



Snotrac TDM Report

June 2023



1

Background
What is TDM?

2

Case Studies
Peer insights

3

Stakeholders
Existing conditions

4

Recommendations

Background

1

Introduction

About this report

This report will address the transportation challenges and opportunities of Snohomish County, focusing on the development and population growth in core cities including Bothell, Everett, and Lynnwood. Addressing the transportation challenges in Snohomish County will be accomplished using transportation demand management (TDM) strategies rather than building more parking facilities and expanding roadways. This report will explore strategies for local jurisdictions to implement TDM, including support from a transportation management association (TMA).

Existing conditions

Snohomish County is experiencing significant population growth, with more than 115,000 new residents since 2010. Residential and commercial development in Snohomish County have increased to meet demand, and continued growth is projected in Bothell, Everett, and Lynnwood. The upcoming light rail service to Lynnwood and expanded BRT Swift blue line connection to Shoreline light rail provide high-quality transit within the county and regionally. Transportation demand management strategies are needed to facilitate continued growth and reduce the impacts of congestion on residents and employers.

Snotrac priorities

Snotrac works to connect communities across Snohomish County with safe, equitable, and accessible transportation, creating & coordinating mobility services.

1. Education, outreach, and engagement
2. Planning & design of livable communities
3. Securing public support & funding

As a 501 (3) c, Snotrac focuses on advocating and serving the needs of people with disabilities, older adults, youth, low-income individuals, people of color, immigrants & refugees, veterans, tribal nations, veterans, and rural communities.

Snotrac's role as a trusted community transportation resource will be key in supporting Snohomish County's planned transit investments in the next decade.

What is TDM?

TDM is the suite of strategies that encourage trip switching to sustainable modes. These strategies complement large capital investments in public transit and multi-modal infrastructure and generally are very cost-effective. Some key TDM strategies include:

- Reducing or eliminating minimum parking requirements for new commercial and residential developments
- Requiring development projects to provide transit subsidies, invest in bike amenities, and provide other programs and services to reduce the vehicle trips being generated by their project
- Providing education, outreach, and resources to the community to remove both perceived and real barriers to using sustainable modes of transportation
- Implementing a commuter benefits ordinance that holds employers accountable for vehicle trips generated by their employees

Common TDM Regulatory Measures

Development & Land Use

- TDM requirements for developments, unbundled parking requirements.

Parking Policies & Management

- Lower/removing minimum parking requirements, market-rate parking, curbside management & flex zones and shared parking.

Commuter Strategies

- Commuter benefits ordinances, parking cash-out requirements.

Common TDM Implementation

Development & Land Use

- Wayfinding and lighting improvements, increased bike parking, multimodal street improvements and network connectivity, mobility hubs and on-site carshare.

Parking Policies & Management

- Priority stalls for rideshare vehicles, daily priced parking, parking cash-outs and shared parking.

Commuter Strategies

- Secure bike parking and amenities, subsidized transit passes, real-time transit info and resources, Guaranteed Ride Home, rideshare matching.

Community Strategies

- Open streets and Ciclovias, bike and EV loan libraries, transit passes or subsidies, personalized trip planning, first/last mile transit connections, education and outreach to key groups and at local events.

Why TDM?

Snohomish County cities must continue to plan for significant growth in their communities. Continuing a status quo of development and transportation planning that caters mainly to vehicle travel will degrade a community's quality of life. TDM tackles this head-on by:

