

Los Angeles County
Metropolitan Transportation Authority

Moving People Forward

LA Metro TDM Strategy Executive Summary



Metro®

DECEMBER 2024



LA28: The Spark for LA's Mobility Future

Los Angeles County stands on the brink of transformation. The 2028 Olympic and Paralympic Games present a once-in-a-generation opportunity to introduce new services, systems, and partnerships that don't just benefit people for a few weeks but create a true legacy for the region.

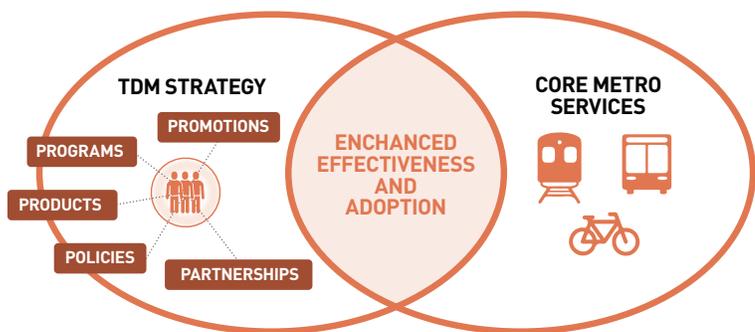
LA28 is a springboard to capture the public's attention and build a better LA.

The **Transportation Demand Management (TDM) Strategy** takes advantage of this opportunity to reshape mobility and improve people's lives. TDM programs see transportation systems through a demand-side lens—from the perspective of the people who use these systems.

People don't just take trips; they pick up their kids, run errands, visit friends, and go to work. The primary goal of the TDM Strategy is to move people forward—not just physically, but in their ability to get more things done in life with fewer car trips.

Why People-First TDM Matters

By helping people discover new ways to get more done without relying on cars, TDM programs will enhance the utilization and effectiveness of Metro's core services, preparing the region for LA28 and advancing Metro Vision 2028.



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LA28 is the spark. This strategy turns it into a legacy.

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The Time to Act Is Now

Vision and strategy are just the start. Achieving real change takes resources to bring the plan to life.

This executive summary outlines the actions and investments needed to implement the TDM Strategy. Budget requirements for each initiative are included, linked to forecast reductions in vehicle miles traveled (VMT).

A Strategy Grounded in Research and Community Input

The TDM Strategy reflects a deep understanding of how Angelenos navigate their daily lives and the barriers they encounter. Extensive research and stakeholder input shaped this plan to help people connect to jobs, schools, services, and recreation in ways that work for them.

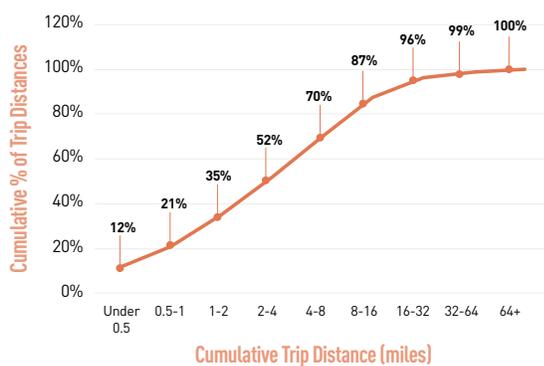
The strategy development process included:

- **Regional audit:** Evaluation of travel trends, gaps, and shifts in travel habits after COVID.
- **Stakeholder consultation:** Collection of insights from 20 interviews (10 cities, 10 internal Metro teams) and a survey of 28 agencies, TMAs, and COGs.
- **Equity analysis:** Assessment of disparities in access to jobs, housing, education, mobility options, and healthier communities.
- **Behavior change research:** Compilation of modern behavioral science insights to support sustained behavior change.

The background research and consultation behind the TDM Strategy is extensive (and included in the complete strategy document). Several elements of the post-COVID era stood out as prime opportunities for TDM programs:

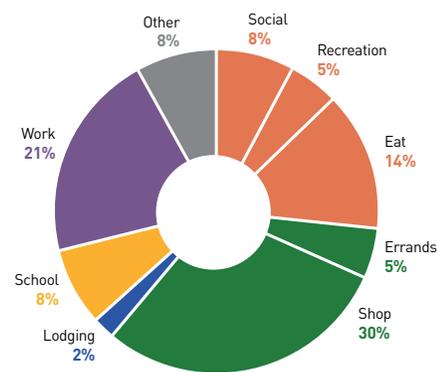
- **Short trips:** Over half of all trips in LA County are less than four miles, making them ideal for walking, biking, or transit.
- **Non-commute trips:** Two-thirds of all trips are for errands, recreation, dining, or shopping, creating an opportunity to help people discover new destinations closer to home.
- **Transit gaps:** In areas with limited transit, residents face high transportation costs and long commutes (as much as double countywide averages).

