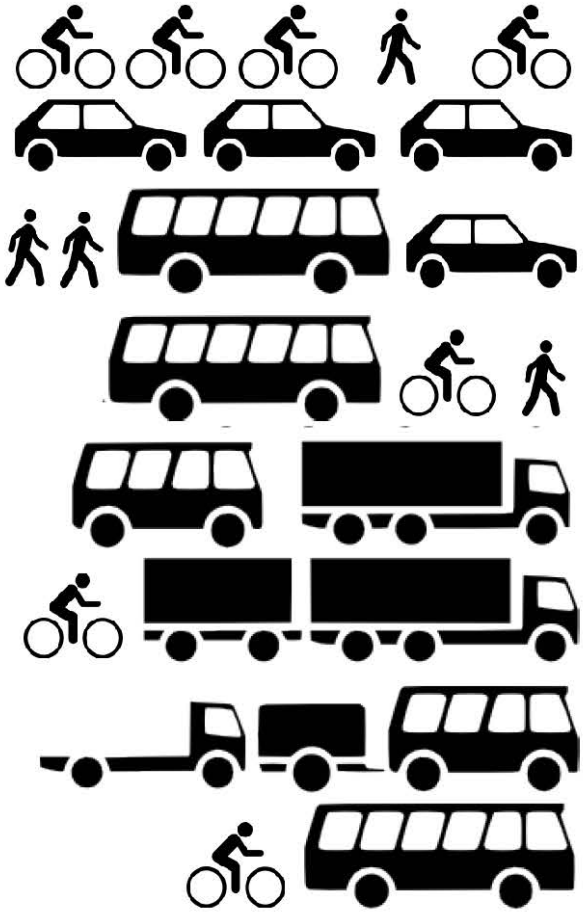
Michigan Livable Communities
Demonstration Project

Washtenaw Avenue Transportation Demand Management Strategy



Smart Growth America
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Completed in collaboration with the Michigan Department of Transportation and Michigan State Housing Development Authority.

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Project Overview

Transportation demand management uses what you HAVE to provide the mobility you NEED to accommodate the growth and economic regeneration you WANT.

In 2013, the Michigan Sense of Place Council, representing numerous state agencies under the direction of Governor Snyder, engaged in a partnership with Smart Growth America to provide technical advisory services to six communities of Michigan pursuing livable communities initiatives. The six communities were the Southeast Michigan Council of Governments (SEMCOG), ReImagine Washtenaw (Washtenaw County), the Tri-County Council of Governments, the City of Grand Rapids, the Northwest Michigan Council of Governments, and the City of Marquette. As part of the Federal Partnership for Sustainable Communities program, the program seeks to coordinate federal funding directed to housing, transportation, and other infrastructure in communities to create more livable places where people can access jobs while reducing pollution and also saving time and money.

The assistance was in two primary areas – community mobility management and strategic transportation demand management (TDM). The focus of the effort for the Washtenaw Avenue corridor livability effort was on TDM. Through regular collaboration with a diverse group of corridor stakeholders, and building off of existing institutions and transportation assets, the task was to develop an implementable strategy for managing the growth of local traffic demands on the corridor to support and enable the revitalization vision of ReImagine Washtenaw. Uniting the four independent jurisdictions of the City of Ann Arbor, Pittsfield Township, Ypsilanti Township, and the City of Ypsilanti, ReImagine Washtenaw establishes a unified vision to create a series of active nodes along the major state arterial corridor. The vision is for walkable centers united by quality transit and enhanced urban design and place-making offering housing, employment and retail opportunities to a wide diversity of people.

TDM is a general term for strategies that increase overall system efficiency by encouraging and enabling a shift from single-occupant vehicle (SOV) trips to non-SOV modes. TDM strategies may also look to shift trips from peak period (high-demand) hours to times when more capacity is available. SOV trip reduction strategies include increasing travel options, enhancing non-motorized networks and connections for bicyclists and pedestrians, providing incentives and information to encourage and help individuals modify their travel behavior, and reducing the physical need to travel through transportation-efficient land uses. The cumulative impact of a comprehensive set of TDM strategies can have a significant benefit on system efficiency, accommodation of new growth, and success of a metropolitan area. TDM programs are usually implemented by public agencies, employers, or via public private partnerships.

The project progressed in three distinct stages: 1) review of national leading practices and assessment of existing local resources and opportunities, 2) discussion of alternative approaches and strategies, and finally 3) development of an action strategy for implementation. This report is the culmination of these three phases and their associated findings.

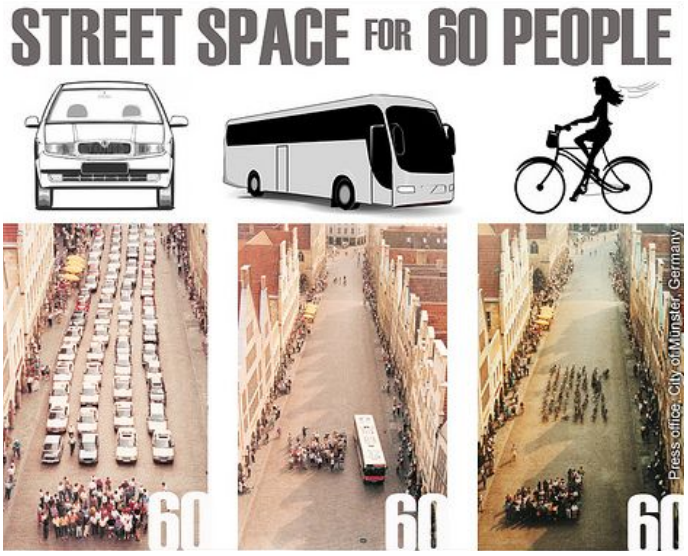
1 State of the Practice

Despite common perception, few places, including Washtenaw Avenue, have a consistent traffic problem – they have a rush hour problem. The nearly universal hours of the traditional workday mean that legions of workers, residents and visitors converge on our streets and transit systems at the same time making them seem congested, while in reality, outside of the limited rush hour period, the system has abundant unused capacity.

Transportation Demand Management (TDM) seeks to do two things – 1) promote more efficient modes of travel to move more people in the same amount of roadway space (Figure 1-1), and 2) spread the travel demand across more hours of the day to take advantage of space and capacity when it's available (Figure 1-2).

TDM is typically achieved by providing incentives and information to encourage and help individuals modify their travel behavior, or by reducing the need to travel at all through transportation-efficient land uses. The cumulative impact of a comprehensive set of TDM strategies can have a significant benefit on system efficiency thereby accommodating new development and economic growth using the existing roadway facilities. TDM programs are usually implemented by public agencies, private sector employers, or via public private partnerships.

Figure 1-1 Roadway Space Consumption



Road space occupied by 60 people in cars, a bus, and on bicycles
Source: City of Munster, Germany

Figure 1-2 Time of Day Capacity Constraints

Peak Direction Rush Hour Traffic - Washington, DC
Source: http://livewirepast.wordpress.com

Target Audience

Transportation demand management is about providing choice and convenience. Travelers can generally be categorized into four broad types: (Figure 1-3)

Figure 1-3 Generalized traveler types

Typology	Description
Convinced and committed	Regular transit, telecommuting, or non-motorized travel users; early adopters either by commitment , choice or condition (economic limitations to travel choice)
Confident, but cautious	Travelers who may have used non-private auto travel modes in the past or occasionally, but do not use them routinely; perhaps because they have other choices and/or they feel alternate modes do not conveniently and reliably meet their needs.
Curious, but skeptical	Travelers who have not tried alternative travel modes, but would consider trying them if they had sufficient information about how to use them and confidence that the option would meet their needs and be reliable.. Lack of information, and skepticism about reliability is a major barrier to current use.
No way, no how!	Travelers who may or may not have tried alternative commutes, but are nonetheless not interested in using them even occasionally.

*Adapted from City of Portland, Oregon bicycle planning program

Typically the largest segment of the traveling public is "confident, but cautious" or "curious, but skeptical." These travelers typically lack information or are unconvinced alternative travel or parking management can meet their needs. These groups are the primary target of TDM efforts; however the "no way, no how!" travelers are often equal beneficiaries, as those who are willing to shift their travel patterns now have the ability or motivation to, thus freeing capacity on the road for the drivers that remain.

