Northwest Regional Transportation Demand Management (TDM) Plan
Acknowledgments

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# Table of contents

Acknowledgments  
Executive Summary  
Plan Purpose  
Transportation Demand Management (TDM)  
Using the Plan  
Introduction  
Regional Goals  
Existing Conditions  
Essential Workers and Transit Access  
Essential Workers and Vehicle Access  
Commuting Workers and Transit Access  
Total Population and Community Amenities  
Environmental Justice and Community Amenities  
Gaps Analysis Overlay  
Case Studies  
Stakeholder Engagement  
Interviews  
Workshop #1  
Workshop #2  
Workshop #3  
Strategy Development and Prioritization  
Strategy List  
Strategy 1: Implement TDM Programs To Align With the Buildout of Bus Rapid Transit (BRT) Service, Including the Formation of EcoPass Districts Around Key Transit Stations  
Strategy 2: Explore Regional Bike Share Program  
Strategy 3: Develop and Distribute a Northwest Regional Mobility Guide  
Strategy 4: Conduct Ongoing Travel Trainings for Essential Workers  
Strategy 5: Develop a Model TDM Regulation for Cities in the Northwest Metro
Table of contents

Region                                                      25
Strategy 6: Develop and Distribute an Employer Policy Toolkit 27
Strategy 7: Facilitate a Northwest Regional TDM Coordinating Council  29
Strategy 8: Provide Start-Up Subsidy and Marketing Support for a Vanpool Pilot 31
Strategy 9: Provide Dynamic Incentives to Encourage Non-SOV Travel or Shifts in Travel Times During Peak Congestion 33
Strategy 10: Provide Schoolpool Marketing and Support to Schools Not Currently Enrolled in the Way to Go Schoolpool Program 35
Strategy 11: Conduct Transportation Options Outreach at Multifamily and Low-Income Housing 37

Funding Sources and Prioritization  40
Funding Sources  40
Implementation Timeline  42

Appendix A:
Case Study Elements  45

Appendix B:
Prioritization Criteria Summary by Strategy  48
Executive Summary

Northwest Regional Transportation Demand Management Plan Purpose

This plan seeks to maximize stakeholder involvement through goal-setting, collaboration, and identification of investment strategies and funding sources that may benefit transportation demand management (TDM) in the northwest metro region. The focus of the plan includes the area comprising the Commuting Solutions Transportation Management Organization (TMO) service area. The results include the identification of TDM strategies that are prioritized and organized in a format outlining implementation using different funding scenarios and partnerships. The plan does not quantify impacts or strategy costs. The four primary purposes of the study are summarized below.

Transportation Demand Management (TDM)

TDM is the practice of increasing mobility options for all travelers with a focus on shifting people away from driving alone to other modes of transportation, such as transit, carpooling, and riding a bike. The field of TDM is comprised of non-profit organizations, government agencies, private sector employers, and other actors who work together to implement strategies that help make this modal shift. The practice of TDM is evolving. With origins in improving air quality and congestion, TDM has grown to provide solutions to further goals related to climate change, public health, job access, employee recruitment, transportation equity, and other focus areas.

Figure 1: Plan Purpose Components

- Convene stakeholders together to address shared transportation challenges.
- Identify shared goals and objectives that can be addressed with investments in TDM strategies.
- Develop a list of TDM investments to improve transportation options and access in the northwest metro region.
- Identify new avenues to advocate for funding and transportation investments.
Plan Recommendations

The recommendations in this plan are organized into 11 strategies that were collaboratively developed through a series of stakeholder workshops and research. Depending on the strategy, they support infrastructure investments, address first-and-last-mile challenges, improve job access and equity, target a specific corridor, utilize new technology, and encourage regional collaboration.

The final strategies are listed below. Reference the Strategies section of this plan for more information about prioritization and potential funding sources for each strategy. Appendix B includes a ranking of the strategies based on a composite score of three prioritization criteria: impact, timeliness, and feasibility.

Final Strategies

- Implement TDM programs to align with the buildout of BRT service, including the formation of EcoPass districts around key transit stations.
- Develop a model TDM regulation for cities in the northwest metro region.
- Explore the feasibility of a regional bike share program.
- Provide dynamic incentives to encourage non-SOV travel or shifts in travel times during peak congestion.
- Develop and distribute an employer policy toolkit.
- Facilitate a northwest regional TDM coordinating council.
- Conduct ongoing travel trainings for essential workers.
- Develop and distribute a northwest regional mobility guide.
- Conduct transportation options outreach at multifamily and low-income housing.
- Provide Schoolpool marketing and support to schools not currently enrolled in the Way to Go Schoolpool program.
- Provide start-up subsidies and marketing support for a vanpool pilot.

Funding Opportunities

Through research and review of local, regional, state, and federal programs, the team developed a list of potential funding sources for each of the strategies, including additional funding sources that may become available in the years ahead. The funding opportunities are typically grants that may have requirements for matching and letters of support. To control for externalities, such as changing grant eligibility requirements and developing partnerships, the applicability of each strategy for a sought funding source should be verified prior to application development.

Using the Plan

This plan is organized so that each strategy section includes a description, identified partners, potential funding sources, and prioritization criteria. The project and funding availability timeline on page 44 outlines a 12-month period of grant timing, denoting the strategies most likely for eligible funding. The timeline is designed with the flexibility to be adjusted and repeated year after year as grant cycles change. When evaluating a grant or project to pursue, the prioritization criteria should serve as a guide for which project may be most important, but there may be other factors that would cause a strategy to take precedence. This could include the identification of a new crucial partner on a strategy, a previously unidentified funding source, or the timeliness of a new program, service, or piece of supportive infrastructure. Whether identifying a funding source and matching it to a strategy, or seeking a funding source for an identified strategy, consideration should be given to the information in this plan as well as other sources of information that may influence project effectiveness.
Introduction

The Northwest Region Transportation Demand Management (TDM) Plan is an effort to bring stakeholders together, share resources and techniques on how TDM can help communities, identify shared goals for TDM activities, and vet strategies for local, regional, and federal funding sources. Through the involvement of stakeholders, partnership development, research, and a series of workshops, this plan provides a roadmap for a set of strategies that will find new applications for TDM in the region; work towards regional goals for growth, transportation, and land use; and build on partnerships to support existing programs and planned infrastructure projects.

The planning process took place from May 2022 to April 2023 and included the identification of stakeholders, a review of existing conditions, a series of stakeholder interviews and workshops, goal setting, development and refinement of strategies, documentation of needed resources, and identification of potential funding sources.
Existing Conditions and Stakeholder Engagement
Regional Goals

At the beginning of the data collection process, the project team identified regional goals to guide the plan. This was important to support the northwest metro region as it continues to think more broadly about the issues TDM can help resolve. Setting clear goals and objectives for TDM efforts does multiple things: 1) it guides the ultimate selection of TDM strategies, 2) it provides a guide for measuring TDM impacts, 3) it brings stakeholders together, and 4) it increases support for TDM investments. Given the nature of TDM strategy implementation and how TDM programs are typically funded, this planning process was structured to support existing regional goals and objectives.

To identify these goals and objectives, the team conducted a review of existing transportation, long-term, land use, and corridor plans. These plans include the Northwest Area Mobility Study (NAMS), the US 36 First and Final Mile Study, the CO 119 First and Final Mile Study, DRCOG’s 2050 Metro Vision Regional Transportation Plan, and others. The goals below were identified to provide support through the strategy selection process.

Goals: Ongoing and New

- Support cost-effective transit solutions and local and regional planning efforts (NAMS).
- Explore funding options and innovative partnerships (NAMS, US 287 Bus Rapid Transit Feasibility Study).
- Support mobility for all who live, work, and travel through the northwest region (US-36 First and Final Mile Study and CO 119 First and Final Mile Study).
- Improve and refine the application of TDM to address social inequity in how transportation options are invested in, marketed, and delivered (new goal).

Source: Denver Regional Council of Governments (DRCOG) (2022)
**Existing Conditions**

Data were collected to understand how infrastructure, land use, and transportation services impact mobility and what TDM investment may best serve the study area.

