023 Minnesota State Legislature session, several law changes were passed that have implications for TDM in the Minneapolis-St. Paul region, some of which are not addressed directly in this study because of the timing. There are implications to both funding and policies, which are outlined below.

Funding Implications

The 2023 session included one of the most comprehensive funding packages for transportation that has ever occurred in the state of Minnesota. These include:

- ▶ One-time general fund investments for a variety of projects including roadway improvements, transit system operations and system project development, active transportation projects, safety, and capital projects.
- ▶ State bond capital grants for bus rapid transit projects, active transportation, and trails.
- ▶ A new three-quarter cent metropolitan area sales tax for transportation that will generate about \$560 million per year, to be distributed as follows:
 - Seventeen percent (17%) to the metropolitan area counties for active transportation and safety studies, roadway repair, replacement, modernization, transit, complete streets, and any other GHG emissions mitigation eligible activities outlined in law, including TDM.
 - Eighty-three percent (83%) to the Met Council for transit and active transportation.
 - Ninety-five percent (95%) of this allocation is for transit operations, maintenance, and capital including transit safety and microtransit.
 - Five percent (5%) of this allocation goes to TAB to distribute for active transportation projects.
- ▶ A new 50 cent delivery fee on packages, which is anticipated to generate about \$60 million per year that is distributed to local governments, including a portion to metropolitan area counties. These funds have the same limitations as the sales tax funds outlined above.
- ▶ One-time general fund appropriations to three transportation management organizations in the metropolitan area totaling about \$1.4 million over two years.
- ▶ There are various other increases in funding that primarily flow through state agencies (e.g., MnDOT), like the motor vehicle fuel excise tax and vehicle registration fees, which may be able to be used for TDM, but their use is defined through state planning efforts.

TDM is not explicitly eligible under these funding sources except for the county funding for GHG emissions mitigation. TDM would be an eligible expense for transit and active transportation elements under those respective aspects of the Metro sales tax. However, a helpful state law adjustment would be to make all TDM activities fully and clearly eligible under the sales tax distribution to the Met Council under both the active transportation and transit distributions.

Policy Implications

The 2023 session also included numerous policy-related law changes that have some relation or impact on TDM.

- ▶ Active transportation safety training is now required in public schools for kids in kindergarten through eighth grade. A small amount of statewide funding is made available for grants to support this requirement.
- ▶ A transportation GHG emissions impact assessment is now required for all capacity expansion projects on trunk highways in the state of Minnesota. Projects must consider interlinking mitigation projects that

can include transit, active transportation, TDM, land use and parking management. A GHG emissions impact mitigation working group was also established.

- ▶ A statewide active transportation advisory committee was created that will be supported by MnDOT staff and includes four representatives from the metropolitan area as well as seven at-large members.
- ▶ An electric-assisted bicycle tax credit of up to \$1,500 per purchase was created and funded for \$2 million per year in 2024 and 2025. The program is income adjusted but the credit is available at the point of sale.
- ▶ A new climate mitigation and adaptation requirement was added to the Met Council's development guide statute that requires goals and strategies to be included in the guide. The requirement includes references to statewide VMT reduction targets set by MnDOT. The Council must also specify how this information should be incorporated into local comprehensive plans.
- ▶ A new requirement was established for land use plans in the metropolitan area to inventory and project GHG emissions impacts from all sources, including transportation, and estimated impacts to GHG emissions from strategies in the plan.
- ▶ Several new transit initiatives were established:
 - A requirement for a code of conduct for transit passengers was established.
 - A transit rider investment program was created to change the way fare enforcement is conducted and more broadly addresses how safety and customer experience is supported by transit personnel on the system.
 - A cleaning and repair standard for Metro Transit was established.
 - A transit service intervention project was established to enhance social service outreach and engagement and other safety and security-related efforts.
 - A transit system priority system planning working group was created with requirements to develop plans for the system in the metropolitan area.
 - A transit fare elimination pilot program was established to test the elimination of fares on two regular route bus lines in the Metro area through 2024.

The full impact of these policy changes on TDM is not yet known, but the recommendations of this study should be considered in any area of policy implementation where TDM is a potential strategy. In particular, TDM is a mitigation activity for GHG emissions impacts and several of the recommendations in this study relate to transit and active transportation user experiences.