Leading Practices

TDM is a common term today. Most places associate it with measures such as transit benefits, carpool matching, and telecommuting. All are very important measures, though still often lightly used, but the leaders in transportation demand management go much farther in adopting comprehensive and ambitious strategies. Leading practices include:

- Integrated TDM programs across multiple employers and institutions, and closely coordinated with the municipality and transit authorities (e.g. transportation management associations or TDM coordinators);
- Strong regional leadership and coordination of transportation demand management strategies, often including mode split targets with regular measurement and reporting of performance and progress;
- Pricing and incentives to influence mode choice and travel demand (e.g. demand-responsive parking pricing, parking cash-out, or transit or bicycle benefits);
- Adoption of public policies that imbed transportation demand management (and predictability) into the land development process; and
- Broad and effective public outreach and promotion programs that not only improve the public's awareness of alternative modes, but actively assist them in their day to day travel planning and choices.

Tools and Techniques

In addition to these broad approaches, there are also a wide range of specific and effective tools utilized in successful TDM programs (Figure 1-4).

Figure 1-4 Common Transportation Demand Management Tools

Approaches	Programs	
Expanded Transportation Options	▪ Enhanced bicycle and pedestrian facilities ▪ Free or reduced fare transit pass programs ▪ Vanpool, carpool, rideshare and ride-matching programs ▪ Car share programs ▪ Employer shuttles	
Incentives and policies	▪ Travel subsidies or benefits ▪ Guaranteed ride home programs that provide taxi vouchers for travelers who rideshare or take transit but need an emergency ride home for a qualified reason ▪ Flexible schedules, compressed work week and telecommuting ▪ Employer assisted housing and live-near-work programs ▪ TDM requirements in the zoning and development code	
Parking management	▪ Variable market rate on-street pricing (a.k.a. performance parking) ▪ Unbundling parking (leasing or selling parking spaces separately from the rent or sale price) ▪ Rush hour parking user fee (fee applied during high congestion hours to encourage travel before or after peak period) ▪ Parking cash-out (employees given a choice between a free parking space or the cash equivalent of the cost to provide that space) ▪ Shared parking and park-once districts (one parking space serves multiple land uses and trip purposes) ▪ Pay-what-you-use monthly parking permits ▪ Priority parking for shared-use vehicles ▪ Parking occupancy tracking and guidance systems ▪ Parking maximums for new development ▪ Park and ride facilities	
Education and outreach	▪ Travel planning apps and services ▪ Promotion campaigns ▪ Employer outreach and engagement	▪ Events and activities to raise awareness ▪ Travel coaching and mentoring

Organizational Structures

Choosing the TDM strategies to employ are only half the equation. The other half is how these tool are applied and by whom. To be effective and sustainable, TDM strategies must be appropriate to the organizational structure through which they will be carried out. In some regions, a public or private entity takes the lead and manages implementation; in many, a public-private partnership is set up to access the advantages of each.

Figure 1-5 Organizational structures to implement transportation demand management

Structure	Elements
Transportation Management Organizations / Associations	▪ Typically non-profit organizations ▪ Executed in partnership with local or regional governments ▪ Eligible for state and federal aid funds for congestion management and air quality
Private entities	▪ Entities of a private for-profit employer or non-profit institution ▪ Generally privately funded (or through partnership) ▪ Less state or federal funding typically means greater flexibility in the types of programs offered ▪ With fewer participants and targeted clients, may have more limited effect on the broader area
Public agency	▪ Often regional transit providers, municipal transportation agencies, or metropolitan planning organizations ▪ As a public entity, can have broad reach, but may have limited staffing and inability for staff to devote sufficient focused time on the effort
Individual coordinators	▪ Reside in each individual employer or institution ▪ Serve only the employees of that employer ▪ Privately funded ▪ May be difficult to orchestrate collective and unified action for a district or region

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Funding and Partnerships

Funding transportation demand management initiatives can be enhanced through partnerships and especially by the creation of a transportation management organization, or TMO. While businesses themselves can offer employee transportation benefits and in some cases take advantage of federal tax incentives, TMOs have much greater flexibility with raising funding and accessing additional funding streams. These can include:

- District assessment/tax - Assessments levied through a TMO or other type of business improvement district can help fund TDM programs and are often the largest source of income for these entities.
- Parking revenue - Parking revenue can be used on an individual employer level but also on a larger scale, especially if the organization is allowed to collect revenue from parking meters.
- Direct employer contributions - Direct contributions to services is the most common type of funding, especially for smaller-scale or early-phase efforts. Contributions can be assessed based on a formula or collected as part of dues for a TMO.
- Local government contributions - For special projects, local governments sometimes supply grants or potentially state or federal funding for certain types of initiatives, such as directly-operated transit. Typically, governmental contributions are not allocated on an ongoing basis.

Performance Measurement

No matter what type of strategy an area decides to implement, keeping track of its effect on the region is critical to maintaining participant momentum and supporting funding. For some measures, such as transit service, tracking the number of passengers supplies an acceptable metric to measure success. However, the primary goal of TDM measures is to reduce single-occupant vehicle travel in an area. Therefore, measuring the trip reduction impact is a more telling method for gauging success. The below table illustrates the estimated effects of each type of strategy and combination of strategies. When viewing the table, bear in mind that if used in combination, the impact of the strategies is not necessarily cumulative; for instance, a combination of transit vouchers and parking charges would not likely result in a 50% reduction of trips.

Figure 1-6 Impact of Selected Employer-Based TDM Strategies

Strategy	Details	Employee Vehicle Trip Reduction Impact
Parking Charges[1]	Previously Free Parking	20%-30%
Information Alone[2]	Information on Available SOV Alternatives	1.4%
Services Alone[3]	Ridematching, Shuttles, Guaranteed Ride Home	8.5%
Monetary Incentives Alone[4]	Subsidies for carpool, vanpool, transit	8-18%
Services + Monetary Incentives[5]	Example: Transit vouchers and Guaranteed Ride Home	24.5%
Cash Out[6]	Cash benefit offered in lieu of accepting free parking	17%

1 Based on research conducted by Washington State Department of Transportation.

2 Schreffler, Eric. "TDM Without the Tedium," Presentation to the Northern California Chapter of the Association for Commuter Transportation, March 20, 1996.

3 Ibid.

4 Washington State Department of Transportation.

5 Schreffler (1996).

6 Donald Shoup (1997), "Evaluating the Effects of California's Parking Cash-out Law: Eight Case Studies," Transport Policy, Vol. 4, No. 4, 1997, pp. 201-216. http://www.commuterchallenge.org (accessed November 2, 2007).

2 Local Practices and Opportunities

Overview

Washtenaw Avenue is a gateway to Ann Arbor and Ypsilanti, but the corridor is also a destination unto itself. The 4.5-mile segment of Washtenaw Avenue between East Stadium Boulevard and the water tower in Ypsilanti connects numerous retail and commercial, institutional, recreational, and residential areas. While activity on this boulevard is significant for the local economy, efficient travel along the corridor has been increasingly difficult. Automobile-oriented development patterns dominate. Facilities and networks for non-motorized travel are piecemeal or missing entirely. Transit operates in mixed-flow traffic subject to the same congestion constraints as automobile travel with few of the benefits.

- Daily traffic volumes on the corridor (2011) range from 23,000 at the eastern end near Ypsilanti to 41,900 near the US-23 interchange. This is nearly as high as or higher than traffic on some portions of the limited access highways of M-14 and I-94.
- Route 4 on TheRide has the highest ridership of any route in the transit system, reaching an all-time high of 1,056,584 riders in 2012.
- 100 acres or 40 city blocks within a quarter mile of Washtenaw Avenue are identified as underutilized and appropriate for infill development or redevelopment.
- Nearly 250 acres of preserved parkland and open space lies within that same area.

Thanks to the energy and vision of the ReImagine Washtenaw efforts, there is a unified and focused mission within the region to bring about change on the Washtenaw Avenue corridor. Time and again, history has illustrated that focused action, rather than a broad dispersion of efforts, is critical to timely change. While certainly Washtenaw Avenue is not the sole priority for the partner jurisdictions, the concentration of attention is a tremendous asset and a timely opportunity that must not be lost.