The series of maps below illustrate various metrics and data. They identify gaps and unmet needs in historically underserved communities and between transportation services and places where people commute to work and access everyday needs and amenities. All maps show data within the Community Solutions TMO boundaries and include the Regional Transportation District (RTD) existing transit routes and planned routes (based on DRCOG’s 2050 Metro Vision Regional Transportation Plan).

**Essential Workers and Transit Access**

Map 1 illustrates essential workers’ access to transit. The project team identified essential workers as those in the hospitality and food services, agricultural, education, health care, mining, public administration, retail, transportation, and utility industries. Employment data from the U.S. Census indicates the origins of trips made by essential workers. The transit access index was developed by the U.S. Environmental Protection Agency (EPA) and represents the relative transit accessibility of a U.S. Census block group compared to other block groups within the same metropolitan area. The index measures the travel time via transit to people who are of working-age. Transit access index values closer to 1 indicate that the block group is more accessible. This map indicates the areas with a low transit access index (0 to 0.25), overlaid by the density of essential workers. Areas with a low transit access index and a moderate density of essential workers include Westminster, Sherrelwood, Twin Lakes, and areas south and southwest of Longmont.

Sources: U.S. Census Longitudinal Employer-Household Dynamics (2019); U.S. EPA, Office of Sustainable Communities (2020); RTD Denver (2022)
Essential Workers and Vehicle Access

Map 2 compares areas where a high density of essential workers live to U.S. Census data on the percentage of households with no or low vehicle access (15% or more of households have no vehicles or a limited number of vehicles based on household size). The map only indicates a few places with an overlap of no or low vehicle access and a high density of essential workers, including relatively small areas southwest of Westminster in the southern end of the TMO boundaries, east of Lafayette, and west of Longmont.

Map 2: Essential Workers and Vehicle Access

Commuting Workers and Transit Access

Map 3 illustrates areas with a low transit access index to areas with a high number of commuting workers. Data on commuting workers, defined as employees who do not work from home, is from the U.S. Census 2020 American Community Survey Five-year Estimates. The map indicates a few areas that have a relatively high percent of workers who commute (over ninety percent commuters) and a low transit access index (0 to 0.25 out of 1), including areas in the southern end of the TMO boundaries, west of Lafayette, and southwest of Longmont.

Map 3: Commuting Workers and Transit Access

Sources: U.S. Census Longitudinal Employer-Household Dynamics (2019); U.S. EPA, Office of Sustainable Communities (2020); RTD Denver (2022)

Sources: U.S. Census American Community Survey Five-year Estimates (2020); U.S. EPA, Office of Sustainable Communities (2020); RTD Denver (2022)
**Total Population and Community Amenities**

Map 4 illustrates the total population size relative to the density of community amenities. Population data is by U.S. Census block groups from the 2020 American Community Survey Five-year Estimates. The destinations included as community amenities are schools, kindergartens, libraries, post offices, grocery stores, pharmacies, medical facilities, community centers, and community swimming pools. These represent destinations that residents access on a daily or weekly basis.

Several areas with a high population and limited community amenities can be identified: the Westminster area at the southern end of the TMO boundaries, northwest of Louisville, and south of Longmont.

*Map 4: Total Population and Community Amenities*

-Northwest Regional TDM Plan 9-

**Environmental Justice and Community Amenities**

Map 5 illustrates an environmental justice index and the density of community amenities. The environmental justice index is created by the Denver Regional Council of Governments (DRCOG), the metropolitan planning agency for the Denver region, to indicate areas in three categories: 1) areas with a high proportion of people of color, 2) a high proportion of low-income households, and 3) concentrations of both people of color and low-income households. This map overlays environmental justice areas with locations that have a high density of community amenities.

*Map 5: Environmental Justice and Community Amenities*

Sources: Denver Regional Council of Governments (2020); U.S. EPA, OpenStreetMap (2020); RTD Denver (2022)
Map 5 indicates that the Sherrelwood and Twin Lakes at the southern end of the TMO boundaries, an area in east Lafayette, and an area south of Longmont have high concentrations of people of color and low-income households along with limited community amenities. These historically underserved communities may have to travel longer distances to reach community amenities for their daily needs in these areas.

Gaps Analysis Overlay
Map 6 is a composite of overlays that highlight areas of unmet transportation needs from the previous five maps. The purpose is to identify gaps in transportation services relative to community needs. The darker shaded areas indicate a higher intensity of unmet transportation needs from each of the topics explored in the previous maps.

Westminster Area
This area in the southern part of the TMO has a high environmental justice index (high population of low-income households and people of color), essential workers, and spots with a relatively high number of low and no-vehicle households. Although this area has established transit services, including one RTD B-line station, it ranked low for transit access because it has a relatively high number of commuters with limited transit options.

Northwest Louisville
North and west of Louisville is a highly populated area, however, this area lacks daily amenities. This can make it difficult to provide access for all residents because people in these communities may have to travel longer distances for everyday needs. This area also lacks robust transit service options and is ranked low for transit access.

Erie and East of Lafayette
This area is populated and has a relatively higher number of commuters but ranked low for transit access with no robust transit infrastructure in the area. Additionally, some of this area is included in the greater Lafayette area which has a relatively high density of essential workers and a moderately high percentage of low or no-vehicle households.

Southwest of Longmont
This area has a high environmental justice index (both a high population of low-income households and people of color) but a limited density of daily amenities. Additionally, although it has a moderate amount of transit services, it also has a relatively high number of commuters (especially essential workers) and ranked low for transit access.
Case Studies

To provide context for new strategy types, the team researched case studies to inspire discussion around methods for congestion benefit, ways equity can be addressed through TDM strategies, and examples of new technology being used to shift travel behavior. Several case studies were researched at different phases of the public engagement phase of this plan. The case studies were ultimately a tool to help identify techniques and methods in strategy development. The primary case studies used for reference by the stakeholder group are listed below. A summary of the case study elements can be found in Appendix A.

- Regional Travel Options Collaborative Group - Portland, Oregon,
- TDM marketing for a microtransit pilot to improve employee access to airport jobs – Inglewood California,
- Parking policy, behavior change theory, and construction mitigation - King County, Washington.

Stakeholder Engagement

Commuting Solutions and the planning team identified local and county government stakeholders, such as staff from the Colorado Department of Transportation (CDOT), DRCOG, and RTD and other partners from major employers, developers, business groups, and community-based organizations. The final list of stakeholders was developed and an outreach and public involvement plan was prepared. This approach included interviews and three stakeholder workshops that occurred throughout the planning process.

Interviews

The team interviewed several stakeholders to identify TDM or process innovations and to identify transportation challenges and shared goals within the study area. The interviewees included two public agencies and two private companies that implement TDM strategies for their employees or community.

The interviews resulted in the identification of four shared areas of interest that were explored in the first stakeholder workshop. These areas were: 1) interest in exploring micromobility and new vanpool options as a solution for employees in areas with fewer transportation options, 2) a common desire to better coordinate across organizations to align TDM programs and future efforts at a regional and subregional level, 3) growing support for new parking policies and integrating land use with TDM programming and transportation plans, and 4) shared concerns of how transportation is accessed and how future programs should be delivered equitably.

Workshop #1

Informed by the themes gathered in the stakeholder interviews and existing conditions analysis, the first stakeholder workshop brought stakeholders together to identify shared challenges and goals.

The group was engaged in an exercise that explored how targeting different travelers and implementing different TDM strategies results in tradeoffs between...
reducing congestion and emissions versus addressing equity issues. Stakeholders expressed a desire to prioritize strategies that can address both equity and emissions followed by strategies that prioritize emissions reductions alone. Stakeholders also said they would like to see TDM strategies that are context-sensitive, more flexible ridematching and trip planning tools, and expanded flexible shared ride options that serve Park-n-Rides and commercial nodes that are underserved by existing transit.

**Workshop #2**

The second workshop continued the momentum of the first workshop, engaging stakeholders through a series of prioritization discussions as the team presented draft strategies for TDM programs. The project team developed a list of draft strategies through a process of internal brainstorming, best practices research, and review of stakeholder feedback. The draft strategies considered local and regional goals, ways to address shared challenges. After a review of the draft strategies and discussion, each stakeholder in attendance was asked to prioritize each strategy. Using a hypothetical funding pool of $100, each stakeholder assigned their money in increments of $10 to each of the strategies they considered to be most appropriate to receive resources in the future. The draft strategy funding priorities are reflected in figure 2.