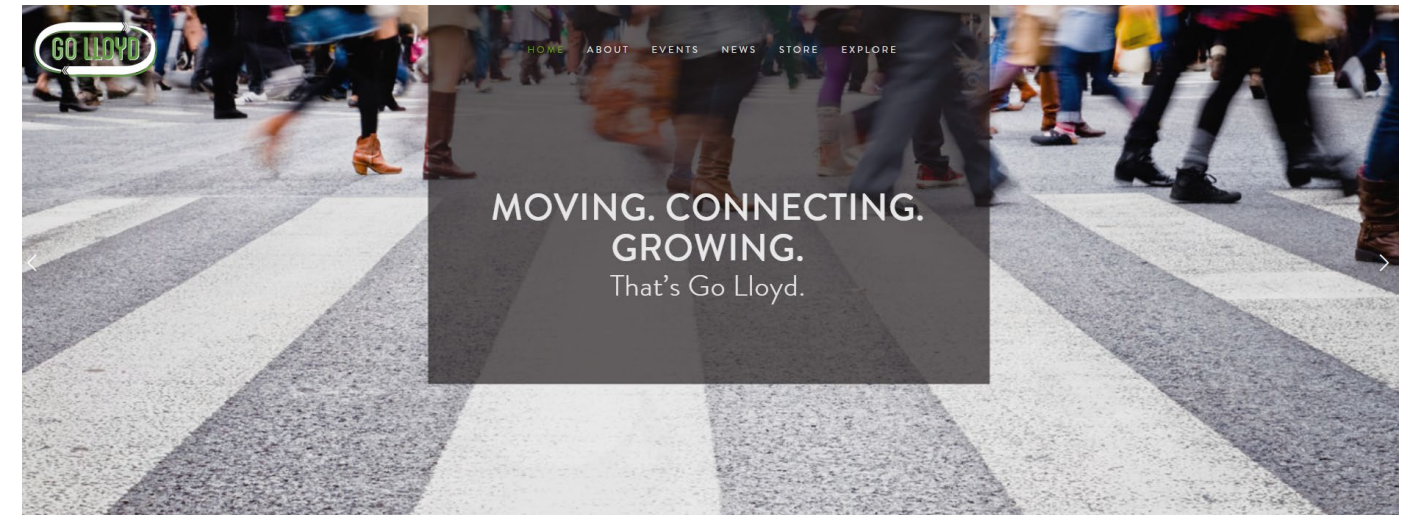
- Reducing parking demand and percent of land use dedicated solely to parking spaces.
- Incentivizing/encouraging shifts to non-auto travel, thus reducing climate impacts and transportation costs, one of the largest household costs, particularly for lower-income households.
- Creating more walkable, bikeable, and transit-friendly neighborhoods.
- Holding developments and companies accountable for the congestion and climate impacts of their projects and employees.

How can TDM be implemented?

- Setting goals and commitments in comprehensive plans or citywide transportation plans:
 - Cities often set climate and mode shift goals (e.g., to reach 50% non-auto mode split by a future year)
 - Commit to a prioritized set of TDM strategies – many of them are policy and regulatory changes that have "teeth" with the ability to enforce
- Acting upon the prioritized TDM strategies approved in their plans. For example:
 - Updating the development code to include TDM requirements for all new developments
 - Updating code to reduce or eliminate minimum parking requirements, or apply parking maximums
 - Carving out a sustainable funding source (e.g., line iteming in the operating budget, set-asides from parking revenue) to fund a transportation management association, internal FTEs, and supporting community-based organizations, non-profits, and others to implement TDM projects
 - Passing a commuter benefits ordinance

How can TDM be administered and sustained?

- TDM strategies are commonly implemented through collaboration between cities, transportation management associations (TMA), private companies, community-based organizations, and other non-profits.
- Regulatory strategies (like developer requirements and commuter benefits ordinances) and monitoring are needed. These strategies need to be mandatory and enforced to be useful.
- TDM strategies can be financially sustainable through municipal budgets, developer fees, membership dues into TMAs, downtown/business improvement district funds, grants, and other local/regional/federal/transit agency funds.
- Opportunities for community co-creation and co-implementation are crucial for long-term program sustainability.



Welcome to Go Lloyd

You've come to the right place. Go Lloyd can help build better relationships, for Business, Residents and Community.



Where does a TMA fit in?

Transportation Management Associations (TMA) can often fill many of the TDM implementation roles, including:

- Working directly with developments to implement the strategies required of them
- Working directly with companies to implement commute strategies
- Having a monitoring and compliance role by conducting and submitting monitoring reports to the City
- Managing and coordinating shared parking agreements
- Implementing programmatic strategies alone or in collaboration with CBOs and active transportation non-profits (e.g., bike clinics, transit adventures, Bike to Work Month, community mobility strategies)
- Facilitate outreach and feedback in partnership with transit agencies and municipalities

Case Studies

2

Move Redmond

Advocate for better walking, biking, and transit in Redmond for the 100,000+ people who commute to Redmond each day.