The cross-jurisdictional collaboration and partnership associated with the corridor is equally fundamental and a rare strength behind the effort. The Washtenaw Avenue corridor enjoys support and collaboration from the state to the local government level. The Joint Technical Committee has been exemplary in demonstrating the benefits of this cross-jurisdictional cooperation already in completing the redevelopment strategy and securing the challenge grant. However, to meaningfully affect travel demand patterns on the corridor, even greater and more formalized commitments and coordination between the jurisdictions that will prevail over the long term will be crucial.

The Washtenaw Avenue corridor is also fortunate to have individual stakeholders who have a demonstrated track record of success in transportation demand management strategies and/or are pioneering new and innovative strategies locally. The Ann Arbor getDowntown program is a widely recognized TDM success story as are the TDM strategies employed by the University of Michigan. These local leaders can be mentors and critical advisors to an emerging TDM strategy for the Washtenaw Avenue corridor. The Live Ypsi Loan Program currently being piloted by Eastern Michigan University is another exciting development that can provide both leadership and lessons to efforts on the corridor.

Existing Studies and Efforts

Washtenaw Avenue crosses four jurisdictions, each with their own plans and priorities. Therefore, numerous studies within the region affect Washtenaw Avenue in some way (Figure 2-1).

Figure 2-1 Local plans and initiatives affecting Washtenaw Avenue

Initiative	Overview
ReImagine Washtenaw	Started over four years ago, this long-term project seeks to create a corridor that supports a high quality of life by encouraging a diversity of housing and shopping options, more efficient transit service, bike paths and better pedestrian infrastructure, sensible parking options, and access to educational, cultural and employment centers.
Let's Roll: Reimagining Transit on Washtenaw Avenue (April 2012)	A project of graduate planning students at the University of Michigan, the study suggested a phased approached to improving and increasing transit service along the corridor. Recommendations include Enhanced Bus service on Route 4, consolidating and improving stops, moving stops to the far side of intersections, marking right-turn lanes as bus through (queue jump) lanes, implementing transit signal priority, and completing the pedestrian network.
Connector Feasibility Study	Evaluated feasibility of advanced transit technologies serving Ann Arbor and U-M and found a need for high capacity transit along the corridor such as bus rapid transit, light rail transit, or an elevated transit system operating outside of existing traffic.
South State Street Corridor Study	Plan to develop transportation solutions to sustainably support existing land uses and future development emphasizing non-motorized access and prioritization, enhanced transit, and improved safety.
Connecting Williams Street (January 2013)	Study focused on five city-owned parking lots between William and Liberty Streets developed evaluation criteria for prospective projects on the lots to enhance pedestrian network, streetscape, and bicycle access.
AATA Transit Master Plan (2011)	30-year vision for expanded transit service proposed, but not yet adopted. Included recommendations, now implemented, for service expansion, including doubling the frequency of weekday service on the #4 Washtenaw Route.

Existing Travel Conditions along Washtenaw Avenue

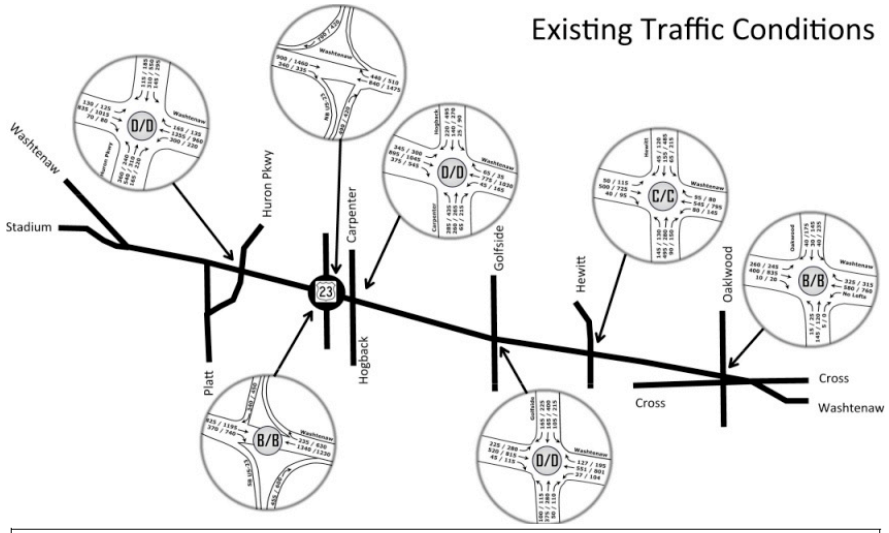
Automobile Traffic

Traffic along Washtenaw Avenue is often congested, especially at peak hours. In 2011, the average daily traffic (ADT) along the corridor varied from a high of 41,900 near the US-23 interchange to a low of 23,000 at the eastern end of the corridor, near the Ypsilanti Water Tower. Some intersections, particularly west of US-23 have a level of service (LOS) as low as E at peak commuting hours in the eastbound direction (Figure 2-2).

Parking

Parking along Washtenaw Avenue is plentiful and free. High parking ratios, large set-backs for large and small strip commercial areas along corridor frontage, and low priority for alternative transportation infrastructure appears to have been the paradigm of planning along Washtenaw Avenue for at least half a century. Most parking lots are expansive, and largely empty, especially during off-peak hours. The surplus parking in front of the many abandoned store-fronts is sometimes utilized by those with subsidized transit passes as de facto park and ride lots.

Figure 2-2 Automobile Level of Service on Washtenaw Avenue



Intersection Delay					
Intersection	**Eastbound**	**Westbound**	**Northbound**	**Southbound**	**Total**
Washtenaw and Huron Parkway	36 / 41	33 / 38	50 / 58	50 / 54	41 / 47
Washtenaw and Hogback / Carpenter / NB US-23	25 / 21	52 / 55	72 / 73	37 / 49	44 / 46
Washtenaw and Golfside	24 / 36	28 / 35	63 / 54	39 / 57	37 / 43
Washtenaw and Hewitt	22 / 27	23 / 29	27 / 27	25 / 30	24 / 28
Washtenaw and Oakwood	9 / 12	9 / 13	32 / 24	25 / 27	12 / 16

/ # = AM / PM Peak Hour Delay in Seconds per Vehicle

Intersection Levels of Service					
Intersection	**Eastbound**	**Westbound**	**Northbound**	**Southbound**	**Total**
Washtenaw and Huron Parkway	D / D	C / D	D / E	D / D	D / D
Washtenaw and Hogback / Carpenter / NB US-23	C / C	D / D	E / E	D / D	D / D
Washtenaw and Golfside	C / D	C / C	E / D	D / E	D / D
Washtenaw and Hewitt	C / C	C / C	C / C	C / C	C / C
Washtenaw and Oakwood	A / B	A / B	C / C	C / C	B / B