**Figure 2: Draft Strategy Funding Priorities**

The workshop concluded with a discussion about merging and refining strategies, the identification of opportunities for regional collaboration, and which programs could support the buildout of BRT in the region.

**Workshop #3**

The third workshop featured the presentation of the final list of draft strategies and a list of prioritization criteria and draft funding opportunities for each. The strategies were divided into three breakout groups where stakeholders developed an implementation roadmap for each, including a brainstorming of the opportunities and challenges, partnership development, and identification of assets for needed for implementation.

Following the exercise, stakeholders were provided with a survey to provide any additional insight for any of the 11 strategies. The results of this exercise were finalized and can be reviewed in the strategies section of this report.

**Figure 3: Strategy Implementation Exercise**
Strategy Development and Prioritization

The strategies were developed through a collaborative process of stakeholder involvement and case study review, refined through a series of brainstorms and client meetings, and finalized with a set of prioritization criteria, funding opportunities, and an implementation timeline.

During the public engagement phase, the draft strategies were presented to stakeholders where some were eliminated, others were refined, and new strategies were added. The resulting 11 strategies are intended to improve transportation in the region and accelerate the adoption of TDM policy in a way that supports existing and future investments. Each strategy includes a summary, identified opportunities and challenges, needed resources and partnerships, and a guide for program prioritization.

Prioritization Criteria

When implementing the strategies, there will likely be scenarios where different programs or projects are eligible for the same funding source(s). Considering the identified regional goals, prioritization criteria were developed to guide the implementation timeline of the strategies where multiple strategies are being considered for prioritization concurrently. The criteria include a three-tiered index and overall prioritization score, comprised of each strategy’s feasibility, impact, and timeliness. The relationship between the prioritization criteria and regional goals is illustrated in figure 3. In addition to support for the identified regional goals, several additional considerations were made: the feasibility of each strategy includes an evaluation of available resources, lessons learned from past programs locally and regionally, the potential impact of each strategy considers the estimated trip reduction and novelty of the strategy, and the timeliness is comprised of expressed support from stakeholders, the presence of a potentially finite funding source, and upcoming infrastructure projects the strategy is intended to support.

Figure 3: Relationship of Prioritization Criteria to Regional Goals

- **Feasibility**: Support cost-effective transit solutions and local and regional planning efforts.
- **Impact**: Support mobility for all who live, work, and travel through the northwest metro region. Improve and refine the application of TDM to address social inequity in how transportation options are invested in, marketed, and delivered.
- **Timeliness**: Advance Northwest Area Mobility Study corridors. Explore funding options and innovative partnerships.
<table>
<thead>
<tr>
<th>Strategy List</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1</td>
<td>Implement TDM Programs To Align With the Buildout of Bus Rapid Transit (BRT) Service, Including the Formation of EcoPass Districts Around Key Transit Stations</td>
</tr>
<tr>
<td>Strategy 2</td>
<td>Explore Regional Bike Share Program</td>
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</tr>
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<td>Strategy 11</td>
<td>Conduct Transportation Options Outreach at Multifamily and Low-Income Housing</td>
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</tbody>
</table>
Strategy 1:

Implement TDM Programs To Align With the Buildout of Bus Rapid Transit (BRT) Service, Including the Formation of EcoPass Districts Around Key Transit Stations

Summary

This strategy seeks to mitigate the impacts of the construction of bus rapid transit (BRT) improvements in the northwest region, prime the corridor to maximize ridership once BRT service begins, and maximize long-term ridership. Efforts resulting from this strategy will target travelers directly and through their employers. The program will utilize information and incentives to encourage travelers to use any non-drive alone travel option during construction while focusing on transit ridership post-construction. Many of the tools to implement this strategy are already available to Commuting Solutions and other partners in the region, such as My Way to Go trip planning services. Supportive strategies may include trip planning services during and after construction, carpool and vanpool matching with an emphasis on vanpools, and a program to transition carpoolers to vanpoolers to BRT once service is in place.

A key technique to support BRT buildout should be the exploration of EcoPass districts for existing and future key stations. This part of the program would encourage employers or neighborhoods to provide EcoPasses by educating employers and neighborhood groups about the benefits of the passes. The EcoPasses should be presented as incentives to try transit and travel trainings could be incorporated with a social media campaign marketing the program. The program could also provide subsidies for a limited period to reduce costs. The expectation is that few participants would remove the benefit after the subsidy expires. This program should replicate past efforts where Commuting Solutions helped establish EcoPass districts around three transit stations along US 36, where approximately 60% of employers kept the EcoPass after the subsidies ended.

Opportunities and Challenges

This strategy should target the priorities identified in the Northwest Area Mobility Study, including the efforts along CO 7, CO 119 and US 287. While the focus on these corridors helps to anticipate future investments, the timing of these projects isn’t certain and varies from corridor to corridor. In the near term, focusing on the highest prioritized BRT corridor, CO 119, is the most present opportunity. The CO 119 Safety & Mobility Improvements Project is slated to complete improvements for BRT along the corridor in 2026. Key stations to target include 63rd Street, CO 52, and Niwot Road, based on the CO 119 Safety & Mobility Improvements Project station list. Monitoring improvements along CO 7 and US 287 should be continued so similar TDM-supportive programs may be implemented when the time comes.

Opportunities for messaging the program include improving safety on construction sites by reducing the number of vehicles and getting public support for new projects by promoting new service before it begins. Challenges vary from corridor to corridor and station to station. For example, while the buildout of mixed-use areas to support future BRT stations is underway, many station areas don’t have a base to target beyond a Park-n-Ride.
Partnerships and Resources

Partners identified by stakeholders include:

- Local governments
- DRCOG
- RTD
- CDOT
- Implementation partners such as community groups, affected businesses, and neighborhood groups

Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconnecting Communities Pilot (RCP)</td>
<td>Unknown</td>
<td>DRCOG TIP TDM Set Aside</td>
</tr>
<tr>
<td>Discretionary Grant Program</td>
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<td></td>
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Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: High</th>
<th>Overall, this strategy ranks relatively high and should be prioritized when considering different funding sources, especially with the forthcoming CO 119 Safety &amp; Mobility Improvements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Medium</td>
<td>While there is some precedent from programs implemented along US 36, the most effective deployment of supportive strategies is less certain. The formation of EcoPass districts is also a novel technique and may require a pilot or testing period so refinements can be made to make the program effective.</td>
</tr>
<tr>
<td>Impact Rank: High</td>
<td>The opportunity for behavior change is stronger when it coincides with a new service or environment, so the potential for impact is likely higher than other projects.</td>
</tr>
<tr>
<td>Timeliness Rank: High</td>
<td>RTD and CDOT are completing the CO 119 Safety &amp; Mobility Improvements in 2023. Other corridors are likely to receive investment in the near future.</td>
</tr>
</tbody>
</table>
Strategy 2:
Explore Regional Bike Share Program

Summary
Bike share is a form of micromobility that provides short-term bike rentals for travel, enabling travel choice for many who would otherwise drive to reach their destination. Sharing stations or hubs should be in areas of high transit use, near commercial areas, or at mobility hubs in or near residential areas. Bike share has existed in Downtown Boulder and at the University of Colorado main campus for over 10 years. Despite this, expansion to other parts of the region has been inconsistent. Acknowledging the evolution of the industry over the past several years, a solution for a reliable and user-friendly system is still needed. This strategy intends to support would-be transit riders and those without access to a car with a program that compliments existing mobility options in the area.

In 2022, Commuting Solutions was awarded a grant from the DRCOG TIP TDM Set Aside to conduct a feasibility study for a bikeshare program in the northwest metro region. Following this feasibility study, this strategy should seek funding to support the findings of the study and to apply the costs and prioritization of launching and marketing a future coordinated network of micromobility options, including bikeshare, in the region.

Opportunities and Challenges
The concept of regional bikeshare is familiar and has been explored with different service models and service providers in the past. Parts of the region have been served by Boulder BCycle for over 10 years. Acknowledging the culture of bike riding, and the proximity of existing and future high-frequency transit options, there is an opportunity to build on the example of BCycle and deploy a bike share system focused on connecting people to stations, employment centers, and residential areas.

