Moving People Forward

LA Metro TDM Strategy

Metro®

Acknowledgments

Thank you to the project team and regional partners that contributed to the *LA Metro TDM Strategy.*

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TDM Strategy Context and Process

Los Angeles County is on the verge of transformation.

The 2028 Olympic and Paralympic Games present a once-in-a-generation opportunity.

The Games offer a unique chance 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. They are a springboard—a way to capture the public's attention and use this moment to build a better LA.

The Transportation Demand Management (TDM) strategy taps into this opportunity to reshape mobility in ways that make life easier for everyone. But it's about more than just reducing car trips—it's about helping people move forward in life. Whether it's finding new ways to simplify daily routines, exploring closer or more convenient options for errands, or embracing smarter alternatives to driving, this strategy offers more choices, greater flexibility, and fewer reasons to depend on a car.

The TDM Strategy moves people forward—not just physically, but in their ability to get more things done with fewer car trips.

The goal is simple: help people achieve more with less driving, whether they are heading to work, running errands, or enjoying time with family and friends.

People don't just take trips—they pick up their kids, run errands, visit friends, and go to work.

Transportation systems allow people to make progress in their lives, and this strategy is about creating a system where that progress isn't always dependent on a car.

The Power of This Moment

LA is at a pivotal moment in its history. The 2028 Olympics are more than just an event—they are an opportunity to create a transportation system that works for everyone. By thinking ahead and acting now, the region can build a mobility future where people move more freely and make progress more easily.

This is about more than just the Games—it's about creating a lasting impact. It's about building systems and habits that will benefit residents long after the final Olympic torch is extinguished.

"The 2028 Olympics aren't just a moment in time—they're a chance to build lasting mobility systems that make LA better for everyone."

What is TDM?

Transportation demand management, or TDM, sees transportation systems through a demand-side lens—from the point of view of the people that use these systems.

This people-first viewpoint means that TDM programs help people get things done more easily—whether that is running errands, going to work, or spending time with family and friends. TDM programs offer more convenient ways to accomplish daily tasks, like discovering services closer to home, combining trips to save time, choosing more efficient travel modes, or finding ways to get things done without leaving home.

By helping people make progress in their lives without always relying on cars, TDM accelerates the shift to non-driving modes, reducing congestion, improving air quality, and making transportation systems more efficient for everyone.

Connecting to Metro Vision 2028

The TDM Strategy plays a crucial role in helping Metro achieve the ambitious goals laid out in Metro Vision 2028. At its core, this strategy connects the dots between Metro's core services—like buses, trains, and micromobility options—and the people who rely on them. (see Figure 1)

Vision 2028 has five goals:

> Provide high-quality mobility options that enable people to spend less time traveling.

> Deliver outstanding trip experiences across the transportation system.

> Enhance communities and lives by improving mobility and access to opportunity.

> Transform LA County through regional collaboration and leadership.

> Ensure responsive, accountable, and trustworthy governance.

The TDM Strategy is essential to achieving these goals. By empowering residents to discover new mobility options, making transit more accessible, and reducing car dependency, the strategy can help people make progress in their lives—while moving LA closer to the future Metro envisions.

Figure 1

TDM Strategy Alignment
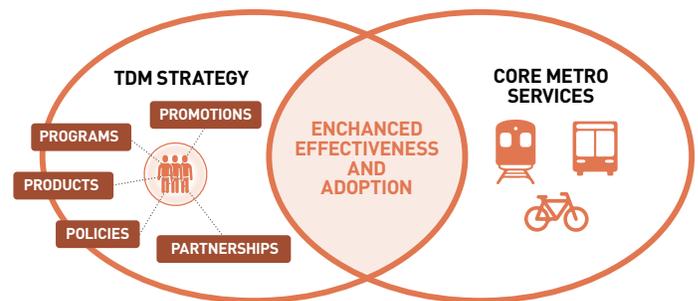
TDM Strategy Purpose

This TDM Strategy is more than a plan to reduce traffic—it is a blueprint to help people and communities thrive.

The key aims of the TDM Strategy:

> **Helping people make progress:** The strategy offers practical, tailored solutions that help people get more done in their lives with less driving, offering more convenient ways to meet daily needs without relying on cars.

> **Reducing VMT and trips:** Instead of solely encouraging people to change habits, the plan makes alternative modes of transport—walking, biking, and transit—more convenient, reducing the need for car trips and easing congestion across the county.

> **Preparing for the 2028 Olympics:** By leveraging this global event, the region can create lasting systems that will benefit LA residents long after the Games are over, ensuring a legacy of improved mobility and reduced dependence on cars.

> **Enhancing the effectiveness of other LA Metro programs:** The strategy supports Metro's core services, amplifying the impact of buses, trains, and shared mobility options, making them more accessible and useful for more people.

> **Creating an actionable framework for regional TDM partners:** This strategy has a bias toward action and collaboration. The strategy aims to give cities, community groups, transit agencies, and employers the tools they need to implement effective TDM strategies and build a more mobile, connected future.

TDM Strategy Guiding Principles

The guiding principles shape every aspect of the TDM Strategy, ensuring that it remains responsive to LA's changing needs and focused on the future:

> **Address long-term transportation shifts:** The strategy is not just responding to today's challenges; it anticipates the ways transportation patterns are evolving and creates solutions that work for the long term.

> **Enhance regional mobility:** The strategy enhances access to high-quality mobility options across LA County, ensuring that every community can benefit.

> **Streamline the multi-modal user experience:** The strategy creates a people-first approach. Whether it's riding the bus, biking, or walking, every step of the journey should be smooth, convenient, and enjoyable. By prioritizing the user experience, the strategy aims to make transportation not only more accessible but also a more positive part of people's daily lives.

> **Build flexibility into TDM implementation:** The strategy prioritizes strategic ideas that can be adapted over time. It will use data to inform continuous improvement, ensuring that the plan can evolve based on real-world insights and changing circumstances.

> **Collaborate regionally:** While this strategy is for LA County, its implementation is designed to create new programs and best practices to be shared with local and regional TDM stakeholders.

> **Ensure equity in TDM implementation:** Equity means more than equal access; it's about addressing racial, socioeconomic, and geographic disparities to ensure fair opportunities for everyone. The strategy tailors TDM strategies to meet the unique needs of different communities, providing mobility options that empower residents to reach jobs, schools, and essential services regardless of where they live or their economic background.

Approach to Equity

Equity is at the core of Metro's mission to create a transportation system that serves everyone, regardless of where they live or how much they earn. TDM is a key part of this effort, ensuring that all communities—not just those with easy access to transit—benefit from the new mobility options and programs.

In LA County, not all neighborhoods are built the same. Some areas have great transit access, walkable streets, and local shops and services. Others depend heavily on cars to get around because there are fewer nearby amenities, and transit options can be limited or unreliable. This inequality in mobility choices creates unequal opportunities for people to make progress in their lives, adding stress, higher costs, and less access to jobs, education, and community.

What is equity?

Equity is both an outcome and a process to address racial, socioeconomic and gender disparities, to ensure fair and just access – with respect to where you begin and your capacity to improve from that starting point – to opportunities, including jobs, housing, education, mobility options and healthier communities. It is achieved when one's outcomes in life are not predetermined, in a statistical or experiential sense, on their racial, economic or social identities. It requires community-informed and needs-based provision, implementation and impact of services, programs and policies that reduce and ultimately prevent disparities.

What does equity mean in the context of TDM?

Equity in TDM means ensuring that everyone has the opportunity to:

> **Access quality transportation options:** Providing more ways for people to travel—whether by walking, biking, transit, or shared mobility options—especially in areas that are underserved by transit or lack safe, walkable streets.

> **Reduce the cost of getting around:** People in low-income communities often spend a higher proportion of their income on transportation. Through programs like discounted transit passes, carpool incentives, and shared mobility options, TDM aims to reduce this burden.

> **Connect to essential services:** Not everyone can easily reach jobs, healthcare, or schools. The five TDM initiatives in this strategy target specific areas and communities, ensuring that everyone has better access to the places they need to go.

How the TDM Strategy supports equity across LA County

The five initiatiatives in this strategy are specifically designed to meet the unique needs of different parts of the county, ensuring that no matter where someone lives, they can benefit from the programs. Some communities may need better access to shared mobility services, while others may need safer routes to schools or more transit options for daily errands

By aligning initiatives to the context and needs of each area, the strategy positions TDM programs to provide the best-fit support possible in every area.

"Equity means making sure that everyone, no matter where they live, has the mobility options they need to move forward in life—without relying solely on a car."

TDM Strategy Development Process

To build a comprehensive and impactful TDM Strategy, the project team undertook a rigorous research and analysis process. This ensured an approach that was grounded in data and aligned with the real needs of LA County's diverse communities. The development process consisted of five key elements:

1. **Regional transportation audit:** A thorough analysis of travel patterns and trends, particularly considering post-pandemic shifts.

2. **Inventory of current TDM programs:** A comprehensive review of existing TDM efforts and resources within LA County.

3. **Stakeholder consultation:** Engaging cities, transit agencies, TMAs, and other key partners to gather insights and feedback.

4. **Regional TDM assessment:** A SWOT analysis of current strengths, weaknesses, opportunities, and threats to TDM implementation.

5. **Innovations in behavior change for TDM:** Research into cutting-edge behavioral science to inform strategies that support long-term behavior change.

Together, these steps provide the foundation for a robust and responsive TDM Strategy that addresses the immediate and long-term transportation needs of LA County.

1 Regional Transportation Audit: A Comprehensive Look at Evolving Mobility in LA County

To shape a robust and effective TDM Strategy, the project team conducted an extensive audit of the transportation landscape in Los Angeles County. This audit focused on understanding current travel patterns, evaluating the state of mobility options, and identifying opportunities for improving transportation equity and efficiency across the region. With post-pandemic travel behaviors in flux and socioeconomic shifts redefining mobility needs, the audit served as a critical foundation for the TDM Strategy. It offered a detailed understanding of where the region stands, and the evolving challenges faced by its residents.

The audit identified several core areas essential to the success of the TDM Strategy:

> **Changing travel patterns and regional transportation priorities:** The audit analyzed both pre- and post-COVID travel behaviors, revealing significant shifts in commuting and leisure trip patterns. For instance, employment hubs like Downtown Los Angeles saw a decline in daily commute trips, while suburban and outlying areas, such as the northern and eastern parts of the county, experienced longer trip distances due to changing work-from-home dynamics and shifts in residential preferences. These new patterns emphasize the need for a TDM strategy that reflects the evolving mobility preferences of residents, especially as commuting is no longer the predominant trip type.

> **Equity and socioeconomic data analysis:** Equity was a critical focus of the audit, highlighting disparities in transportation access across the county. The audit used equity indices to identify areas where transportation options are scarce or unreliable, and where residents are highly dependent on cars due to limited alternatives. Communities in South LA, the San Gabriel Valley, and rural areas often face the most significant transportation barriers, spending a disproportionate amount of their income on transportation or dealing with inadequate transit infrastructure. These findings shaped our approach, ensuring that the TDM Strategy addresses the unique needs of low-income and marginalized communities by prioritizing equitable access to transportation solutions.

> **Post-pandemic shifts in travel behavior:** The COVID-19 pandemic fundamentally altered how people travel in LA County. The audit found a marked increase in non-commute trips, particularly for recreational and leisure activities, while traditional work commute trips declined. Suburban and outlying areas showed increased demand for longer trips as residents sought essential services and leisure activities further from home. This evolving landscape highlights the need for adaptable, demand-responsive transportation solutions that reflect the current mobility needs of LA County's residents. TDM interventions must now focus on improving flexibility and access to diverse transportation modes beyond the traditional commute framework.

> **Inventory of transit services and gaps:** The project team conducted a comprehensive inventory of Metro's transit services—including rail, bus, and on-demand services such as Metro Micro. The audit identified significant transit gaps, particularly in suburban and rural parts of the county. While upcoming Measure M projects, including the expansion of Metro's rail and bus rapid transit lines, will help address some of these gaps, many areas will still face barriers to accessing reliable public transportation. The TDM Strategy seeks to bridge these gaps by introducing on-demand shared ride programs and rethinking access to key destinations such as schools, job centers, and healthcare facilities.

> **Land use and access to key destinations:** The audit revealed significant variations in how well different areas of the county connect to major destinations. Central Los Angeles and other high-density regions have stronger transit connections to employment centers, parks, and cultural hubs. In contrast, suburban and rural areas show weaker connections, underscoring the need for land use reforms that foster walkable, transit-friendly environments. Los Angeles County dedicates over 200 square miles—14% of its incorporated land—to parking, surpassing the 140 square miles used for streets and freeways. This heavy reliance on parking infrastructure underscores the urgent need for land use reforms that prioritize active and sustainable transportation options.

Key Findings and Opportunities

The transportation audit produced critical findings that now guide the TDM Strategy's priorities:

> **Shift in travel patterns:** With reduced commute trips and an increase in non-commute travel, TDM solutions must now focus on addressing diverse travel needs beyond traditional work commutes.

> **Equity gaps:** Many low-income and underserved communities face transportation barriers that must be addressed through targeted TDM interventions.

> **Post-pandemic flexibility:** Changing trip patterns highlight the need for adaptive transportation solutions that meet the diverse needs of a post-pandemic world.

> **Transit gaps:** Despite significant public transit infrastructure, many areas remain underserved, particularly in suburban and rural regions.

These findings are foundational to our TDM Strategy, helping prioritize initiatives that address the greatest needs while aligning with Metro's long-term goals.

For a more detailed breakdown of the audit's data, findings, and maps, see Appendix 1.

2 **Inventory of Current TDM Programs**

A regional TDM inventory summarized the available TDM programs, policies, and key players across LA County. This included all relevant plans, policies, and services that support TDM efforts, along with tools and apps offered by transit agencies. By mapping out the TDM landscape, the project team gained a full picture of the resources and initiatives currently in place to shape our strategy moving forward.

Planning Landscape and Existing TDM Plans

The inventory identified key TDM plans across the region, providing insight into how various areas are working towards TDM expansion. Specifically, the review focused on plans from agencies such as SCAG (Southern California Association of Governments), LADOT (Los Angeles Department of Transportation), and OCTA (Orange County Transportation Authority. Out of the ten plans identified, common recommendations included requirements for new developments to incorporate TDM strategies, the implementation of mobility hubs, goals to reduce single-occupant vehicle use, and TDM programs such as transit pass subsidies, rideshare parking, and end-of-trip facilities for cyclists.

TDM Policies and Regulations

The audit examined how regional policies impact the delivery of TDM programs. This included employer requirements to collect and report commuting data and new development mandates requiring programs and infrastructure that reduce single-occupant vehicle trips. For instance, the South Coast Air Quality Management District's (AQMD) Rule 2202 mandates that employers with over 250 employees implement strategies to reduce mobile source emissions from commutes. Additionally, cities like Beverly Hills, Burbank, Culver City, El Segundo, and Pasadena have adopted prescriptive TDM ordinances focused on reducing traffic congestion and improving air quality.

TDM Programs Across Southern California

The inventory also covered a wide range of TDM programs within LA County and beyond, including Ventura, San Bernardino, Riverside, and Orange Counties. These programs, run by transportation management associations (TMAs) and other organizations, offer services such as employer program facilitation, shuttle operations, public outreach, real-time travel information, park-and-ride lots, and support for compliance with regulatory requirements like Rule 211 and Rule 2202.

Transit Agencies and Services

Nearly 50 active transit agencies were identified as part of the inventory. These agencies vary widely, from local fixed-route bus operators like Santa Monica's Big Blue Bus, to national passenger rail providers like Amtrak. Some offer smaller, specialized services, such as the Angels Flight funicular, while others provide on-demand or dial-a-ride services. While many agencies are publicly operated, others are run by private companies funded by municipal or a mix of private-public sources.

Rider Tools and Travel Planning Applications

Acknowledging the tools that make travel planning easier for riders, the inventory also covered a variety of apps and web-based platforms that support multi-modal trip planning, ride matching, real-time arrival info, and fare payment. For example, Metro's suite of apps includes the Metro Vanpool, Bike Share, and Metro Micro apps, along with their fixed-route service app that provides real-time bus and rail arrival predictions. Other noteworthy tools include SoCal 511, which offers regional travel alerts, trip planning, and ride-matching services. Third-party tools like Google Maps, Apple Maps, Moovit, and Transit provide similar services across various platforms and regions.

Other Mobility Providers

The inventory extended beyond public transit services to include private mobility providers such as Zipcar (carshare), Commute with Enterprise (vanpool services), and Transportation Network Companies (TNCs) like Uber and Lyft. On-demand shuttle and microtransit services, such as Metro Micro and Inglewood Iride are essential components of LA County's transportation landscape.

Programs Supporting TDM and Senior Services

Several supportive programs were identified, including LADOT's Universal Basic Mobility Pilot, which is testing new ways to expand travel options for residents. The Go Human Campaign, aimed at reducing traffic collisions across Southern California, was another notable program. Furthermore, many TDM programs cater specifically to older adults, offering preferential parking, taxi/shuttle services, and transit information programs throughout the county.