X / X = AM / PM Peak Hour Level of Service

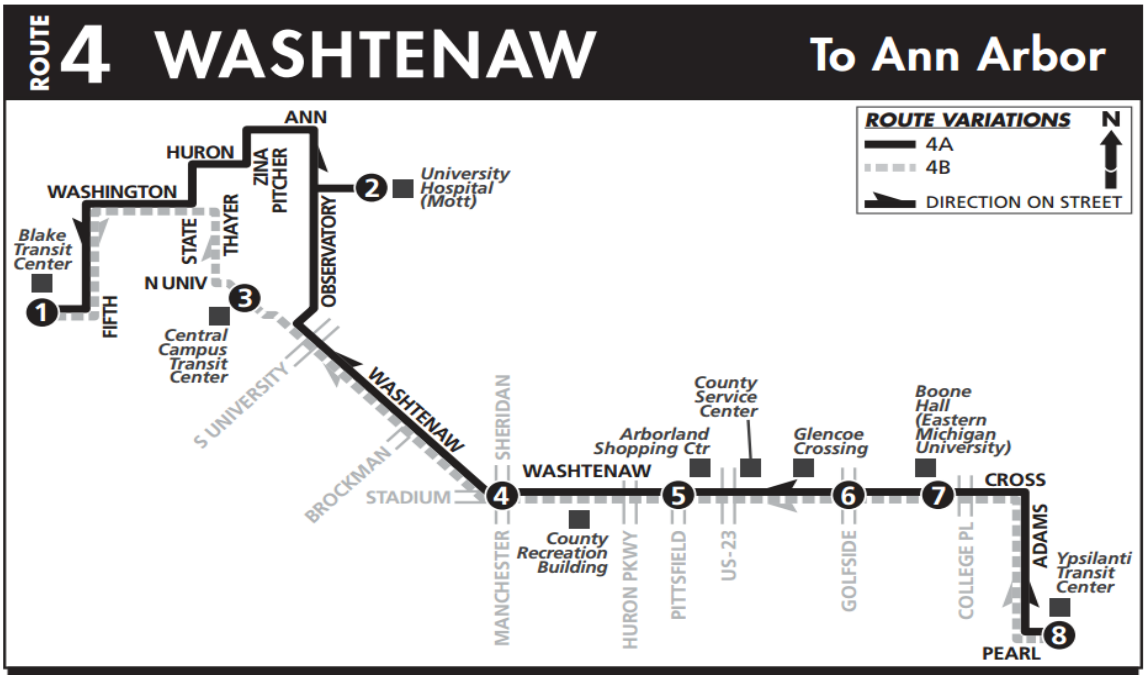
Source: Parsons Brinkerhoff (2013) Washtenaw Avenue Right of Way Study

Transit

The Ann Arbor Transportation Authority (AATA; operating as "TheRide") provides public transit services to the city of Ann Arbor and to other surrounding communities, including Ypsilanti, through contract service agreements. In 2012, TheRide provided over 6.4 million rides, a 6% increase over 2011 and a single-year ridership record on an operating budget of $30.36 million.

TheRide has one bus route that serves Ypsilanti and Ann Arbor via Washtenaw Avenue: Route 4–Washtenaw Avenue (Figure 2-3). This route has the highest ridership of any route in the system, increasing by 27% in 2012 over 2011, serving over one million riders. TheRide doubled the weekday frequency of Route 4 beginning in January of 2012 to every 5-10 minutes during peak hours and every 15-20 minutes during the midday period.

Figure 2-3 Route 4 – Washtenaw Avenue (Inbound)



Source: Ann Arbor Transportation Authority

Ridesharing and Vanpools

Various vanpool programs in the region help to increase the available alternative transportation options along the corridor. VanRide, a service managed by AATA and operated by V-Ride, Inc., offers vanpool services for trips originating within and outside of Washtenaw County. VanRide provides a 7-passenger van, maintenance, incident coverage, and insurance, while individuals pay usage fees and fuel costs. Costs range from $139 per rider for vanpools that originate outside of the county and have the minimum amount of ridership (five total passengers), to $79 per rider for vanpools that originate inside of the county and have six or seven passengers. Employers can organize VanRide as a benefit to employees.

Pedestrian and Bicycle Facilities

Pedestrian and bicycle facilities along Washtenaw Avenue are often nonexistent or in poor condition, and thus compromise the pedestrian experience. The sidewalk network is incomplete, with large gaps where people have worn a path through the grass and dirt. Maintenance is a concern (cracks or unevenness), and segments of sidewalk are too narrow.

Some intersections lack crosswalks completely. Others have crosswalks that are incomplete and viewed as dangerous. Intersections may completely lack curb cuts for individuals using strollers or mobility devices.

Bike volume is low along Washtenaw Avenue, likely due to the high volume of automobile traffic on the corridor and an incomplete bicycle network. While accommodation of bicycle commuters is happening in other parts of the city, Washtenaw Avenue remains a gap in the bicycle network.

The recently completed Border-to-Border Trail provides an alternative and attractive cycling route between Ann Arbor and Ypsilanti, despite being somewhat indirect.

Transportation Demand Management Programs

Washtenaw Avenue is mostly a suburban shopping corridor that directly connects major institutions, organizations, and municipalities, many located at either end of the corridor. Because of this, TDM programs in place at major employers have a significant effect on traffic along the corridor. The shopping areas along Washtenaw Avenue have little coordination amongst one another and few participate in individual or cooperative transportation management or offer benefits to reduce peak hour travel on Washtenaw Avenue.

Figure 2-4 Active TDM programs and activities of Washtenaw stakeholders

Institution or Stakeholder	Programs	Benefits Offered and Events
City of Ann Arbor	GetDowntown Parking management Bicycle parking Bike Locker Rental	Go!Pass universal transit pass Commuting information marketing and promotion Commuter Challenge Bike to Work Week/Walk to Work Week Carpool/vanpool Car sharing
University of Michigan	Parking management Campus bus services Commuter services Motor Pool for daily and longer-term rentals Non-motorized infrastructure Blue Bike rental program Enclosed/Secured Bike Storage Facility and Bike Lockers	MRide Free Transit Pass for AATA fixed route, subsidies for ExpressRide bus service and other transit benefits Free Campus Bus Service Satellite parking and shuttle service Ridesharing and vanpooling ZipCar carsharing Covered bicycle parking
Eastern Michigan University	Mobility programs Parking management Live Ypsi loan program	College of Business Shuttle Discounted transit pass Car share Free satellite parking; tiered parking passes Forgivable home purchase loans
Washtenaw Community College	Parking Mobility services	$10 monthly bus pass (suspended)
Veteran's Administration	Mobility benefits Parking management	ExpressRide passes Vanpool promotion Reserved parking for carpools Off site parking shuttle Sheltered bicycle parking Teleworking options

3 Strategies and Alternatives

Given the local assets and existing programs, the working group for this project explored a range of viable approaches to transportation demand management capable of supporting a vibrant, sustainable and livable corridor and region, as summarized in the table below.

Figure 3-1 Transportation Demand Management approaches to Washtenaw Avenue

Strategy	Optional Approaches
Management	▪ Corridor Improvement Authority – Establishing a Corridor Improvement Authority (CIA), as set forth in State Act 280 of 2005 as amended, would allow Washtenaw Avenue to establish many transportation demand management tools and techniques. ▪ Joint Planning Commission - Alternatively, the jurisdictions may form a Joint Planning Commission (JPC) as authorized by the Joint Municipal Planning Act (Act 226 of 2003) adopted by the State Legislature. Whereas the CIA can invest in targeted projects, it is not intended to coordinate land development and zoning reviews - that is the job of the JPC. Such a Commission would enable uniform development policies – including required or expected transportation demand management strategies – appropriate to different development projects. ▪ Transportation Management Organization (TMO) - Establishment of a TMO would coordinate TDM efforts on the multi-jurisdictional corridor, but typically requires legislation to authorize both funding and authority. Due to the legislative requirement, forming a formal TMO would not be necessary if a CIA is formed for the corridor as this could perform the duties of a TMO. This strategy should not be pursued at this time, pending the final determination on whether a CIA will be formed or not. ▪ Transportation Management Staff or Coordinator - Similar to the getDowntown model, the JTC could collaborate to hire a transportation management coordinator. The coordinator would focus solely on TDM issues along the corridor and staff committee meetings. ▪ Marketing package – If a formal organization structure or adequate staffing cannot be established, at a minimum the stakeholders should assemble a unified marketing package to increase traveler awareness of the travel opportunities on the corridor.
Pedestrian, Bicycle and Transit-Oriented Development	▪ Zoning or Form Based Code - Zoning can be a powerful tool to changing both the market attraction of the corridor and the walkability along it. To be effective it must be coordinated and consistent across the four jurisdictions. ▪ Enhancing the Bicycle Network - The off-road bicycle network in the corridor area is quite good; however, access to the corridor itself remains lacking. Bicycle networks have both arteries and capillaries. While good attention is generally paid to the arteries – the major trails, tracks and lanes – equally important is attention the capillary system – the "last mile" linkages for bicyclists to link them to the final destinations. ▪ Enhancing the Pedestrian Network - Even though the walk commute