Federal Funding (Formula)

Federal transportation funds are distributed to each state department of transportation, with the amount allocated determined by a set formula. A portion of the funds received by the state are then distributed to MPOs. Figure 5, above, outlines how transportation funds flow from the state to the Met Council.

Congestion Mitigation and Air Quality

The Congestion Mitigation and Air Quality (CMAQ) Improvement program provides a funding source for state and regional governments to fund transportation projects and programs to help meet the requirements of the Clean Air Act and its amendments and is codified at 23 USC Sec 149. CMAQ funds support state and regionally selected transportation projects that reduce mobile source emissions in both current and former areas designated by the U.S. Environmental Protection Agency (EPA) to be in nonattainment or maintenance of the national ambient air quality standards for ozone, carbon monoxide, and/or particulate matter. CMAQ funding is the standard funding source for most TDM programs throughout the country because TDM is specifically called out as an eligible project type. Many types of projects are eligible under the CMAQ program, including electric vehicles and charging stations, diesel engine replacements and retrofits, transit improvements, bicycle and pedestrian facilities, shared micromobility projects including shared scooter systems, TDM strategies, and more. In addition to improving air quality and reducing congestion, CMAQ projects can improve equitable access to transportation services, improve safety, and promote application of new and emerging technologies. MAP-21 CMAQ guidance states that CMAQ funds may support capital expenses and up to 5 years of operating assistance to administer and manage new or expanded TDM programs. Marketing and outreach efforts to expand use of TDM measures may be funded indefinitely, but only if they are broken out as distinct line items. Eligible telecommuting activities include planning, preparing technical and feasibility studies, and training. Construction of telecommuting centers and computer and office equipment purchases should not be supported with CMAQ funds. The Bipartisan Infrastructure Law allows CMAQ funds to be used for operating assistance (without time limitation) in association with a transit system located in certain areas. [§ 11115(7); 23 U.S.C. 149(m)(2)] and could therefore potentially be used to fund social services on transit systems. CMAQ and STP funds are currently distributed through the Met Council and Transportation Advisory Board's Regional Solicitation process.

Surface Transportation Program Block Grants: The Surface Transportation Program Block Grant program (STPBG) provides flexible funding that may be used by States and localities for projects to preserve and improve the conditions and performance on any Federal-aid highway, bridge, and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals. Eligible TDM-related projects include:

- ▶ Construction of highways, bridges, tunnels, ferry boats and terminal facilities, transit capital projects, infrastructure-based intelligent transportation systems capital improvements;
- ▶ Operational improvements, capital, and operating costs for traffic monitoring, management, and control facilities and programs;
- ▶ Environmental and transportation control measures listed in the Clean Air Act;
- ▶ Highway and transit safety infrastructure improvements and programs;
- ▶ Fringe and corridor parking facilities and programs and carpool projects;
- ▶ Recreational trails projects, including maintenance and restoration of existing recreational trails, pedestrian and bicycle projects;
- ▶ Projects and strategies designed to support congestion pricing, including electronic toll collection and TDM strategies and programs;
- ▶ Planning and construction of projects that facilitate intermodal connections between emerging transportation technologies;
- ▶ Protective features, including natural infrastructure, to enhance the resilience of a transportation facility;

- ▶ Projects to enhance travel and tourism;
- ▶ Public transportation projects; and
- ▶ Workforce development, training, and education activities.

Carbon Reduction Program

The Bipartisan Infrastructure Law adopted in November 2021 created the Carbon Reduction Program (CRP), which provides funds for states and metropolitan areas to reduce GHG emissions from transportation. Minnesota will receive approximately \$20.9 million per year for this program, and MnDOT is currently developing a plan to inform how to direct these funds statewide, but the Met Council region gets a direct suballocation under federal law as a metropolitan area greater than 200,000 people. The Met Council is still determining how CRP funds will be distributed within the region. Eligible projects include:

- ▶ Traffic monitoring, management, and control facility or program;
- ▶ Public transportation projects;
- ▶ On-road and off-road trail amenities for people, bicyclists, and other nonmotorized users;
- ▶ Deployment of infrastructure-based intelligent transportation systems capital improvements and the installation of vehicle-to-infrastructure communications equipment;
- ▶ Replacement of street lighting and traffic control devices with energy-efficient alternatives;
- ▶ Reduction of environmental and community impacts of freight movement;
- ▶ Advanced transportation and congestion management technologies; and
- ▶ A project or strategy designed to support congestion pricing, shifting transportation demand to nonpeak hours or other transportation modes, increasing vehicle occupancy rates, or otherwise reducing demand for roads, including electronic toll collection, and TDM strategies and programs.
- ▶ Deploying an alternative fuel vehicle project that improves traffic flow, but does not construct new capacity, and would otherwise be eligible under the CMAQ program.