3 Stakeholder Consultation

The project team initiated the TDM Strategy with a thorough stakeholder consultation process, listening to diverse voices. Through targeted interviews and surveys, the team gathered invaluable insights from both internal and external stakeholders, shaping the direction of the strategy and identifying key opportunities for collaboration and improvement.

INTERVIEWS

Stakeholder engagement began with a mapping exercise to identify key groups and individuals who would provide critical input. During the summer and fall of 2023, the project team conducted in-depth interviews with both internal Metro departments and external municipal partners.

Internal Stakeholder Interviews:

The project team conducted ten one-on-one meetings with various Metro departments to discuss the challenges and opportunities surrounding TDM, as well as potential synergies between their work and the TDM strategy. These departments included Shared Mobility, TAP, Bus Operations, Rail Operations, the Office of Strategic Innovation (including the Vision 2028 Team), GIS, Mobility Corridors, Transit-Oriented Communities, and First/Last Mile.

The primary needs identified by internal stakeholders were grouped into three main areas:

> **Developing a TDM vision:** Stakeholders emphasized the need for a clear regional vision for TDM, with Metro playing a leadership role in creating a roadmap for the county's TDM efforts.

> **Securing TDM funding**: Stakeholders made a strong call for more sustainable funding, both to expand internal TDM staffing and to provide financial resources for municipalities, tied to specific TDM metrics.

> **Enhanced coordination and collaboration:** Stakeholders pointed to the need for better collaboration across departments to avoid redundancy, as well as stronger inter-agency coordination between Metro and municipalities.

External Stakeholder Interviews:

The project team engaged municipalities from across LA County, focusing on cities of different sizes, locations, and TDM experience levels. The cities involved in interviews were Los Angeles, Culver City, Long Beach, Glendale, El Segundo, Downey, Palmdale, San Fernando, Torrance, and West Covina. These conversations provided an opportunity to understand the local challenges and needs related to TDM implementation.

Key needs identified by external stakeholders included:

> **Sustainable TDM funding:** Cities expressed the need for consistent, reliable funding for TDM programs, particularly smaller municipalities, which require funding sources without a local match.

> **Regional information and support:** There was strong interest in receiving regionally tailored TDM information, including technical support, policy guidance for ordinance adoption, and resources for outreach and education.

> **Improved coordination:** Many cities expressed a desire for better collaboration with Metro at the regional and subregional levels, especially around a unified TDM vision.

> **Political support:** Stakeholders highlighted the need for political backing to overcome local resistance to change, with many seeing Metro as a potential leader in garnering this support.

Given the recurring stakeholder desire to better understand TDM funding opportunities, this document includes a short summary of current federal and state funding sources that can support TDM programs. **This is included as Appendix 2.**

SURVEYS

In addition to the interviews, the team distributed a survey to cities, transit agencies, TMAs, and councils of governments (COGs). The survey focused on identifying existing TDM programs, understanding the barriers to implementation, and exploring how Metro could assist in advancing TDM across the region. 28 organizations completed the survey.

Key survey findings aligned with those from the interviews:

> **Funding needs:** Nearly all cities and TMAs reported a strong need for ongoing TDM funding. Smaller cities were particularly vocal about the need for funding that does not require matching local contributions.

> **Regional resources:** Respondents expressed a desire for regionally tailored resources, including TDM incentives and information specific to individual cities. There was also interest in shared services, such as regional travel demand data platforms and educational support.

> **Collaboration and coordination:** Many stakeholders saw a need for stronger coordination between Metro and local governments, with several identifying Metro as a critical partner in helping to shape a cohesive TDM vision at the regional level.

> **Political support:** Consistent with the interview findings, stakeholders expressed a desire for Metro to take a leadership role in building political support for TDM, particularly in areas where local resistance has slowed progress.

Through this comprehensive stakeholder consultation process, the project team gained a clear understanding of the needs and priorities across LA County. These insights have been critical in shaping a TDM strategy that reflects the realities on the ground while aligning with Metro's long-term goals.

4 Regional TDM Assessment

The project team compiled the data from the regional transportation audit, TDM inventory, and stakeholder consultation to develop a comprehensive assessment of strengths, weaknesses, opportunities, and threats related to TDM in the region.

This analysis classified strengths, weaknesses, opportunities, and threats into three key categories: resources, relationships, and results. Strengths were defined as current internal advantages that can be leveraged, while weaknesses represented internal limitations. Opportunities were external forces that Metro could capitalize on, and threats were potential obstacles to TDM success.

Below is a summary of the findings by category.

STRENGTHS

Metro's commitment to TDM initiatives, supported by knowledgeable staff and strong GIS capabilities, is a core strength. Success in securing grants for innovative projects and a proven track record of employer and commuter support programs provide a strong foundation for future efforts. Strategic partnerships, brand recognition, and ongoing studies on TDM return on investment (ROI) position Metro as the regional leader in sustainable transportation. Key strengths are categorized as follows:

Resources
> Strong investment in Metro's TDM initiatives and supporting initiatives across various departments.

> Knowledgeable, enthusiastic staff with GIS support for data-driven planning and implementation.

> Proven success in securing grant funding for projects like travel behavior pilots and Olympic mobility hubs.

> Robust employer and commuter support programs, including ride matching, Guaranteed Ride Home (GRH), vanpool subsidies, and telecommute policies.

> Free and discounted pass programs with strong potential for promotion.

> Travel behavior change pilots have gained public attention and resources, creating opportunities for future funding.

Relationships
> Metro has a strong brand as a transportation leader in the region.

> Established relationships with employers through the rideshare program.

> Strong ties with county departments such as Parks and Recreation and Health Services.

> Olympic Games planning fosters collaboration across Metro departments and external stakeholders.

> New relationships, such as the Go Pass initiative with LA Unified School District, offer leverage for future TDM programs.

> Partnership with community-based organizations (CBOs) supports low-income fare program (LIFE) enrollment, providing a model for further TDM outreach.

Results
> Travel behavior change pilots are evaluating the ROI of various TDM measures, with early success from the One Less Car campaign showing 90% of participants did not use their second car.

> Regular customer experience surveys of transit riders provide valuable data.

> South Coast AQMD requirements set expectations for employer data collection, supporting TDM goals.

WEAKNESSES

Support for TDM initiatives fluctuates based on board and senior leadership priorities, which creates challenges in securing consistent funding and understanding what it takes to manage effective TDM programs. TDM also competes with capital projects for funding, while current tools and services are inadequate for achieving significant mode shifts. The lack of coordination between departments and with external partners further hampers progress. Key weaknesses are categorized as follows:

Resources
> Inconsistent support for TDM, with a lack of understanding about what it takes to run effective programs.

> TDM often competes with capital projects for funding, leading to resource shortages.

> Existing tools, services, and incentives are insufficient to achieve large-scale mode shift and trip reductions.

> TDM has traditionally focused on commute trips, which make up less than 25% of all trips.

> External partners, like TMAs, lack sustainable funding to implement TDM at the necessary scale.

> Southern California TMAs receive no ongoing government funding, unlike TMAs in 57% of other regions across the US.[1]

Relationships
> Many TDM-related projects operate in silos within Metro and across the region, limiting collaboration.

> Metro departments lack coordination in their interactions with municipal partners.

> Metro does not regularly engage cities about their TDM needs and goals.

> In the absence of funding or resources, TDM partners have limited motivation to collaborate with Metro.

> Metro has not yet established relationships with stakeholders in non-commute sectors such as tourism, recreation, education, and goods movement.

Results
> Metro lacks systems to track and publicly report the impacts of its TDM programs.

OPPORTUNITIES

The upcoming 2028 Olympic Games provide a unique opportunity to invest in TDM initiatives that benefit the region long-term. Future funding for TDM programs regional collaboration, and stronger coordination with internal and external stakeholders offer promising opportunities. There is also significant potential to expand TDM into underserved markets, align TDM with capital project development, and enhance Metro's leadership role in regional sustainability efforts.

Resources
> The Olympic Games present a key opportunity to invest in TDM, benefiting both the Games and the region's legacy programs.

> Future VMT mitigation funding could provide a dedicated source for TDM projects.

> Regional resources, like the 511 rideshare database, offer a foundation for expanded TDM services.

> Opportunities exist to partner with Metro's Office of Strategic Innovation (OSI) on grant funding for TDM research and pilot programs.

Relationships
> Internal and external stakeholders are calling for a unified TDM vision and increased coordination across the region.

> Municipalities are looking to Metro for resources to help implement TDM at the local level.

> TDM can help underserved communities and broaden Metro's reach with transit-poor municipalities.

> New collaborations with SCAG on their upcoming TMA study present additional opportunities.

> The Olympics provide a chance to engage non-commute markets, such as tourism and recreation.

Results
> The Olympics trip reduction goal elevates the importance of TDM and creates a legacy opportunity for the region.

> Linking TDM with capital project development and funding offers potential for greater integration and impact.

> There are untapped markets for TDM in sectors like school-based transportation, goods movement, and visitor trips.

THREATS

The absence of sustainable funding poses a significant threat to regional TDM implementation. Additional challenges include alignment with broader equity goals, delays in Olympic-related projects, political opposition, and safety concerns. External factors such as high gas prices, remote work trends, and abundant free parking also present significant barriers to TDM success.

[1] - Association for Commuter Transportation, 2019 TMA Survey.

Resources

> Securing sustainable funding for regional TDM efforts remains a major challenge.

> Privacy, security, and legal barriers complicate offering tailored incentives to individuals.

> Failure to complete key projects before the Olympics could undermine public trust.

> High turnover among private mobility partners, such as scooter and car share companies, may affect service reliability.

Relationships

> Increased political opposition to non-vehicular travel initiatives could threaten TDM funding and implementation.

> Safety and security concerns, whether real or perceived, could deter transit ridership long after issues are resolved.

> Lack of coordination with municipalities and other stakeholders would impede regional progress.

Results

> High levels of cash fare payment hinder Metro's ability to reach riders through digital tools and pass programs.

> Continued remote work and flexible schedules could reduce the viability of carpooling and vanpooling.

> Abundant and free parking counteracts incentives to use sustainable transportation modes.

> Failure to achieve Olympic-related trip reduction goals would damage TDM's credibility and threaten legacy outcomes.

5 Innovations in Behavior Change for TDM

One of the most powerful tools in shaping how people travel is understanding how people discover and adopt new mobility options to get more things done in their lives.

For the project, the team researched new innovations in behavior change to inform the strategy. This covered more than 20 studies from the transportation, public health, energy, and water efficiency fields. The project team explored how

behavior change frameworks, intervention designs, and heuristics—mental shortcuts that simplify decision-making—are used successfully in these areas.

This research phase uncovered key insights into how people make decisions about their daily travel—often influenced by factors like convenience, habits, social expectations, and the options they believe are available. The research centered on how to use these insights to help people make real progress in their lives. Whether it is choosing more efficient routes, combining trips, or simply realizing they can get things done in new ways, behavior change should be about empowering people with choices that make their lives easier and more flexible.

At the heart of this approach is the idea that sustainable travel should not be a burden or a sacrifice—it should feel natural. By first understading what truly motivates people and what barriers hold them back, the strategy is able to design interventions that make choosing better travel options the easy, obvious choice.

Key ideas applied in this strategy include:

> **Behavior design:** Identifying specific "behaviors we want to see more of" and understanding how to design environments that make those behaviors easier.

> **Simplicity:** People are more likely to act when the path is clear and easy. Instead of relying on motivation alone, this strategy prioritizes reducing the complexity of decisions and eliminating friction points that prevent people from making sustainable travel choices.

> **Habits:** Creating positive emotional experiences encourages habit formation, which is crucial for long-term change.

> **Tailored interventions:** One size doesn't fit all. Our strategy recognizes the diverse needs and circumstances across LA County and designs targeted solutions to fit the varying desires of different communities.

By embedding these behavioral principles, the TDM Strategy provides a strong foundation for helping people make better choices that reduce car reliance. This step in the process is a vital bridge between understanding human behavior and implementing practical TDM solutions.

Moving People Forward: The LA Metro TDM Strategy

The LA Metro TDM Strategy is a bold, people-first plan to help residents of Los Angeles make real progress in their lives by improving how multimodal transportation systems support them.

The TDM strategy is grounded in the extensive research outlined in the previous section. The project team studied travel patterns, engaged with diverse stakeholders, and examined the barriers residents face when trying to navigate the city. The strategy responds to the real needs of LA's communities, focusing on practical solutions that make it easier to move through the region while addressing broader regional goals.

Across LA's varied communities, the need is clear: people want better ways to accomplish their daily tasks. Whether it's finding new options for commuting, running errands more efficiently, or simply having the flexibility to explore their neighborhoods without relying on a car, the solution begins with making transportation easier, more accessible, and more tailored to local contexts.

The strategy is built on behavioral science principles that help people adopt new mobility options, creating lasting shifts in how they travel. It addresses not only physical infrastructure but also the habits, convenience, and value people attach to different modes of transport.

The TDM Strategy prepares LA for the future. With the 2028 Olympics approaching, the region has a unique opportunity to create lasting systems that will serve LA for decades to come.

The TDM Strategy Framework

The LA Metro TDM Strategy has three core components to fuel lasting change.

1. **3 Big Moves.** Three unifying, project-wide elements that strengthen and amplify the five individual initiatives (below). They include two elements that bring together and support TDM partners within Metro and across the LA region, and one direct-to-traveler digital platform.

2. **5 Initiatives.** The five core initiatives of the TDM strategy, each playing complementary roles and serving different target markets within the county.

3. **A Strategic Implementation Approach.** How the strategy is implemented matters. The recommended approach includes (1) aligning initiatives to best fit geographic locations within the county (i.e., place-based solutions) and (2) starting small, testing and refining, and then scaling with the help of regional partners (i.e., scaling for success).

Figure 2

The TDM Strategy Framework
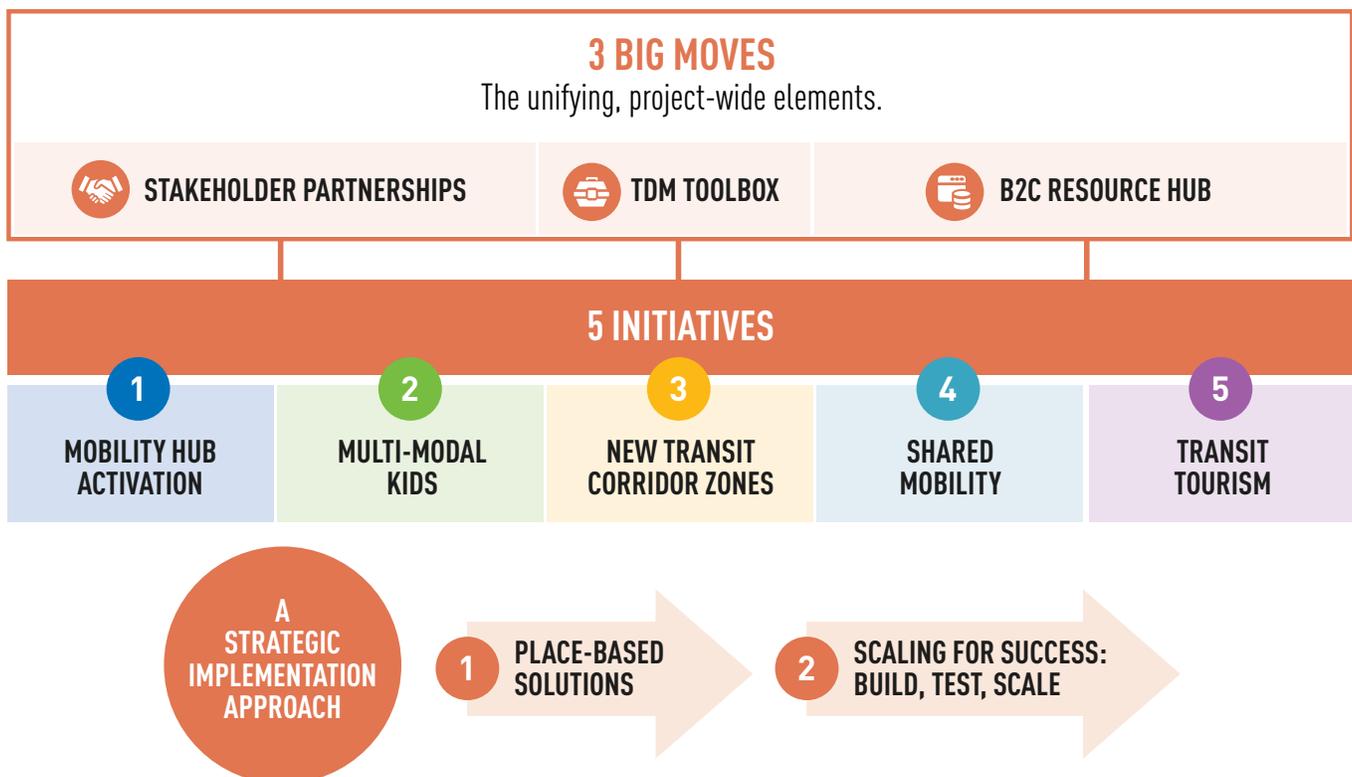
The 6 Ps Framework: Structuring the Strategy

To ensure all five initiatives in the strategy address the region's transportation needs holistically, each is structured with the "6 Ps" framework.