Strategy	Optional Approaches
	mode share may be quite low on a corridor such as Washtenaw for the near and mid-term future, enhancing the viability of this mode is important for the non-work trips – those trips between work or home and other destinations.
Transit	▪ Make Connections - Facilitate easy connections to other routes and mode options by establishing one or more "mobility hubs" on the corridor in existing large commercial parcels or concurrent with redevelopment projects. These hubs provide quality transfer points between transit routes, offer connections to the trail network, may include car share vehicles, and provide information on other transportation information such as ridesharing or van pools. ▪ Establish Washtenaw Avenue Transit Pass - getDowntown's go!Pass has been extremely popular for downtown employees and has helped keep over 820 vehicles out of downtown annually. Replicating this model on Washtenaw Avenue could have substantial benefits.
Parking	▪ Parking Management District - By far, the most effective influence over transportation demand in the Washtenaw Avenue corridor would be more effective and uniform management of parking in the area. It has been said that "parking is a fertility drug for cars" – whatever parking exists, cars will be invited to fill it. ▪ Shared Parking and Park-Once - Parking demands peak at different times of day for different users. Changing local zoning to allow shared use of parking not only reduces land consumption and capital costs, it can also reduce traffic demand.
Employer Incentive and Management Programs	▪ Parking Cash-Out - Free parking is not free. Employers are paying for parking even if employees are not. Parking cash out programs estimate the cost of providing parking to employees and essentially pay employees all, or a portion of this amount, not to park. ▪ Transit Pass Programs - represent a lower cost to employers than the physical parking space and its associated costs. ▪ Bike benefits - Bike benefits offer employees a one-time-only or periodic cash benefit to be used for bicycle purchases in lieu of access to a parking space. ▪ Trip Advisors - In the absence of an area-wide TDM coordinator commute trip advisors within major employment areas can help inform employees of the various services available to them and help them estimate the cost and/or time savings and flexibility associated with these options. Trip advisors help take down the barrier to alternative commutes that uncertainty about the system often presents.
Near Term Pilots and Demonstrations	▪ Education/Small Demonstration Projects - There are many opportunities for small demonstration projects on Washtenaw Avenue for travelers to experiment with alternative transportation modes in lieu of participating as congestion on the corridor such as demonstration transit passes, temporary park and ride lots, and challenge events.

Strategy	Optional Approaches
	▪ Private Employer/Retailer TDM Pilots - Pilot projects for existing developments can also be an important tool to warming the market and the stakeholders to a different kind of future. Some employers who are currently facing a dearth of parking can try a small parking cash out or similar program to encourage their employees to use an alternative mode of transportation. Retailers may offer modest discounts to patrons who produce a transit receipt.
Long Term Development	▪ Goal Setting and Performance Measurement - It is essential for any plan or policy to regularly measure its impact and effectiveness. Pre-determined goals can help gather and maintain momentum and gain funding. ▪ Uniform TDM for Development Projects - Establishing a set of transportation demand management thresholds and strategies for all development projects along the corridor to adhere to provides a level playing field for all development projects. ▪ Business Alliance/Partnership - Employers along Washtenaw Avenue have shown support for the ReImagine Washtenaw efforts, and this should be harnessed. Not all have come to the table and can be engaged through a formalized partnership.

4 Recommendations & Implementation

Change is the only constant, and Washtenaw Avenue is a corridor is changing. Once a sleepy rural corridor, Washtenaw Avenue developed into a major auto oriented thoroughfare. Under the leadership of the ReImagine Washtenaw Joint Technical Committee, the corridor is preparing to transform once again into a series of distinct, vibrant, walkable nodes linked by a high functioning, multimodal transportation corridor.

This final section is a starting point, outlining broad actions for further exploration and pursuit. Specific implementation may require additional work and study, particularly as it relates to individual TDM plans and marketing for the major employers and continued dialogue on a formal entity capable of leading corridor improvement.

The Joint Technical Committee of the ReImagine Washtenaw project has achieved a substantial amount through a shared partnerships, vision, and strong coordination among all stakeholders and jurisdictions. It is now necessary to broaden the partnership even further to ensure stakeholders embrace and own the strategies for successful implementation.

The Smart Growth America project team recommends four broad strategies as priority initial actions to advance transportation demand management, enhance and enable inviting multimodal mobility, and strengthen placemaking and economic development along the corridor and in the sub-region:

1. Adoption of employer-specific TDM practices (implemented by individual employers)
2. Investment in sponsoring a TDM-Focused Internship (jointly funded)
3. Document Washtenaw Avenue as a Michigan complete street case study (with MDOT)
4. Predictable and consistent TDM policies for long term development (by a Corridor Improvement Authority or other authoritative entity/ies)

ReImagine Washtenaw is envisioned as the principle entity for tracking and pursuing implementation of these strategies. While individual employers, in the near term, are anticipated to be responsible for near-term implementation; ReImagine Washtenaw is anticipated to provide encouragement and assistance (as possible) as well as be responsible for the aggregation of results and communication of their impact on the performance of the corridor and effect on advancing the vision for Washtenaw Avenue.

Figure 4-1 Implementation Matrix

	Responsible Stakeholder	Estimated Cost	Potential Funding Source(s)	Timeline
Employer-specific TDM strategies				
Adopt joint statement of commitment	ReImagine Washtenaw Major employers Major Institutions	N/A	N/A	Immediate
Appoint in-house TDM coordinator	Major employers Major institutions	$ 0 (reassigned existing) $60,000 - $80,000 (new)	Employers/institutions Cost savings accrued	Immediate
Develop and implement individually appropriate and effective TDM strategies	Major employers Major institutions	Variable depending on programs implemented	Tax credits Cost savings accrued	1 year
TDM focused internship				
Identify Funding Strategy and Host Entity	ReImagine Washtenaw Educational institutions	$3,000 (part-time summer) – $20,000 (full time year round)	Shared cost across stakeholders	Immediate
Define a Meaningful and Achievable Work Plan	ReImagine Washtenaw Funding partners	N/A	N/A	Immediate
Seek and select appropriate intern	Identified host	N/A	N/A	Immediate to 1 year
Model MDOT Complete Street Policy				
With MDOT to document Washtenaw Avenue as a case study in complete streets implementation	ReImagine Washtenaw Michigan DOT	N/A	N/A	1 to 3 months
Identify the shared local and statewide outcomes desired and appropriate performance measures	ReImagine Washtenaw Michigan DOT	N/A	N/A	3 to 6 months
Cooperate in corridor design and design alternatives that meet both corridor economic revitalization objectives and state transportation needs	ReImagine Washtenaw Michigan DOT	N/A	N/A	6 – 9 months
Document decision-making process, outcomes, and performance measures and begin measurement (baseline)	ReImagine Washtenaw Michigan DOT	N/A	N/A	Continuous
Predictable and consistent long-term TDM policy				
Develop a shared TDM policy for development along the corridor	ReImagine Washtenaw Four jurisdictions	Staff time	N/A	1 – 6 months
Establish authority to ensure consistent application of the policy over time	ReImagine Washtenaw Jurisdictional leadership Stakeholders and electorate	Staff time	N/A	1 year+
Monitor and track the impact of policy on corridor and development projects	Established authority	Staff time	N/A	Continuous

Employer-Specific TDM Practices

Major employers located on or near Washtenaw Avenue play a dynamic role in shaping the corridor and its future.

Recommended Actions

1. Develop a joint statement of commitment adopted by major employers
2. Identify and appoint an in-house TDM coordinator within each major institution
3. Establish individualized TDM priorities

Joint Statement of Commitment

There is still value in developing a joint statement of commitment specifically for transportation demand management to galvanize and unite the commitment and activities of the major stakeholders. Negotiation of a joint statement requires focused dialogue and contemplation of options. Drafting and approving this statement does not require a huge commitment of time, nor does it require a commitment of funds, just a shared commitment to action. We recommend that the ReImagine Washtenaw coordinator convene this effort and facilitate negotiations.

