



INFORMATIONAL MEMORANDUM

TO: Transportation and Infrastructure Committee

FROM: Jack Pace, Department of Community Development Director

BY: Valerie Lonneman, TDM Coordinator
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CC: Mayor Ekberg

DATE: August 11, 2017

SUBJECT: Transportation Demand Management Plan

ISSUE

Staff are currently circulating a draft version of the Transportation Demand Management (TDM) Plan for review among City staff and partner agencies. Staff will bring the final draft to the Committee in September for review and consideration for adoption by resolution.

BACKGROUND

Tukwila's TDM Program continues to strive to improve non drive-alone transportation options in Tukwila. The program has expanded its scope in recent years to encompass more than commute trips, in keeping with State and Federal direction. The TDM Plan provides guidance for the City's TDM Program and our partners to enhance and expand transportation access for everyone who lives, works, or spends time in Tukwila.

The Tukwila TDM Plan:

- Provides background information on the Program for future implementers
- Outlines the current focus of the Tukwila TDM Program
- Suggests strategies for enhancing the Tukwila TDM Program in the future

In a field that is rapidly changing, the Tukwila Transportation Demand Management (TDM) Plan will provide structure for the Program, while allowing it to be nimble and develop new approaches to outreach, programming, performance methodology, and scope in the years to come.

DISCUSSION

The draft plan is available on SharePoint to anyone who would like the opportunity to review it prior to the September Transportation and Infrastructure Committee meeting.

FINANCIAL IMPACT

The TDM Plan is being developed through the CTR Allocation, with no impact to the General Fund.

RECOMMENDATION

Information Only.

ATTACHMENTS

TDM Plan Executive Summary (Draft)

City of Tukwila
Transportation Demand Management Plan
2017-2024

EXECUTIVE SUMMARY

[The Executive Summary will be incorporated into the final TDM Plan]



EXECUTIVE SUMMARY

The Tukwila Transportation Demand Management (TDM) Plan provides an overview of past TDM activities conducted through the City of Tukwila TDM Program (formerly the Commute Trip Reduction Program) and outlines potential for future growth.

Tukwila is a centrally located city in the Puget Sound region that is easily accessed by private motor vehicles and some transit lines, yet is divided by geographic and infrastructure barriers, making it difficult to navigate by bike or foot. Tukwila’s relatively large daytime population (between 150,000 and 170,000 compared to 20,000 nighttime/residential population in a 2012 estimate¹) is largely due to its regionally-designated commercial and manufacturing/industrial centers. The geographic features and influx of daytime employees and visitors to the city pose unique challenges and opportunities for mobility management.

The TDM Program offers support to encourage those who live, work, and/or spend time in Tukwila to try new modes of travel and take advantage of services, amenities, and infrastructure, such as the new bicycle and pedestrian bridge (to open in fall/winter 2017), which will span the Green-Duwamish River, connecting Tukwila Station to the Urban Center. In this way, the TDM Program can help improve mobility and connectivity in the Urban Center, Tukwila International Boulevard, and the city as a whole, as envisioned in the City’s Comprehensive Plan (adopted in 1995, revised in 2015).

Vision for the future of mobility in Tukwila



Tukwila is a city in which a variety of transportation options are widely known and easy to access. Active transportation by foot or bike is easy, safe, and commonplace, and transit and car sharing provide increased flexibility and spontaneity to mobility. Despite increased population density and an expanding commercial sector, the widely adopted use of alternative transportation modes helps mitigate vehicular congestion on main arterials and regional connectors, allowing for efficient use of roadways for freight, transit, and other vehicles. As a result, Tukwila is able to achieve its greenhouse gas emissions reduction goals and the city and region benefit from improved air quality.