The entire framework revolves around the first of the Ps: People Making Progress.

From there, the other Ps ensure that every initiative is grounded in the realities of daily life, backed by the right partnerships, and built to grow and adapt over time.

The 6 Ps make certain the strategy isn't just a series of isolated programs, but a coordinated effort that links initiatives together. Using this framework consistently across all parts of the strategy creates a structure that allows for scalability, helps measure success, and ensures each action supports long-term goals.

Here's a quick overview of the **6 Ps**:

> **People Making Progress:** At the core of the strategy is helping people make tangible improvements in how they live, work, and connect with their communities. Every initiative is designed to give people better transportation options that help them save time, reduce stress, and engage more fully with their surroundings.

> **Programs and Partnerships:** TDM efforts are amplied by partnerships. Coordinating with regional and local organizations, businesses, and others, Metro ensures that initiatives have the support and reach they need to be successful. Collaboration is key to scaling efforts across the county and beyond.

> **Products and Services:** Providing practical tools and services makes it easier for people to shift to more sustainable forms of transportation. Whether it's a new mobility hub, a digital platform, or on-demand shared services, these products are designed to meet real needs in real time.

> **Promotions:** Outreach, marketing, and storytelling are essential to ensuring that people know about the new mobility options available to them. Promotions will make the benefits of these options clear and accessible, so residents can easily choose them over traditional car travel.

> **Policies:** Policy support is crucial to making the shift to sustainable mobility easier. Smart, coordinated policies make it simpler to walk, bike, and use transit, removing barriers and creating safer, more accessible streets for everyone.

> **Performance and Progress Tracking:** Metro is committed to measuring the impact of initiatives, tracking what is working and where improvements are needed. Tracking performance over time is essential to refining and scaling the programs that deliver the greatest benefits.

The 6 Ps framework allows the TDM Strategy to tackle current transportation challenges while also building a system that can evolve and grow over time

Figure 3
The 6 Ps Framework

The Big Moves: Unifying, Project-Wide Elements

To create a lasting impact, the TDM Strategy incorporates three big moves that tie everything together. These unifying, project-wide elements ensure the individual initiatives don't stand alone but are 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 are:

1. **B2B Partnerships:** Bringing together TDM stakeholders and external partners to create a unified network across LA County.

2. **B2B TDM Toolbox:** Providing centralized resources and tools for stakeholders to implement effective TDM programs locally.

3. **B2C Resource Hub and Backend Communications Engine:** Offering a comprehensive platform to connect residents with mobility options and collect valuable data for continuous improvement.

B2B Partnerships: Aligning and Supporting Stakeholders

One of the foundational elements of the strategy is building partnerships that connect internal Metro teams, external stakeholders, and regional partners to create a unified approach to TDM across LA County. These partnerships are vital because they allow project teams to align efforts, share resources, and scale solutions that serve both local and regional needs.

This is more than just collaboration—it's about creating the structural glue that helps TDM initiatives grow and multiply in effectiveness.

THREE LAYERS OF PARTNERSHIP

1. Internal Metro Partnerships: Aligning Departments for Greater Impact

> **Why it matters:** Metro has a range of departments working on solutions that align with TDM goals. By fostering stronger inter-departmental partnerships, the strategy creates opportunities for these teams to collaborate, share insights, and amplify each other's work.

> **Key departments:** The following Metro teams can significantly enhance their impact by aligning around TDM initiatives:

- Shared Mobility
- Transit-Oriented Communities
- First/Last Mile
- Rail Safety
- Parking
- Marketing and Customer Experience

> **Collaboration approach:**

- The inter-departmental teamwork approach should focus specifically on the five initiatives in this strategy.
- Stronger ties between internal teams will occur most effectively by working on actual initiatives together and learning by doing.

> **The impact:**

- This collaboration will help Metro enhance its internal tools and services. Pooling resources and expertise creates new opportunities to improve how programs serve the public.
- Aligning internal teams also ensures that Metro's collective impact is greater, delivering more cohesive and effective TDM programs to the people of LA County.

2. External Partnerships: Connecting Stakeholders Across the Region

> **Why it matters:** Beyond Metro, there are dozens of cities, agencies, and organizations working toward their own TDM goals. By acting as the connector—or "switchboard"—Metro can bring these stakeholders together, offering guidance, resources, and support to ensure their efforts align with a broader regional strategy.

> **Primary external stakeholders:** Our primary partners include:

- SCAG

- LA County's 88 cities

- Transit agencies

- TMAs

> **Secondary stakeholders:** Local groups like CBOs, homeowners associations (HOAs), businesses, and schools also play a critical role in delivering programs at the community level. They provide:

- Local knowledge and expertise that can tailor programs to community needs.

- Credibility within their networks, allowing programs to reach and engage more people.

- Financial contributions, such as subsidies for transit passes or micromobility options.

> **Metro's role as the switchboard:**

- Metro can provide personal connections, helping external partners navigate our organization and find the right resources or contacts within Metro. Sometimes, external stakeholders are unsure where to turn within Metro, and the TDM team can help streamline that process.

- This strategy recommends creating a **Regional TDM Working Group** that brings together stakeholders with a common purpose: progressing the five TDM plan initiatives and preparing for LA28. This working group won't meet for the sake of meeting—it will be action-oriented and primarily oriented around the initiatives in this plan.

> **The impact:**

- Partnerships are essential to building a regional strategy that isn't fragmented or siloed. Connecting external stakeholders to the right resources within Metro creates streamlined processes that remove barriers and accelerate progress.

- When regional obstacles, like wayfinding or permitting challenges, are addressed at the county level, Metro can create solutions that can be replicated locally. This ensures that effective practices can be used by multiple partners across the region, saving time and increasing efficiency.

3. The Benefits of Partnership: Compounding Success

> **Purposeful coordination:** The key to these partnerships is a shared, focused goal—delivering on the TDM strategy and preparing for the 2028 Olympics. Each partnership, whether internal or external, is not about collaboration for its own sake but about aligning efforts toward a clear, measurable purpose.

> **Strengthening Metro's reputation:** Helping stakeholders navigate the complexity of Metro's internal structure builds trust and credibility. Ensuring internal and external partners have a clear path to success strengthens Metro's reputation as a proactive, solution-oriented organization. This not only makes Metro a more reliable partner but also enhances its role as the central hub of TDM initiatives across the county.

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

Figure 4

TDM Partnerships

B2B TDM Toolbox

The TDM Toolbox is a critical tool for enabling regional stakeholders to scale the impact of the initiatives outlined in this strategy. Providing access to essential resources, templates, and training ensures TDM initiatives can be replicated and expanded across the county.

This toolbox is designed to not only support individual programs but also to create a framework for regional consistency and innovation.

CORE COMPONENTS OF THE TDM TOOLBOX

1. Centralized Online Resources

> **Why it matters:** Many regional partners, including cities, transit agencies, and local organizations, don't have the time or expertise to build TDM programs from scratch. The toolbox will provide a centralized hub where they can easily access ready-made tools, guides, and templates—all designed and tested by Metro. This eliminates the need for stakeholders to search online or navigate Metro's internal teams to find the resources they need.

> **What's included:**

- Guides and templates for program deployment (based on Metro's pilot projects).

- Practical tools and best practices for creating TDM programs that align with the five initiatives.

- Training materials that help stakeholders quickly implement effective programs.

> **The impact:**

- This centralized resource will help regional partners launch high-quality programs faster and with less effort, increasing the overall effectiveness and reach of TDM initiatives countywide.

2. Piloting and Refining Programs

> **Why it matters:** Metro will take the lead by piloting key TDM programs, refining them based on real-world data, and then scaling these proven programs through the TDM Toolbox. This ensures that every program is tested and optimized before being shared with regional partners.

> **How it works:**

- Metro will pilot programs in carefully chosen local areas, focusing on those that align with the five TDM initiatives.

- Once the programs have been tested, the refined approaches will be packaged into the toolbox as resources that regional partners can access and adapt for their own needs.

> **The impact:**

- By piloting and refining programs, Metro ensures that the initiatives shared through the TDM Toolbox are both effective and scalable. This creates a solid foundation for regional partners to adopt and implement these programs confidently, knowing they are proven to work.

3. Training and Capacity Building

> **Why it matters:** Scaling TDM programs requires more than just tools—it requires training and ongoing support for regional stakeholders. This component of the toolbox provides the necessary training for local partners to effectively implement Metro's programs and initiatives.

> **What's included:**

- Comprehensive training programs tailored to the five TDM initiatives, helping regional partners build the capacity needed to launch and sustain their own TDM efforts.

- Webinars, workshops, and training modules that provide in-depth guidance on how to use the resources in the toolbox.

- Where possible, Metro will offer grant funding to support the implementation of these programs, helping to remove financial barriers for local partners.

> **The impact:**

- Providing this training ensures that regional partners not only have access to the tools they need but also the knowledge and support to use them effectively. Building capacity across the county ensures that Metro's initiatives are scaled effectively, expanding their reach and impact.

"The TDM Toolbox provides regional partners with the tools and training they need to implement Metro's proven programs—creating a unified, scalable approach to transportation solutions."

BENEFITS OF THE TDM TOOLBOX

> **Alignment with regional goals:** Providing centralized tools and resources ensures that local TDM efforts are aligned with Metro's broader regional strategy. This creates consistency in how programs are implemented and helps focus innovation on regional priorities.

> **Leveraging local knowledge:** Regional partners have deep knowledge of their communities. Equipping them with tools, templates, and funding allows them to adapt Metro's programs in ways that meet local needs while still contributing to county-wide goals.

> **Fueling program expansion:** The toolbox will guide teams as they pilot and refine programs, so they can be deployed at scale across the region. This creates a system where local and regional programs feed into each other, expanding the reach and effectiveness of TDM initiatives exponentially.

B2C Resource Hub and Backend Communications Engine

The B2C resource hub and backend communications engine represent a vital foundation of the TDM Strategy, acting as the bridge between Metro, regional partners, and the residents of LA County.

This platform is designed to do more than provide information—it should offer a personalized, interactive experience that helps people discover better transportation options and makes it easier for them to integrate these solutions into their daily lives.

CORE FEATURES OF THE B2C RESOURCE HUB

1. Map-Based, Place-Based Discovery

> **Why it matters:** For many residents, the challenge isn't knowing about transit or mobility options in a general sense—it's understanding how those options fit into their specific day-to-day needs. The map-based tool provided by the resource hub addresses this by helping users discover local, context-specific places and mobility services that make sense for their unique circumstances.

> **What it offers:**

- An interactive, map-based discovery tool where people can explore new ways to get things done in their areas. This value-add tool will connect the dots between what you need to get done and the combination of destinations and travel options that can help you do that.

- This includes:

  1. Finding new, nearby destinations that can shift some trips much closer to home, making them far more feasible for walking, biking, or micromobility options.

  2. Finding new destinations reachable in a no-transfer transit trip.

  3. Zooming in to understand local transit and bike networks.

  4. Finding regional recreational and tourism destinations reachable by transit.

> **The impact:**

- This tool helps residents reimagine how they move around LA, making mobility choices more accessible and appealing by framing them around the activities and destinations that matter most.

2. Learning and Capacity-Building

> **Why it matters:** The hub isn't just about transportation information—it's about building capacity. By providing learning resources, the platform empowers users to upgrade their own knowledge of mobility options, helping them make more informed decisions over time.

> **What it offers:**

- Guidance on how to take advantage of local mobility options and use them efficiently.

- Training videos, including resources on buying a new bike, maintaining a bike, bike safety, understanding the basics of how to use transit, transit fare payment systems, understanding and using available incentive programs, and more.

- Video walk-throughs allowing people experience how different transportation work, building knowledge and confidence.

- Downloadable resources.

> **The impact:**

- Building confidence and self-efficacy is essential to truly supporting people.

3. Building a Community, Not Just a Campaign

> **Why it matters:** The resource hub isn't designed to be a one-time engagement tool. It's about building a long-term, ongoing relationship with users. Each interaction helps foster a community of engaged residents who are more likely to adopt sustainable mobility habits and stay connected to Metro's efforts.

> **What it offers:**

- A platform that compounds over time, building engagement rather than running isolated campaigns.

- A way to connect users to their communities and to each other.

- A space for collecting "stories of change" from users who have transformed how they get around.

> **The impact:**

- This platform ensures that Metro's outreach efforts are about long-term community-building, with data and feedback helping to track progress in real time.

CORE FEATURES OF THE BACKEND COMMUNICATIONS ENGINE

1. Unified Database for All Engagement

> **Why it matters:** The backend communications engine is the data powerhouse behind the resource hub. All user interactions with the website and any other campaigns will populate this central database, creating a unified view of user engagement across the region.

> **What it offers:**

- Every interaction with the website, as well as other Metro campaigns, is captured in one place.

- This allows for personalized and segmented communications, making it possible to engage users with content that's relevant to their specific needs and behaviors.

> **The impact:**

- This creates a continuous loop of engagement, where users aren't just interacting once but are kept in a personalized communication cycle that strengthens their relationship with Metro over time.

2. Baseline Data and Surveys

> **Why it matters:** To measure progress effectively, TDM programs need baseline data on how people currently engage with mobility options. The backend engine provides the structure to gather this data regularly, allowing for continuous improvement.

> **What it offers:**

- Baseline data collection from all new users, providing a starting point for measuring change.

- Quarterly surveys deployed to a sample of the database, giving project teams up-to-date insights into how mobility habits are shifting across the region.

> **The impact:**

- This provides accurate, relevant data, making it easier to refine initiatives and ensure they are making an impact.

3. Ready for LA28 and Beyond

> **Why it matters:** In preparation for the 2028 Olympics, the communications engine will provide a robust, owned audience for direct engagement. This first-party data is a critical asset in delivering personalized communications that drive behavior change.

> **What it offers:**

- A growing database of residents who are actively engaged in TDM efforts, creating an audience Metro can communicate with directly.

- A tool that regional partners can also use to gather insights and data for their local efforts, ensuring consistency in how TDM programs are tracked and scaled across LA.

> **The impact:**

- This system will be essential in the lead-up to LA28, allowing TDM teams to reach residents with the right information at the right time.

BENEFITS OF THE B2C RESOURCE HUB AND BACKEND COMMUNICATIONS ENGINE

> **Long-term engagement:** This platform creates a sustainable, ongoing relationship with users, ensuring that mobility solutions become a regular part of their lives.

> **Compounding progress:** By continually interacting with users and building a growing database of participants, the hub ensures that all TDM efforts feed into one comprehensive, long-term strategy.

> **Regional scalability:** The hub provides a resource that regional partners can leverage, allowing for localized engagement while contributing to a broader, regional TDM vision.

> **Owned audience:** Metro gains a direct line of communication with participants, allowing for personalized outreach and better engagement leading up to the 2028 Olympics and beyond.

"The B2C resource hub turns mobility options into daily habits, building long-term relationships with users and fueling ongoing engagement."

5 TDM Initiatives

The LA Metro TDM Strategy introduces five initiatives that bring targeted TDM solutions to the places they are needed most and will work best.

The five initiatives are:

1. Mobility Hub Activation and Community Engagement

2. Fostering Multi-Modal Kids for the Future

3. New Transit Corridor Zones

4. On-Demand Shared Mobility

5. Transit Tourism

Each of the initiatives have the following structure:

1. How the initiative helps people make progress

2. Where to use the initiative, including:
   - Target trip types
   - Target trip locations

3. Initiative details presented in three tiers:
   - Unifying project-wide elements
   - Initiative-specific elements
   - Upgrade elements

4. How the initiative reduces vehicle demand and prepares the region for LA28

Each part of this structure is briefly below.

How The Initiative Helps People Make Progress

At the core of every initiative is the simple idea of helping people make progress in their daily lives. Whether it's getting to work, school, social events, or essential services, the initiatives are designed to provide better, more sustainable ways to get things done. By improving mobility options, the initiatives help residents live more efficiently, reduce stress, and spend less time in traffic.

Each initiative starts by solving a real transportation problem for the people of LA, making it easier to get around without relying on a car. This is key to achieving Metro's Vision 2028: ensuring mobility options support not only travel needs but also overall quality of life, physical health, and economic opportunity.

"Each initiative begins with one simple goal: helping people get more done with less reliance on cars."

Where to Use This Initiative

The five initiatives collectively offer diverse solutions to the varied contexts and needs of different parts of LA County.

This means that not every initiative will make sense in every area.

A central tenant of the TDM Strategy is to apply the right initiative to the right area. This ensures they will:

> Address the most pressing mobility challenges of that area.

> Have the maximum success, and therefore the maximum impact.

Therefore, each initiative details two things to consider in determining where it should be applied:

> **Target Trip Types:** These are the kinds of trips each initiative aims to improve. Whether it's getting kids to school, commuting to work, or running errands, each initiative focuses on making these essential trips easier and more sustainable.

> **Target Locations:** Strategically chosen location based on factors like access to transit, walkability, and density. These are the areas where the initiatives can have the biggest impact—places where better mobility options can truly make a difference in people's daily routines.

"Our five initiatives bring the right solutions to the right places, ensuring residents can live better, car-free lives while preparing the region for the Olympics."

The Three Tiers

Each initiative is built using three tiers. This creates consistency across all five initiatives while allowing project teams to customize solutions for each community's specific needs.