The system could target a specific station area, such as those commuting to Interlocken, depending on funding availability. Then, the system could be expanded, supporting other existing and future BRT station areas. Challenges include the need for a long-term business model, coordination of consistent policy across jurisdictions, the potential for high administration costs, and integration with existing systems.

As bike share continues to grow, all future expansions should offer ebikes, including necessary charging infrastructure, to maximize their usability.

Partnerships and Resources
Partners identified by stakeholders include:

- Local governments
- DRCOG
- RTD
- CDOT
- Large employers
- Bike share operator(s)
- BIDs, DDAs, and Chambers of Commerce in targeted areas
- Multifamily residential buildings
Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>DRCOG - Multimodal Transportation and Mitigation Options (June 2023)</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Medium-High</th>
<th>This strategy ranks relatively high when compared to other strategies due to its feasibility.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: High</td>
<td>Bikeshare has been active in Boulder for over 10 years. Regional bikeshare has been piloted before with mixed results. There is latent demand for regional bikeshare, particularly as a strategy to support growing mixed-use areas and existing and future BRT station areas.</td>
</tr>
<tr>
<td>Impact Rank: Medium</td>
<td>Bikeshare is a helpful tool to help minimize vehicle miles traveled but its success depends on other factors, such as infrastructure quality and bike rider comfort and ability.</td>
</tr>
<tr>
<td>Timeliness Rank: Medium</td>
<td>While the region is ripe for a regional bikeshare system the demand is expected to exist for the foreseeable future. While bikeshare may support strategies with a higher timeliness rank, this strategy itself may not be as bound to a strategic timeframe.</td>
</tr>
</tbody>
</table>
Strategy 3: Develop and Distribute a Northwest Regional Mobility Guide

Summary

Information on different mobility options is often a challenge to find. Part of supporting our transportation networks is raising awareness of where and how to use different travel options and how to better organize them to help people drive alone less. A mobility guide for the northwest region will be a comprehensive online tool to help people take advantage of the existing travel options in the region.

To improve access to information on transportation options, an online guide should be created that includes information about RTD services and fare options, the active transportation network, vanpool and carpool options, and available programs and incentives. The resource should be easily replicable to ensure they can be updated in the future, customizable, and made available virtually. If resources allow, a paper version of the guide could be created to ensure those without access to smartphones have quick access.

The guide should be distributed to small businesses, new residential developments, and community groups. This should be done in coordination with the implementation of other strategies identified in this plan and existing outreach activities.

Opportunities and Challenges

The key opportunity is to make existing information about all transportation options more accessible and organized across the region. With the exception of transit information, which can be updated virtually using open-source APIs that provide General Transit Feed Specification (GTFS) data, information on many transportation options come from various sources that change at irregular intervals. This makes a guide inherently difficult to maintain long-term. Some of the ongoing administration can be minimized by making the guide virtual and linking to existing tools and resources in the region through a dashboard of services. The virtual guide should be compatible with mobile to ensure usability while traveling. There is also a high likelihood that this strategy could duplicate other local efforts, creating a scenario where needed resources aren’t being used very efficiently.

If a paper version of the guide is created, it will require additional resources to make updates to the guide. Precautions should be taken to ensure all versions of the guide are updated at once to avoid conflicting information across formats.

Partnerships and Resources

Partners identified by stakeholders include:

• DRCOG
• Commutifi
• RTD
• An implementation partner to handle the technology component of the guide
• Small transportation providers or organizers of transportation information, such as the Denver Regional Mobility Access Council (DRMAC)
### Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>Unknown</td>
<td>DRCOG TIP TDM Set Aside</td>
</tr>
</tbody>
</table>

### Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Medium</th>
<th>While this strategy would be relatively impactful, it is difficult to ascertain the level of initial resources to develop the guide and ongoing administration to maintain its usefulness.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Medium</td>
<td>A regional guide is an exercise in organizing existing resources. While theoretically feasible, more study would be needed to discern the degree to which the guide can be automated.</td>
</tr>
<tr>
<td>Impact Rank: Medium</td>
<td>This guide could be impactful for those who don’t know where to look when trip planning or for those who are unaware of all transportation options. Because the resources this guide would contain already exist, it may not be as impactful as strategies the provide a new program or service.</td>
</tr>
<tr>
<td>Timeliness Rank: Low</td>
<td>This resource doesn’t depend on any new programs or services and could be completed at any time.</td>
</tr>
</tbody>
</table>
Strategy 4:
Conduct Ongoing Travel Trainings for Essential Workers

Summary
Transportation options are always evolving. With transit service changes, changes in traffic patterns, and new transportation services, determining the most convenient way to travel can be confusing. Personalized training can help someone expand their travel choices, especially people who do not have cars or experience other mobility challenges. This strategy intends to target specific segments of the community who could benefit the most from topics like personalized transit trip planning, answering questions about riding transit, and walk or bike workshops. The program should evaluate target future carpool or vanpool formation where hotel and other essential workers might be matched with one another. Then, commuters should be trained on how to use the Way to Go platform to find and manage a carpool or vanpool. Ongoing trainings should be hosted through Commuting Solutions, or with other community partners, employers of essential workers, or residential properties, to ensure the program benefits as many people as possible. The trainings should also be marketed to target essential workers with personalized messaging and incentives already provided by Commuting Solutions and the Way to Go program.

Opportunities and Challenges
To make this strategy most effective, a focus group should be formed to listen to commuters describe what is needed, where there might be confusion, and what might be desired to improve how they move around the region. Then, personalized travel trainings should be structured to address identified barriers, working through the most appropriate travel options. Materials should be available in multiple languages as needed and incentives could be offered to encourage mode shift. Barriers expressed during the focus group meeting or travel trainings could be shared with the relevant transportation provider or transportation organization.

If resources allow, a series of recorded travel trainings could be made available. These recorded trainings would be less personalized but could focus on a specific service or aspect of using a service, such as taking a bike on the Flatiron Flyer.

Scheduling trainings for essential workers is likely to be a challenge. Essential workers may be less likely to have the flexibility to participate in a training. Trainings could be organized with individual businesses, employer groups, or residential buildings to improve impact. To ensure delivery of this strategy in an equitable way, various training formats and times can be offered (e.g., in-person, virtual, on-site, and after-hours).

Partnerships and Resources
Partners identified by stakeholders include:

- Non-profit organizations in human services and mobility services
- DRCOG/Area Agency on Aging
- DRMAC
- CDOT

Source: King County Metro (2022)
Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTA 5310</td>
<td>CDOT TMO Support Grant</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Medium</th>
<th>This strategy doesn't rank as high as others because it requires significant resources to launch and administer. However, it supports the identified regional goals and may reach an audience who is unfamiliar with other commute options.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Medium</td>
<td>Providing travel trainings is something Commuting Solutions is equipped to handle, although delivering them in new ways to specific user groups, such as essential workers, may take some refinement.</td>
</tr>
<tr>
<td>Impact Rank: Medium</td>
<td>Providing personalized travel trainings may have a high impact on an individual, but the net congestion benefit for the region is lower.</td>
</tr>
<tr>
<td>Timeliness Rank: Low</td>
<td>This strategy doesn't align with the rollout of any specific program or service and could likely be implemented at any time.</td>
</tr>
</tbody>
</table>
Strategy 5:
Develop a Model TDM Regulation for Cities in the Northwest Metro Region

Summary

Commuting Solutions is developing a TDM toolkit for developers and jurisdictions interested in streamlining the implementation of programs and infrastructure to support travel choice for residents and employees of new developments. As a follow-up to the development of this toolkit, a model TDM regulation should be developed that can be adapted by jurisdictions to support goals in their transportation and land use plans, regional climate action goals, and growing appetite to codify support for travel choice. TDM regulations are a land use policy that requires developer-provided TDM-supportive infrastructure and services in new developments to mitigate the traffic impacts the development will produce. Nearby communities, such as Boulder and Denver, have adopted TDM regulations where they work with developers in the review-stage of projects of varying sizes and types to guide them to build and provide solutions that reduce trips effectively. The regulation should include language relevant to the land use patterns and housing mix of all cities in the region and include processes to align with transit expansion and communities with growing mixed-use districts.