What we do

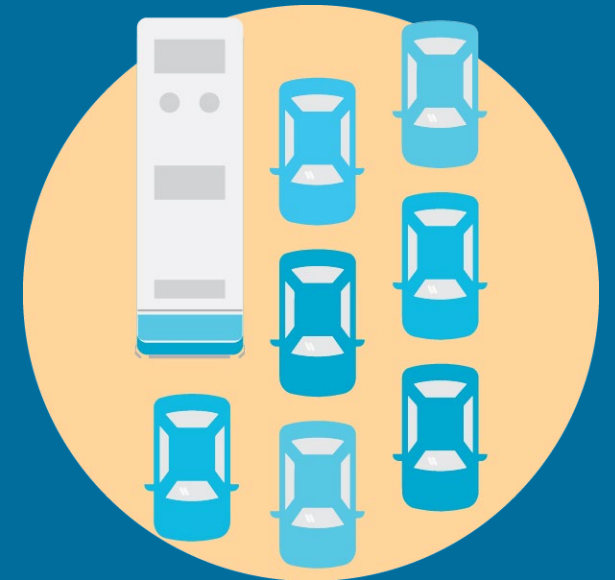
Move Redmond is a Transportation Management Association (TMA) focused on businesses and commuters in Redmond, WA.

Strategic priorities:

- Survey commuters, data collection, and data analysis.
- Advocate to fund projects that reduce speeds, enhance pedestrian crossings, and build protected bike lanes.
- Support individuals and companies in shifting modes.
- Monitor policies and funding opportunities at the Federal, State, and Local levels to identify funding for transit, walking, and biking.

Mission

Move
Redmond



**Advocate for improved
local transportation options**



**Host meetings &
workshops**



**Consult with businesses
and developers**

Move Redmond

Membership and funding

Move Redmond primarily receives funding through membership dues. Their members include both employers impacted by Commute Trip Reduction (CTR) and developers who are obligated to take part in a TMA as part of their Transportation Master Plan (TMP). The scale of dues is determined by the number of employees. Move Redmond is primarily supported by the following three sources:

1. **TDM and CTR services for members**
2. **Contracts for consulting and community outreach**
3. **Grants and sponsorships**

Future Goals

To align with the needs of the residential and business communities, Move Redmond has shifted towards greater community engagement and policy advocacy, and away from the traditional CTR services that focus on Employee Transportation Coordinators (ETC). Move Redmond's continuing priorities include:

Advocate for increased transit funding.

1. **Play an active role in the planning process for TOD and mixed-use.**
2. **Partner with transit agencies for community engagement.**

Downtown on the Go

Tacoma's TMA provides services, resources, and programs for commuters and businesses in the greater Tacoma community.

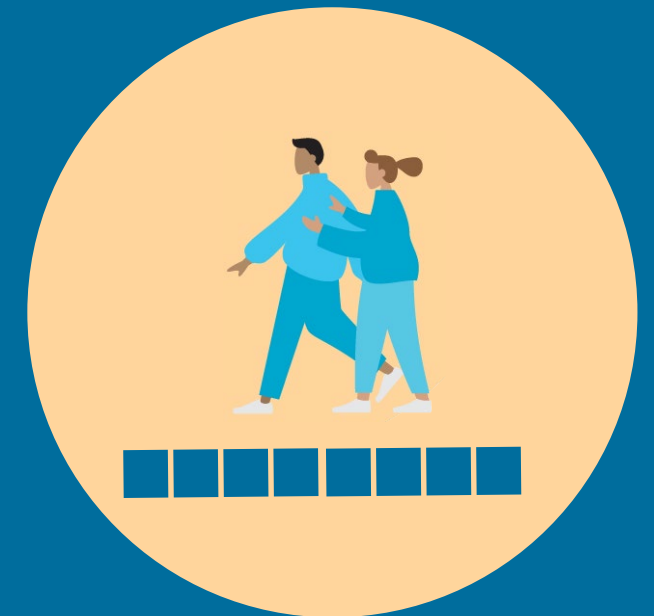
What we do

Downtown On the Go's purpose is to create a community where everyone can get around with or without a car. It advocates for improved transportation and access in Downtown and across greater Tacoma.