Trips by Distance



LA COUNTY
TYPICAL THURSDAY, FALL 2023

Trips by Purpose



LA COUNTY
TYPICAL THURSDAY, FALL 2023

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Built on data, consultation, and behavioral insights, this strategy delivers practical solutions that will improve daily life. ”

The TDM Strategy Framework

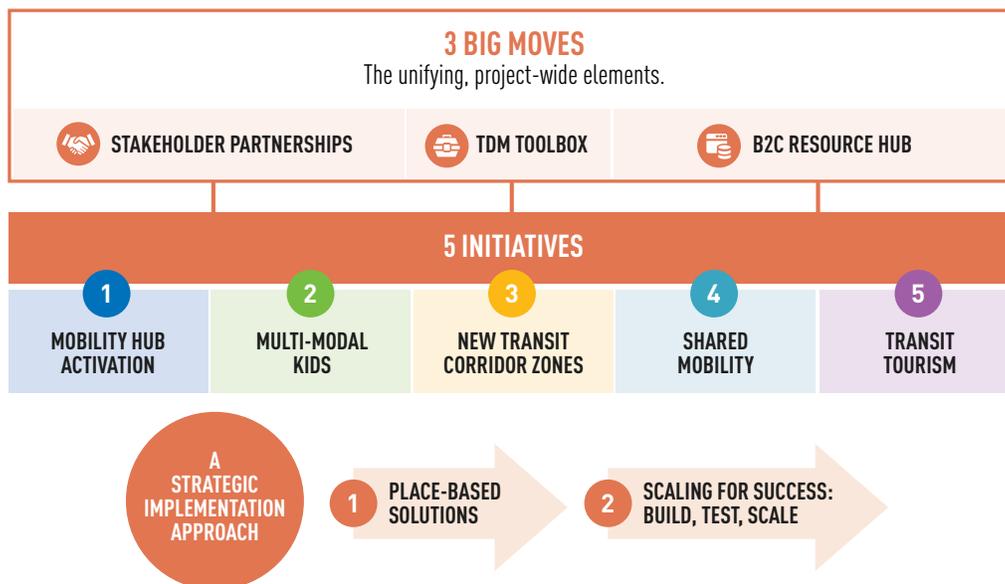
The TDM Strategy is a bold, people-first plan to help LA residents and visitors accomplish more in their lives while relying less on cars. It provides a clear structure to address complex mobility challenges, ensuring every action contributes to lasting change.

Metro carefully selected the elements of the TDM Strategy to address the unique needs and opportunities of the next four years and deliberately excluded many potential TDM programs and tactics to ensure the strategy remains focused and effective over time.

This framework brings structure to a complex challenge. It directs resources to the most impactful solutions, avoiding the inefficiencies of spreading efforts too thin. With limited time and funding, it prioritizes the right things to do—and how to do them well.

The framework includes three essential components:

1. **3 Big Moves:** Systems that enable everything else by aligning partnerships, providing replicable tools and resources, and creating a direct engagement platform. The three big moves actively support the five initiatives, making them more impactful and cost-effective.
2. **5 Targeted Initiatives:** Tailored programs addressing specific needs in specific places. These initiatives focus resources where they will have the most significant impact, targeting challenges unique to each area.
3. **A Strategic Implementation Approach:** Programs start as pilots in targeted areas, allowing Metro to test, refine, and scale proven solutions regionally through partnerships.



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A clear framework transforms vision into action.

