



MEMORANDUM

TO: Brian Ruscher, Deputy Director of Multimodal Palm Beach TPA
FROM: Cityfi
DATE: December 4, 2023
RE: Palm Beach TPA Workshop: Transportation Demand Management

Workshop Purpose

On November 30th, Cityfi and the Palm Beach Transportation Planning Agency convened a workshop to present the Transportation Demand Management (TDM) policy menu, and to facilitate a discussion around opportunities to implement TDM interventions. The objective of this workshop was to present potential implementation of TDM policies, collect feedback from professionals and practitioners in Palm Beach County, and to get this policy work off the ground.

At the workshop, Cityfi delivered a presentation on the importance of TDM in addressing transportation challenges, and introducing the Palm Beach County TDM Policy Menu. Following that introduction, the Cityfi Team facilitated a conversation addressing desired outcomes from TDM implementation, and highlighting concerns about underlying mobility challenges in the region. Finally, the team administered an activity in which participants were broken into groups where they were given a case study and were tasked with developing a TDM plan which would result in TDM target reductions fitting a bronze, silver and gold outcome.

Overarching Themes

In the discussion, the group was asked to consider their desired outcomes as a result of TDM policies and their implementation, as well as concerns about inaction or surface level TDM tools that fail to address the underlying mobility challenges in the region.

Regionalism was a major topic discussed throughout the workshop. Considering there are 39 municipalities within Palm Beach County, participants stressed the importance of cohesion around shared goals and implementation of TDM policies and tools. Residents are often moving around and between municipalities, and TDM measures should take this into consideration. The region is expected to continue to expand, with anticipated population growth of 1 million over the next 10 years.

Simultaneously, within those 39 municipalities, there are differences in land use, socio-economic diversity, and other contextual factors which require unique applications and approaches to TDM. Participants were clear in their desire to see a variety of TDM policies to fit the unique situations each municipality faces, while concurrently achieving regional cohesion around goals and desired outcomes of TDM policies from the municipal to the county level. TDM thresholds will need to be designed according to the location of implementation - there are cases where silver and bronze reduction plans will be sufficient, and others where gold or platinum will be more appropriate.

Cost of Living was a major focus, and with 60% of household income spent on transportation in Palm Beach County, TDM has a great potential to reduce the overall cost of living. This perspective was balanced by the concern that increased development (especially corporate and high end businesses) may result in displacement of middle income residents. Participants



stressed that it will be important for all TDM policies to take different income levels into consideration as different policies will impact high income residents differently than low income residents. Additionally, the point was raised that urban infill redevelopment is coming to the County, and it will be important to apply TDM measures to these projects to continue to contribute to improvements in housing affordability and transit issues in the region.

Effectiveness of Policies and Enforcement Potential was a major consideration among participants at the workshop. Policy fragmentation across the various municipalities was extensively discussed, and participants were enthusiastic about producing regulatory outcomes that would include real enforcement mechanisms and evaluation techniques to ensure that there is not just a focus on actions and interventions, but that emphasized the importance of outcomes. This should include an audit of existing services, and a gap analysis to better understand what where there is still need. Participants emphasized the importance of alignment between stakeholders (specifically regulatory agencies and employers), and the establishment of common regional goals.

Quality of transit to encourage mode shift was another theme throughout the discussion. There was concern about the quality of existing transit options - issues with dependability, connectivity, and convenience were raised as barriers to mode shift. Participants wanted to ensure that TDM interventions wouldn't just point to available transit options, but instead would improve upon the transit options that exist to make them more attractive to residents, commuters, and tourists.

Workshop Activity

Following the discussion, Cityfi facilitated an activity in which participants were broken up into groups of four. Each group was presented with a case study in which they were tasked with developing a TDM plan that met the required trip reduction goals. Participants were assigned the role of policy maker, developer/employer, user open to TDM policies and user less likely to use TDM policies. We used these archetypes with the aim of creating a realistic discussion, where each group was given a menu of TDM policy intervention options, and was asked to consider which policies can be most effective in achieving their target reduction, which are most feasible, and potential direct and indirect benefits of these interventions.

Case 2: Non-Commute Travel in a Car-Dependent Area (Jupiter, FL)

In this case, the development was described as a suburban-style residential complex comprising 300 single-family homes with 2 parking spaces per unit. This development is situated in a car-dependent neighborhood, primarily single-segregated use, minimal pedestrian infrastructure, and distant from commercial centers. It is expected that this development would generate an average of 2,859 daily car trips.

This group assumed that the development's clubhouse would become a sort of mobility hub. They were mindful of the developers costs, and so decided on a marketing strategy and guaranteed ride home. A linchpin of the TDM plan this team developed was improvements to the bike and pedestrian infrastructure, guaranteeing access to schools, grocery stores, etc, and connecting existing pathways to a shared use path for the development. They also specified that interventions would be phased to iteratively implement these policies. All of these interventions were seen to be an amenity that the developer could use to advertise to potential residents.



Case 3: Commute-End Travel in a Walkable Area - Office Building with High Employee Density (Downtown West Palm Beach)

In this case, the development was described as a high-rise office building accommodating 500 employees with 1.5 parking spaces per employee (Size: 500,000 sq ft). This development would be located in a bustling downtown area with mixed-use zoning, excellent public transit access, and pedestrian-friendly infrastructure. The average daily car trips generated for this development is 5,515.