¹ City of Tukwila Strategic Plan, 2012

Purpose of the Plan

The Tukwila Transportation Demand Management (TDM) Plan provides guidance for the City's TDM Program and our partners to enhance and expand transportation access for everyone who lives, works, or spends time in Tukwila. The Tukwila TDM Plan:

- Provides background information on the Program for future implementers
- Outlines the current focus of the Tukwila TDM Program
- Suggests strategies for enhancing the Tukwila TDM Program in the future

Why does Tukwila need a TDM Plan?

Tukwila is one of many Puget Sound jurisdictions experiencing rapid and sustained growth. As the transportation networks in Tukwila and the Puget Sound region strain to keep up with demand, TDM offers an alternative approach to help people travel around the region without widening roads. This method has many positive externalities beyond improving the efficiency of transportation systems and saving capital funds, including improved quality of life, public health benefits, and reduced greenhouse gas (GHG) emissions.

Benefits of TDM

TDM offers supplemental transportation management strategies that can positively impact all of the following objectives,² often without modifying the transportation network or provision of services:

- Congestion Reduction
- Road & Parking Savings
- Consumer Savings (vehicle and fuel costs)
- Transportation Mode Choice
- Road Safety
- Environmental Protection
- Efficient Land Use
- Community Livability

Regulatory or infrastructure expansion strategies to manage demand often do not meet all of these objectives, and indeed may be counterproductive. For example, widening roads does not positively affect any of the objectives listed above other than congestion reduction, which is often short-lived³.

The degree to which these objectives are supported by TDM programs is determined by which TDM strategies are implemented in a given area or community. Potential strategies include:

- Improve the transportation options available to consumers
- Educate and provide incentives use alternative modes and reduce drive-alone travel
- Expand/improve bicycling and pedestrian infrastructure
- Support strategic land use objectives (create compact, connected urban neighborhoods)
- Reduce the need for travel through transportation substitutes (e.g. flex schedule, telework)

² TDM Encyclopedia, Impact Evaluation Table <https://www.vtpi.org/tdm/tdm51.htm> accessed June 6, 2017

³ *Generated Traffic and Induced Travel: Implications for Transport Planning* Victoria Transport Policy Institute, April 20, 2017

- Support policy and institutional reforms (e.g. parking management, road pricing systems)

TDM implementers are limited as to which strategies they can implement depending on the organization’s size, mission, and funding sources and on what strategies are appropriate based on the characteristics of the area(s) they serve. Some TDM strategies have been excluded from the Tukwila TDM Plan for this reason; other strategies were modified as necessary. For example, the Tukwila TDM Program is not a transportation service provider and therefore does not directly influence service provision, however staff engage with existing service providers to express the needs of the community and advocate for improvements to service.

Examples of Tukwila TDM Program Initiatives and Investments 2016/2017

- The *South King County Transportation Options* branding developed for the City’s TDM Program provides a visible, dedicated outlet for information on how to use different transportation modes in Tukwila and partnering South King County jurisdictions.
- Individualized marketing and in-person outreach at community events educate and incentivize people to try different modes of transportation.
- Investment in enhanced alternative transportation infrastructure and facilities helps make more modes accessible to more people.
- Employer assistance provides employees with information on how to reduce drive-alone commute trips and incentives to motivate individuals to try something new.
- Targeted outreach to low income, non-driver/car-less, disabled, Limited-English Proficient, geographically isolated, caregiver, and other special needs populations to improve access to and comfort using public transportation.
- Coordination with City Planning and Public Works departments to help integrate best practices for supporting mobility into infrastructure design and community planning.