Here's how it works:

UNIFYING PROJECT-WIDE ELEMENTS

> These are the strategic "big moves" covered in the last section.

INITIATIVE-SPECIFIC ELEMENTS:

> These are tailored solutions unique to each initiative, addressing the specific challenges of that area. Some of these elements appear across multiple initiatives (see next page for more).

UPGRADE ELEMENTS:

> These are optional enhancements that can further expand or improve an initiative if additional funding or resources become available. These elements allow project teams to scale successful efforts and increase the overall impact.

BUILD ONCE, USE TWICE

While each initiative focuses on different areas and needs, some of the "Initiative-Specific Elements" are repeated across more than one initiative.

This means investments in developing systems, templates, and tools for these elements can be done once, and then applied to support more than one initiative.

As you read through the initiatives, look for the "copy" icon as a reminder of these "build once, use twice" ideas. In many cases, they are used more than twice!

Here's a quick look at the key elements that appear across initiatives:

1. **Personalized Residential Engagement:** Reaching out directly to individual households with information tailored to their specific travel patterns, neighborhood characteristics, and local resources.

2. **Location-Targeted Digital Marketing:** Customized digital outreach campaigns designed to promote non-driving transportation options in specific neighborhoods.

3. **Direct Mail Marketing:** Personalized campaigns designed to directly engage residents with messages about transit, walking, and biking.

4. **Real Stories, Real People**: A storytelling campaign featuring real residents who have successfully adopted walking, biking, or transit, showing others that change is possible.

5. **Bike and Micromobility Education Programs:** Hands-on training and resources that promote safe, confident use of bikes and scooters.

6. **TAP Discount Destinations Map:** Highlighting cultural, recreational, and business destinations that offer discounts for TAP card users, encouraging transit use.

7. **Employer Engagement:** Involvement of businesses in promoting non-driving options like carpooling or transit for employees, helping reduce vehicle demand.

8. **Business Transit Pass Programs:** Partnerships with local businesses to offer discounted or bulk transit passes to employees.

Repeating these successful strategies across multiple initiatives creates a more efficient and impactful system.

How the Initiative Reduces Vehicle Demand and Prepares LA for LA28

By helping people shift to walking, biking, taking transit, or sharing rides, these initiatives directly reduce the number of car trips across LA County. This reduction in VMT not only relieves congestion but also decreases emissions and helps LA move toward a more sustainable transportation system.

Preparing for LA28, the initiatives aim to reduce background vehicle demand in anticipation of the increased travel needs during the 2028 Olympics. A key part of this strategy is ensuring that LA County residents, local businesses, and visitors are well-versed in using non-driving modes of transportation well before the Games. By starting these efforts now, this strategy creates the infrastructure, habits, and systems needed to ensure a car-free Olympics.

Initiative 1: Mobility Hub Activation and Community Engagement
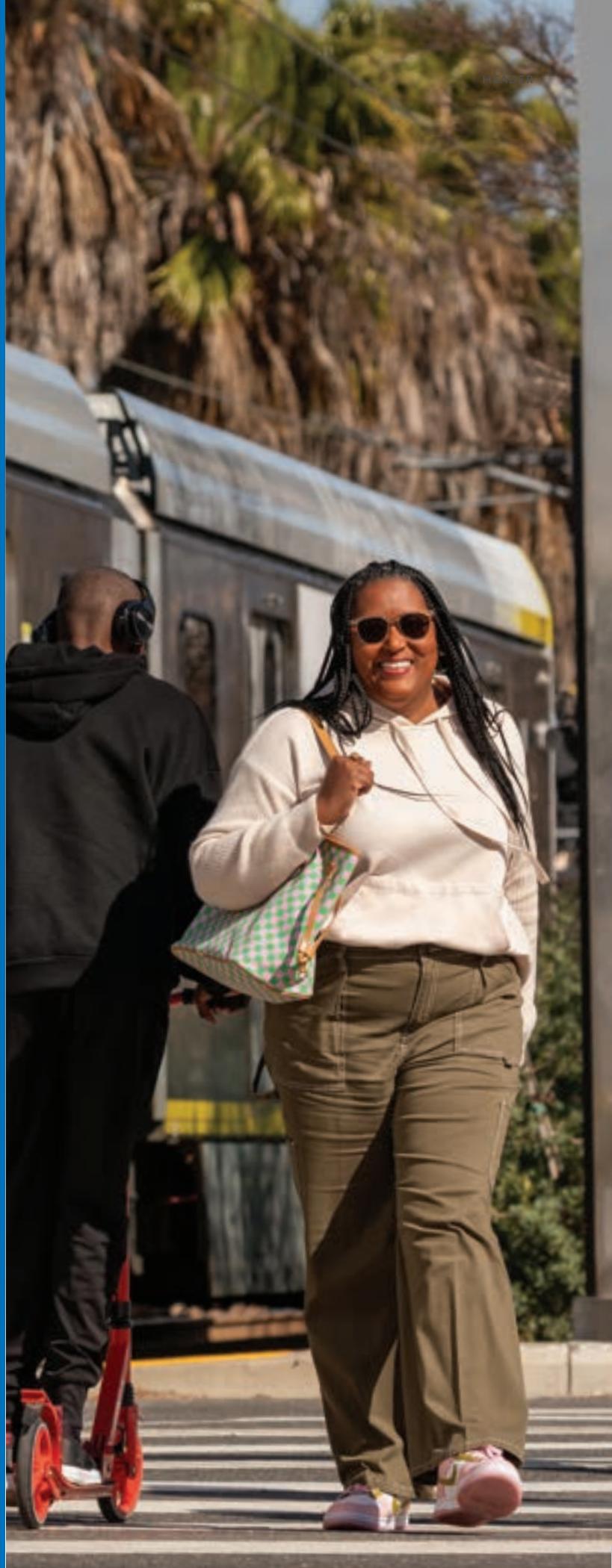
Initiative 1: Mobility Hub Activation and Community Engagement

More than two-thirds of trips in LA County are made for social, recreational, dining, shopping, or errands.

Over half of all trips in LA County are less than four miles long.

This creates a significant, untapped opportunity to reshape transportation demand. Historically, most TDM efforts focused on commuting, missing out on these shorter, more frequent trips that make up most people's daily travels.

The key to this initiative is recognizing that people don't just need to travel—they need to accomplish things, whether that's meeting friends, picking up groceries, visiting the park, or taking the kids to school.

Helping people discover new ways to get more done—-without relying on a car—can fundamentally shifts how they view mobility. This isn't only about swapping a car trip for a bike trip; it's about encouraging people to rethink where they go and how they engage with their communities in ways that reduce the need for driving and parking altogether.
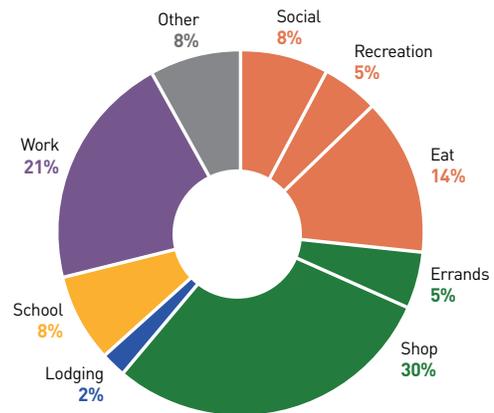
Figure 5

Trips by Distance
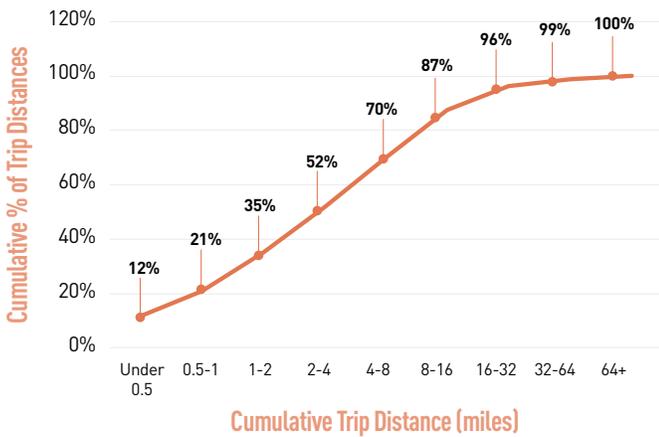
LA COUNTY
TYPICAL THURSDAY, FALL 2023

TRIP DISTANCE
1/2 of trips are:
under 4 miles

Figure 6

Trips by Purpose

LA COUNTY
TYPICAL THURSDAY, FALL 2023

TRIP PURPOSE
2/3 of trips are for:
Social / recreation
Errands / shopping

Source: Replica

Source: Replica

LA Metro has already made notable progress in enhancing multimodal connectivity at its transit stations, particularly through pilot initiatives like adding bike and scooter services to complement existing bus and rail options.

While Metro's 2024 Multimodal Mobility Hubs strategy emphasizes the integration of various transit modes to improve the customer experience and eliminate barriers to transit access, it primarily addresses the space immediately around the station.

This initiative goes further by not only focusing on the hub itself but on the surrounding community, where most of LA County's shorter trips originate.

Extending the Multimodal Mobility Hubs vision by activating the broader area—where people live, work, and socialize—transforms it into a connected, vibrant community.

This initiative envisions each mobility hub as a catalyst for local progress, not just a point of transit. It aligns with Metro's goals of increasing access to multimodal options, but the key difference here is the focus on fostering community engagement and promoting local travel patterns.

This initiative supports Metro's larger vision by offering a framework for future mobility hubs to adapt to the unique needs of each neighborhood, helping residents achieve more while relying less on cars. In doing so, it showcases how thoughtful multimodal planning can enhance both personal progress and community vibrancy, setting the stage for future transportation solutions that are seamlessly integrated into everyday life.

"This initiative reimagines how people live, work, and connect in their neighborhoods—creating more chances to stroll, bike, or scoot in the open air as part of everyday life."

How This Initiative Helps People Make Progress

This initiative fundamentally helps people by providing more convenient, accessible, and healthier ways to get things done without driving. It offers residents:

> **The ability to get more done without fighting traffic and parking:** By improving access to local services and encouraging alternative modes of transportation, people can navigate their daily lives more efficiently, without the stress of car dependency.

> **Opportunities to build more physical activity into their day-to-day life:** Walking, biking, and using micromobility options become easier and more attractive, allowing residents to integrate healthy activities into their routines.

> **A stronger connection to the local community:** By activating mobility hubs and surrounding areas, this initiative fosters more interaction with local businesses and neighbors, building a sense of community.

> **Lower household transportation expenses:** With affordable alternatives to driving—whether through transit passes, bike-sharing programs, or micromobility—families can save money on transportation, parking, and fuel, reducing overall household expenses.

Where to Use This Initiative

Each initiative must focus on solving the transportation challenges that matter most to residents. Understanding the kinds of trips people take most often, and the areas where they can benefit the most, brings the right solutions to the right places.

TARGET TRIP TYPES

This initiative focuses on short, everyday trips that make up a significant portion of LA County's overall travel patterns. Making these trips more convenient and accessible through mobility hubs encourages residents to adopt sustainable transportation modes. These key trip types include:

> **Social and recreational:** Enabling easy access to restaurants, parks, and entertainment venues.

> **Shopping and errands:** Making it easier to run daily errands or visit local businesses by walking, biking, or using transit.

> **Health and social services**: Supporting trips to medical facilities or community services without needing to drive.

> **No-transfer regional transit trips:** Simplifying regional trips by connecting people to transit routes that don't require a transfer, improving ease and convenience.

By focusing on these trip types, the initiative helps people move away from car dependency, enabling them to use mobility hubs to get more done in less time.

TARGET LOCATIONS

Mobility hubs are most effective when strategically placed in areas that are conducive to walking, biking, and transit use. To maximize their impact, this initiative target locations that meet the following criteria:

> **Surrounding Metro's proposed mobility hubs:** This initiative focuses on areas around existing and proposed mobility hubs, ensuring the surrounding communities are fully integrated into the hub's transportation options.

> **Medium-high walk and bike scores:** Areas with established infrastructure for walking and biking are prioritized to ensure residents can easily take advantage of the mobility options provided.

> **Plenty of local destinations:** Locations that have a high density of nearby shops, services, and social spaces are key, as these places provide the destinations that people need for their daily trips.

"Focusing on neighborhoods with great walking, biking, and local destination access transforms how people move through their daily lives without needing a car."

Initiative Details

PROGRAMS AND PARTNERSHIPS

UNIFYING PROJECT-WIDE ELEMENTS

B2B partnerships

INITIATIVE-SPECIFIC ELEMENTS:

> **TDM-friendly local business partnerships and rewards program for shoppers:** Local businesses play a critical role in reinforcing the use of non-driving modes. Partnering with these businesses makes it possible to offer rewards to customers who walk, bike, or use transit to shop. These businesses, in turn, can support the initiative by adding bike racks, providing marketing materials about transit options, and fostering a community-wide commitment to sustainable mobility. This mutual relationship deepens the connection between mobility hubs and the surrounding area, making transit and active travel more integrated into daily routines.

> **A neighbor-based transit pass modeled after Go Pass:** Access to a transit pass from day one can remove a major barrier to public transit adoption: the hassle of obtaining and funding the pass. This program mirrors the success of student transit passes but expands it to all residents living near mobility hubs. Removing logistical barriers makes it easier for people to start using transit regularly, ensuring that their first encounter with transit is smooth and accessible.

> **Bike and micromobility education programs:** While bike education is typically focused on children, there's a significant gap in adult education, which these programs can address through hands-on workshops, training, and community events. These programs are designed to build confidence for people of all ages, giving them the skills and comfort to use bikes or scooters for daily travel. By empowering more adults, these programs unlock potential users of the micromobility network who may have been hesitant due to safety or route-planning concerns.

> **Expansion of Metro's mobility wallet pilot program:** The mobility wallet offers a flexible tool for people to use various transportation modes—bike share, scooter rentals, and transit services—all through a single account. What makes it particularly powerful is its ability to offer travel incentives in a way that fits into users' lives, while also supporting people who may not have access to credit cards or traditional banking. Expanding this program ensures equitable access to mobility solutions, while also making it easier for people to seamlessly transition between modes.

> **Transit and safe routes to parks and trails:** People often begin walking and biking for exercise, later discovering how these modes fit into other parts of their lives. This program will establish and promote safe routes from mobility hubs to local parks and trails, encouraging residents to use active travel for both recreation and daily needs. As residents become comfortable with these trips, they're more likely to consider walking or biking for other errands or social trips, increasing the overall adoption of non-driving modes.

UPGRADE ELEMENTS:

> **Free home delivery for local purchases made on walk and bike trips ($$):** The need to transport purchases often forces people to drive. Offering free home delivery for local purchases removes this barrier, enabling more people to walk or bike for shopping trips without worrying about how they'll carry their goods. This service is a simple but effective way to encourage sustainable travel and support local businesses, making car-free shopping a viable option for everyone.

PRODUCTS AND SERVICES

UNIFYING PROJECT-WIDE ELEMENTS

B2C resource hub

INITIATIVE-SPECIFIC ELEMENTS:

> **Personalized residential engagement:** Personalization is key to making transit and micromobility feel accessible. This engagement effort will involve reaching out directly to households with information tailored to their specific travel patterns, neighborhood characteristics, and local resources. Creating more customized experiences can significantly increase adoption and comfort with new modes.

> **Satellite micromobility hubs at partner businesses:** Many people begin their trips at home, and traditional micromobility hubs at major transit stations often miss this starting point. Satellite hubs located at partner businesses or parks that are closer to residential areas will fill that gap, ensuring that bikes and scooters are more conveniently accessible to where people live. Partnering with local businesses also enhances the program's community integration and offers a wider network of starting points for micromobility trips.

> **Home delivery lockers at the mobility hub:** Similar to services like Amazon's delivery lockers, these hubs will provide a secure place for people to pick up packages while combining errands with their transit trips. Installing lockers at the hub turns these places into more active, multifunctional spaces, encouraging people to use transit while getting daily tasks done in one stop.

> **TAP discount destinations map:** While there are already several places that offer discounts for TAP card users, this initiative will aggregate these offers into a single map, making it easier for residents to see where they can save by using transit. The map will integrate into the B2C resource hub, adding value for users by showing them all the ways transit can improve their daily routines while offering them savings on entertainment, dining, and shopping.

UPGRADE ELEMENTS:

> **Secure bike parking outside businesses and partner locations ($$):** Secure bike parking is a must for encouraging more cycling. Partner businesses will have dedicated bike parking facilities outside, making it easier for people to confidently leave their bikes while they shop, dine, or run errands. This solution adds value to both businesses and customers, creating a seamless cycling experience in the community.

> **Targeted pedestrian and bike micromobility lane upgrades ($$$):** Infrastructure upgrades, such as adding or improving bike and pedestrian lanes, will make micromobility options safer and more attractive. In areas where there is potential for high micromobility use but lacking infrastructure, these upgrades are key to making walking, biking, and scooters viable travel options.

> **Bus stop upgrades ($$$):** Enhancing the bus stops around mobility hubs—through features like real-time information displays, seating, and shelter—will improve the overall experience for transit riders, making public transportation more appealing and reliable. These upgrades can turn a standard bus stop into a welcoming and useful community hub, encouraging more frequent use of the bus system.