Identify and Appoint In-house TDM Coordinators

Each large employer should appoint an in-house transportation coordinator. This position is typically most effective and informed when located within the human resources or administrative department. Activities of this multi-faceted coordinator typically include:

- Education, training, and information distribution to employees about the commuting options available to them.
- Trip coaching in and encouragement of the use of alternative commute methods such as taking transit, biking, and walking, and providing information about telework and flexible schedules, if allowed.
- Developing and implementing programs that encourage, enable, and facilitate carpools, vanpools, and other car-sharing programs.
- Coordinating service for employees with disabilities.
- Liasoning with local transportation providers to better serve the employer and employees.
- Advising the development of viable and effective benefit programs and marketing and promoting not only the benefits and options available to employees, but also the services offered by transportation providers.
- Distributing bus passes, vouchers, etc.
- Tracking and measuring usage and impact on demands for more expensive accommodations such as structured parking.
- Tracking and measuring benefits to corridor objectives such as reduced peak auto travel, increased retail sales, and targeted “live near work” residential.

Costs

Strategy	Estimated Cost
In-house TDM coordinator (additional duty of existing employee)	$0
In-house TDM coordinator (full-time, exclusive position)	$60,000-$80,000
Supplies and marketing	$1,000-$20,000
Estimated Total	**$1,000-$100,000**

Define and implement individually appropriate TDM strategies

Each of the large employers should develop individualized TDM priorities. As a result of discussions with major institutions about their objectives and abilities, several initial actions are recommended as feasible and effective. These are a general guide for achieving the greatest benefits; however, each employer must refine these based on the resources available. The most important aspect of each of these suggestions is developing metrics beforehand and developing tracking mechanisms, so that costs, benefits, and areas for improvement are clear.

Figure 4-2 Recommended Priority Actions for Stakeholder TDM Activities

Stakeholder	Recommended Focused Actions
Eastern Michigan University	▪ Revise AATA bus pass program (1-2 years) – Replace current 30% discount transit pass program with a free transit pass program. Requires: coordination with AATA, calculation of benefit, park and ride shuttles and expanded marketing. ▪ Advocate for better bicycle connections (1-4 years) - Connections leading from the surrounding communities to campus remain lacking. An off street trail on Washtenaw Avenue could become an important cycling connection. Requires: enhancement of on-campus bike infrastructure, coordination with jurisdictional partners, and work with local cycling advocates. ▪ Offer targeted parking management programs (2-4 years) - With abundant parking and a strong driving culture, EMU will have to adopt tactics to persuade students and faculty to use other modes such as cash-out options and shared parking. Requires: baseline of existing parking utilization, education and information, budget for subsidy, strategy for compliance monitoring, goal setting, and tracking. ▪ Optimize off-site parking shuttle (2-4 years) – Incorporate shuttle into the menu of services AATA offers to EMU designing an appropriate park and ride shuttle service. Requires: coordination with AATA and planning
University of Michigan	▪ Continue to ensure that all employees and students are familiar with the university's transportation service offerings (pts.umich.edu) through new employee orientation and regular communications to campus through various media. (Ongoing) ▪ Continue to track existing programs and share information with the campus community. (Ongoing)
VA Hospital	▪ Advertise and market the vanpool program (1-2 years). Requires: Contact AATA, assemble or create marketing materials, link on VA

Stakeholder	Recommended Focused Actions
	website providing more information on how to access facility ▪ Improve transit connections to the hospital and market existing ones (1-2 years) – Requires: coordination with AATA regarding additional transit or connections. ▪ Begin a transit pass program (2-4 years) – Requires: exploring cost, funding options, and tracking systems for utilization. ▪ Parking programs (5 years or more) – refine monthly parking pass to create more flexibility for employees. Managing parking resources to optimize for accessibility. Requires: clear policy development and assessment; transition period for modification of monthly permits
Washtenaw Community College	▪ Increase marketing of existing transportation infrastructure to students (Fall 2013) – Requires: WCC to hire or appoint an in-house transportation coordinator, aggressive marketing of alternative transportation options to all incoming students and a push to reach as many existing students as possible. ▪ Improve bicycle and pedestrian infrastructure (Ongoing) – Requires: advocacy for increased connectivity to the trail facility and improving winter maintenance of the trail; inventory condition of local networks. ▪ Improve transit connections to WCC (1-2 years) - WCC students have expressed frustration with the number of transfers needed to reach the campus as north and south transit connections are difficult. Requires: multi-agency planning and consensus regarding the need and alignment. ▪ Begin a transit pass program (2-4 years) - A universal transit pass program as a great opportunity to encourage faculty, staff, and students to use alternative transportation. Requires: budgeting, program development, marketing. ▪ Parking programs (5 years or more) - The recent expansion of parking has reduced parking pressures in the near term. This makes parking programs such as parking cash-out or daily charging somewhat less attractive to the institution and users. Requires: exploration and implementation of fee structure, likely phased in over time.

TDM-Focused Internship

Locally, TDM is still in its fledgling stages for many stakeholders. Even nationally, its use on transforming suburban corridors such as Washtenaw Avenue is a relatively new development in the field. To ensure focused attention on advancing knowledge and effectiveness of TDM programs, and institutionalize its practice in the near term, we recommend creating a TDM-focused internship, either for the summer or on-going part-time throughout the year. An internship is a very achievable first step. At low cost it provides dedicated and focused attention to the TDM opportunities on the corridor. An internship can provide valuable research to build the program further and the skills developed during this time can lead to a professional position and valuable experience to the intern(s).

The members of the Joint Technical Committee and other major stakeholders should contribute resources to support the

position. Shared costs dramatically reduce the burden on any one stakeholder and give each partner a vested interest in, and authority over, the activities and products of the intern. Committed support to the internship should cover at least the first three years of the internship. This minimum time period is necessary in order to develop the program and have a sufficient track record to judge the value of the investment.

While a relatively low cost activity, the intern can lay the groundwork for a more permanent and effective program. An intern who takes on some of the roles typical of a TDM coordinator can continue building on the existing work and research conducted as part of this and other studies. With a strong support network of involved employers and stakeholders as well as a clear set of goals or tasks, an intern can lay the necessary foundation for a future program and maintain momentum for reaching the TDM goals established.

Necessary Actions

- Identify Funding Strategy and Host Entity
- Define a Meaningful and Achievable Work Plan

  The first three years of the internship should focus on communicating, promoting, and researching available and effective TDM strategies relevant to the major employers and other corridor travelers. The recommended workplan below is intended to provide options for meaningful and additive activities that can realistically be achieved in a 3 month span by an energetic and intelligent individual, but one who may not have specific and expansive knowledge of TDM.

  In the first year, the intern should focus on:

- Gathering and creating marketing materials on existing alternative transportation options to distribute to Washtenaw Avenue businesses, including:
  - Contact the A2Y Chamber of Commerce to determine the optimal way to reach the Washtenaw Avenue businesses.
  - Develop and distribute a flyer or multiple flyers:
    - Work with AATA to provide information on the bus routes that serve the major employers in the area, where potential transfers occur, and locations of park-and-rides that may be useful for reaching the corridor.
    - Work with AATA to provide information on their vanpool program.
    - Provide maps that show bicycle and pedestrian connections.
- Piloted outreach to the management of the Arbor Hills shopping center, scheduled to open in August 2013. This is a good opportunity to target new employees and shape travel choices before their commuting habits and patterns are set. This will also allow rapid learning about the strategies that work and how they are received.
- Developing baseline information including where employees commute from, current modes used, and current utilization rates of existing TDM practices. The intern should work with major employers and the JTC as a whole to develop target objectives and then conduct follow-up data on the effectiveness of the pilot or other early adopters.
- Develop case studies to demonstrate to large employers the effectiveness of TDM strategies and their associated costs, benefits, and implementation requirements. Priority should be given to case studies that explore funding mechanisms for transit pass programs, parking cash-out programs for comparable institutions, shared parking programs, and bicycle and pedestrian

improvements for college and/or hospital campuses.

During the second year, the intern should:

- Continue to distribute marketing materials to corridor businesses, make connections with businesses, and assist transportation coordinators at large businesses.
- Structure and pursue at least one additional pilot. Recommended options include:
    - Exploring shared parking between the Arbor Hills and Huron Village shopping centers,
    - Planning and organizing a small commuter challenge event with one or more large employers, and/or
    - Developing a transit pass similar to the go!Pass through a public-private partnership but focused on the large employers.
- Establish a basic website, using getDowntown as an example, to act as a centralized repository of information where employees and Washtenaw Avenue patrons can get information on all possible commuting options and events.
- Continue data collection and performance measurement.