Opportunities and Challenges

This strategy takes advantage of a key opportunity to build on the collaboration of stakeholders and jurisdictions in the region to accelerate adoption of TDM in new developments in a predictable ubiquitous way. By leveraging existing relationships, this strategy could also build on efficiencies developed through recent outreach and planning efforts.

A key challenge of this strategy will be ensuring there is buy-in and that it is as useful to all jurisdictions. While adaptability is a key component of this strategy, the regulation should be specific enough to encourage cities to adopt policies that are relatively consistent from city to city. Overcoming this challenge will help developers and cities further transportation and land use goals in a more predictable and timely way across the region. It will also reduce the risk that cities will avoid adopting TDM regulations out of fear that development will move from their cities to another to avoid the new requirements.

Partnerships and Resources

Partners identified by stakeholders include:

- Jurisdictions in the region
- TMOs and TMAs in the region
- Transit providers
- University of Colorado
- DRCOG
- Developers in the region
- Regional Air Quality Council (RAQC)
- CDOT
## Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>CDOT - TMO Support Grant; CDOT TDM Innovation Grant*</td>
<td>DRCOG TIP TDM Set Aside</td>
</tr>
</tbody>
</table>

* Commuting Solutions applied for CDOT TDM Innovation Grant funds for this strategy in Q4 2022 as part of the most recent funding cycle.

## Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: High</th>
<th>This strategy ranks among the highest in this plan because of its timeliness and opportunity to build on existing collaboration and communication channels.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Medium</td>
<td>This strategy does not rank the highest in feasibility given the amount of coordination and buy-in to implement this strategy effectively.</td>
</tr>
<tr>
<td>Impact Rank: High</td>
<td>A draft regulation would help guide all jurisdictions in the region that are seeking to encourage developers to provide TDM to do so in a way that is predictable and consistent.</td>
</tr>
<tr>
<td>Timeliness Rank: High</td>
<td>Given the timing of this plan, the TDM Toolkit, and other efforts to codify TDM in the development process, the timing of this strategy is an important factor.</td>
</tr>
</tbody>
</table>
Strategy 6:
Develop and Distribute an Employer Policy Toolkit

Summary
Policy change is one of the best tools to drive behavior change. This strategy will develop a toolkit of model policies that employers can enact to help their employees drive less. While large employers may have resources to research and develop transportation policies, smaller organizations may not. The concept of this strategy is a set of materials that could be implemented with relatively minimal effort on an as-needed basis.

Examples of toolkit elements include draft policy for parking cashout, a framework for an earn-a-bike program, and a model for a commute incentive program. In addition to providing model policies, the toolkit would include answers to employers’ commonly asked questions. The toolkit would help reduce the amount of time and effort employers must undertake to implement new policies and thereby increase the likelihood that they will implement policies.

Opportunities and Challenges
Providing the resources to expand TDM programs for organizations of all sizes is the desired result for this strategy. A toolkit will not only help smaller organizations that previously were not able to support TDM onsite, but it will also be seen as an opportunity for others that never considered how TDM programs can be implanted. The strategy will likely establish better partnerships between jurisdictions and the business community.

Key challenges include obtaining buy-in from employers initially, consideration for how the toolkit will be maintained when new tools or regional programs become available, and how partners will remain involved as the toolkit gets updated.

Partnerships and Resources
Partners identified by stakeholders include:
- Employers without robust internal TDM programs
- TMOs and TMAs in the region
- DRCOG
- CDOT
Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>CDOT - TMO Support Grant; CDOT TDM Innovation Grant*</td>
<td>DRCOG TIP TDM Set Aside</td>
</tr>
</tbody>
</table>

Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: High</th>
<th>This strategy ranks relatively high due to the feasibility of organizing the resources needed to deliver a toolkit that will be useful to many organizations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: High</td>
<td>Production of templates and resources that are adaptable for employers is possible with relatively minimal resources. Other TMOs, TMAs, and DRCOG have many tools already that could be adapted for this strategy.</td>
</tr>
<tr>
<td>Impact Rank: Medium</td>
<td>One of the greatest opportunities to reduce vehicle miles traveled (VMT) in the northwest region is to target commute trips. This opportunity will grow as new transportation options, such as BRT, and new regional programs are launched.</td>
</tr>
<tr>
<td>Timeliness Rank: Medium</td>
<td>This strategy doesn’t necessarily depend on the timing of any external factors, but there is an opportunity to discuss new TDM policy in the wake of the COVID-19 pandemic.</td>
</tr>
</tbody>
</table>
Strategy 7:
Facilitate a Northwest Regional TDM Coordinating Council

Summary
The stakeholder engagement process of this plan identified an appetite across the region to collaborate more effectively to address shared challenges and opportunities. Establishing a TDM coordinating council will create an environment to ensure ongoing implementation of TDM, including strategy recommendations that will result from this plan, in a more efficient and applicable way. The council should also continue stakeholder coordination regarding the recommendations in this document and be tasked with identifying funding for transportation projects in the future. The council should operate under a set of objectives and meet regularly to discuss challenges, shared vision, and solutions to improve mobility in the region, including coordination of programs and projects that align with future construction efforts, new transit services, and the launch of a regional bikeshare system.

Opportunities and Challenges
Regional conversations about TDM are common as perceptions of population growth and worsening traffic congestion impact policy decisions. This council could unite the voices of different groups while aligning messaging and priorities to accelerate the adoption of TDM solutions regionwide. It will be necessary to develop guiding principles that will help garner necessary representation to prioritize adoption of region-wide TDM strategies and provide messaging that supports identified state and regional goals.

Partnerships and Resources
Partners identified by stakeholders include:

- Jurisdictions in the region
- TMOs and TMAs in the region
- CDOT
- Northwest Regional TDM plan stakeholders
- DRCOG
- RTD

Source: Commuting Solutions (2022)
Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>CDOT TDM Innovation Grant</td>
<td>Local organizational sponsors (TBD)</td>
</tr>
</tbody>
</table>

Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Medium</th>
<th>Overall, this strategy has a mid-level prioritization due to its relatively low timeliness and challenges associated with administering the council due to coordinating member availability and funding.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Medium</td>
<td>While there is momentum and a good reason to form this council, consistent participation may be difficult to garner and regular meetings a challenge to schedule. Theoretically, there would be little cost associated with administering the council, though staff time could be allocated for a period of time via a grant awarded to Commuting Solutions.</td>
</tr>
<tr>
<td>Impact Rank: Medium</td>
<td>A council will not likely have the capacity to address all of the transportation challenges in the region, but it can operate as a conduit to align efforts that advance TDM as a third party.</td>
</tr>
<tr>
<td>Timeliness Rank: Low</td>
<td>Adoption of this strategy should acknowledge the existing actors and organizations prioritizing TDM-related projects. The timeliness of this strategy is not as vital as other strategies in this plan.</td>
</tr>
</tbody>
</table>
Strategy 8: Provide Start-Up Subsidy and Marketing Support for a Vanpool Pilot

Summary
This strategy seeks to identify funding that will provide start-up subsidies for a certain period of time to help vanpools operating while they secure more riders. Deployment scenarios include more rural Park-n-Ride areas, such as Wagon Road, or connecting key areas without frequent transit service, such as Loveland to Broomfield. They could also be used to encourage vanpools along future BRT corridors as a construction mitigation strategy that transitions to transit once BRT service is available.

As transit service reductions persist and the balance of in-person and remote work continues to settle, a vanpool subsidy can help decrease drive-alone commuting where the cost of a vanpool would be otherwise prohibitive. Subsidies can be applied per-rider for vanpools without empty seats, or can cover the cost of empty seats temporarily so the service can begin operations sooner, and potentially serve commuters more reliably.

Opportunities and Challenges
This strategy should take advantage of the existing vanpool and ride matching program administered by the Way to Go program at DRCOG. There is also the opportunity to tailor this strategy to address specific needs of cities or counties that are already exploring this type of program. Deployment could be alongside a specific employer, as a mitigation to those impacted by RTD service reductions, or as a standalone program administered solely by Commuting Solutions.