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3 Big Moves

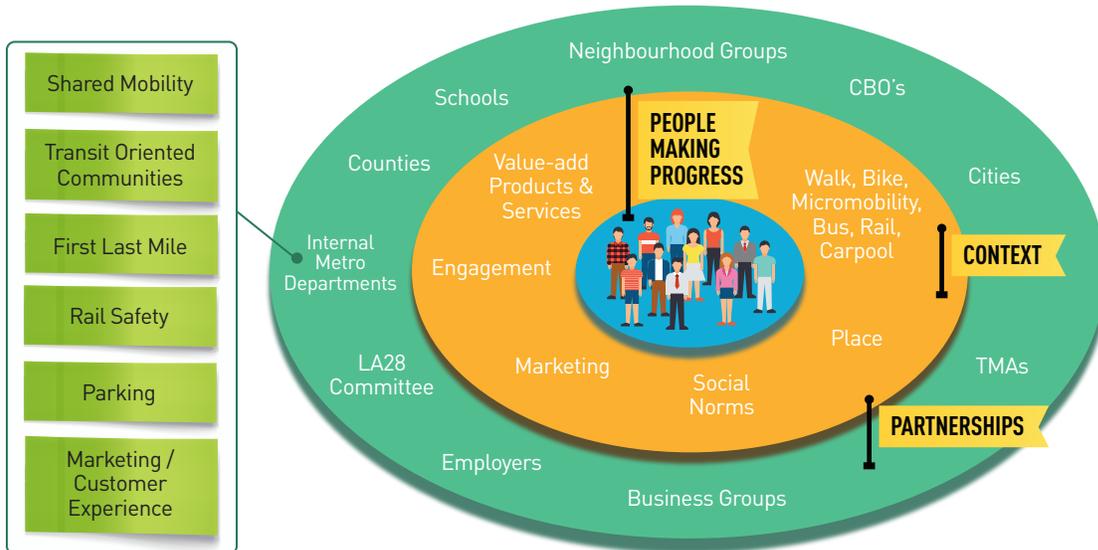
The TDM Strategy incorporates three big moves that unify the entire approach. These project-wide elements ensure individual initiatives don't stand alone but function as part of a larger, coordinated effort. They form the backbone of the strategy, driving collaboration, scaling efforts, and delivering sustainable results.

The three big moves also create shared systems, making programs more straightforward to implement and scale. They ensure consistency across the region, helping partners work toward common goals.

The three big moves are:

1. **B2B Partnerships:** Aligns Metro's internal efforts and builds regional relationships with cities, businesses, and community organizations. This coordination provides a framework for collaboration, helping partners work together effectively.
2. **B2B TDM Toolbox:** Equips partners with ready-to-use resources, such as marketing templates, funding guidelines, and program playbooks. These tools simplify adoption and ensure consistency and impact.
3. **B2C Resource Hub:** Creates a comprehensive platform connecting residents with mobility options while collecting data for continuous improvement.

At the heart of the three big moves are people. In daily life, individuals interact with places, services, marketing, and social norms that shape their travel behavior. By working collaboratively, TDM partners can ensure these elements align to improve Angelenos' lives.



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Effective partnerships aren't just about coordination—they're about aligning efforts to accelerate progress and deliver results. ”



Initiative 1: Mobility Hub Activation and Community Engagement

More than two-thirds of trips in LA County are for social, recreational, dining, shopping, or errands, and over half of all trips are less than four miles. This presents a major opportunity to reduce car dependency and reshape transportation demand.

Initiative 1 extends the impact of planned mobility hub investments into communities surrounding the stations. It targets shorter, non-commute trips while connecting people to transit stations for longer regional trips, including access to events and tourism venues.

This initiative is a chance for the LA region to become North America’s leader in implementing mobility hubs in time for the 2028 Olympics. It includes:

- Technological innovations to help people discover new ways to get things done by walking and biking locally, and by taking transit for longer trips (including event venues).
- Direct marketing to all households and businesses around mobility hubs.
- Complementary incentive and transit pass programs.
- Satellite micromobility hubs within neighborhoods.
- Expansion of Metro’s mobility wallet program from pilot program to full implementation.
- Bike and micromobility education and skills training. Secure bike parking.
- Expansion of Metro’s wayfinding efforts.

		Daily Travelers Benefiting:
PILOT PROGRAM	Willow and North Hollywood stations	160,000
FULL PROGRAM	The eight <i>Metro 2028 Games Mobility Concept Plan</i> priority stations	551,000

FORECAST TRAVEL REDUCTIONS		Travel Reduction Scenarios		
		Low (5-10%)	Medium (10-15%)	High (15-20%)
PILOT	Annual Trips Reduced	5.0 – 9.9 million	9.9 – 14.9 million	14.9 – 19.9 million
	Annual VMT Reduced	50.7 – 101.5 million	101.5 – 152.3 million	152.3 – 203.0 million
FULL	Annual Trips Reduced	16.9 – 33.9 million	33.9 – 50.9 million	50.9 – 67.8 million
	Annual VMT Reduced	166.1 – 332.2 million	332.2 – 498.3 million	498.3 – 664.4 million
BUDGET REQUIRED				
PILOT	Program Development	\$0.6 million	\$0.9 million	\$1.2 million
	Implementation-Incentives	\$0.9 million	\$1.0 million	\$1.5 million
FULL	Program Development	\$1.1 million	\$1.4 million	\$1.6 million
	Implementation-Incentives	\$3.1 million	\$3.6 million	\$5.4 million