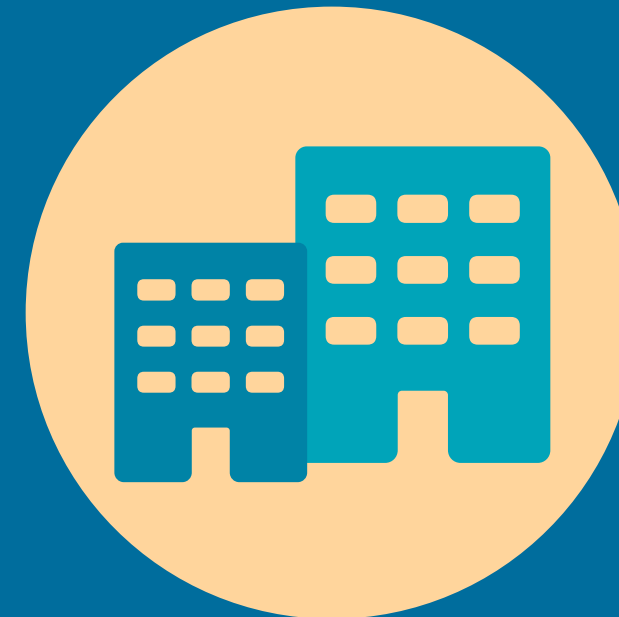
Strategic Priorities

- Advocating for transportation equity for all, regardless of background, ability, or circumstance.
- Educating about transportation choices other than driving alone, including paid consulting services for businesses.
- Encouraging use of transit, ridesharing, biking, walking, and flexible work arrangements.
- Championing transportation choices and policies that promote community livability.

Mission



Activate public spaces



Conduct outreach to small and large business



Advocate for multimodal options

Downtown on the Go

Membership and funding

Downtown On the Go (DOTG) receives funding through the City of Tacoma to provide services for businesses in the Downtown core. These businesses receive a mix of free and paid consulting services depending on the scope of work. DOTG is not involved in the development stage, and the City does not have a Transportation Master Plan (TMP) component. DOTG does not have member organizations that pay dues, rather the funding for DOTG comes from three main areas:

1. **City of Tacoma for TDM and CTR services**
2. **Transit agencies for community outreach support**
3. **Grants and air quality funds**

Future Goals

To align with the needs of residents, DOTG has shifted towards greater community engagement and advocacy, and away from traditional CTR services that focus on large businesses in the city center. DOTG's continuing priorities include:

1. **Advocate for increased transportation options to underserved areas.**
2. **Play an active role in the multimodal corridor planning process.**
3. **Assist small businesses in transit pass purchasing.**

Get Around Slabtown

Portland's Slabtown neighborhood uses a developer funded TMA to promote sustainable commuting and outreach.

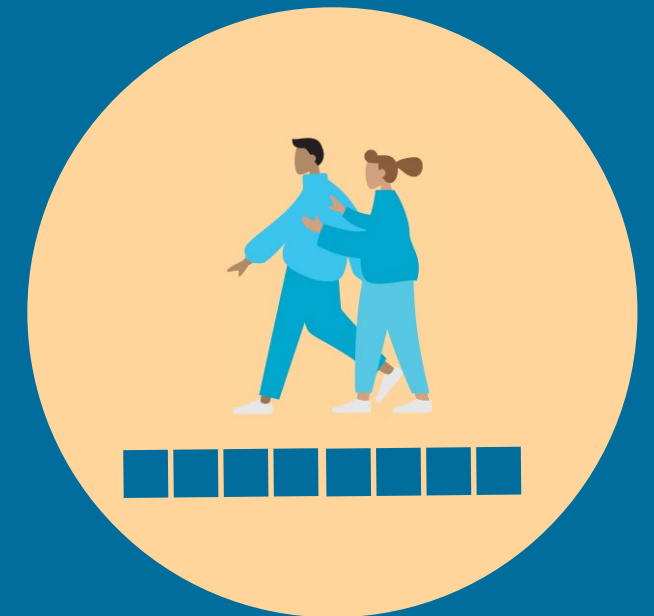
What we do

Get Around Slabtown is a program of the Slabtown Community Resources Association (SCRA). The SCRA is a 501(c)4 non-profit that represents landowners within the Slabtown Master Plan area. To improve access to and within Slabtown, they collaborate with locals, businesses, and community stakeholders.

Strategic Priorities

- Reduce single-occupancy vehicle use in the Slabtown neighborhood through outreach to businesses.
- Promote neighborhood safety through partnering with businesses and residents.
- Community engagement and actions to promote Slabtown.

Mission



Activate public spaces



Provide trip planning information



Consult with property managers



Get Around Slabtown

Membership and funding

Commercial and residential building owners in the Slabtown district are required to pay the SCRA annual dues for Get Around Slabtown's TMA services, as well as neighborhood safety and cleaning.

Get Around Slabtown annually fulfills the state mandated survey that reports on commute activities by residents, employees, and customers. This survey is included in the dues for all members.

In addition to the dues businesses provide for Get Around Slabtown services, employers are required to provide full-time Slabtown employees with subsidized transit passes, financial incentives when they walk or bike to work, and a guaranteed Emergency Ride Home (ERH) service.