Branding for the Tukwila TDM Program was developed through a regional Congestion Mitigation Air Quality Improvement Program



One of several bike repair and signature Tukwila bike-shaped bike racks installed through the TDM Program small capital improvements grant



One of many Public Transportation Options Trips with Refugee and Women’s Alliance clients conducted through a Diverse Communities partnership with Hopelink

Policy Framework

The need for improved mobility in Tukwila has been addressed in various City plans and strategies. The Commute Trip Reduction (CTR) and Growth and Transportation Efficiency Center (GTEC) Plans laid the foundation for the TDM Plan. TDM-supportive policy is also included in many other City documents including the Tukwila Strategic Plan, Comprehensive Plan, Walk and Roll Plan, Southcenter Subarea Plan, Transit Plan, and the Shoreline Master Program. Additional support for policies that enhance non-drive-alone mobility is found in City analysis of greenhouse gas emissions. The Tukwila TDM Plan expands on the work of these plans by identifying near-term strategies that the TDM Program can implement to contribute to alleviating congestion and improving air quality in the City.

Goal & Overview of Objectives/Strategies

Overarching Mission of the Tukwila TDM Plan:

Expand the focus of the Tukwila TDM Program to address all trips in order to increase the percentage of non-drive alone trips, reduce vehicle miles traveled and greenhouse gas emissions, and promote the use of non-motorized transportation in Tukwila and the region as they experience growth.

Goals of the Tukwila TDM Plan:

Goal 1: Establish the Tukwila TDM Program as a visible, customer-focused, and results-oriented program.

- ***Strategy 1.1*** Enhance awareness of the Tukwila/South King County Transportation Options TDM Program.
- ***Strategy 1.2*** Implement best practices in the TDM field as feasible.
- ***Strategy 1.3*** Maintain thorough and easily accessible records to build on past efforts and increase competitiveness for funding.
- ***Strategy 1.4*** Develop and strengthen partnerships to expand services and leverage funding.

Goal 2: Enhance the provision of information about travel choices to all who live, work, or spend time in Tukwila.

- ***Strategy 2.1*** Refine outreach strategies to improve participation and outcomes.
- ***Strategy 2.2*** Collaborate with advocacy groups, employers, and City departments to enhance active transportation programming and infrastructure in Tukwila.

Goal 3: Improve equitable access to transportation options in Tukwila and the region.

- ***Strategy 3.1*** Advocate for improved transit service for all.

- **Strategy 3.2** *Improve first- and last-mile connections.*
- **Strategy 3.3** *Address inequities in the transportation system.*

Plan Implementation

The Tukwila TDM Plan emphasizes a flexible approach to TDM implementation to allow for adaptation to an ever-evolving transportation network and best management practices. Appendix D of the TDM Plan, “Tukwila TDM Plan Implementation and Annual Review Table” outlines levels of implementation for the strategies based on three funding-level scenarios. The Plan was adopted by Resolution and may be updated as necessary through the addition or revision of appendices. In order to minimize time taken away from program implementation it is recommended that the Plan be updated within the eight-year Plan horizon in the following ways:

- Annually: Complete implementation and annual review table as a tool to track progress and develop work plans
- Four-year midpoint (2020): revise implementation table to update implementation actions based on current conditions

Conclusion

Tukwila’s TDM Program has expanded its scope in recent years to encompass more than commute trips, in keeping with State and Federal direction. In a field that is rapidly changing, the TDM Plan will provide structure for the Program, while allowing it to be nimble and develop new approaches to outreach, programming, performance methodology, and scope.

Tukwila TDM Plan Implementation and Annual Review Table

Use the table throughout implementation for ideas on how to enhance the TDM Program. Fill in the evaluation score annually to track TDM Program progress over time.

Goal 1: Establish the Tukwila TDM Program as a visible, customer-focused, and results-oriented program				
	Implementation Actions by Funding Level (activities for medium and high-level funding build on lower-levels)			Evaluation Score
	Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)	(1 for low, 2 for moderate, 3 for high)
<i>Strategy 1.1 Enhance awareness of the Tukwila/South King County Transportation Options TDM Program</i>				
Tactics				
Employ a variety of outreach tactics including in-person, media outlets, and web presence	Commute Trip Reduction Outreach; miscellaneous transportation services	Participation in many community and other events; maintain updated City website TDM Page and City social media sites	Robust outreach program for all trips; independent program website developed; use of printed media and radio to promote programs/incentives	
Provide internal reports on events, achievements, programs	Bi-weekly report	Grant-required analysis and reporting; circulate internally and use for grant applications; supplemental implementation checklist (annually)	Additional data analysis/research conducted re: program status, achievements, and performance measurement	
Present aspects of the program to Council/Commissions as appropriate	Present for renewal of WSDOT allocation or as necessary for CTR ordinance updates	Occasional presentations to inform commissions on program elements	Regular reports on program performance	