Initiative 2: Fostering Multimodal Kids for the Future

The future of effective transportation depends on shaping a new generation of independent, confident travelers who view walking, biking, and transit as their default modes of travel. School-based programs can instill lifelong multimodal habits and create a lasting cultural shift toward active, car-free transportation.

Initiative 2 is a critical investment in LA's future. It taps into kids' natural inclination to crave independence, freedom, and fun. Encouraging students to walk, bike, or take transit to school or on trips with their friends helps them feel more self-reliant. It nudges parents toward new transportation choices as they see the positive impact on their children. It includes:

- Leveraging the Go Pass, which provides free transit for students, by integrating programs supporting walking and biking.
- School open street events and active travel festivals.
- Bike and micromobility education and safety training; bike maintenance training.
- School-based campaigns involving parents.
- Student leadership labs involving students in program development.
- Support schools in lowering the time and cost burden of implementing these programs.

		Daily Travelers Benefiting:
PILOT PROGRAM	Schools within 1 mile of the Willow and North Hollywood station areas	8,600
FULL PROGRAM	Schools within 1 mile of the eight priority mobility hub stations	28,300

FORECAST TRAVEL REDUCTIONS		Travel Reduction Scenarios		
		Low (5-10%)	Medium (10-15%)	High (15-20%)
PILOT	Annual Trips Reduced	153,000 – 305,000	305,000 – 458,000	458,000 – 610,000
	Annual VMT Reduced	376,000 – 752,000	752,000 – 1.1 million	1.1 – 1.5 million
FULL	Annual Trips Reduced	504,000 – 1.0 million	1.0 – 1.5 million	1.5 – 2.0 million
	Annual VMT Reduced	1.1 – 2.3 million	2.3 – 3.5 million	3.5 – 4.6 million
BUDGET REQUIRED				
PILOT	Program Development	\$120,000	\$180,000	\$240,000
	Implementation-Incentives	\$180,000	\$200,000	\$300,000
FULL	Program Development	\$220,000	\$280,000	\$320,000
	Implementation-Incentives	\$620,000	\$720,000	\$1,080,000



Initiative 3: New Transit Corridor Zones

LA County is experiencing a historic transit and active transportation infrastructure expansion ahead of the 2028 Olympics. With new rail lines, bus corridors, and bike lanes, residents and businesses in these newly served areas will have direct access to LA’s regional network for the first time, helping to reduce reliance on personal vehicles.

Initiative 3 helps residents and businesses within walking or biking distance of these new services understand where they go and how they work. In any industry, new products and services must be introduced to customers and positioned in terms of how they help solve people’s problems and improve their lives. The initiative will make it easy for people to discover how these services can help them get more done in life, whether getting to work, running errands, or enjoying recreational activities. It includes:

- Outreach partnerships with community groups and business networks.
- Personalized outreach campaigns, including direct mail and launch events.
- Expansion of Metro’s one-car challenge from pilot program to full implementation.
- Expansion of Metro’s wayfinding efforts.
- Incentives and discount transit pass programs.
- Satellite micromobility hubs within neighborhoods.
- Bike and micromobility education and skills training. Secure bike parking.

		Daily Travelers Benefiting:
PILOT PROGRAM	Metro D Line Extension 1	242,000
FULL PROGRAM	Airport Metro Connector, Metro D Line Extensions 1-3, Rail to Rail ATC	700,000

FORECAST TRAVEL REDUCTIONS		Travel Reduction Scenarios		
		Low (5-10%)	Medium (10-15%)	High (15-20%)
PILOT	Annual Trips Reduced	7.4 – 14.8 million	14.8 – 22.2 million	22.2 – 29.6 million
	Annual VMT Reduced	89 – 179 million	179 – 268 million	268 – 358 million
FULL	Annual Trips Reduced	21.8 – 43.7 million	43.7 – 65.6 million	65.6 – 87.5 million
	Annual VMT Reduced	299 – 599 million	599 – 899 million	899 – 1,199 million
BUDGET REQUIRED				
PILOT	Program Development	\$0.9 million	\$1.35 million	\$1.80 million
	Implementation-Incentives	\$1.35 million	\$1.50 million	\$2.25 million
FULL	Program Development	\$1.65 million	\$2.10 million	\$2.4 million
	Implementation-Incentives	\$4.65 million	\$5.40 million	\$8.10 million