PROMOTIONS

UNIFYING PROJECT-WIDE ELEMENTS

B2C backend communications engine

INITIATIVE-SPECIFIC ELEMENTS:

> **Events and mobility hub activation:** Following principles from the world of placemaking, activation can transform mobility hubs into vibrant, engaging community spaces. Activation efforts will focus on turning hubs into destinations where people can gather, socialize, and participate in various activities—playgrounds for kids, pop-up retail stands, food trucks, and live events. The idea is to create lively, welcoming environments where residents can see the hub as more than just a transit stop but as a vital part of their community. These hubs will host regular events that showcase new transit and micromobility options, turning hubs into places that people want to visit frequently.

> > **Location-targeted digital marketing:** Using highly targeted digital marketing techniques ensures promotions will reach the right people at the right time. Ads will be tailored by geography, promoting local transportation options, mobility hub events, and discount programs directly to people who live within the targeted areas. With the ability to pinpoint our audience, these campaigns will be efficient and focused, creating localized momentum for each initiative.

> > **Direct mail marketing:** Handwritten-style postcards provide a personal touch, making people feel as though they're receiving a special invitation. Using automated technology to produce these postcards allows for personalized messages that are visual, engaging, and immediately accessible—without needing to be opened like a letter. The postcards will include QR codes that link to personalized landing pages, allowing people to discover more about local mobility options in their language. This approach ensures that promotions reach everyone, including those who may not rely on digital technology, and encourages participation by offering an easy, accessible way to learn more.

> **Open streets events:** Metro already has experience running open streets events, which close off streets to cars, allowing people to explore the area by walking, biking, or skating. These events will continue but with an enhanced focus on long-term engagement. Integrating RSVP systems, prize registrations, and follow-up communications through the B2C backend engine ensures that attendees stay connected even after the event. This will help turn one-off interactions into ongoing relationships that keep participants engaged with new transportation options long after the event.

> > **Real stories, real people:** This campaign will feature real-life stories of residents who have embraced transit, biking, and walking as part of their daily routines. Highlighting relatable examples can inspire others to make similar changes in their lives. The stories will be shared through social media, the B2C backend engine, and digital marketing, creating a broad outreach that connects the program to people's everyday experiences.

> **Promote discount pass programs and TAP on smartphones:** While discount programs and TAP on phones are already available, many residents remain unaware of these options. A dedicated campaign will promote these existing features, showing people how easy it is to take advantage of discounts and use their TAP cards on smartphones. This will be a key part of our effort to improve adoption by educating the public about features they may not know about, using our community engagement approach to drive awareness and usage.

UPGRADE ELEMENTS:

> **Mobility wallet: a credit for every household ($$):** This upgrade will incentivize households to try out new transportation options. Providing a set amount of credit to each household gives people the freedom to explore different modes of transit, micromobility, or shared rides without financial barriers. This helps remove cost as a reason to rely on cars.

> **Mobility wallet: a credit for every person 16 years or older ($$$):** Expanding the mobility wallet to include individual credits for each person 16 years or older makes it even easier for families to experiment with non-driving options. The more freedom and flexibility provided, the more likely people are to find alternatives that fit their needs and stick with them.

POLICIES

> **Station access and data availability policy for micromobility providers:** Since most micromobility providers are private companies, they often guard their user data, such as trip patterns, distances traveled, and frequency of use. However, this data is crucial for Metro to evaluate the effectiveness of our TDM programs and to adjust them based on real-world behavior. This policy ensures that micromobility providers granted access to mobility hubs will agree to share anonymized usage data with Metro in exchange for prime locations at key transit hubs. This partnership will enable both parties to better serve the public while maintaining the integrity of user privacy.

PERFORMANCE AND PROGRESS TRACKING

Tracking the success of the mobility hubs initiative requires diverse data sources that capture both user engagement and real-world transportation shifts. The data collected will range from online engagement metrics (such as website visits and newsletter interactions) to direct usage statistics from transit passes and micromobility services. In addition, this initiative can leverage the growing backend B2C database to conduct short, targeted surveys that provide ongoing insights into changing behaviors over time.

> **Backend B2C database:** A key asset in tracking engagement with the community, capturing interactions like email newsletter clicks, website visits, and other digital touchpoints. This will serve as a long-term source for outreach and performance metrics.

> **Quarterly database sample surveys:** A growing B2C database will enable brief quarterly surveys targeted at a sample of the database. This method allows teams to track incremental shifts in travel behavior without overwhelming participants. Surveys will be designed for convenience, using SMS or mobile apps to maximize response rates and focus on essential insights like mode choice, satisfaction with mobility services, and participation in active travel.

> **Station-based bike counts:** Automated counters at mobility hubs will provide a continuous flow of data on bike and micromobility usage at key locations.

> **Micromobility data:** Data from private micromobility providers, gathered through our policy agreements, will give teams a real-time view of micromobility adoption and travel patterns.

> **Website and e-newsletter engagement:** Digital metrics will help teams assess the reach and effectiveness of our online and email communications, including visit rates, click-throughs, and user interactions.

> **Neighborhood Go Pass data:** Tracking the distribution and usage rates of transit passes in target neighborhoods, this data will help teams understand how well the Go Pass program is serving local residents.

> **Mobility wallet data:** As residents use the mobility wallet program, this initiative will track spending patterns and assess the flexibility of this tool in reducing car dependency.

How This Initiative Reduces Vehicle Demand and Prepares the Region for LA28

As this initiative rolls out, residents will start to rethink their daily routines and consider whether they can accomplish more of their tasks locally, without relying on a car.

Imagine someone who typically drives two miles to a grocery store. Through this initiative, they discover the same store is easily reachable by bike or a short walk from their local mobility hub. In the process, they uncover a local café they hadn't noticed before, which soon becomes a favorite stop. These incremental shifts—choosing to walk or bike for shorter trips—quickly add up. They not only reduce time spent in traffic but also help people reconnect with their neighborhoods.

But it's not just about reducing local trips. The initiative also encourages residents to use transit for regional travel. By getting people more connected to their local mobility hubs, they gain access to no-transfer routes that can take them to key destinations across the city. Whether running errands downtown, meeting friends across town, or attending events, residents can do it without the stress of parking or traffic.

The real opportunity lies in the numbers. With over two-thirds of trips in LA County made for non-work purposes, and more than half of those being short trips, this initiative has the potential to significantly reduce VMT. Making local, non-driving options more convenient helps people cut down on unnecessary car trips, reducing congestion, emissions, and the reliance on cars for everyday tasks.

Looking ahead to LA28, this initiative is critical in preparing the region for the car-free experience envisioned for the Olympics. As residents shift their habits and embrace new ways of getting around, they'll be primed to adopt these alternatives during the Games.

During the Olympics, not every resident will attend events, but mobility needs will still be high. Encouraging people to stay local—gathering with friends at parks, cafés, or community spaces to watch the Games—will reduce the pressure on long-distance travel and city-wide congestion. This localized engagement also strengthens the community, as residents feel more connected to their neighborhoods and less reliant on driving across the city.

For those attending events in person, the habits built through this initiative will make it second nature to leave the car at home. By then, residents will be familiar with accessing their local transit hubs and navigating the rail system. This will make getting to Olympic venues smoother and less stressful, and the systems put in place now—mobility hubs, clear wayfinding, and community engagement—will ensure that LA is ready to handle the surge in demand during the Games. Instead of scrambling to adjust at the last minute, LA residents will already be confident and prepared to navigate a city designed to work better for everyone.

Initiative 2: Fostering Multi-Modal Kids for the Future

Initiative 2: Fostering Multi-Modal Kids for the Future

The Fostering Multi-Modal Kids for the Future initiative is about shaping a new generation of independent, confident travelers who view walking, biking, and transit as their primary modes of transportation.

Engaging both children and parents in multi-modal travel helps young people develop lifelong habits that favor active, car-free transportation.

Parents are often the gatekeepers of how their children travel, especially at younger ages. Targeted school-based programs can encourage both parents and kids to embrace walking, biking, and transit options, creating a cultural shift that fosters active travel at a young age.

This initiative taps into the natural inclination of kids to crave independence, freedom, and fun. Encouraging them to walk, bike, or take transit with their friends not only helps them feel more self-reliant but also nudges parents toward new transportation choices as they see the positive impact on their kids.

While the immediate impact of this initiative may be modest in terms of VMT reduction, the long-term benefits could be substantial. A generation raised with multi-modal travel habits will naturally carry these behaviors into adulthood, leading to lasting reductions in car reliance and congestion.

The initiative also strategically leverages Metro's existing Go Pass program, which provides free transit for students, and builds on it by adding new elements focused on walking and biking. The goal is to expand access to active travel options, ensuring that the next generation grows up seeing multi-modal travel not just as an option, but as a preferred way to get around.

This initiative represents a critical investment in LA's future.

How This Initiative Helps People Make Progress

This initiative provides meaningful improvements in how students and parents move through their daily lives, offering better, safer, and more sustainable travel options for school and beyond. It helps people by:

> **Getting kids to school without fighting school-area congestion:** Promoting walking, biking, and transit reduces the traffic bottlenecks around schools, making drop-offs and pick-ups smoother and less stressful for parents.

> **Finding new opportunities for physical activity:** Encouraging active transportation such as walking and biking allows both parents and students to integrate more exercise into their daily routines, fostering healthier lifestyles.

> **Helping students feel more independent:** Through safe and accessible travel options, students gain the freedom to navigate their city and their communities on their own, building confidence and independence.

> **Enabling students to travel independently to fun activities around LA:** Whether it's visiting friends, going to after-school activities, or exploring the city, students can use transit options like the Go Pass to discover more of what LA has to offer, all without needing a car.

"This initiative taps into the natural inclination of kids to crave independence, freedom, and fun, encouraging them to walk, bike, or take transit with friends while fostering lifelong car-free habits."

Where to Use This Initiative

The success of this initiative hinges on understanding the types of trips families make and ensuring that these trips are supported by the right transportation options in the right places. Focusing on the specific trip types and locations that matter most in daily life helps students and their families discover more efficient, affordable, and healthier ways to get where they need to go. These tailored solutions will help families make progress in their lives while fostering the next generation of independent multi-modal travelers.

TARGET TRIP TYPES

This initiative focuses on a range of trip types that are highly relevant to the daily lives of children and their families. Targeting these specific types of trips can build multi-modal habits that will last a lifetime:

> **Trips to school for students:** School is the cornerstone of a child's routine, making trips to and from school the most critical target for fostering walking, biking, and transit habits. Promoting these modes of of transportation can reduce the need for car-based school drop-offs, which often contribute to congestion.

> **Trips to school for parents:** Parents also stand to benefit from increased active travel. When they walk or bike with their children, they not only reduce their reliance on cars but also model healthy, sustainable habits for their kids.

> **Social and recreational trips for kids:** Beyond school, social and recreational activities play a major role in a child's life. Encouraging kids to take transit or bike to parks, friends' houses, and regional destinations allows them to experience independence while engaging in fun activities.

> **Field trips and cultural excursions:** Organized trips to museums, cultural events, and regional attractions are important opportunities to integrate transit use into students' lives. Offering free or discounted transit access for these events reinforces the habit of using non-car options for longer trips.

TARGET LOCATIONS

To maximize the impact of this initiative, project teams must carefully choose target locations where multi-modal options are most likely to succeed:

> **Schools in mobility hub zones:** Focusing on schools located within walking, biking, or easy transit access to the Mobility Hubs ensures families are well-connected to a wider network of transportation options. The proximity to these hubs means students and their families can access safe, reliable modes of travel for both school and non-school trips.

"When parents see their kids thriving with new travel freedom, they may rethink their own driving habits. This isn't just a school program—it's a family shift."

Initiative Details

PROGRAMS AND PARTNERSHIPS

UNIFYING PROJECT-WIDE ELEMENTS

B2B partnerships

INITIATIVE-SPECIFIC ELEMENTS:

> **TDM support teams:** Schools are often limited by time and resources, making it difficult for them to fully implement TDM programs. These support teams provide hands-on assistance to help schools organize and manage their transportation initiatives. By lightening the administrative load, these teams ensure that sustainable transportation stays a priority.

> **Wayfinding and school access program:** Clear, easy-to-follow signage and route planning for students, parents, and teachers reduces uncertainty about walking and biking to school. By ensuring that these routes are visible, safe, and accessible, we help more families feel confident in choosing active travel options, reducing car congestion around schools.

> **Active travel festivals:** These events are designed to be interactive, hands-on opportunities for students and families to explore the benefits of active transportation. By featuring activities like bike maintenance training, scooter safety demonstrations, and mock bus boardings, these festivals help break down barriers to walking, biking, and taking transit. They encourage real-world skills development, fostering a positive association with sustainable travel options from ayoung age.

> **Student leadership labs:** Engaging students directly in designing solutions for their schools allows for creative, student-driven approaches to transportation challenges. Through brainstorming sessions and presentations, students develop ideas for improving travel at their school, which are then considered for implementation. This fosters leadership, a sense of ownership, and increases the likelihood of long-term behavior change by giving students a direct role in shaping their travel environment.

> **Bike and micromobility education programs:** Many TDM programs focus on student education, but this initiative expands that focus to include parents. Teaching essential skills like bike handling, safety, and basic repairs builds confidence in using bikes and micromobility devices, making it easier for families to choose these options. With both students and parents educated, the initiative supports sustainable transportation across generations.

> **Sponsored field trips:** By sponsoring trips that highlight the ease of using public transit, Metro provides students with memorable, hands-on experiences. These trips serve a dual purpose: they expose students to cultural and educational destinations, while also teaching them how to navigate the public transit system. This increases comfort and familiarity, helping children and families incorporate transit into their routines.

UPGRADE ELEMENTS:

> **Mobile bike repair and upgrade truck ($$):** Offering free or low-cost bike repair services at schools ensures that students have access to safe, well-maintained bicycles. This eliminates one of the key barriers to regular biking—maintenance—by bringing the solution directly to students. The mobile nature of the service means it can reach schools across the county, maximizing its impact.

> **Point-based school grant program ($$):** Schools earn points by promoting active travel, and these points can be redeemed for infrastructure improvements, like bike racks or traffic calming solutions. This incentive-based program motivates schools to invest in sustainable travel, encouraging them to take ownership of the TDM goals.

PROGRAMS AND PARTNERSHIPS

UPGRADE ELEMENTS:

> **Parent engagement program ($):** Parents often control how children get to and from school, and engaging them directly is critical. This program provides resources and support for parents to encourage active travel options. Whether through workshops, newsletters, or events, the goal is to educate parents on the benefits of walking, biking, or taking transit, and to provide them with tools to support their children in making those choices.

> **Safe routes to school analysis and solutions ($):** Conducting a thorough analysis of the routes that students use to walk or bike to school allows Metro to identify barriers to safety. Once identified, these barriers can be addressed with targeted improvements, such as crosswalks, bike lanes, or traffic calming measures, making it safer and easier for students to walk or bike to school.

PRODUCTS AND SERVICES

UNIFYING PROJECT-WIDE ELEMENTS

B2C resource hub

INITIATIVE-SPECIFIC ELEMENTS:

> **Personalized residential and parent engagement:** Tailored communications that engage parents in discussions about sustainable travel options for their children. This approach recognizes that parents are key decision-makers and aims to provide them with personalized information on Go Pass eligibility, local walking and biking routes, and educational resources on safe travel.

> **Go Pass transit pass program:** The Go Pass program is already a proven success, providing free transit passes to students in participating school districts. However, not all schools take full advantage of the program. This initiative will work with school districts to help all involved schools register for the Go Pass program, eliminating the barrier of cost for student transit use. This will make public transit a natural choice for school commutes.

> **TAP discount destinations map:** As part of the B2C resource hub, this map will highlight destinations that offer discounts to TAP card users, making it easier for students and their families to access fun, educational, and cultural activities around LA. From museums to parks, the map ensures that families know the opportunities available when they use transit, encouraging both educational outings and social trips.

UPGRADE ELEMENTS:

> **Safe routes to school construction grants ($$$):** This upgrade program focuses on funding infrastructure improvements around schools. Schools can apply for grants to improve nearby routes, ensuring that students have safe, accessible pathways to walk or bike to school. These improvements could include new bike lanes, traffic calming measures, or pedestrian crossing upgrades.

PROMOTIONS

UNIFYING PROJECT-WIDE ELEMENTS

B2C backend communications engine

INITIATIVE-SPECIFIC ELEMENTS:

> > **TAP discount destinations campaign:** This campaign will specifically target students with Go Passes, ensuring that they are aware of the numerous discounts available to them at destinations like museums, parks, and other attractions across LA. By promoting the TAP discount destinations map, students will see how their Go Pass offers more than just transit—it opens doors to enriching and fun experiences. The campaign will be run through school channels, digital ads, and student events.

> **School Streets (open street activations):** Inspired by successful programs in cities like London, Paris, and New York, School Streets temporarily close roads around schools during pick-up and drop-off times, transforming them into safe, car-free zones. These events help change how families perceive school travel, making walking, biking, and scooting feel safe, fun, and normal. School Streets activations would be complemented by local partners providing entertainment and educational experiences, making the event a celebration of active travel. This not only reduces congestion around schools but also promotes a healthier, more community-focused environment.