		Implementation Actions by Funding Level		
<i>Strategy 1.2 Implement best practices in the TDM field as feasible</i>		Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)
Tactics				
Review and assess data regularly throughout program implementation and adjust strategies as appropriate		Biennial assessment of CTR site surveys; Encouragement and support for more robust employer programs; Review Rideshareonline.com (or other trip logging platform) data annually; Include flexible language in grant/funding applications that allows for changes in implementation and performance assessment over time	Review additional transportation data regularly, collect and assess qualitative feedback at events, require mini-grant recipients to report on use of amenities, require any sub-contractors to report feedback regularly; Incorporate feedback to improve ongoing outreach/implementation	Develop new measurement methodologies to enhance analysis and inform innovative implementation techniques
Apply behavior change models		Stay up to date through newsletters, meetings and apply as feasible into work with ETCs	Research best methods and apply as feasible into program	Develop robust strategies to incorporate into outreach
Apply multi-modal level of service (LOS) methodologies		Provide CTR survey data to inform infrastructure project prioritization	Advocate for use of multi-modal LOS as a measurement tool	Assist with the development of multi-modal LOS methodology for City; incorporate into TDM Program data collection and analysis

Implementation Actions by Funding Level			
	Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)
<i>Strategy 1.3 Maintain thorough and easily accessible records to build on past efforts and increase competitiveness for funding</i>			
Tactics			
Maintain an organized record of programs including qualitative and quantitative data and success of performance measures	Maintain an organized catalog of CTR site survey data; Make a record of work/discussion with employers to enhance programs for institutional knowledge	Ensure that required reports are thorough (include both quantitative and qualitative data) and organized	Develop regular reports to track progress
Highlight the relationship of the TDM Program elements to City and regional goals, priorities, and initiatives	Reference supportive City documents (e.g. Comprehensive Plan, Walk and Roll Plan, CTR Plan, GTEC Plan, Transit Plan, etc.) in reports to CTR Board and CTR Program Work Plans	Reference supportive City documents in presentations to elected officials, in grant applications, and in other relevant documents	Conduct analysis of City goals, priorities, strategies, initiatives, etc. to inform Program implementation; Advocate for TDM-related elements to be included in capital planning and other City programs
Catalogue old documents for reference	Maintain an organized catalog of grant applications, reports, and other deliverables		

Collaborate with relevant City departments	Collaborate with Planning Division to identify and regulate CTR-affected employers and TMP sites	Collaborate with Public Works, Parks, Economic Development, Planning, and others on small capital improvement program implementation; Participate in multi-departmental transportation meetings	Engage with relevant departments/divisions in negotiation and advocacy to transportation service providers and other mobility-related agencies; expand conversations with other departments to coordinate efforts and encourage implementation of larger capital projects - trail projects, bike lanes, wayfinding plan; seek grant funding that can help implement projects from other departments
Implementation Actions by Funding Level			
<i>Strategy 1.4 Develop and strengthen partnerships to expand services and leverage funding</i>			
Tactics	Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)
Explore opportunities to implement regional TDM initiatives at a local level	Maintain relationships with regional implementers and collaborate as feasible on training, resources, etc.	Develop partnerships with agencies to implement portions of regional grants (e.g. Regional Mobility Grants); Expand TDM to other jurisdictions as feasible	Robust implementation of regional grants; Explore formation of a Transportation Management Association