Although many resources already exist, in addition to the subsidy itself, operating the program will necessarily include administration costs as seats get filled or become available. Maintaining a vanpool has become more complex with hybrid work and uncertainty surrounding regional transit service reductions in recent years.

Partnerships and Resources
Partners identified by stakeholders include:
- DRCOG (Way to Go Team)
- Commute With Enterprise
- Interested jurisdictions
- RTD

Source: Commuting Solutions (2022)
### Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>CDOT Nonattainment Area Air Pollution Mitigation Enterprise</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

### Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Low</th>
<th>Though vanpools are a helpful tool to connect regions or reduce the number of cars making longer commutes, they have limited impacts and long-term administration costs that should be considered.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Low</td>
<td>Due to uncertainty in workplace habits, the feasibility of this program is likely low given the program's expected cost-effectiveness.</td>
</tr>
<tr>
<td>Impact Rank: Low</td>
<td>Vanpool subsidies are a useful technique to reduce vehicle trips in some circumstances, but they have limited impact given their niche application.</td>
</tr>
<tr>
<td>Timeliness Rank: Low</td>
<td>While a vanpool subsidy may be a tool appropriate in specific use cases, for the time being, there are other projects with a higher potential impact that should likely be prioritized.</td>
</tr>
</tbody>
</table>
Strategy 9:
Provide Dynamic Incentives to Encourage Non-SOV Travel or Shifts in Travel Times During Peak Congestion

Summary
As hybrid work continues to remain a component of many commuter’s lives, and transportation options continue to improve and change, strategies that can adapt quickly are becoming more relevant. Dynamic incentive programs can use real-time traffic and location information to influence when and how people travel.

The Federal Highway Administration and Houston, Texas have been conducting pilots in which travelers are provided small incentives to shift from driving alone during peak congestion to use other travel modes or travel at a different time. The pilot uses a mobile app to offer incentives and provide travelers with alternative travel options. This strategy should seek to implement a similar pilot effort in the region and build on the success of the 36 Commuter Cash program, a past program where participants earned up to $3 per day if they switched from driving solo to work to a clean commute option.

Opportunities and Challenges
There are various deployment strategies to explore, including coordination with large employers, encouraging flexible scheduling policy, and supporting the expansion of EcoPass. The technology necessary for this strategy is new, and pilots are still being conducted to measure the impacts of an app-based approach to real-time incentives. It is also unknown how large an incentive should be or how much advance notice people will need to shift when they travel. Securing participation has also been a challenge for the FHWA pilot.

Partnerships and Resources
Partners identified by stakeholders include:
- CDOT
- Employers
- RTD
- Technology partners, such as Metropia, RideAmigos, or Commutifi
- DRCOG

Source: CBS News (2022)
Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Congestion Relief Program</td>
<td>DOT - TMO Support Grant; CDOT TDM Innovation Grant</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Medium-High</th>
<th>This strategy has a medium-high priority given its novelty, application of lessons learned in the past through the 36 Commuter Cash program, and observed stakeholder support.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Medium</td>
<td>Using technology to deliver real-time incentives is a new technique for shifting travel behavior. Though pilots have been conducted with varied results, there are many unknowns that could impact the feasibility of this strategy.</td>
</tr>
<tr>
<td>Impact Rank: Medium</td>
<td>This strategy could potentially have a large impact and provide a framework for real time incentives elsewhere in the state.</td>
</tr>
<tr>
<td>Timeliness Rank: High</td>
<td>This strategy seeks to address the highest cohort of commute mode, drive alone commuters, at a time when new transportation options and multimodal improvements are being made across the region. The amount of “buzz” for TDM strategies that use new technology would likely improve partnerships and help this project when being vetted for funding.</td>
</tr>
</tbody>
</table>
Strategy 10:
Provide Marketing and Support to Schools Not Currently Enrolled in the Way to Go Schoolpool Program

Summary
Schoolpool is a program that helps parents connect to form rideshare and coordination for walking and biking to get kids to school. With over 130 schools enrolled in the regional Schoolpool program, there is a robust framework and support system for help transport kids to and from school. Despite this, many schools regionwide, and in the northwest region, are not enrolled in Schoolpool, preventing parents from accessing this transportation resource. This strategy seeks to target schools that are not participating in Schoolpool with a well-executed marketing campaign. The campaign would encourage prospective schools to join, provide answers to questions and provide support to launch the program. Furthermore, this strategy would provide ancillary support to other schools in the region that are enrolled in the program, promoting the program in accordance with the beginning of each semester or school year. The marketing campaign and support should strive to increase Schoolpool utilization and increase the number of Schoolpoolers that participate in the region.

Opportunities and Challenges
Schoolpool is already active and has a long history throughout the DRCOG region. Before this strategy is implemented, the team should meet with DRCOG staff to discuss the process for recruiting new schools and strategies to integrate marketing and avoid duplicative efforts. Though Schoolpool is a widely adopted program, there remains a large proportion of people who could participate but choose not to due to various concerns. This could be addressed by distributing documentation that addresses common questions, such as insurance and liability, what to do in an emergency, and participation benefits, the value of the opt-out model, and materials that are already provided through the Way to Go program.

Partnerships and Resources
Partners identified by stakeholders include:
- School districts
- Individual schools
- Local agencies
- DRCOG and RideAmigos
Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>CDOT - TMO Support Grant</td>
<td>DRCOG TIP TDM Set Aside</td>
</tr>
</tbody>
</table>

Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Medium</th>
<th>While targeted marketing is expected to improve utilization of Schoolpool in the region, the overall impact is likely lower than other strategies on this list.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: High</td>
<td>This strategy has a high feasibility due to the number of examples and resources provided through DRCOG’s existing Schoolpool program.</td>
</tr>
<tr>
<td>Impact Rank: Low</td>
<td>While feasibility is high, this impact may be low given the size of the existing program, assuming many schools might as well already be participants.</td>
</tr>
<tr>
<td>Timeliness Rank: Low</td>
<td>This strategy doesn’t depend on any specific program, project, or deadline.</td>
</tr>
</tbody>
</table>
Strategy 11:

Conduct Transportation Options Outreach at Multifamily and Low-Income Housing

Summary

Multifamily residential buildings and low-income housing provide an opportunity to reach many people with a similar trip origin at once. This means travel options can be tailor-made for a specific location to provide more precise guidance applicable to more people than a personalized travel training. This strategy seeks to expand existing Commuting Solutions outreach efforts in a way that will improve messaging efficiency to more people at once who are more likely to live near transportation amenities that may be underutilized.

Outreach at the home-end is also an opportunity to reach someone when they move, which ongoing research suggests will improve their chances of changing travel behavior. Outreach materials should prioritize the needs of the audience(s) at each building, including context-sensitive materials and collateral that is developed in the resident’s primary language. This program should work with housing managers in the area to time messaging appropriately, organize pop-up events, coordinate locations for transportation options, and address other needs that may be unique to the housing facility.

Opportunities and Challenges

In addition to targeting multiple people at once, this strategy has the potential to deliver other TDM strategies that are more easily adopted with larger residential groups. This includes the opportunity to explore neighborhood EcoPass for entire buildings, coordinate carpools or vanpools for residents, and support new developments near BRT stations or in mixed-use districts. Challenges include coordinating with multiple property managers and navigating free parking or parking fee structures that may incentivize driving.