> > **Location-targeted digital marketing:** Geographically focused digital marketing campaigns will promote school transportation initiatives directly to families based on where they live. This ensures that tailored messages reach the right people at the right time, highlighting the specific sustainable travel options available in their neighborhoods.

> **Via school communications channels:** Schools are trusted sources of information for parents and students. Working with schools to integrate messaging into their existing communication systems (emails, newsletters, announcements), can ensure families are aware of upcoming events, new programs, and opportunities to engage in sustainable transportation options.

> > **Real stories, real people:** This campaign will feature students and parents who have embraced sustainable travel options, sharing their experiences with the broader community. By showcasing relatable stories, we aim to inspire other families to explore non-driving travel modes and help normalize these behaviors for school commutes.

UPGRADE ELEMENTS:

> **Bike purchase loan program ($):** This program would offer families low-interest or no-interest loans to purchase bikes for their children. Reducing the upfront cost makes biking a more accessible option for families, encouraging students to bike to school and around their communities.

> **Transit TAP card discount codes for parents ($$):** Parents will be incentivized to adopt transit through discount codes for TAP cards, encouraging them to ride along with their children. Making it easier and more affordable for parents to try public transit supports family-wide adoption of sustainable travel modes.

POLICIES

INITIATIVE-SPECIFIC ELEMENTS:

> **Grad Pass for high school graduates:** Introducing a transit pass program for recent high school graduates, providing free or discounted transit access for a specified period after graduation. This policy encourages continued use of transit as students transition into higher education or the workforce, helping maintain multi-modal habits developed during their school years.

PERFORMANCE AND PROGRESS TRACKING

Tracking the success of this initiative requires a multi-faceted approach, gathering data from various sources to measure both direct program impacts and long-term behavioral shifts. Leveraging the B2C database and a variety of metrics allows project teams to continuously monitor progress, identify areas for improvement, and make data-driven decisions. Importantly, the quarterly database sample surveys will provide an ongoing look at behavior changes without overwhelming participants with constant requests for feedback. These surveys will be kept short, often conducted through SMS, to maximize response rates while tracking real-world impacts over time.

Performance Tracking Measures:

> **Number of active schools:** Monitoring the number of participating schools to gauge reach and engagement.

> **Go Pass Data:** Tracking the adoption and usage of Go Passes to understand how often students use public transit for school and recreational trips.

> **Bike counts at schools:** Measuring the number of students biking to school daily to assess increases in bike commuting.

> **Event participation:** Recording attendance and engagement at Active Travel Festivals, School Streets, and other events to track community involvement.

> **Surveys:** Modes and Attitudes: Regular, brief surveys to understand shifts in travel behavior and attitudes toward active transportation options.

How This Initiative Reduces Vehicle Demand and Prepares the Region for LA28

This initiative focuses on fostering a new generation of multi-modal travelers, making it unique in its long-term approach. While many of the students that would be involved in this program do not currently drive, the habits they form today—whether walking, biking, or using public transit—will significantly impact their future travel behavior. Encouraging students to get to school and other destinations through active transportation will start shifting families away from car-reliant habits, with parents adopting more sustainable travel modes as they follow their children's lead.

Promoting the Go Pass, running active travel festivals, and creating parent-focused outreach will prompt more families to incorporate transit and active transportation into their routines. The simple act of walking or biking to school, coupled with trips to social or recreational destinations, will replace numerous short car trips that often clog neighborhood streets.

Though the short-term VMT reductions may appear modest—most of the participants are not drivers— the long-term benefits could be substantial. Children raised with a multi-modal mindset are far more likely to continue these habits as they become adults.

Reducing the reliance on cars for school commutes and family trips not only addresses local congestion but also helps set a foundation for the region's car-free goals during the LA28 Games. As more families shift to transit and active modes, the cumulative effect of this initiative will help reduce the baseline vehicle demand leading up to the event.

"We're not just teaching kids how to walk, bike, and ride the bus—we're shaping the next generation of LA's fearless, car-free explorers."

Initiative 3:
New Transit
Corridor Zones
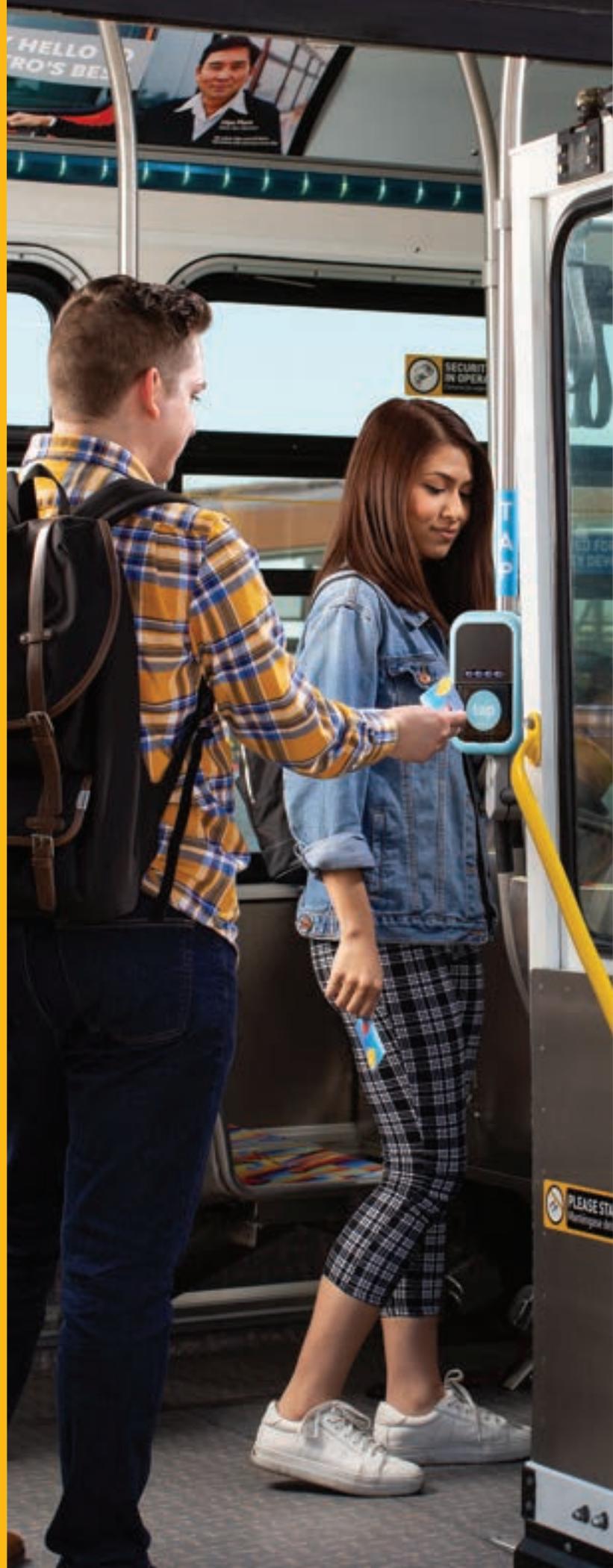
Initiative 3: New Transit Corridor Zones

As Los Angeles prepares for the 2028 Olympics, the city is undergoing one of the most significant expansions of transit and active transportation infrastructure in its history.

With projects like the 28 by 2028 initiative, the Rail-to-Rail Active Transportation Corridor, and more, the region is investing heavily in creating new ways for people to move around the city.

The real measure of success isn't simply the completion of these projects—it's in how well residents and businesses adopt these new services into their daily lives.

The New Transit Corridor Zones initiative is designed to bridge that gap, helping communities surrounding these new transit lines, bus routes, and bike lanes discover how these resources can help them get more done—whether that's getting to work, running errands, or enjoying recreational activities. This initiative focuses on residents and businesses within walking or biking distance of these services, providing the information, resources, and incentives they need to make multi-modal travel a part of their everyday lives.

This initiative provides tailored support, offering tools and education that can help people navigate these new systems, reduce their reliance on cars, and ultimately improve their quality of life.

Focusing on making these new transit corridors accessible and easy to use can ensure that LA's transportation investments don't just serve the needs of the 2028 Olympics but continue to benefit the city for years to come.

How This Initiative Helps People Make Progress

This initiative helps people make progress in their lives by offering more efficient, convenient transportation options. By integrating these new transit services and bike routes into their routines, residents can:

> **Get more done without fighting traffic and parking:** With new transit lines and bike routes, residents can avoid the frustration of sitting in traffic or searching for parking, allowing them to accomplish more in less time.

> **Build more physical activity into day-to-day life:** Walking and biking along the new active transportation corridors provide easy ways for residents to incorporate exercise into their daily routines, contributing to healthier lifestyles.

> **Get to work or school efficiently:** The new transit services offer faster, more reliable options for commuting to work or school, reducing travel time and increasing productivity.

> **Reduce household transportation expenses:** By relying more on transit, biking, and walking, families can cut down on fuel, parking, and maintenance costs associated with car ownership, leading to significant savings over time.

Where to Use This Initiative

This initiative focuses on areas with new transportation infrastructure and/or services, new active transportation facility, or similar major upgrade give people fundamentally new ways of getting around.

TARGET TRIP TYPES

This initiative focuses on helping people access a range of trip types that play a central role in their daily lives. Offering easy and convenient alternatives to driving empowers residents to accomplish more with less reliance on their cars.

> **Social, recreational:** Providing residents with better access to parks, entertainment, and social gatherings, whether for personal enjoyment or time with friends and family.

> **Shopping, errands:** Simplifying trips to local stores, grocery shopping, and other essential errands, offering reliable transit and active transportation options that reduce the hassle of driving and parking.

> **Commute:** Helping people get to work efficiently and reliably by incorporating transit, bike lanes, and safe routes that connect them to their places of employment without needing a car.

> **No-transfer regional transit:** Facilitating direct transit connections that allow residents to access further destinations in the region—whether for work, education, or leisure—without the inconvenience of multiple transfers.

TARGET LOCATIONS

To maximize the impact of the New Transit Corridor Zones initiative, we focus on areas that are receiving significant new transportation infrastructure and improvements. These locations represent key zones where new transit services and active transportation options are coming online, where people can benefit most from adopting these modes.

> **28 by 2028 projects:** These include the new and upgraded transit lines Metro is committed to completing before the Olympics, ensuring people can connect easily to destinations without relying on cars**.**

> **Rail-to-rail active transportation corridor:** A transformative project aimed at providing an active transportation route connecting Metro lines, offering walkable and bikeable access between communities.

> **Measure HLA projects:** Investments that focus on improving bike and bus infrastructure, particularly in parts of LA with existing or growing demand for better transportation choices.

Initiative Details

PROGRAMS AND PARTNERSHIPS

UNIFYING PROJECT-WIDE ELEMENTS

B2B partnerships

INITIATIVE-SPECIFIC ELEMENTS:

> **Employer transit pass sales programs:** Partner with local employers near new transit zones to provide discounted or subsidized transit passes to their employees, promoting transit use for commuting and reducing reliance on cars.

> **Bike shop partnerships:** Local bike shops can help expand access to bikes and micromobility options. Partnerships with these shops offer discounts, maintenance services, and repair support to encourage more residents to cycle regularly.

> **Bike and micromobility education programs:** Addressing the gap in adult training, this initiative will provide safety education and maintenance training for bikes and micromobility options. Building confidence is crucial in fostering long-term bike use.

> **Transit and safe routes to parks:** Recreational trips to parks are often the starting point for many to explore walking and cycling. This initiative will connect transit and safe routes to parks, encouraging active travel and revealing other transit opportunities beyond

UPGRADE ELEMENTS:

> **Neighborhood partner grant program ($):** CBOs, HOAs, and other community groups will be eligible for grants to promote and implement transit adoption strategies. This localized support can help ensure a deeper community impact.

> **Major university TDM programs ($):** In areas where new transit services open near universities, this initiative will bring existing TDM programs—like student transit passes and awareness campaigns—to these campuses, ensuring students have the tools they need to use new services effectively

PRODUCTS AND SERVICES

UNIFYING PROJECT-WIDE ELEMENTS

B2C resource hub: A central online platform where residents, businesses, and community groups can access resources on all available transit services, micromobility options, bike repair tips, and more.

INITIATIVE-SPECIFIC ELEMENTS:

> **Personalized residential engagement:** Tailored communications delivered directly to households within these new transit corridors, highlighting how these services can be integrated into their daily lives.

> **Business transit passes:** Metro currently offers several pass programs for businesses. This initiative will ensure these existing programs are fully utilized within the target areas, providing employees with discounted or free transit passes to encourage commuting by transit.

> **Go Pass:** The Go Pass program is already in place at many schools but not all. This initiative ensures that all schools within these new transit zones are signed up, giving students access to free public transit and promoting sustainable travel from a young age.

> **TAP discount destinations map:** A comprehensive map featuring cultural, recreational, and business destinations that offer discounts to TAP card users, encouraging more people to use transit for these trips

UPGRADE ELEMENTS:

> **Secure bike parking outside businesses and partner locations ($$):** Installing secure bike parking facilities at local businesses and destinations to make it easier for residents to cycle for short trips.

> **Targeted pedestrian and bike micromobility lane upgrades ($$$):** Enhancing pedestrian and micromobility infrastructure in areas surrounding new transit corridors to ensure safer and more appealing active travel options

> **Bus stop upgrades ($$$):** Improving bus stops with shelters, seating, and real-time arrival displays to make transit use more comfortable and convenient

PROMOTIONS

UNIFYING PROJECT-WIDE ELEMENTS

Backend B2C communications engine

INITIATIVE-SPECIFIC ELEMENTS:

> **Expand the One Car Challenge pilot program:** Building on the existing One Car Challenge, this initiative encourages households to reduce car use by pledging to rely on a single vehicle for a set period of time. Participants will receive incentives for participating, such as discounted transit passes or rewards for reaching milestones.

> > **Location-targeted digital marketing:** In areas where new transit and mobility options are launching, digital campaigns target residents and businesses directly. For example, social media ads and geo-targeted campaigns will highlight how transit can be a better, faster, and more economical option for commuting or errands. This hyper-localized outreach ensures that the people most affected by the changes hear about them in a way that relates to their specific needs.

> > **Direct mail marketing:** Physical mail remains one of the most effective ways to ensure outreach reaches everyone, especially those less engaged online. These personalized postcards, automated to look handwritten, are effective because they are harder to ignore and feel more personal than digital ads. They will serve as direct invitations to explore local mobility options, learn about new services, or attend events. This form of outreach is key for reaching residents who don't engage through digital channels.

> **Community-based launch events:** These events, hosted in collaboration with trusted local partners such as CBOs, HOAs, and city councils, are vital for introducing transit and active travel options to the community. These partners bring local credibility and outreach capabilities that Metro may lack, ensuring greater turnout and engagement. The events will feature hands-on experiences with new transportation options, such as micromobility stations or transit stations, making it easier for residents to understand how these services work and feel more comfortable using them.

> **Rewards program for non-car access to local businesses:** Local businesses play a crucial role in promoting sustainable transportation. By offering rewards to customers who walk, bike, or use transit, these businesses not only attract eco-conscious consumers but also help reinforce behavior change. This is important because it ties mobility choices directly to daily life activities, such as shopping or dining out, making it easier for residents to shift away from car dependency. These programs also strengthen local economies by encouraging foot traffic and reducing parking demand.

> > **Real stories, real people:** Sharing the personal stories of residents who have already embraced transit and micromobility creates relatable role models for the community. Instead of generic marketing, this campaign offers tangible, real-life examples of people who have successfully integrated these new services into their daily lives. Highlighting local voices adds authenticity and encourages others to explore these options for themselves.

UPGRADE ELEMENTS:

> **First ride free TAP discount codes ($$):** Offering residents and employees "first ride free" codes breaks down a common barrier to entry—trying out the system for the first time. These codes provide a no-risk way to encourage people to test the new transit services. Once they experience the convenience, they're more likely to continue using them regularly. This is especially important in communities where car use is habitual, and there's initial hesitation to switch to public transportation.

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INITIATIVE-SPECIFIC ELEMENTS:

</div>

> **Assign a percentage of construction budgets for TDM engagement:** Establishing a policy that requires a portion of construction budgets for new transit corridors to be allocated toward TDM engagement efforts. This ensures that alongside infrastructure investments, there is a focused effort on engaging communities and promoting non-driving travel options.

PERFORMANCE AND PROGRESS TRACKING

To measure the success and ongoing impact of this initiative utilizes a range of metrics, covering both direct usage data and resident engagement. This allows project teams to track real-world behavior change and ensure our programs are delivering meaningful results. The backend B2C database plays a critical role, enabling ongoing communication and data collection, which feeds into quarterly sample surveys. This system will allow project teams to gain insights into how residents are using new transit services and identify areas for improvement.

This approach allows projects teams to assess progress continuously and adapt strategies as needed, helping track toward long-term goals.

> **Backend B2C database:** The core data engine tracking engagement with all communications. This helps teams measure how residents interact with newsletters, event invitations, and educational content.

> **Quarterly database sample surveys:** Regular, short surveys sent to a rotating sample of residents, allowing teams to track shifts in attitudes, awareness, and behaviors over time. The data is used to fine-tune our outreach and understand community needs.