In the third year, the intern program should:

- Work with the in-house transportation coordinators and other businesses to facilitate a corridor-wide commuting fair or information session that can take the place of or be in addition to those offered by the large employers.
- Organize a larger, branded commuter challenge event that includes more small- and medium-sized businesses.
- Determine other pilot projects to carry forward and any new pilot projects needed.
- Continue data collection and performance measurement and prepare a program report for the major stakeholders.

Key to the program is setting metrics from the beginning and establishing mechanisms for tracking progress. The ability to quantify impacts is critical and success in this area requires the establishment of a database, data collection protocols, and collection methodology.

Selecting an Intern

As stated above, the workplan is designed to be appropriate to an intern – an individual that is at the very beginning of their professional career. However, the nature of the recommended activities are best suited to a more mature intern with a higher degree of education and experience such as a graduate student or second career student. The academic areas most complementary to this workplan are students focused on marketing and communication, business management, and/or planning (ideally with a focus on transportation).

Costs

Strategy	Estimated Cost
Summer-only intern	$3,000 – $6,000
Year-round intern	$10,000 - $20,000
Work plan development	N/A

Document MDOT Complete Street Policy

In July 2012, the Michigan State Transportation Commission adopted a complete streets policy for the Michigan Department of Transportation. This policy was developed in response to a Public Act 135 of 2010. A representative Complete Street Advisory Council was formed to develop the policy. The Council defined a vision for complete streets that included not only an objective of a safe and efficient

transportation network that works for all users, but also the development of a consistent ***process*** that emphasizes partnerships, and an orientation toward achieving defined ***outcomes***.[1]

Focusing on outcomes and critically assessing how the street, and specifically how engineering design standards apply, will perform against the outcomes set by the Joint Technical Committee partners is critical to ensure that state transportation investments support and enable the ReImagine Washtenaw livability initiative. The policy is a direct outcome of MDOT's stated mission to "provide the highest quality integrated transportation services for economic benefit and improved quality of life."[2]

While ReImagine Washtenaw's focus may be smaller in scale than MDOT's statewide view, both share the common cause of economic development and quality of life. This makes the Washtenaw Corridor project an ideal opportunity to demonstrate these values of holistic networks, broad-based partnerships and outcome-oriented planning and design and provide a model demonstration project for the new complete streets policy. Several actions are critical to do this.

Recommended Actions

1. With MDOT, document Washtenaw Avenue as a complete streets case study.
2. Identify the shared local and statewide outcomes desired and appropriate performance measures
3. Collaborate in corridor design and design alternatives that meet both corridor economic revitalization objectives and state transportation needs
4. Document decision-making process, outcomes, and performance measures and begin measurement (baseline)

Document Washtenaw Avenue as a Complete Street Case Study

By definition, because MDOT has already adopted a complete streets policy and because Washtenaw Avenue is a state corridor, Washtenaw Avenue will be covered by the state policy. As a current model, Washtenaw Avenue has value as a case study of implementation of the policy. Case study documentation will allow the state, the county, and other partners to learn from new concepts and approaches to challenges in process and design. Other counties and municipalities can benefit from the experience on Washtenaw Avenue and inform a culture of continuous improvement.

Case study documentation of Washtenaw Avenue as a complete street does not imply an additional commitment of funds. Case study documentation is intended to allow region engineers from across the state, as well as agency administration leadership, to review and evaluate what are now somewhat hypothetical approaches to state street design and help to institutionalize the adopted policy and inform the review and revision of engineering standards presently underway.

Case study documentation should ideally be a simple agency directive from the State Transportation Commission or senior leadership with an articulation of the key factors valuable to MDOT.

Articulation of Outcomes and Performance Measures

The Complete Streets Advisory Council recommended the State Transportation Commission adopt ***economic prosperity, equity, accessibility, safety,*** and ***environmental quality*** as the desired outcomes of the complete streets policy.

[1] State Transportation Commission Policy on Complete Streets (Michigan). July 26, 2012. http://www.michigan.gov/documents/mdot/MDOT_CS_Policy_390790_7.pdf [accessed April 12, 2013]
[2] MDOT Strategic Plan. http://www.michigan.gov/documents/mdot/MDOT_mission_vision_and_goals_2_375168_7.pdf [accessed April 12, 2013]

ReImagine Washtenaw has established a series of desired outcomes for the revitalization and transformation initiative as well – "a corridor that supports a high quality of life with walkable shopping options, housing choices, efficient transit service, great public spaces, bike paths, and access to educational, cultural and employment centers."[3]

Identify shared outcomes

To be valuable as a case study, the Joint Technical Committee should collaborate with MDOT to identify more detailed and refined outcomes and performance objectives for the corridor focused on real measureable outcomes such as measurements of pedestrian activity, safety, person throughput along the corridor, retail sales, property values, transit performance, and other measures. Outcomes and measures should address both the local and state objectives – although individual measures may lean alternately toward one perspective or the other.

Define performance measures

Because ReImagine Washtenaw is a revitalization initiative, it will be necessary for some of the measures to include factors beyond those traditionally used in transportation performance evaluation. These measures, such as retail sales, housing sales, or job access, while not directly under the control of transportation investments, are nonetheless heavily influenced by them. They should, therefore, be tracked, but data collection and reporting structures should include capturing and factoring in other factors such as general economic conditions.

Successful performance measures should also be those for which information is already routinely collected and can be easily accessed and assessed. Timing of data collection is important as well. While the Census, for instance, provides very consistent and reliable information, it is only collected on ten year cycles and therefore is of limited utility in assessing shorter term impacts. Sampling data is collected more regularly and therefore may be the preferred data set.

Establish clear data collection protocols and responsibilities

Effective performance measurement is dependent on good data collection systems, consistent metadata, and clear responsibilities for collection and reporting. Setting up and staffing a data collection and performance tracking process is not easy – especially when non-traditional measures are used. Washtenaw and the state should collaboratively determine what data is collected, how and by whom; where the data will be stored; the frequency of reporting; who is to receive the reports; and what actions are expected in response to the findings.

Cooperate in Corridor Design and Alternatives Development

Defining outcomes and their evaluation measures is a critical element, but it is only useful if the actual designs of the corridor are then reviewed with a keen eye toward their effect on these desired outcomes. Specific details such as lane widths, posted (and design) speeds, turn radii, street tree species selection, and locations of bus stops (among many other factors) can have a profound impact on the ability of the corridor to support or deter the economic development and quality of life desired.

The case study documentation is again informative in capturing the locality and state collaborating on review of the various elements, potential conflicts, and design alternatives. These elements should be carefully considered and their impact on the outcomes measured (quantitatively if possible) and documented. Various alternative design solutions should be

[3] http://www.washtenawavenue.org/

generated in collaboration with the state and each alternative evaluated against the outcomes once more to determine a mutually acceptable solution that addresses these outcomes at both the state and local level.

We recommend the development of a clear scoring system based on defined, and mutually agreed upon measures. The score card should include measures that reflect the several different types of outcome – e.g. economic prosperity, equity, accessibility, safety, and environmental quality. It may be necessary or desirable to also establish mutually agreed upon weighting factors as well. Alternative designs and options should be evaluated against this score card and the findings discussed among the project team so that acceptable modifications can be made that address the previously agreed upon shared objectives and outcomes.

The case study should capture the design and decision-making process and how resolution was finally established.

Documentation of the Process, Outcomes and Metrics

Document the Process

To be an effective and relevant case study, Washtenaw Avenue must accept the burden of documenting the entire process and inviting in observers and contributors from across the state DOT divisions. To be a valuable learning process for other projects and locales, the process must be documented from start to finish:

- Who was involved and in what capacity?
- How were decisions made?
- How were conflicts resolved?
- What were the most difficult issues? Which were easier?

There must be an openness in the process and a willingness to fail, change, and try again. Partners must come into the process willing to work together and compromise. They must also retain a very long view of the impact of the corridor and its design – not just for the next 1, 5, or 10 years. The design and operations decisions made now will continue to influence development on the corridor and across the region for the next century and that long view about changing travel patterns and quality of life demands must be documented and consistently reflected.