Federal Funding (Discretionary)

Climate Pollution Reduction Grants

The Biden-Harris Administration is making \$250 million available to develop innovative strategies to cut climate pollution and build clean energy economies. These planning grants, through EPA, are the first portion of funding going to states, local governments, tribes, and territories from the \$5 billion Climate Pollution Reduction Grants (CPRG) program created by the federal Inflation Reduction Act. The program provides flexible planning resources to develop and implement scalable solutions that protect people from pollution and advance environmental justice. All 50 states, the District of Columbia, and Puerto Rico are eligible to receive \$3 million in grant funds, and each of the 67 most populous metropolitan areas in the country are eligible to receive \$1 million for plans to tackle climate pollution locally.

Thriving Communities Program

Bipartisan Infrastructure Law discretionary grant program: Through the Thriving Communities Program, U.S. DOT selects and funds Capacity Builder teams to provide deep-dive technical assistance, planning, and capacity building support to under-resourced and disadvantaged communities across the United States. The Capacity Builder program helps to ensure these communities have the technical tools and organizational capacity to comprehensively plan for and deliver quality infrastructure projects and community development projects that enable their communities and neighborhoods to thrive.

Rebuilding American Infrastructure with Sustainability and Equity

The Biden-Harris Administration announced \$1.5 billion available through the 2023 discretionary grant program, funded through the Bipartisan Infrastructure Law. Rebuilding American Infrastructure with

Sustainability and Equity (RAISE) discretionary grants help project sponsors at the state and local levels, including municipalities, tribal governments, counties, and others to complete critical freight and passenger transportation infrastructure projects. The eligibility requirements of RAISE allow project sponsors to obtain funding for projects that are harder to support through other U.S. DOT grant programs.

Safe Streets and Roads for All

The Bipartisan Infrastructure Law established the new Safe Streets and Roads for All (SS4A) discretionary program with \$5 billion in appropriated funds over the next 5 years. The SS4A program funds regional, local, and tribal initiatives through grants to prevent roadway deaths and serious injuries. There are two types of SS4A grants—Action Plan Grants and Implementation Grants. Eligible activities include developing or updating a comprehensive safety action plan (Action Plan); conducting planning, design, and development activities in support of an Action Plan; and carrying out projects and strategies identified in an Action Plan. Some examples of TDM/Mobility-related projects that were awarded funding in the first round include (but there are many more examples on the website):

- ▶ Supporting the development of bikeway networks with bicycle lanes for different roadway volumes and speeds that are safe for people of all ages and abilities.
- ▶ Transforming a roadway corridor on a High-Injury Network into a Complete Street with safety improvements to control speed, separate users, and improve visibility, along with other measures that improve safety for all users.
- ▶ Installing pedestrian safety enhancements and closing network gaps with sidewalks, rectangular rapid-flashing beacons, signal improvements, and audible pedestrian signals for people walking, rolling, or using mobility assisted devices.
- ▶ Creating Safe Routes to School and Public Transit Services through multiple activities that lead to people safely walking, biking, and rolling in underserved communities.

Reconnecting Communities Pilot

Through the Bipartisan Infrastructure Law, the Biden-Harris Administration is making \$1 billion in discretionary grants available over the next 5 years for projects that reconnect communities cut off by a variety of infrastructure-related barriers. It is “the first-ever Federal program dedicated to reconnecting communities that were previously cut off from economic opportunities by transportation infrastructure.” Funding supports planning grants and capital construction grants, as well as technical assistance, to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities. Eligible projects include highways, roads, streets, parkways, or other transportation facilities such as rail lines that create a barrier to community connectivity—including barriers to mobility, access, or economic development—because of high speeds, grade separations, or other design factors.