Partnerships and Resources

Partners identified by stakeholders include:

- DRCOG
- RTD
- Developers and property managers
- Mobility providers and micromobility providers like Via and EasyRide
- Local housing, HHS, and employment placement services
Potential Funding Sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Local/Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>Unknown</td>
<td>DRCOG TIP TDM Set Aside</td>
</tr>
</tbody>
</table>

Prioritization Criteria

<table>
<thead>
<tr>
<th>Prioritization: Medium</th>
<th>This project may take precedence when new developments are slated to open, though planning a funding cycle around the opening of new developments can be uncertain. This project will likely be most successful if it targets existing multifamily and low-income households.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Rank: Medium</td>
<td>This strategy relies on existing tools and resources from the Way to Go team and Commuting Solutions.</td>
</tr>
<tr>
<td>Impact Rank: Medium</td>
<td>While this strategy is not likely to be an effective way to reduce congestion, it strongly supports the goal to address social inequity in how transportation options are invested in, marketed, and delivered.</td>
</tr>
<tr>
<td>Timeliness Rank: Medium</td>
<td>As new developments continue to be built in areas with higher-quality transit, programs of this nature will help deliver TDM to new residents at a critical time.</td>
</tr>
</tbody>
</table>
Funding Sources

Funding sources vary greatly from project to project and from year to year. This resource is the result of a review of existing state and regional programs, as well as new federal funding sources resulting from the Bipartisan Infrastructure Law. This list may not be exhaustive based on the information available at the time of review and the nature of the strategies for which funding is being sought.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Funding Type</th>
<th>Description</th>
<th>Eligibility</th>
<th>Application Dates</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconnecting Communities Pilot (RCP) Discretionary Grant Program</td>
<td>Federal</td>
<td>The Reconnecting Communities Pilot is a product of the Bipartisan Infrastructure Law (BIL), allocating $1 billion over the next 5 years to mitigate the impacts of transportation infrastructure that separated communities. While the majority of the funding is set aside for capital construction, $50 million a year is authorized for planning.</td>
<td>States, cities, MPOs, nonprofit organizations</td>
<td>The first round of applications was due in October, 2022. Annual award cycle is likely with the next round of funding anticipated in Q3/Q4 2023.</td>
<td>Eligible planning projects may include public engagement activities to provide the public with opportunities to provide input into a plan to remove and convert an eligible facility. Other transportation planning activities required in advance of a project to remove, retrofit, or mitigate an existing eligible facility to restore community connectivity, as determined by the Department of Transportation.</td>
</tr>
<tr>
<td>DRCOG TIP TDM Set Aside</td>
<td>Local/Regional</td>
<td>The Transportation Improvement Program TDM Set-Aside program is a grant program intended to support TDM marketing education and outreach efforts in the Denver region. The federal funds are established in four-year cycles with awards given for two-year programs twice over the four years. Programs typically range in size from approximately $20,000 to $250,000 but can be for up to 50 percent of the total amount available.</td>
<td>Counties, cities, towns, regional agencies, TMOs/ TMAs, CDOT, and public colleges and universities</td>
<td>Q2 2023 and Q2 2025</td>
<td>The TDM TIP set-aside was for $900,000 during the 2022-2023 call for projects and there is was no minimum amount you could request. The 2024-2025 call for projects was for $1,000,000 per year. The maximum amount is 50 percent of the total available amount.</td>
</tr>
<tr>
<td>DRCOG Multimodal Transportation and Mitigation Options Fund (MMOF)</td>
<td>State/Local/Regional</td>
<td>The MMOF program is funded through Colorado’s General Fund for capital and operating costs for transit and microtransit, TDM programs, bicycle and pedestrian projects, and multimodal projects using a new technology.</td>
<td>Cities, counties, towns, regional agencies</td>
<td>2026 (call for projects grouped with TIP call for projects)</td>
<td>DRCOG receives funding from CDOT based on a standard formula. The TMO has to apply for MMOF funds through DRCOG and cannot apply for the funds directly from CDOT. Each application requires a minimum 50 percent match although DRCOG will combine the funding with other federal sources to reduce the match requirement.</td>
</tr>
<tr>
<td>Funding Source</td>
<td>Funding Type</td>
<td>Description</td>
<td>Eligibility</td>
<td>Application Dates</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------------------------</td>
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<tr>
<td>CDOT TMO Support Grant</td>
<td>State</td>
<td>The TMO Support Grant is an annual program from CDOT to support TMOs and TMAs to help implement TDM in their service areas. It was established following the COVID-19 pandemic to help the state's regions adapt to the ever-evolving transportation challenges facing the state.</td>
<td>TMOs and TMAs</td>
<td>Q3/Q4 2023</td>
<td>Funding is typically $60,000 annually and is likely announced every summer.</td>
</tr>
<tr>
<td>FTA 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities)</td>
<td>Federal</td>
<td>The Federal Transit Administration's Section 5310 intends to provide funding to assist nonprofit groups in meeting the transportation needs of older adults and people with disabilities. Projects can include travel trainings, purchasing vehicles, wayfinding, and others.</td>
<td>CDOT and subrecipients eligible for funding from CDOT</td>
<td>Timeline unknown</td>
<td>FTA 5310 funding has to be applied for through CDOT, meaning the recipient would have to be an agency that receives funding through CDOT. There are various rules and regulations that pertain to being an FTA 5310 grant recipient. A discussion with CDOT’s Division of Transit and Rail team (DTR) would be necessary to see what is the best avenue for a TMO to apply for FTA 5310 funding.</td>
</tr>
<tr>
<td>CDOT TDM Innovation Grant</td>
<td>State</td>
<td>The TDM Innovation Grant provides funding for innovative mobility and TDM programs across the state. Awards range from $20,000 to $50,000 and a 20 percent match is encouraged.</td>
<td>All organization types, including local agencies and nonprofit organizations</td>
<td>Q4 2023</td>
<td>N/A</td>
</tr>
<tr>
<td>CDOT Nonattainment Area Air Pollution Mitigation Enterprise</td>
<td>State</td>
<td>Focused on delivery drivers and retail operations, the enterprise supports the mitigation of increase air pollution in nonattainment areas. TDM projects and others that reduce traffic are eligible.</td>
<td>Cities, counties</td>
<td>Unknown</td>
<td>A meeting with CDOT to discuss necessary partnerships is likely needed for more information regarding how the TMO could receive funding.</td>
</tr>
<tr>
<td>Regional partners</td>
<td>Local/Regional</td>
<td>Regional partners, such as those identified by stakeholders in this planning process, play an important role in funding projects through direct support and grant matches. These partners can be local businesses, community groups, or others who are able to provide support depending on the project.</td>
<td>N/A</td>
<td>Varies</td>
<td>Funding from partners is challenging to predict. If funding is needed for implementation of a strategy, the partners identified should be consulted to discuss funding options and the level of partnership.</td>
</tr>
</tbody>
</table>
### Additional Funding Sources

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Funding Type</th>
<th>Description</th>
<th>Eligibility</th>
<th>Application Dates</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebuilding American Infrastructure with Sustainability and Equity (RAISE)</td>
<td>Federal</td>
<td>Fund for innovative capital projects or planning for capital projects. Agencies can incorporate bicycle, pedestrian, and transit improvements into larger projects in applications for RAISE funding.</td>
<td>States, counties, cities, tribes, special districts, Amtrak, transit agencies</td>
<td>Annual award cycles. In 2022, the application deadline was April 15 and awards were announced in August.</td>
<td>The three projects awarded in Colorado in August 2022 were rural awards awarded to CDOT, the City of Alamosa, and the City of Pueblo. Information about the RAISE 2023 competition is coming soon. The Department expects to publish the Notice of Funding Opportunity in November 2022.</td>
</tr>
<tr>
<td>Congestion Relief Program</td>
<td>Federal</td>
<td>Program to advance innovative, integrated, and multimodal solutions to reduce congestion and the related economic and environmental costs in the most congested metropolitan areas within an urbanized area population of 1M+</td>
<td>States, MPOs, cities, municipalities</td>
<td>Unknown</td>
<td>CDOT runs this program. Meeting with CDOT's Region 1 Planner should be complete before pursuing a project to see what TDM strategies are eligible under this funding source.</td>
</tr>
<tr>
<td>Safe Streets and Roads For All (SS4A) Program</td>
<td>Federal</td>
<td>Program funds planning, infrastructure, behavioral and operational initiatives to prevent death and serious injury on roads and streets involving all roadway users, including pedestrians, bicyclists, public transportation, personal conveyance, and micromobility users, motorists, and commercial vehicle operators.</td>
<td>MPOs, counties, cities, towns, and transit agencies or other special districts that are subdivisions of a state, tribes</td>
<td>May through September 2023</td>
<td>Funds behavioral programs, policies, and processes that improve safety. TDM capital investments for active transportation and closer coordination with local jurisdictions on capital project review and approval is a focus area of the Regional TDM Plan. This could potentially be used to fund the Schoolpool program if safety elements were included in the marketing campaign.</td>
</tr>
</tbody>
</table>