Establish a Baseline

Future performance can only meaningfully judged if you capture the starting point. Existing conditions for the multi-dimensional desired outcomes should be reported and that information retained in a place that will be remembered and accessible for points in the future when performance measurements are made.

Costs

There should not be additional costs required with this strategy. This recommendation is primarily procedural, although additional staff time and capacity will likely be needed for data collection, performance measurement and reporting if such structures are not already in place and suitable to the needs of this project

Predictable and Consistent Long Term TDM Requirements

The final recommendation recognizes that the transformation of the Washtenaw Avenue corridor from an auto oriented thoroughfare to a series of urbanized nodes is not going to happen overnight. This is a process that will be measured in years, not days. It will require leadership and participation not only from the public agencies and institutions involved in the Joint Technical Committee, but also the investment and involvement of multiple private sector developers, employers and occupants.

The long term success of the corridor will depend on maintaining sufficient capacity –

both person and vehicular – to meet the mobility needs of the development that will arrive on the corridor over the next 20 years and beyond. To be successful, the first projects that arrive on the corridor cannot consume all available capacity. They must invest heavily in demand management strategies and facilities that will maintain the necessary capacity for their future neighbors. Doing so will not only ensure the success of the corridor tomorrow, but will protect and increase the investment of the today's developers. The following actions are required to develop and implement this consistent and predictable rule book over the very long term.

Recommended Actions

1. Develop a shared TDM policy for development along the corridor
2. Establish authority to ensure consistent application of the policy over time
3. Monitor and track the impact of policy on corridor and development projects

Develop a Shared TDM Policy for Development

Many jurisdictions have established transportation demand management policies and requirements for new development. These documents typically outline the types of demand management strategies that must be provided for developments of different types and intensities. The TDM measures are intended for continued application over the whole duration of the development process – a period of decades.

Depending on the existing development policies of the corridor, TDM requirements can be attached to permissions for corridor access, subdivision, or zoning adjustments. Ideally whatever mechanism is used will ensure participation by the majority of properties along the redevelopment corridor. This creates a more level playing field and predictable environment for all and avoids the "tragedy of the commons" where only certain properties bear the burden of required TDM measures while all benefit.

We recommend that ReImagine Washtenaw or another fiduciary agent, commission the development of a clear policy and systematic approach and process for the integration of Transportation Demand Management (TDM) into the development process as a critical requirement to meet the revitalization objectives, improve multimodal mobility, and sustain the operations of the corridor and larger community transportation network. A clear and global TDM policy can provide uniformity in the requirement to participate in TDM while at the same time providing predictable flexibility in response to different development types and intensities (Figure 4-3).

This holistic and shared policy would ensure that TDM is not handled merely on a project-by-project basis, but nor should the policy be a one-size-fits-all mandate. Rather it should provide differentiation for different development types, sizes, public benefits and contexts.

Figure 4-3 Sample TDM Requirements

GUIDE:
E = Expected TDM measure
e = Expected TDM Measure *(Option to Substitute)*
S = Potential Substitute Optional Measure

TYPE OF DEVELOPMENT	Proposal consistent with the Zoning Code and project generates less than 50 peak hour auto trips	Proposal requires a variance or is a PUD) and project generates less than 100 peak hour auto trips	Proposal consistent with the Zoning Code and project generates between 50 and 200 peak hour auto trips	Proposal consistent with the Zoning Code and project generates over 200 peak hour auto trips	Proposed requires variance (or is a PUD) and project generates between 100 and 400 peak hour auto trips	Proposed requires a variance (or is a PUD or Campus Plan) and project generates more than 400 peak hour auto trips
TDM Measures						
During construction, maintain or coordinate relocation of any existing bus stops at the developer's expense.	E	E	E	E	E	E
Comply with Zoning requirements to provide bicycle parking/storage facilities.	E	E	E	E	E	E
Require all parking costs to be unbundled from the cost of lease or purchase. Parking costs must be set at no less than the charges of the lowest fee garage, located within ¼ mile.	E	E	E	E	E	E
Post all TDM commitments on-line, publicize availability, and allow the public to see what commitments have been promised.	E	E	E	E	E	E
Identify A project's TDM Leader (for planning, construction, and operations). Provide DDOT/Zoning Enforcement with annual TDM Leader contact updates.	e	E	E	E	E	E
Install a Transportation Information Center Display (kiosk) containing printed materials related to local transportation alternatives and maintain a stock of materials at all times.	S	S	e	e	e	e
Provides website links to CommuterConnections.com and goDCgo.com on developer and property management websites.	e	e	e	e	e	E
At no cost, dedicate spaces in the garage for car sharing services to use with right of first refusal. Locate spaces that are convenient to the garage entrance, available to the members of the car sharing service, 24-hours a day, seven days a week, without restrictions (the garage may be gated—members of the service would have access to the spaces via a key pad combination to a pass code system, or other similar device). Count the car sharing spaces towards the project's parking requirements.	S 1 space required	S 1 space required	S 2 spaces required	e 2 spaces required	e 2 spaces required	e 2 spaces required
Provide reserved spaces for carpools and vanpools that are conveniently located with respect to the elevators serving the buildings. Oversee a program to provide carpools and vanpools with a parking subsidy.	S	S	S	e	e	e
Provide secured bicycle parking/storage facilities (lockers, bicycle valet parking, etc.)	S	S	S	e	e	e
Contribute funding to available, non-exclusive Shuttle Service to Metro or DC Circulator (based on total number of trips generated). Only applies to developments not considered Transit Oriented Developments by DDOT.	S*	S*	S*	e*	e*	e*
Provide an on-site business center to residents with access to copier, fax, and internet services.	S	e	e	e	e	e

*Shuttles and Direct Access to Metro are site specific. DDOT expectations for these measures will be dependent on the practicality of adopting them at a specific location

Establish Authority to Ensure Consistent Application

Because there are multiple jurisdictions along the corridor, ensuring consistent application of TDM policies should be a responsibility of a cross-jurisdictional authority. Michigan legislation provides for the establishments of Corridor Improvement Authorities and Joint Planning Commissions – both of which could be the implementers of the TDM policy. Whichever is ultimately chosen, or a different model entirely, this authority and obligation should clearly be written into any authorizing document.

Corridor Improvement Authority (CIA)

According to the Michigan Municipal League, "a CIA is designed to assist economic development and redevelopment in established commercial districts. It allows communities to combine tax dollars from a variety of sources to leverage economic development dollars." A CIA has the responsibility and/or authority to:

- Invest in targeted projects – guide new development or infrastructure, including improving the aesthetics of a corridor with new landscaping or building façade improvement.
- Establish tax increment financing, levy special assessments, issue revenue bonds and notes to enable investment in acquiring or improving real estate.
- Develop plans to promote economic growth and protect properties from becoming run-down.
- Improve transportation systems and wayfinding signage.

Joint Planning Commission (JPC)

A JPC acts as the governing body along a corridor or shared area of land to coordinate land development and zoning reviews and takes the place of the planning commissions of individual jurisdictions for a designated joint area. Two or more jurisdictions can either create one unified planning commission or create a special joint commission that governs only a portion of their individual jurisdictions. A joint Washtenaw Avenue commission would necessitate the latter, since the corridor only comprises small portions of each jurisdiction. The municipal boundaries are unaffected; only the planning powers are shared.

A JPC ensures uniform development policies that are appropriate to different development projects and has the responsibility and/or authority to:

- The ability to prepare, maintain, and update a development plan.
- Review rezoning requests, conduct site plan reviews, and make land use decisions.
- Adopt a master plan.
- Allocate land to developments or for specified uses.

Monitor and Track Impact of the Policy

Demonstrated effectiveness will be vitally important. As with many other actions outlined here, measurement and tracking is a strongly recommended action. This activity should be housed in the same authority chosen to implement the policy and appropriate staffing levels must be provided. As a reference point, Arlington County in Virginia – the commonly referenced “gold standard” for county transportation demand management – has a staff of five dedicated to tracking, monitoring and reporting TDM performance