The group assigned this case determined that the City would offer to reduce the minimum parking requirement, saving the developer money on construction costs. Importantly, the group also decided that TDM policies would be connected to the building rather than the individual developer, so that in the event that the building is sold, these agreements would still be in place. To meet the Target TDM Reduction, this group proposed the following:

- **Bronze, 25% reduction:** Developer will build indoor bike parking, advertise existing transit, and create a shuttle for employees from transit stops (branded with developers name)
- **Silver, 40% reduction:** Developer would implement all the policies under the Bronze option, and in addition would advertise real time information for transit options in the lobby and elevators, and provide cash incentives for carpools
- **Gold, 60% reduction:** Developer would implement all Silver interventions, and would organize a carpool plan for the building, offer guaranteed ride home in case of emergencies, and sponsor a bike repair shop in the secure bike parking location in the building.

Case 4: Visit-End Travel with Transit Connectivity - Shopping Mall (Boca Raton)

In this case, the development was described as a large-scale shopping mall (800,000 sq ft) with 100 retail stores and ample parking space (3,000 parking spots). This development would be positioned in an area with decent transit connectivity, bike lanes, and pedestrian pathways; some areas with incomplete multi-use path work. The estimated average daily car trips generated is 35,456.

The group assigned this case separated out what is beneficial for patrons and for employees and ensured that both had incentives to reduce trips. In order to meet their reduction goals, they needed to package a lot of policies together. This group assumed that employees would not want to carpool with other workers in the mall, and that decreasing parking would lead to more businesses in the space which would be beneficial for both the developer and patrons. To meet the Target TDM Reduction, this group proposed the following:

- **Bronze, 15% reduction:**
 - Employees: Offered guaranteed ride home and eliminated parking minimums
 - This provides safe transportation options for employees working late night shifts, and is easy to implement
 - Patrons: Advertise existing transit options, including real time transit information
- **Silver, 25% reduction:** all Bronze level policies, and in addition -
 - Employees: Subsidize non-SOV travel; parking cash out programs
 - Patrons: Multimodal wayfinding



- **Gold, 40% reduction:** all Silver level policies, and in addition -
 - Employees: on-demand shuttle to transit connections
 - Patrons: Improve pedestrian and bike infrastructure, onsite & on-demand shuttle services or circulators

Case 5: Commute-End with Transit Connectivity - Office Building (Palm Beach Gardens)

In this case, the development was described as an office complex housing 800 employees with 1.8 parking spaces per employee (Size 800,000 sq ft). This development is situated in an area with good transit connectivity, dedicated bike lanes, and well developed pedestrian pathways. The average daily car trips generated from this development is 8,824.

The group assigned this case proposed the following measures to meet the Target TDM Reduction:

- **Bronze, 30% reduction:** Unbundle parking, create shared parking, & establish maximum parking; offer remote work options or flexible hours, offer bike infrastructure (bike storage and showers)
 - This will provide safe access to the community, community social support, less vehicular collisions, and increase accessibility
- **Silver, 45% reduction:** combine bronze package of policies with the following - guaranteed ride home, provide employers with real time transit information
 - These policies will impact employee morale and retention, will increase production, and will provide cost savings to employees
- **Gold, 65% reduction:** combine silver package of policies with the following - transit improvements, return to work option (employer pays \$ for each employee to come back to work, and charge same \$ for parking)
 - The return to work policy would incentivize transit and/or active transportation, provide a better quality of life option for employees, lower housing costs, improve air quality, and climate/environmental benefits

Case 6: Non-commute Travel in an Area with Transit Connectivity, Bike Lanes or Pedestrian Pathways (Boca Raton)

In this case, the development is a mixed-use residential building featuring 250 units with 1.5 parking spaces per unit. The development is located in an area with good transit connectivity, established bike lanes, and pedestrian pathways for easy access to amenities. The average daily car trips generated is expected to be 1,663.

The group assigned this case found that a lot of the incentives they considered would have to be solved at the county level. The group assigned this case proposed the following measures to meet the Target TDM Reductions:

- **Bronze, 24% reduction:** encourage shared parking between residents and local businesses, offer indoor secure bike parking, advertise transit passes for residents and offer guaranteed ride home program
 - This will provide health benefits through active transportation, climate benefits, and reduce traffic congestion



- **Silver, 40% reduction:** combine bronze package with EV charging, pilot programs for free transit passes for 1 year, first/last mile options, connect existing paths and trails to transit
 - This will provide climate benefits and reduce traffic congestion
- **Gold, 55% reduction:** combine silver package with unbundled parking
 - This will reduce traffic congestion and provide climate benefits

Case 7: Non-Commute Travel in a Car Dependent Area (Palm Beach)

In this case, the development is a suburban-style residential complex comprising 300 single-family homes with 2 parking spaces per unit. This development is situated in a car-dependent neighborhood, primarily single-segregated use, minimal pedestrian infrastructure, and distant from commercial centers. It is expected that this development will result in an average of 2,859 generated car trips.

The group assigned this case focused their policies on promoting multimodal and active forms of transit through marketing and advertising. The group assigned this case proposed the following measures to meet the Target TDM Reductions:

- **Bronze, 5% reduction:** use marketing and promotion to encourage active transportation and multimodal transit
 - This will improve air quality and raise awareness of travel training programs
- **Silver, 15% reduction:** carpool and vanpool incentives
 - This will result in less cars on the roads, reduce VMTs, improve traffic congestion, improve air quality, and will require less parking
- **Gold, 25% reduction:** improve transit options and build out bike and pedestrian infrastructure
 - This will result in less cars on the road, improve traffic congestion, improved air quality, and less car dependency

Closing Thoughts

To close out the workshop, facilitators asked for closing thoughts and expectations from the group. Participants stressed their expectations that the TDM Policy Menu would include clear measurements and goals, as well as to set out next steps for implementation. Brian reported to the group that TPA expects to share the Policy Menu in February or March of 2024.