Future Goals

After years of employees working from home, the business core of Downtown Portland is changing and redeveloping. This may change the underlying utility of a TMA for businesses and residents. In the meanwhile, Get Around Slabtown is focusing on:

- 1. Providing transportation resources to employees and visitors.**
- 2. Engaging with businesses to best address their transportation challenges.**

Stakeholders

3

Key Growth Centers

Three Snohomish cities were identified as high opportunities for TDM

Everett

Current population: 111,000

2044 projected population: 179,000 (22% of county growth)

Current transit: Regional hub with rail Amtrak and north Sounder terminus, Community Transit BRT, Sound Transit buses and local Everett Transit buses.

Future transit: Expanded BRT connections. Sound Transit light rail projected 2037 – 2041 connecting to Seattle.

Lynnwood

Current population: 39,000

2044 projected population: 64,000 (8% of county growth)

Current transit: Community Transit BRT and Sound Transit buses.

Future transit: Expanded BRT connections. Sound Transit light rail projected 2024 – 2025 connecting to Seattle.

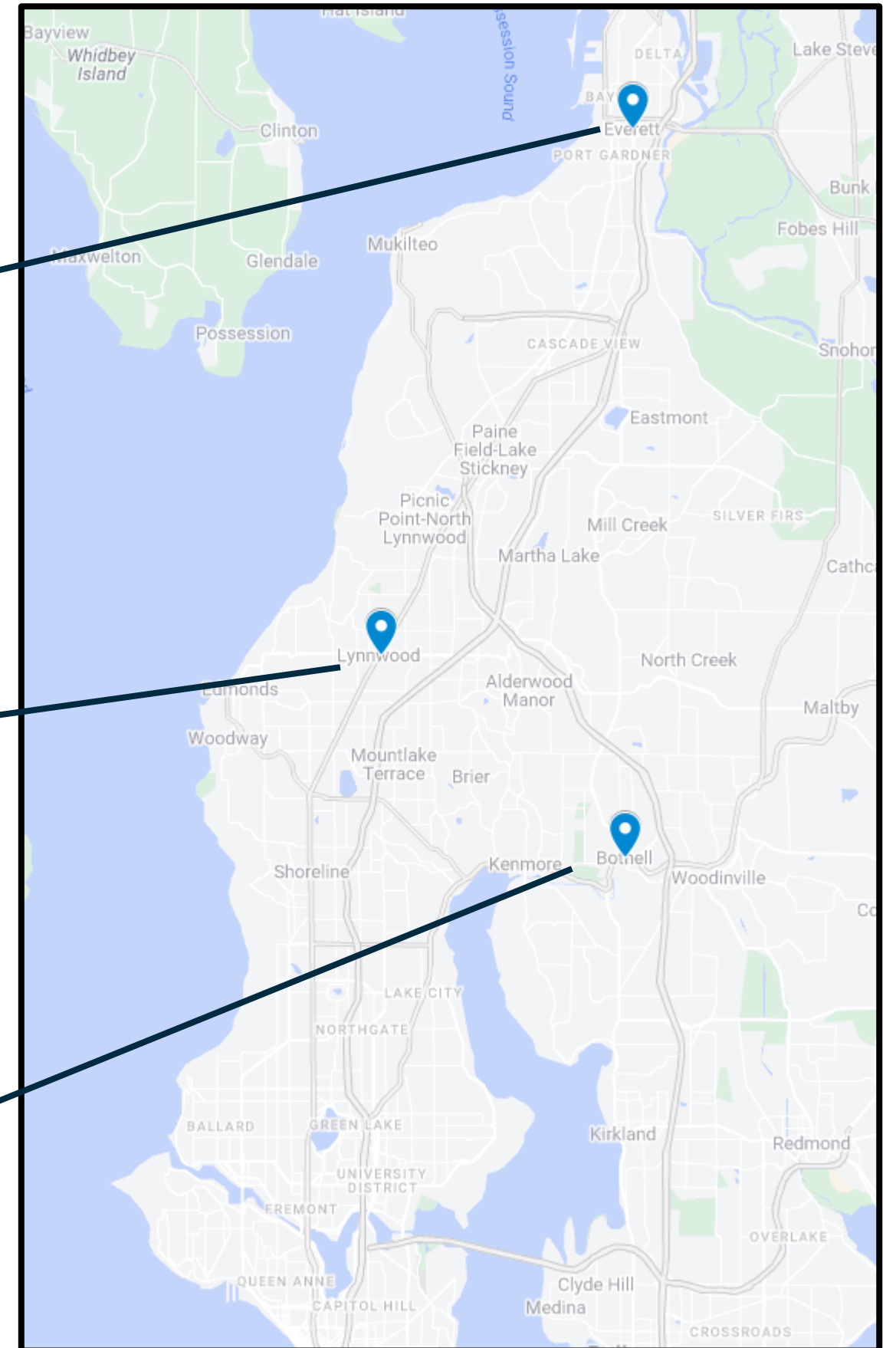
Bothell

Current population: 54,000

2044 projected population: 78,000 (8% of county growth)

Current transit: Community Transit BRT, King County Metro, and Sound Transit buses.