> **Transit pass data:** Metrics on the number of passes distributed and how frequently they are used, offering insights into transit adoption rates within target communities.

> **Station-based bike counts:** Automated counters at bike parking areas, micromobility stations, and transit hubs that provide data on how many people are using non-car travel modes.

> **Micromobility data:** Data shared by micromobility providers (e.g., scooter and bike-share companies) on the number of rides, trip lengths, and patterns of use.

> **Website, e-newsletter engagement:** Metrics on how frequently residents are visiting the B2C resource hub, engaging with resources, or opening and interacting with newsletters.

How This Initiative Reduces Vehicle Demand and Prepares the Region for LA28

The New Transit Corridor Zones initiative is not just about laying tracks and adding stations; it's about helping residents see how these new transit services can become a natural part of their daily lives. As new rail lines and bus corridors open ahead of the 2028 Olympics, entire neighborhoods that previously lacked convenient access to public transportation will have a local connection to LA's broader regional network.

For example, a resident who once had no choice but to drive to work could now walk a few minutes to a nearby station and take a no-transfer ride downtown. The impact of this shift is immediate: fewer cars on the road, less congestion, and a new habit formed.

While transit adoption may start with an occasional weekend trip or a bike ride to a local market, these small changes build momentum. Over time, they lead to fewer daily car trips and, ultimately, a measurable reduction in VMT.

This initiative is crucial for LA's preparation for LA28. By engaging communities now, residents will be well-prepared to use transit by 2028, reducing road congestion and supporting a car-free Olympic experience.

This initiative not only helps residents adjust their daily routines, but it also ensures that LA's transportation system is ready to handle the influx of visitors during the Games. With fewer local trips adding to congestion, the network will have the capacity to manage the additional load of Olympic attendees.

"This initiative is crucial for LA's preparation for LA28. By engaging communities now, residents will be well-prepared to use transit by 2028, reducing road congestion and supporting a car-free Olympic experience."

Initiative 4:
On-Demand
Shared Mobility

Initiative 4: On-Demand Shared Mobility

This initiative seeks to revolutionize shared mobility in LA by targeting incentivized, on-demand carpooling to areas with limited access to transit. Many residents in these areas face significant transportation challenges: long commutes, high vehicle costs, and limited access to public transportation options. Creating affordable, flexible shared ride options can relieve some of the stress that long commutes and expensive car ownership place on these households.

The data paints a clear picture of the need. For example, in zones like Lancaster/Palmdale, where over 20% of households have access to only one or no vehicles, 19% of residents endure one-way commutes of over 20 miles, with an average commute distance of 24.2 miles. Similar conditions exist in Gardena/Hawthorne/Lawndale and West Covina/Baldwin Park, where a substantial percentage of the population faces long trips in areas with subpar transit services.

Using analysis conducted for this project (see Appendix 1, Figures 1-3), the project team identified four zones in the county with low levels of transit service, very high or high equity-based need, and access to the regional high-occupancy vehicle (HOV) lane network. These are shown as the shared ride opportunity zones in Figure 7 below.

Figure 7
Shared Ride Opportunity Zones

Source: Metro, 2022. Replica, 2023.

Table 1 - Shared Ride Opportunity Zones Data

	18+ Population (All)	18+ Population (Employed)	18+ Population Living in Households with Access to One or No Vehicles	Daily One Way Commute Trips with Travel Distance (20+ Miles)	Average Commute Distance
Gardena/Hawthorne/ Lawndale	249,004	72%	27%	4%	10.2
West Covina/Baldwin Park/ West Puente Valley	246,341	69%	15%	10%	14.5
Lancaster/Palmdale	241,149	59%	20%	19%	24.2
Pico Rivera/Downey/ West Whittier	277,026	69%	19%	5%	11.4
LA County	**7,189,886**	**67%**	**25%**	**12%**	**12.9**

Source: Replica, 2023.

Elements of this initiative are inspired by the innovative strategies deployed in France in the lead-up to the 2024 Olympics. France tripled daily carpooling trips nationally—from 900,000 to 3 million—by offering a suite of carpooling incentives, advanced technology for trip matching, and seamless payment systems for both drivers and riders. The LA region can learn from this approach but adapt it to local needs. With areas like Gardena/Hawthorne and Lancaster/Palmdale facing significant commuting challenges, the On-Demand Shared Mobility initiative will bring affordable, accessible carpooling options to underserved communities.

This approach includes several key components:

> **Leveraging new technology:** Incorporating artificial intelligence for trip matching and seamless payments, similar to what Uber and Lyft offer, but applied in a way that specifically promotes shared rides.

> **Event-based shared mobility:** Focusing on major events, creating a vibrant market for shared rides where single-occupancy vehicles would normally dominate.

> **Financial incentives:** Learning from the French experience, this initiative totally reimagines incentives, ensuring affordability for both drivers and passengers, while encouraging broad adoption.

> **Employer and neighborhood partnerships:** Targeting residential areas with poor transit access and focusing on creating programs that incentivize shared rides for both daily commutes and larger regional trips.

By offering solutions where transit is not a viable option, this initiative aims to fill a gap in the mobility ecosystem. It provides a lifeline for many communities where residents are dependent on cars for long, stressful commutes.

How This Initiative Helps People Make Progress

This initiative helps people make progress by offering a practical, affordable alternative to solo driving, particularly in areas where transit options are limited. Through shared mobility, residents can:

> **Get to work or school efficiently:** By offering reliable, on-demand ride-sharing options, this initiative ensures that people can get to their jobs or school without relying on a car, reducing travel stress and time spent in traffic.

> **Reduce the stress of having to drive:** For many people, driving is not just a necessity but a source of stress. By providing shared rides, this initiative gives people the option to avoid driving altogether, allowing them to relax or be productive during their commute.

> **Find an additional way to earn money:** By encouraging residents to offer shared rides, the initiative provides an opportunity for drivers to earn additional income while reducing the number of cars on the road.

> **Reduce household transportation expenses:** Shared mobility provides a cost-effective alternative to car ownership,

helping households cut down on fuel, maintenance, insurance, and parking costs.

> **Access jobs and school without owning a car:** For many people, owning a car is a financial burden. This initiative allows residents to access employment and educational opportunities without the need for a personal vehicle, making transportation more equitable and affordable.

Where to Use This Initiative

This initiative focuses on critical trip types and locations where shared mobility services will have the greatest impact, particularly in areas underserved by traditional transit networks.

TARGET TRIP TYPES

This initiative focuses on helping people access a range of trip types that play a central role in their daily lives.

> **Work commutes:** Providing on-demand shared mobility options for residents traveling to and from work. This initiative is particularly focused on areas where there are few public transit alternatives, offering a cost-effective solution to driving alone.

> **Community college and university trips:** Many students attending community colleges and universities face challenges in accessing reliable transportation. By offering shared rides, the initiative helps students reach their campuses without the burden of car ownership or the challenges of unreliable transit options.

> **Health and social services trips:** For residents needing access to medical appointments or social services, shared mobility provides a convenient, affordable option. This is especially critical for those living in areas where transit routes do not adequately serve essential service locations.

TARGET LOCATIONS

The initiative will focus on several key areas that are either underserved by transit or have characteristics that make shared mobility an ideal solution:

> **Areas with no or poor transit service:** There are communities where public transit is either non-existent or highly unreliable. Shared mobility options in these areas provide a critical alternative to private car ownership, especially for lower-income residents who may struggle to afford a vehicle.

> **Access to the regional HOV lane network:** By targeting areas with connections to the regional HOV lanes, this initiative can offer faster, more reliable trips for commuters, making shared rides an attractive alternative to solo driving.

> **Areas with higher equity needs:** Many low-income neighborhoods and communities of color face significant transportation challenges, including lack of access to reliable transit. This initiative focuses on providing affordable shared mobility options to these areas, ensuring residents can access jobs, education, and services without being dependent on a personal vehicle.

> **Low work-from-home employment districts with access to the HOV network:** Many districts have a high proportion of in-person workers, particularly in industries where remote work is not an option. By focusing on these areas, we can provide shared mobility solutions that align with workers' commute needs, reducing the number of single-occupancy vehicles on the road.

Initiative Details

PROGRAMS AND PARTNERSHIPS

UNIFYING PROJECT-WIDE ELEMENTS

B2B partnerships

INITIATIVE-SPECIFIC ELEMENTS:

> **Metro-branded carpool service:** One of the biggest barriers to carpooling is trust—many people feel uncomfortable sharing rides with people they don't know. Leveraging the Metro brand creates an additional layer of security and credibility. The service would ensure safety standards, reliability, and transparency, offering peace of mind for both drivers and riders.

> **Major employer carpool sales:** Focusing on large employers, especially in industries like manufacturing and logistics, this element involves recruiting companies to promote carpool programs as a key commuting solution for their employees. Employers in areas with strong HOV lane access but limited transit services will be particularly targeted. The initiative not only helps employees reduce commuting stress and costs but also offers employers a way to improve retention and employee satisfaction through better commute solutions.

> **Neighborhood association or CBO partnerships:** Neighborhood associations and CBOs often have built-in trust and engagement within their communities. By working with them to promote carpooling, Metro can tap into these local networks. CBOs may help designate carpool meetup locations and run campaigns to make carpooling a part of community culture, making it easier for people to connect and share rides in trusted environments.

UPGRADE ELEMENTS:

> **Neighborhood partner grant program ($):** Grants to neighborhood associations and CBOs that can execute carpool marketing and coordination efforts more effectively within their communities. This ensures that carpooling becomes a locally driven solution, tailored to the specific needs and characteristics of different neighborhoods.

> **Municipal partner grant program ($):** Similarly, grants will be provided to cities in targeted residential areas to incentivize local governments to actively promote shared mobility solutions and integrate them into their community planning efforts.

> **Book-a-seat vanpool route pilot program ($):** This pilot program allows people to book seats in a vanpool, offering greater flexibility and convenience for those who need it. With a simple reservation system, this program will create fixed but demand-responsive routes that make vanpooling a more viable option in areas where traditional transit options are limited.

> **Flat rate vanpool fares ($):** A predictable pricing model for vanpools that removes the confusion and variability of changing rates. By establishing flat fares, Metro makes vanpooling more accessible to people who need a simple and stable way to budget their transportation costs, thereby encouraging greater participation.

PRODUCTS AND SERVICES

INITIATIVE-SPECIFIC ELEMENTS:

> **Full-suite shared ride software platform:** While the Metro-branded carpool service will provide a trusted foundation, the technology platform behind it will likely be provided by private vendors. This approach ensures access to cutting-edge features such as on-demand ride matching, automated payment systems, and AI-driven trip recommendations—all of which mirror the technological advances made by ride-hailing companies. A vendor-provided platform will allow Metro to remain agile and at the forefront of innovation, without the limitations often seen in public sector tech development. This platform will integrate seamlessly with Metro's existing systems and comply with Metro's data-sharing requirements, while offering the flexibility needed to adapt over time.

> **Preferred software vendor grant program:** To align private vendors with Metro's shared mobility goals, a grant program may be necessary to encourage software companies to develop platforms that meet Metro's performance and data-sharing requirements. By offering financial incentives, Metro ensures that the private sector continues to innovate while providing the necessary data for tracking carpool and vanpool usage. This data is crucial for optimizing the system and ensuring that it meets the needs of residents.

> **Supporting major employers:** For large employers participating in the carpool initiative, the platform will provide user-friendly tools to manage employee carpools. This will include options for companies to track participation, manage incentives, and even designate preferred parking spaces for carpoolers.

UPGRADE ELEMENTS:

> **Employer carpool parking support service ($):** A service designed to help employers provide carpool-designated parking spaces, which is crucial for encouraging participation. Having these spaces close to the building entrance or in premium parking locations will offer a visible incentive for employees to carpool.

> **Upgraded GRH program ($):** This service guarantees that employees who carpool or vanpool have a reliable way to get home in case of emergencies or unexpected schedule changes. By upgrading this feature, we can offer a more comprehensive safety net, ensuring that employees feel secure in choosing shared mobility options.

> **New Guaranteed Ride to Work (GRtW) program ($$):** This program extends the ride guarantee concept to the trip to work, ensuring that carpool and vanpool participants are never left stranded if their ride falls through. It's a critical step in making shared mobility a reliable option.

PROMOTIONS

UNIFYING PROJECT-WIDE ELEMENTS

B2C backend communications engine

INITIATIVE-SPECIFIC ELEMENTS:

> **Carpool driver incentive:** A key element of this initiative is ensuring enough drivers to meet demand. The program will offer financial bonuses for drivers who join the system and complete a certain number of trips, ensuring a steady flow of available drivers. This mirrors the French approach, where driver incentives were crucial in scaling the carpool market.

> **Location-targeted digital marketing:** This strategy will focus on promoting the program in specific neighborhoods, particularly those with poor transit access. Targeted online ads and social media campaigns will help raise awareness and drive participation among residents in key areas, emphasizing the ease and affordability of shared rides

> **Direct mail marketing:** Personalized postcards will be sent to residents in target areas, promoting the benefits of the carpool program. These postcards provide a more direct, tangible connection with residents who may not be as active online, increasing awareness of the initiative.

> **Employer-based engagement:** Employers are natural partners in carpooling initiatives, particularly in industries with fixed shifts or large workforces. Metro will work with major employers in the target zones to promote the program internally and encourage employees to form carpools, providing an easy and reliable commuting option

> **Residential engagement:** Partnerships with neighborhood associations, community-based organizations, and HOAs will be used to promote the carpool program within local communities. These groups add credibility to the initiative and help foster a sense of community ownership and involvement

> **Real stories, real people:** Success stories from carpool participants will be highlighted as part of a broader campaign to show how this initiative improves the lives of everyday residents. Sharing these real-world examples will build trust and motivate others to join the program, showing the benefits of shared mobility in action.

UPGRADE ELEMENTS:

> **Carpool rider subsidies ($$$):** To ensure affordability, carpool riders will receive financial subsidies that lower the cost of rides. This measure helps make shared rides an attractive alternative to driving alone, particularly for residents in areas with limited transit options.

> **Carpool incentive matching fund for businesses ($$):** Businesses that actively promote carpooling among their employees will have access to matching funds, which can be used to further incentivize participation. This encourages employers to take an active role in the program's success and creates a partnership that benefits both the business and the broader community.

> **Vanpool driver incentive ($):** In addition to carpool incentives, vanpool drivers will receive targeted bonuses to encourage larger group rides in key corridors. The aim is to maximize vehicle occupancy, reducing the overall number of trips and increasing cost efficiency for participants.

PERFORMANCE AND PROGRESS TRACKING

To measure the success of this initiative, the project team will use a combination of data sources, ranging from user engagement metrics to system-wide carpool usage. Focusing on participation rates and impact metrics ensures the program reduces VMT and meets the region's transportation goals.

> **Backend B2C database:** Tracks user interactions and program participation, providing real-time insight into how effectively the program engages residents.

> **Quarterly database sample surveys:** A strategic, non-intrusive way to gather feedback from a representative group of participants. Short surveys via SMS or email allow project teams to monitor shifts in behavior, satisfaction, and areas for improvement.

> **Software platform data:** Provides detailed information on carpool and vanpool usage, including trip counts, route popularity, and match success rates between drivers and riders.

> **Incentive data:** Tracks the distribution and redemption of both driver and rider incentives, allowing teams to gauge how effectively the financial motivations are working.

> **Employer carpool parking spaces:** Measures the adoption of employer-driven carpool programs by tracking the number of designated parking spaces reserved for carpoolers at major worksites.

How This Initiative Reduces Vehicle Demand and Prepares the Region for LA28

This initiative is a key piece of LA County's efforts to reduce VMT and ease transportation pressure in preparation for the 2028 Olympics. Targeting areas with limited transit access and incentivizing shared mobility directly addresses the transportation needs of over a million residents in regions where transit alone cannot solve the problem.

Carpooling, traditionally difficult to scale, becomes a more attractive option when combined with the benefits of modern technology, community partnerships, and strategic financial incentives. By creating an on-demand system that connects riders and drivers in real time, shared rides can become nearly as convenient as individual trips, reducing single-occupancy vehicle use significantly. Riders save on fuel, parking, and vehicle maintenance costs, while drivers earn incentives and reduce their own travel costs.

The initiative also plays a pivotal role in the lead-up to the 2028 Olympics. Reducing background vehicle demand will create space in our transportation network for the influx of visitors without overwhelming the system.

A robust, tech-enabled carpooling network means that even areas with poor transit access can contribute to the region's ability to meet its ambitious goal of a car-free Olympics.

Getting residents comfortable with shared mobility now builds lasting transportation habits that will serve the region far beyond the Games.

"A robust, tech-enabled carpooling network means that even areas with poor transit access can contribute to the region's ability to meet its ambitious goal of a car-free Olympics."

Initiative 5: Transit Tourism

Initiative 5: Transit Tourism

Southern California is a global tourist destination, attracting over 50 million visitors annually, contributing over $18 billion to the region's economy.[2]

With the 2028 Olympic Games approaching, Metro has a unique opportunity to reshape how residents and visitors access some of LA's most famous attractions, while simultaneously reducing VMT and easing congestion.