Initiative 4: On-Demand Shared Mobility

Angelenos living in neighborhoods where public transportation is limited face long commutes and high household transportation costs, spending a disproportionate amount of their income on transportation. In Lancaster/Palmdale, for example, residents have an average commuter distance of 24.2 miles, compared to 12.9 miles for LA County. Many of these areas feature housing costs that otherwise would be considered affordable (where housing costs are less than 30% of household income) but are ultimately unaffordable because of high transportation costs.

Initiative 4 represents a fundamentally different approach to facilitating shared rides in and around LA County, inspired by the integrated carpool strategy developed in France in the lead-up to the 2024 Olympic Games in Paris. It includes:

- Bringing technological advancements pioneered by companies such as Uber and Lyft to the carpool/vanpool market, including on-demand travel, artificial intelligence for trip matching, and automated payments between drivers and riders.
- Reimagining incentives using lessons learned from dynamic carpool pilots in North America and France to subsidize drivers and riders while maintaining affordability.
- Creating a matching program for employers incentivizing and supporting shared mobility.
- Creating a more vibrant market for shared rides to events, including the 2028 Olympics
- Outreach partnerships with local businesses and community organizations.

		Daily Travelers Benefiting:
PILOT PROGRAM	Lancaster/Palmdale	191,400
FULL PROGRAM	All four shared mobility zones	546,600

		Travel Reduction Scenarios		
		Low (5-10%)	Medium (10-15%)	High (15-20%)
FORECAST TRAVEL REDUCTIONS				
PILOT	Annual Trips Reduced	3.8 – 7.7 million	7.7 – 11.5 million	11.5 – 15.4 million
	Annual VMT Reduced	69 – 138 million	138 – 207 million	207 – 276 million
FULL	Annual Trips Reduced	10.6 – 21.2 million	21.2 – 31.8 million	31.8 – 42.4 million
	Annual VMT Reduced	136 – 271 million	271 – 407 million	407 – 542 million
BUDGET REQUIRED				
PILOT	Program Development	\$0.66 million	\$0.99 million	\$1.32 million
	Implementation-Incentives	\$0.99 million	\$1.10 million	\$1.65 million
FULL	Program Development	\$1.21 million	\$1.54 million	\$1.76 million
	Implementation-Incentives	\$3.41 million	\$3.96 million	\$5.94 million



Initiative 5: Transit Tourism

Southern California is a global tourist destination, attracting over 50 million visitors annually and contributing over \$18 billion to the region’s economy. During the 2028 Games, Southern California residents and out-of-town visitors will want to travel to Olympic venues. However, many will also want to travel to other tourist destinations, including the Santa Monica Pier, Griffith Park, and Universal Studios.

Los Angeles is a major global tourist destination, attracting millions of visitors annually. The 2028 Olympics presents a unique opportunity to reduce traffic congestion and vehicle demand by encouraging visitors to use transit instead of rental cars.

Initiative 5 encourages residents and visitors to use public transportation to reach LA’s top tourist destinations. Promoting seamless, car-free travel experiences to key tourist destinations can alleviate pressure on the transportation system while making tourist trips more sustainable and enjoyable. With this initiative, Metro has a unique opportunity to reshape how residents and visitors access some of LA’s most famous attractions while reducing VMT. It includes:

- Partnerships with hotels and Airbnb/Vrbo hosts to promote transit, including advanced and in-room promotional materials and hotel concierge training.
- Partnerships and discount programs with transit-accessible tourist destinations.
- First-day free transit passes for visitors. Tourism ticket and transit pass bundling.
- Content and digital strategies to build awareness of car-free LA tourism.
- Employer TDM programs for hotel and tourism venue staff.