Future transit: Expanded BRT connections. No Sound Transit Link light rail service planned.



Interviews

Staff from the cities of Bothell, Everett, and Lynnwood were interviewed to understand the current state of TDM and the future needs of their municipality and region. Each municipality was asked:

1. For your city, what are the biggest challenges for transportation, especially focused on mode shift away from SOV?
2. In your words, what is the current state of TDM in your city?
3. Do you think the current level of TDM is sufficient?
4. Do you have concerns about implementing more robust TDM requirements and strategies?
5. Outside of the WSDOT CTR requirements, are there currently specific requirements for new developments, large employers, or affordable housing developments?
6. If not, is the City currently exploring adding requirements for any of these categories?
7. How can Snotrac support the development and implementation of local or regional TDM strategies?

Bothell

Background

As a commuter-oriented suburb, Bothell has focused on building out car-centered infrastructure. This, as well as steep topography making bike and pedestrian routes difficult, has limited the non-vehicle infrastructure investments by the City of Bothell.

As the infrastructure ages and Bothell focuses on building multimodal corridors, the City is facing significant costs that require partnerships across multiple agencies and transit partners. For example, BRT along SR 527 connecting to the Canyon Park park-and-ride will be a collaboration between the City of Bothell, WSDOT, and Sound Transit.

The City recently completed its bike plan that expands the network to prioritize regional and local connections. As with corridor projects, the implementation costs are high and only a portion is expected to be delivered in the next 5 years. Many of the bike and pedestrian infrastructure projects completed in the last 10 years were part of commercial and residential projects as required by City code.

Current state of TDM

The City has historically focused on funding projects that enable personal vehicle access and not TDM programs. Bothell's Canyon Park is a designated regional growth center and was identified as a priority TDM location in the sub-area plan. In 2023 Bothell was awarded a WSDOT Regional Mobility Grant to implement TDM programs for the Canyon Park subarea. Implementing TDM (strategies have yet to be determined) at Canyon Park will be a learning opportunity that can be used to guide future TDM in areas across the City. Staff time and funding are limited, so the TDM pilot will need to rely on partners to help implement it successfully.

Increased telework has lowered congestion during commute hours, but a concentration of biotech companies that require onsite employees means commuting and congestion will return. The City is interested in understanding how last-mile on-demand services can be piloted to improve access to the biotech business parks to decrease the barriers to transit.

Everett

Background

Downtown Everett is a key transportation hub of Snohomish County, with regional connections for Amtrak and Sound Transit commuter rail, as well as Community Transit BRT, and WSDOT ferry service. By 2041, Sound Transit will deliver Link light rail to Everett, connecting the city to Snohomish County and Seattle.

Non-SOV commuting to large employers in Everett is challenging despite Everett being the regional nexus of transit. Boeing is the major employer in the region, and their employee commute behaviors dictate traffic patterns and congestion. Transit service traveling East and West across Interstate 5 between Everett and Lake Stevens requires transferring Downtown between regional and local transit systems, which increases travel time and lowers usage.

Existing bicycle and pedestrian infrastructure is adequate in the Downtown core, and City leaders are aligned on improving the network in the next 5 years. Outside of the downtown core, biking and walking become more challenging due to the lack of safe and available infrastructure.

Current state of TDM

The City of Everett has an existing TDM ordinance aimed at large developments (50,000 square feet and over) to address the impacts of their induced demand. Membership in a TMA is an approved strategy to meet the TDM requirements. The City has not emphasized the enforcement and tracking of the TDM requirements, and the City does not think it has been successful in the shift to sustainable modes.

The main TDM implementations in Everett are from transit agencies, as well as developers asking for parking reductions.

Lynnwood

Background

The City of Lynnwood was originally developed as a suburban city focused on providing a high level of connection for drive-alone commuters. It is currently undergoing a slow switch to building denser urban environments, as well as road improvements that benefit all users. Code updates passed in 2012 reduce the supply of parking in the City center to half a stall per unit.