Contract with social service agencies to provide targeted outreach, education, and assistance	N/A	Develop modest partnerships to enhance implementation (e.g. Hopelink Diverse Communities Contract with one employee)	Sub-contract for larger project components and more robust implementation as feasible (e.g. sub-contract with agency to employ several staff)	
Collaborate with transportation providers on outreach and expansion of services within Tukwila and South King County	Establish communication channels with outreach staff (from Sound Transit and King County Metro) to coordinate outreach and help spread service announcements, etc. (e.g. invite ORCA To Go and Lift staff to all outreach events to coordinate services)	Develop opportunities to enhance communication between transportation provider staff and community members (e.g. community meetings, resource fairs, etc.)	Expand partnerships to provide complimentary active transportation infrastructure	
Participate in national, state, and local organizations, and in implementer groups	Participation in TAG, TDM Steering Committee, WSRO, and ACT (attend meetings, limited conferences), subscribe to agency newsletters, TDM listserv	Enhanced participation in TAG, TDM Steering Committee, South King County Mobility Coalition, WSRO, and ACT (working groups, some conferences, etc.)	Engage with transportation-related non-profits, city commissions, community organizations	
Average Score for Goal 1 (add scores from each tactic and divide by 14)				/14 =

Goal 2: Enhance the provision of information about travel choices to all who live, work, or spend time in Tukwila				
Implementation Actions by Funding Level				
Strategy 2.1 Refine outreach strategies to improve participation and outcomes	Low: CTR allocation only	Scoring: 1 for low, 2 for moderate, 3 for high	High: CTR allocation + additional funding (3+ FTE)	Evaluation Score
Tactics				Scoring: 1 for low, 2 for moderate, 3 for high
Conduct general public outreach	Attend City and community events to provide transportation information as feasible	Partner to host and attend events/resource fairs	Perform targeted site-visits to smaller community groups (e.g. Churches, neighborhood groups, etc.)	
Provide TDM training and services to employers, organizations, schools, etc.	Focus on CTR-affected sites	Provide a menu of TDM services for smaller organizations and publicize widely	Develop relationships with contacts at agencies and learn about potential for TDM activities at individual sites	
Practice authentic engagement (i.e. develop relationships with stakeholders, feedback loops, etc.)	As feasible	Engage at community-led events, provide the results of surveys to participants, and incorporate community feedback into future programs as feasible	Dedicate outreach staff for this purpose	
Implementation Actions by Funding Level				
Strategy 2.2 Collaborate with advocacy groups, employers, and City departments to enhance active transportation programming and infrastructure in Tukwila				

Tactics	Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)
Implement small capital improvements as feasible	N/A	Allocate a portion of the funding to small capital improvements (e.g. mini-grant program, leverage city projects, etc.)	Expand small capital improvements budget as feasible; if administering mini-grant program, accept applications on a rolling basis to allow time for word-of-mouth to solicit participation
Improve non-motorized wayfinding throughout the city, with a focus on the Urban Center and Tukwila International Boulevard	Encourage employers to make signage improvements around their facilities	Explore opportunities to install wayfinding signs; coordinate with Economic Development Dept. on signage in the TUC	Assist with implementation of recommendations in the Walk and Roll Plan, Street Smart Duwamish TMA Way-Finding, and CTR Plan
Support biking/pedestrian events	Forward announcements for rides/walks and events to ETCS	Amplify outreach regarding rides/walks and events throughout Tukwila and South King County; host stations and attend events as feasible (e.g. Bike Everywhere Day Celebration Station)	Sponsor/coordinate events
Solicit feedback on barriers to active transportation	Include active transportation questions in biennial CTR program report	Include questions in surveys to general public and non-CTR affected sites	Conduct outreach along bike routes, collaborate with active transportation advocacy organizations to assess needs and barriers
Average Score for Goal 2 (add scores from each tactic and divide by 7)			
/7 =			