		Daily Travelers Benefiting:
PILOT PROGRAM	Hollywood/Walk of Fame, Hollywood/Western and Hollywood/Vine Stations	71,000
FULL PROGRAM	Eight top transit-accessible tourism destinations	427,000

		Travel Reduction Scenarios		
		Low (5-10%)	Medium (10-15%)	High (15-20%)
FORECAST TRAVEL REDUCTIONS				
PILOT	Annual Trips Reduced	609,000 – 1.2 million	1.2 – 1.8 million	1.8 – 2.4 million
	Annual VMT Reduced	19.3 – 38.6 million	38.6 – 57.9 million	57.9 – 77.3 million
FULL	Annual Trips Reduced	3.3 – 6.7 million	6.7 – 10.0 million	10.0 – 13.3 million
	Annual VMT Reduced	131.9 – 263.7 million	263.7 – 395.6 million	395.6 – 527.5 million
BUDGET REQUIRED				
PILOT	Program Development	\$360,000	\$540,000	\$720,000
	Implementation-Incentives	\$540,000	\$600,000	\$900,000
FULL	Program Development	\$660,000	\$840,000	\$960,000
	Implementation-Incentives	\$1,860,000	\$2,160,000	\$3,240,000

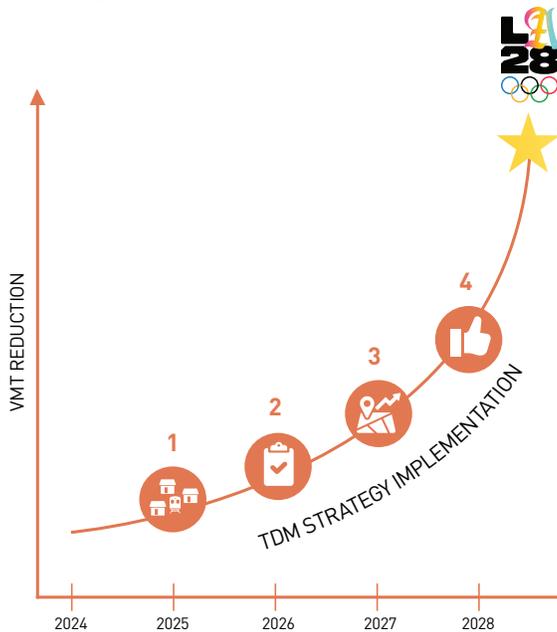
Turning Ideas into Action

Executing the TDM Strategy is the most critical step in achieving measurable progress. This strategy isn't just a plan—it's a roadmap for driving real change through thoughtful implementation.

Two key principles guide execution

- 1. Place-Based Solutions:** Programs are designed for specific locations in the county, ensuring initiatives address local realities and maximize impact. The strategy achieves results more efficiently by starting where success is most likely.
- 2. Continuous Improvement:** Initiatives begin as small pilots, gathering data to refine and enhance programs. This build-test-scale approach ensures each initiative is scalable, cost-effective, and proven before expanding countywide.

Scaling for Success



1. Start local



3. Scale up



2. Test and refine



4. LA28 ready

The Time to Invest in LA's Mobility Future Is Now

The TDM Strategy's framework and implementation approach are its driving forces. Together, they provide the structure, flexibility, and tools to turn a bold vision into measurable outcomes.

The promise of this strategy cannot be realized without the resources to implement it.

The budgets outlined in this document provide a roadmap for investment, showing how targeted funding directly correlates to measurable reductions in vehicle trips and improved mobility.

This is a rare moment for Los Angeles. The 2028 Games provide a unique catalyst to transform how the region moves, but seizing this opportunity requires action today. By aligning resources with this strategy, Metro and its partners can create a lasting legacy—one that benefits residents, businesses, and communities long after the Games have ended.

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Now is the time to act and secure the future of sustainable, connected mobility in LA County.

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The LA Metro TDM Strategy

A bold, people-first plan to help Angelenos accomplish more in their lives with fewer car trips.

Built on extensive research and shaped by community and stakeholder input, this strategy focuses on targeted, scalable programs that address real needs in local communities. It prepares Los Angeles for the 2028 Games while building a legacy of sustainable, accessible mobility for future generations.

“The TDM Strategy reflects Metro’s commitment to putting people first—helping Angelenos access opportunity while building a sustainable transportation future for LA.”

— Frank Ching, Deputy Executive Officer, Metro

Metro’s TDM Strategy is a living framework for action. Designed for LA County but grounded in regional collaboration, it ensures that people traveling for work, recreation, and essential services are supported by coordinated efforts that cross city and county boundaries.

Metro is committed to sharing the ideas, tools, templates, and lessons learned from this TDM Strategy with local and regional partners. With a common belief in helping our region’s people make progress and our communities thrive, Metro is proud to be an innovative leader and collaborative partner.

Acknowledgments

Thank you to the regional partners who contributed to the *LA Metro TDM Strategy*.

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