The Alderwood shopping mall is a large regional draw that receives an influx of people by car. The peak usage on Lynnwood roads is related to usage of the mall, including Saturdays and holiday shopping.

Current state of TDM

The current level of TDM implemented in Lynnwood is very minimal beyond the CTR requirements for large employers dictated by WSDOT. Lynnwood's municipal code does allow for CTR-affected sites to be allowed a parking reduction of up to 50% if implementing TDM strategies. There is a lack of time and funding for the City staff to manage in-depth TDM programs. TDM at the City is split between planning and engineering departments, but no senior staff is dedicated to implementation or enforcement. Community Transit is piloting a last-mile connector to transit, which will be studied in advance of Link light rail opening in 2024.

Takeaways

- **Appetite for TDM is there** – City staff, transit agencies, and political leaders are aligned on interest in and the need for TDM strategies, however, there is no clear path forward or next steps in most cases.
- **Comprehensive plans continue to be the first step in identifying and committing to TDM** – Each stakeholder noted that their cities are currently undergoing a comprehensive plan update, and this is the first step in committing to TDM as well as identifying the goals of future TDM programs.
- **Complete networks are needed to support the transition away from SOV trips** – In each of the cities the transit, bike, and pedestrian networks have gaps. Each stakeholder noted that before they feel comfortable pushing more trips away from vehicles there must be improvements to support the added users. Solutions include better bike and pedestrian pathways and connections, complete streets and improved coordination across transit agencies to decrease the wait, transfer, and trip times.
- **Resource scarcity** – Staffing and funding are limited right now; everyone is competing for the same candidates and funding.
- **Unsure the right mix of approaches** – Because TDM is new to each of the key cities there is uncertainty around the right set of requirements and strategies to use. Each stakeholder mentioned it's likely that different combinations of TDM will be needed for differing areas of the cities, users, and developers.

Takeaways

- **Implementing TDM will require testing and iteration** – Each stakeholder saw the TDM journey including a period of testing and learning, allowing them to build on regulations and strategies over time to create useful, successful, and sustainable TDM programs.
- **Employer and development TDM are needed** – TDM can't be one-size fits all. In each city, there are a variety of use cases, to be successful future TDM strategies must address both employer and residential trips, development requirements, and infrastructure improvements.
- **Monitoring and enforcement are a must** – The City of Everett expressed a need for monitoring of their current TDM regulation to better understand the challenges and successes of the existing requirements, they noted that without monitoring or enforcement, the requirements are likely ineffective. The other stakeholders shared that monitoring and enforcement were both an integral part of ensuring the TDM requirements are implemented and will be a heavy lift for city planning departments to undertake.

Recommendations

4

Current State of TDM

	Bothell	Lynnwood	Everett
Planning	Canyon Park Sub Area Plan states the goal of reducing commuters' dependency on single occupancy vehicles through TDM.	Lynnwood City Center Sub Area Plan outlines the need for TDM strategies to increase transit and carpooling modes.	
Regulatory: Employers	WSDOT CTR ¹ TMAs can support CTR ²	WSDOT CTR ¹ Code allows CTR affected worksites up to 50% parking requirement reduction with the implementation of alternative commute programs ³	WSDOT CTR ¹ Code builds on WSDOT CTR and includes mandatory and additional TDM program elements, including reduced parking ⁴
Regulatory: Developers			TDM plans are required for developments over 50k sq. ft., renovations over 50k sq. ft. with a change of use, and any developments with a parking exception or reduction ⁵
Regulatory: Parking		Lower parking requirements in City center (1/2 space per unit)	All developments requesting a parking exception or reduction must have a TDM plan, allowed parking strategies include shared parking, unbundled parking, market rate parking, and parking cash-out programs ⁵
Funding	WSDOT Regional Mobility Grant Program ⁶		
Implementation: TMAs			Membership in TMA is approved TDM strategy ⁵
Implementation: Other	Canyon Park TDM program ⁶ , strategies are still being developed	Community Transit last mile connector	

- WSDOT:** Commute Trip Reduction code 468-63-010 all employer sites of 100 or more must reduce commute trips during the 6am-9am window using TDM strategies; local and regional plans are used to set trip reduction goals and monitor and enforce the state code.
- Bothell:** Municipal code chapter 14.06 permits the use of a TMA for CTR affected employers to submit required reporting.
- Lynnwood:** Municipal code chapter 21.18.850. Alternative commute program options include ride share, charged parking, subsidized transit passes, and more.
- Everett:** Municipal code chapter 46.68
- Everett:** Municipal code chapter 19.34
- Bothell:** Canyon Park TDM program is funded through the WSDOT Regional Mobility Grant Program.