Goal 3: Improve equitable access to transportation options in Tukwila and the region				Evaluation Score
Implementation Actions by Funding Level				Scoring: 1 for low, 2 for moderate, 3 for high
Strategy 3.1 Advocate for improved transit service for all	Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)	
Tactics				
Apply for or support applications/requests for alternative service provision	Provide letter(s) of support	Assist others with application/program development and implementation as feasible	Apply as lead applicant or joint applicant, or provide higher level of support for planning and implementation	
Gather information regarding the demand for service improvements and relay to transportation providers	Record information from outreach and CTR survey	Partner with social service agencies to assess needs and barriers; include relevant questions in Program surveys	Work with transportation providers to identify funding and develop services to address needs and barriers	
Implementation Actions by Funding Level				
Strategy 3.2 Improve first- and last-mile connections	Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)	
Tactics				
Explore potential for and promote bike shares, vanpool/carpool, ridesharing options, shuttles, etc.	Provide information on third-party transportation services to ETCs	Collaborate with other City Divisions to solicit enhanced service provision in Tukwila (e.g. Lyft/Uber)	Develop tailored ridesharing apps for employers or locations	

Provide resources to enhance public awareness of options	Provide information to ETCs and others about existing alternative transportation modes and how to use them	Advocate for real-time arrival display at all bus stops; Partner with transit agencies and others to provide real-time transportation information displays throughout the city (e.g. Transit Screen display)	Fund real-time transportation options information screens; develop Tukwila-specific printed transportation materials (e.g. bike/walk map) and distribute widely
Implementation Actions by Funding Level			
<i>Strategy 3.3 Address inequities in the transportation system</i>			
Tactics	Low: CTR allocation only	Moderate: CTR allocation + additional funding (2+ FTE)	High: CTR allocation + additional funding (3+ FTE)
Identify and address specific barriers to transportation resources/services to historically underserved and vulnerable populations	Encourage ETCs to identify and address barriers to mode choice (e.g. ADA compliance, active transportation facilities, individualized trip planning, etc.)	Engage in City work on transportation equity; partner with social service agencies (e.g. Hopelink) to improve equitable design of programs	Sub-contract with equity professional to assess barriers and develop strategies for addressing inequities in mobility within Tukwila
Advance pedestrian and bicycle infrastructure improvement projects; ensure that all skill and ability levels are provided for	Ensure that any site improvements are ADA accessible and encourage employers to consider all levels of comfort and ability in provision of workplace amenities and services	Advocate for improvements that meet the needs of all comfort levels and abilities (such as multi-lingual wayfinding signage, separated bike facilities, connectivity, etc.)	Engage with various City departments to design and install active transportation infrastructure

Continually refine outreach strategies to improve participation rates of special needs and vulnerable populations	Work with ETCs to provide a range of assistance/amenities to ensure that the schedules and unique needs of all employees are considered in programming	Assess outreach/programming data to determine what demographics are not participating at levels that represent their population and implement varied approaches to try to improve participation rates	Use an equity lens framework to apply to all aspects of planning and implementation; Develop programs/incentives that reach target populations	
Average Score for Goal 3 (add scores from each tactic and divide by 7)				/7 =

After scoring and averaging the scores for each tactic, use the following to assess where funding and priority have been placed this year and help determine the program’s direction for the coming year.

Goal 1: Establish the Tukwila TDM Program as a visible, customer-focused, and results-oriented program.

Average score: _____

Areas of strength: _____

Weaknesses: _____

Threats: _____

Opportunities: _____

General comments: _____

Goal 2: Enhance the provision of information about travel choices to all who live, work, or spend time in Tukwila.

Average score: _____

Areas of strength: _____

Weaknesses: _____

Threats: _____

Opportunities: _____

General comments: _____

Goal 3: Improve equitable access to transportation options in Tukwila and the region.

Average score: _____

Areas of strength: _____

Weaknesses: _____

Threats: _____

Opportunities: _____

General comments: _____