### Implementation Timeline

This plan serves as a guide for the implementation of each of the eleven strategies. When monitoring funding availability, multiple projects may be eligible for multiple funding sources, some may be more feasible based on other resources or partnerships, or they may be more prudent due to the timing of another project or program. This chart of all strategies and their applicable funding sources is intended to display the estimated amount of time needed for partnership and program development, as well as general funding application deadlines. The strategies are listed in the same order as the prioritization criteria, from highest to lowest. To be most consistent with typical annual grant cycles, the 12-month timeline is designed with the flexibility to be revisited year after year to prioritize strategies that were not sought in a previous year.
Grant Key

- **Partner Development**
- **Prepare Application**
- **Reconnecting Communities Pilot (RCP) Discretionary Grant Program**
  - Applications due October 2023 (est.)
- **DRCOG TDM Tip Set Aside**
  - Call for projects anticipated in Q1 2023
- **DRCOG Multimodal Transportation and Mitigation Options (MMOF)**
  - Subregional and non-MPO area applications due June 24th 2023
- **CDOT TMO Support Grant**
  - Call for projects Q4 2023
- **FTA 5310**
  - Must be applied to through CDOT, Timeline unknown
- **CDOT STDMA Innovation Grant**
  - Q4 2022/2023
- **CDOT Nonattainment Area Air Pollution Mitigation Enterprise**
  - Unknown timeline

*Figure 4: Project and Funding Availability Timeline*
Appendix A: Case Study Elements

Regional Travel Options Collaborative Group – Portland Metro, Oregon

Funding Source
Federal Transit Authority and ODOT Active Transportation funds

Location
Multnomah, Clackamas, and Washington Counties, Oregon

Lead Organization(s)
Metro, the Metropolitan Planning Organization for the Portland Area. Partner organizations include school districts, municipalities, TMAs, chambers of commerce, transit agencies and transportation departments, and other community groups.

Policy/Program Aim
Striving to meet the needs of a wide variety of partners and building capacity to ensure all residents are connected to travel options and resources regardless of where they live in the region. The program was a result of the 2018 Regional Travel Options Strategy.

Key Strategies
- Investment in employer- and community-based outreach projects.
- Grant funding for small infrastructure projects that promote and support multi-modal trips.
- Coordinated marketing and outreach materials and campaigns.
- Increasing access to and awareness of new technologies and piloting new technologies to reduce VMT.
- Making traveler information available to encourage private companies to better integrate travel options for users.
- Strategically investing in partners, programs, continuing education, and small innovative projects to reach communities of color, with lower incomes and historically marginalized communities.

Example(s) of Collaboration
- The Collaborative Group itself
- Metro’s Basecamp groups: Community and Equity and Commuting and Get There New Programs/Services
- Regional Safe Routes to School (SRTS) program
- A regional rideshare program
- Grant program to fund partner efforts
- Funding for bicycle racks

Plans for Program/Policy Expansion
- Periodic updates to the Regional Travel Options Strategy redefine goals and objectives every few years.
- Geographic scope stays within the Metro MPO

Impacts
- New walking and biking trips between two-year grant cycles
- Car trips reduced between two-year grant cycles
- 4M reduced or prevented car trips (2015-2017 & 2017-2019)
- Dollars saved between two-year grant cycles
Microtransit Pilot to Improve Employee Access to Airport Jobs – Inglewood, California

Annual Budget
$1.38 Million (current proposed)

Funding Source
Los Angeles World Airports (City of Los Angeles Department of Airports)

Location
Inglewood, California

Lead Organization(s)
• City of Inglewood
• Los Angeles World Airports (City of Los Angeles)

Policy/Program Aim
Over 4,000 employees work at LAX and live in the City of Inglewood and City of Lennox. Majority of the employees work hourly shift jobs in hospitality and customer service. All commute modes for employees lasted 60 minutes or more due to traffic, transfers to shuttles, and searching for parking/waiting for public transit.

Key Strategies
• Develop a flexible and on-demand microtransit program that offers direct access to and from major LAX worksite.
• Create equitable opportunities for passengers to utilize the ways to access the service.
• Partner with large LAX employers to coordination distribution of information to employees.
• Partner with agencies like local unions to build trust with employees and within the community.
• Take a data-driven approach to establishment of virtual stops in the community and in the airport.
• Partner with LAX to provide exclusive vehicle access for the program to compete with any other commute modes for employees.

New Programs/Services Created by Program/Policy
The program is the only low-cost or free option for LAX employees that provides a one seat ride to reach their job sites at LAX. Program also developed a Guaranteed Ride to Work policy intended to reflect driving resources to the most important commuting factors for population.

Plans for Program/Policy/Expansion
Potential expansion of “LAX worksite” from central terminal area to include sites on the major arterial leading into the airport. Century Boulevard is home to many more airport employees and currently the program does not provide direct access to those locations.

Impacts

Major Key Performance Metrics
Commuter times
Customer satisfaction
Daily ridership
On-time arrival percentage

Iride Inglewood program significantly reduced commute times for eligible LAX employees. On average, a passenger on Iride is in the vehicle 18 minutes from pick up to drop off at work. Since the start of the service in April 2021, Iride passengers have consistently rated their experience at 4.8 stars out of 5. Before launch of the service, prospective passengers explained that getting to work on time was their number one concern. Since launch, Iride has performed on time above 98% of the time. The future of the service will include VMT reduction and GHG reduction into the key performance metrics. GHG has been virtually mitigated through the transition to 100% electric vehicle fleet.
Lessons Learned

Services or programs that intend to serve communities that are historically underserved should focus on designing and building programs that are driven by trust and service attributes that are driven by their needs as employees and residents. The program never assumed users would pick up the booking technology immediately. The implementers set time and resources aside to host sessions where users could learn and ask questions about the technology and eventually learn to book their own rides. Additionally, during the pandemic, we realized employees trusted their employers less due to various factors, so instead, the program looked for organizations still held trust with the community to partner and communicate the benefits of the program.

Parking Policy, Behavior Change Theory and Construction Mitigation – King County, Washington

Lead Organization
King County Metro Transit

Policy/Program Aim
Puget Sound region’s largest public transportation agency. Metro provides bus, paratransit, vanpool, and water taxi services, and operates Seattle Streetcar, Sound Transit Link light rail, and Sound Transit Express bus service.

Key Strategies
King County Metro aims to provide various travel options like buses, vanpools, and paratransit services. They also analyze the transit system annually, and its efforts are guided by a long-range strategic plan. They are also a leader in innovative transit practices like transitioning bus fleets to all-electric buses.

New Programs/Services Created by Program/Policy
Through the In Motion program, King County Metro has worked with 40 neighborhoods since 2004 to encourage residents to use sustainable travel modes and save money, help the environment and be more active. Over the past 13 years, these neighborhoods have reduced over 3.2 million miles of drive alone trips, saved 157,000 gallons of gas, and savled over 1,500 tons of CO2 from the atmosphere.
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Feasibility</th>
<th>Impact</th>
<th>Timeliness</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Implement TDM Programs To Align With the Buildout of BRT Service, Including the Formation of EcoPass Districts Around Key Transit Stations</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>5 - Develop a Model TDM Regulation for Cities in the Northwest Metro Region</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>2 - Explore Regional Bike Share Program</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium-High</td>
</tr>
<tr>
<td>9 - Provide Dynamic Incentives to Encourage Non-SOV Travel or Shifts in Travel Times During Peak Congestion</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Medium-High</td>
</tr>
<tr>
<td>6 - Develop and Distribute an Employer Policy Toolkit</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium-High</td>
</tr>
<tr>
<td>7 - Facilitate a Northwest Regional TDM Coordinating Council</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>4 - Conduct Ongoing Travel Trainings for Essential Workers</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>3 - Develop and Distribute a Northwest Regional Mobility Guide</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>11 - Conduct Transportation Options Outreach at Multifamily and Low-Income Housing</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>10 - Provide Schoolpool Marketing and Support to Schools Not Currently Enrolled in the Way to Go Schoolpool Program</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>8 - Provide Start-Up Subsidy and Marketing Support for a Vanpool Pilot</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
</tr>
</tbody>
</table>