Recommendations

Planning:

- **Countywide TDM Plan:** Collaborate with County and transit providers to develop a county-wide TDM plan to guide city comprehensive plans. Involve community-based organizations and community groups to ensure TDM priorities align with needs.
- **TDM commitments in Comprehensive Plans:** Advocate for specific TDM goals, commitments, and strategies to be included in the comprehensive plan updates currently underway; these can be tied to mode share goals or requirements, specific neighborhoods or planned developments, or key milestones such as new transit or multimodal pathways.

Regulatory & Funding:

- **Strengthen existing TDM code:** Update and expand the existing Everett and Lynnwood TDM regulations and introduce TDM language to Bothell code. Move beyond the minimum WSDOT CTR requirements for large employers. Have specific monitoring and reporting requirements and penalties for non-compliance.
- **Reduce/eliminate minimum parking requirements:** Reduce or eliminate parking minimums for new commercial and residential developments. Make it easier to implement shared parking agreements.
- **Establish funding mechanism(s):** Develop a sustainable funding source for future TDM implementation, and leverage regional, state, and federal funding as it comes available. Insufficient TDM programming, enforcement, and tracking due to lack of funding was cited by all Cities as a barrier.

Recommendations

Implementation:

- **Create a county-wide TMA:** Develop and fund a Snohomish TMA that manages the CTR for impacted businesses and implements and promotes TDM programs. In addition, task the TMA with the implementation of any (or all) of the *Implementation* and *Collaboration/Advocacy* recommendations in this report. The TMA can also play a monitoring/enforcement role for regulatory TDM measures being implemented.
- **Developer support program:** Provide a fee-for-service through a TMA to assist developers in navigating TDM requirements and selecting measures that are beneficial to the development and the surrounding community. The program should help developers choose complementary TDM measures and improvements to provide the most benefit to users.
- **Develop a transit pass program:** Designate a single organization to manage the ORCA Passport contract for small businesses, explain ORCA Passport benefits and contracting to large employers, advocate for transit improvements on behalf of Passport companies, and promote and explain transit services to new users.
- **Promote existing programs:** Ensure developers, employers, and residents are aware of existing local and regional TDM programs, such as the Community Transit Zip pilot at Alderwood Mall or Community Transit Vanpool program. Promoting and supporting public programs can help keep costs down for individual TDM-affected sites and users.
- **Build a suite of supportive programs:** Create programs for underserved communities (and others not covered by existing requirements) to assist users in the move away from vehicle trips. Shared supportive programs can keep costs down for implementors and users. Example programs and services include:
 - education: “how to” information, trip planning, or cycling classes
 - emergency ride services: subsidized rides to/from work or connections to transit
 - Incentives, rewards, and challenges: engage and reward users through meaningful prizes

Recommendations

Collaboration/Advocacy:

- **Improve inter-agency coordination:** Collaboration amongst agencies to implement TDM is key to aligning requirements across jurisdictional boundaries, sharing resources and reducing costs, and strengthening the impact of such strategies. Create a working group of neighboring jurisdictions, transit agencies, TMAs, etc. to strategize on TDM implementation and ensure continued collaboration into the future.
- **Improve transit agency coordination:** Act as a liaison between transit agencies to ensure coordination between systems to improve the rider experience and make transit travel times more competitive with driving alone. Work with agencies to promote new and changing transit services, including pilot and on-demand programs to support transit use. Build a toolkit for employers, employees, and residents on steps to integrate transit into their commutes.
- **Advocate for improved network connectivity:** Work within and across jurisdictions to ensure new developments and capital improvement projects work together to increase bike, pedestrian, and transit network connectivity. Advocate for mobility hubs at key transit centers and other high-density areas. Mobility hubs can support first/last mile services, including car and micro mobility shared services, personal bike parking, passenger pick up and drop off (both private vehicles and TNCs/taxis), and more.
- **Advocate for mixed-use development:** Promote and support TOD and mixed-use codes that promote non-SOV residential and commercial experiences, focusing on areas near transit, multimodal networks, and other density.
- **Support first/last mile connection programs:** With the suburban nature of the key growth centers, first/last mile connections will be an important element in increasing access to and adoption of transit use. First/last mile programs should be varied (active and vehicle-based), convenient, and user-friendly. First/last mile programs can serve both residential and employer trip types.

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