This initiative focuses on "transit tourism," a concept designed to encourage both residents and visitors to use public transportation to reach LA's world-renowned tourist destinations. Whether it's the Santa Monica Pier, Universal Studios, or Griffith Park, the goal is to encouorage more people to reach these destinations by transit, reducing the need for cars and enhancing the visitor experience.

In preparation for LA28, this initiative will build partnerships with hotels, Airbnb hosts, and major tourism destinations to promote transit as the most convenient way to explore the city. Establishing transit pass programs for hotel guests and employees, offering first-day free transit passes, and developing a comprehensive marketing strategy can reduce the demand for rental cars and ease pressure on LA's transportation system.

How This Initiative Helps People Make Progress

The Transit Tourism initiative helps people make progress by offering a more convenient, affordable way to explore Los Angeles without relying on a car. For visitors and residents alike, this initiative:

> **Gets people to fun destinations without fighting traffic and parking:** By promoting the ease of taking transit to popular tourist spots, this initiative helps people avoid the frustrations of traffic jams and parking challenges, allowing them to enjoy their day out with less stress.

> **Avoids the cost and hassle of rental cars:** Visitors no longer need to worry about renting a car, paying for parking, or navigating unfamiliar roads. Bundling transit passes with tourismtickets makes it simple and affordable to use public transportation instead.

> **Reduces the cost of visiting tourist destinations:** By offering discounted transit passes and bundling them with entry to key attractions, this initiative lowers the overall cost of visiting Los Angeles, making it more accessible for budget-conscious travelers.

> **Gets tourism workers to work more affordably:** For the thousands of employees working in LA's hospitality and tourism sectors, this initiative offers affordable transit options, reducing their transportation costs and making it easier to commute to work without relying on a car.

[2] - Source: Los Angeles Economic Development Corporation, 2024.

Where to Use This Initiative

The Transit Tourism initiative targets trips made by both Southern California residents and out-of-town visitors, helping them explore LA's iconic destinations and easing travel burdens for tourism industry staff. By focusing on social, recreational, and work-related trips, this initiative encourages more people to rely on transit, reducing the need for driving and parking.

TARGET TRIP TYPES

This initiative focuses on helping residents and vistors access a range of trip types that play a central role in their daily lives.

> **Social and recreational trips for Southern California residents:** By promoting transit as an easy and stress-free option for visiting popular destinations, residents can rethink how they travel for day trips and weekend excursions. The convenience of avoiding traffic and parking hassles will appeal to locals seeking a more enjoyable way to experience the city.

> **Social and recreational trips for visitors to Southern California:** For out-of-town visitors, transit will be positioned as the best way to explore LA's attractions without the need for car rentals. This approach can ease congestion during the 2028 Games and beyond by reducing the number of rental cars on the road, helping tourists focus on enjoying their stay without transportation concerns.

> **Work trips for tourism staff:** Providing affordable transit options for employees in the tourism sector, including hotel and venue staff, will be critical. Employer-based TDM programs will offer discounted or free transit passes, ensuring staff can commute without relying on personal vehicles, which helps reduce congestion in high-traffic areas.

TARGET LOCATIONS

This initiative will focus on areas with strong existing transit connections, where tourists and residents can easily access LA's most popular destinations. These locations include hotels and short-term rentals, helping create a network of transit-ready tourist experiences that make it easier for visitors to navigate the city without a car.

> **Transit destinations near Metro stations:** Tourist hubs like Hollywood, Santa Monica, and Universal City, which are within walking distance of Metro stations, will be key areas of focus. These well-connected destinations offer opportunities to shift tourists from driving to using public transit.

> **Clusters of hotels near Metro stations:** Hotels located near Metro lines will be encouraged to provide bundled transit passes and in-room information on using transit. These partnerships will make it simple for guests to navigate LA's attractions by public transportation.

> **Airbnb county-wide:** By collaborating with Airbnb hosts across LA County, this initiative will ensure that short-term rental guests are also equipped with transit information and passes, making it easier for them to choose transit over driving during their stay.

Initiative Details

PROGRAMS AND PARTNERSHIPS

The success of the Transit Tourism initiative hinges on building strong partnerships with hotels, tourism destinations, and Airbnb hosts. These partnerships are the foundation of the initiative, helping to provide tourists and locals alike with the information and resources they need to easily access LA's transit system.

INITIATIVE-SPECIFIC ELEMENTS:

> **Partnerships with tourism destinations and hotels/rentals:** The initiative begins by establishing relationships with hotels, Airbnb hosts, and tourist destinations. Without these partnerships, the program cannot succeed. These partnerships will encourage transit use by ensuring visitors have access to transit information at every touchpoint—on hotel and Airbnb websites, in reservation reminder emails, and on-site through concierge services and in-room materials.

> **Hotel partnerships to reach guests:** Hotels will be a major conduit for providing transportation information. This initiative proposes working with them to ensure guests are made aware of transit options before they even arrive, with transportation details included on websites and in pre-arrival emails. Once guests are on-site, hotels will provide additional information through concierge services, transit brochures, and signage in guest rooms.

> **Airbnb and Vrbo partnerships to reach guests:** This initiative proposes partnerships with the Airbnb and Vrbo platforms directly as well as encouraging individual hosts to add transit-friendly information to their listings and in-room materials. This personalized approach ensures that short-term rental guests have easy access to transit options during their stay.

> **Tourism destination employer transit pass sales:** Beyond engaging tourists, the initiative will support transit use among employees at major tourist destinations. Business transit pass sales programs will make it easier for staff at these locations to commute using transit, reducing traffic congestion and freeing up parking.

> **Hotel business employer transit pass sales:** Similar to tourism destinations, this program will offer transit pass discounts to hotel employees. This supports tourism workers who often have long commutes and may not have easy access to parking, ensuring they can get to work without the need for a car.

UPGRADE ELEMENTS:

> **Major event venue staff TDM plans ($):** For large event venues, such as those hosting concerts, sports events, or conventions, this program will support TDM plans to reduce vehicle demand. Transit passes, carpooling incentives, and employer-subsidized transit programs will be key components in reducing the number of cars driven by staff to these high-traffic locations.

PRODUCTS AND SERVICES

UNIFYING PROJECT-WIDE ELEMENTS

B2C resource hub

INITIATIVE-SPECIFIC ELEMENTS:

> **Destination discounts for car-free access:** Tourists and residents who use public transit will be eligible for discounts at popular destinations. This initiative proposes working with partner attractions to offer bundled discounts for those arriving without a car, further incentivizing the use of transit and making it a more attractive option for visitors looking to save money.

> **TAP discount destinations map:** This interactive map will highlight cultural, recreational, and shopping destinations that offer discounts to TAP cardholders. It will be integrated into the B2C resource hub and available via QR codes in hotels, on Airbnb listings, and at transit stations. This tool will show people how easy it is to get to key attractions by public transit while benefiting from exclusive deals.

> **Concierge training:** Hotel staff, particularly concierges, will be trained on providing transit information to guests. They will learn about the benefits of public transit, routes, and how to help guests purchase and use TAP cards. This ensures hotel staff are well-equipped to encourage visitors to explore LA without needing to rent a car or rely on personal vehicles.

PROMOTIONS

UNIFYING PROJECT-WIDE ELEMENTS

B2C backend communications engine

INITIATIVE-SPECIFIC ELEMENTS:

> **Content marketing with travel publications:** Targeted content marketing campaigns will be designed to reach potential tourists through popular travel publications and websites. Sharing stories about car-free tourism in LA can influence travelers' decisions before they even book their trips. Highlighting the ease of using transit, promoting TAP discount destinations, and showing off how enjoyable it is to explore LA without a car can reduce the likelihood that visitors rent cars.

> **Keyword-targeted digital marketing:** This initiative will use geo-targeted and keyword-specific online ads aimed at visitors researching travel to LA. Using key search terms related to popular destinations, hotels, and events ensures that the benefits of using public transit reach potential tourists exactly when they are making decisions about transportation and accommodations.

> **Hotel flyers with QR codes:** Hotels participating in this initiative will distribute flyers to guests with information about nearby transit options, TAP cards, and local destinations. These flyers will feature QR codes that take guests to the B2C resource hub, allowing them to explore their transit options with a single scan.

> **Content for hotel and Airbnb advanced communications:** To reach guests before they arrive, this initiative proposes partnering with hotels and short-term rentals to integrate transit information into their reservation and confirmation emails. This allows visitors to plan their stay with transit in mind, making them more likely to choose transit-friendly accommodations and use transit once they arrive.

> **Real stories, real People:** This campaign will highlight stories from both residents and visitors who have successfully used transit to visit major attractions and navigate the city. Featuring real testimonials and experiences, this content will inspire others to leave their cars behind and embrace the ease and affordability of public transit.

> **LAX advertising:** Given LAX's position as a key entry point for millions of visitors, advertising throughout the airport will highlight transit options for tourists. This includes promotions for TAP cards, first-day free transit passes, and content that directs visitors to the B2C resource hub for more information on getting around without a car.

UPGRADE ELEMENTS:

> **Try-it transit discount codes for concierge staff ($):** Building off of the concierge idea in the Products and Service section on the prior page, this will ensure that concierge staff have firsthand experience using the transit system, so they are more knowledgeable and confident when suggesting it to guests.

> **Try-it transit discount codes for tourism staff ($):** Providing tourism employees, especially those who interact directly with visitors, with discounted transit rides will help familiarize them with the system. This builds both their confidence in recommending transit and helps them personally reduce car dependency.

> **First-day free transit cards for visitors ($$$):** A major upgrade to incentivize transit use, this initiative will provide tourists with free TAP cards for their first day of travel. Offered at hotels and short-term rentals, this pass eliminates the initial cost barrier and encourages visitors to try out the transit system right from the start of their trip.

PERFORMANCE AND PROGRESS TRACKING

The Transit Tourism initiative will be tracked using a combination of engagement data from the communications engine, transit pass usage, and partnerships with hotels and tourist destinations. These data sources will give teams a clear view of how well this initiative is shifting tourist and resident behavior towards transit, while also providing insights for continuous improvement. The key strategy will be the quarterly use of the backend database for surveying a sample of tourists and locals, allowing project teams to track changes in travel behavior without over-surveying the entire population.

Performance Metrics:

> **Quarterly database sample surveys:** Short, SMS-based surveys will be sent to a rotating sample of visitors and residents from the communications database. These surveys will ask questions about transportation choices, satisfaction with transit services, and overall experience, providing regular updates on program effectiveness.

> **Transit pass data:** Monitoring the number of transit passes distributed through hotels, Airbnb hosts, and tourist destinations will give teams insight into how many visitors are engaging with transit as a primary transportation mode during their stay.

> **Number of discount destinations:** Track the number of tourist destinations and businesses offering discounts for TAP card users, ensuring that the program is growing and incentivizing more transit use.

> **Number of hotel and Airbnb partners:** The success of this initiative will depend on our partnerships with hotels and short-term rentals. Measure how many establishments actively participate in the program by distributing transit information, offering transit pass bundles, and promoting car-free tourism.

How This Initiative Reduces Vehicle Demand and Prepares the Region for LA28

Tourism contributes significantly to traffic congestion in Los Angeles. With millions of visitors expected during the 2028 Olympics, reducing vehicle demand is critical.

For tourists, renting a car is often the default. This initiative tackles that head-on by providing better, more visible alternatives well before they arrive in LA.

By partnering with hotels, Airbnb, and VRBO, the initiative ensures that visitors receive bundled transit passes, clear guidance on how to use public transportation, and tailored routes to major tourist destinations. This makes transit not just an option, but the more convenient and affordable choice.

Rather than navigating traffic or dealing with parking at crowded tourist spots, visitors can enjoy a seamless transit experience that connects them to LA's top attractions.

Imagine a visitor planning a day out to see the Hollywood Walk of Fame, Griffith Park, and the beaches. Instead of hopping in a rental car, they simply follow the clear transit routes provided by their hotel, knowing they can avoid traffic jams and parking fees. With the transit pass in hand, tourists see how easy it is to move across the city while saving money.

This small shift—from car rental to transit—multiplies across thousands of visitors, cutting down on traffic at key attractions and reducing overall vehicle demand during the Games.

For residents, the initiative encourages the use of transit for recreational and social trips. Whether it's visiting a popular museum, heading to the beach, or attending a sporting event, residents can rediscover how convenient and cost-effective transit is—reducing car trips even before the influx of Olympic visitors.

For many residents, their first experience with transit may be attending a sporting event, concert, or festival—occasions when traffic and parking are major headaches. By choosing transit for these high-traffic events, residents can enjoy a stress-free alternative and see firsthand how reliable and convenient it can be. A positive experience here can serve as a gateway, encouraging them to consider transit for more everyday trips, like commuting or running errands. This shift—starting with special events—has the potential to expand transit use across other trip types, amplifying the impact of this initiative over time.

By promoting transit early, both for locals and tourists, the region reduces background traffic in the lead-up to LA28. This becomes especially important during the Games when visitors will not only attend Olympic events but also flock to LA's iconic attractions. Transit is the most efficient way for people to move around the city without adding strain to the already-busy road network.

Process: A Strategic Implementation Approach

Turning ideas into action is the most critical step in making this strategy work. The LA Metro TDM Strategy isn't just about having a plan—it's about executing it in a way that drives real, measurable progress. Two principles guide the execution of these initiatives: focusing on place-based solutions and committing to continuous learning and adaptation.
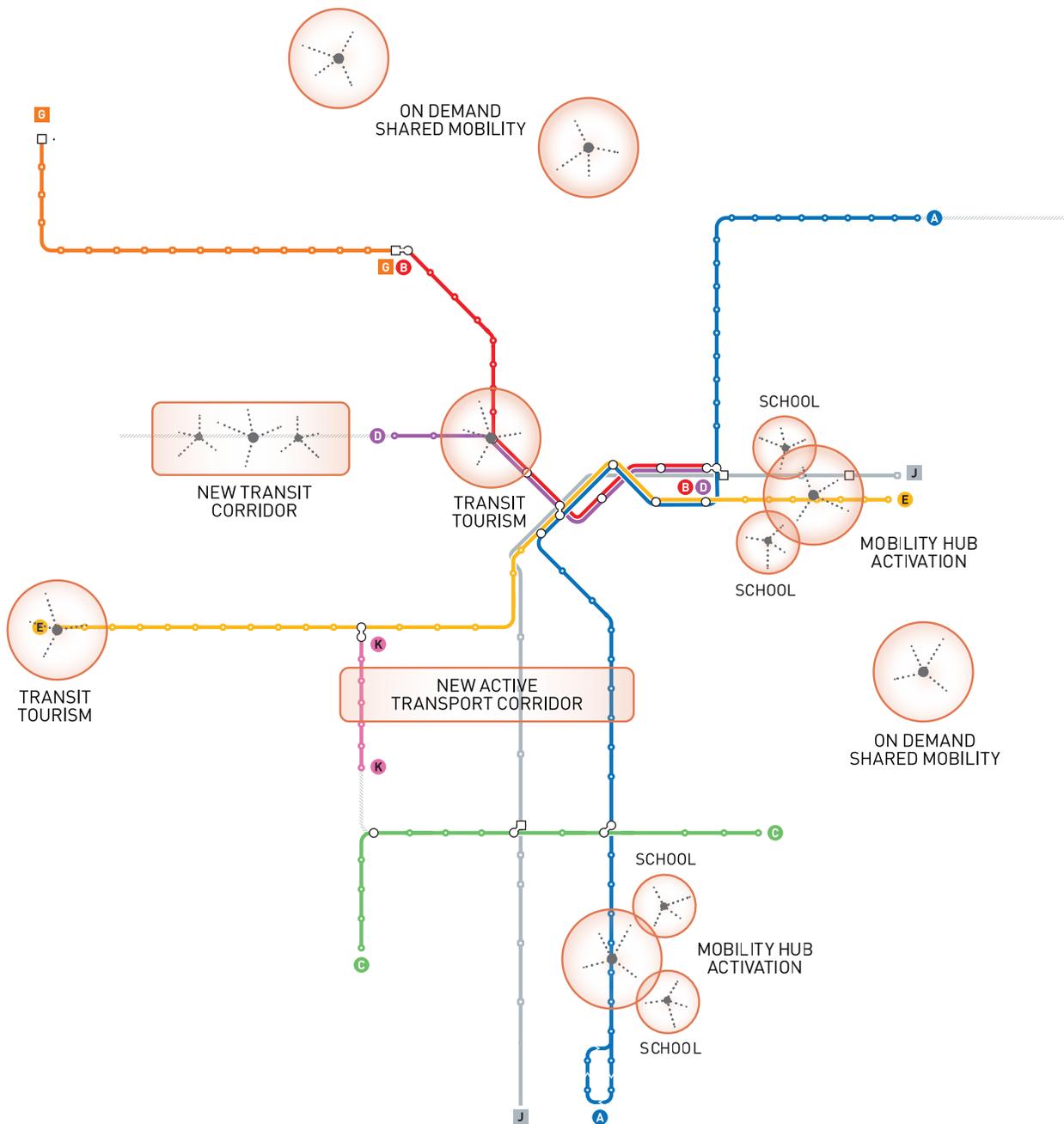
First, this strategy proposes a place-based approach as the most effective way to reduce vehicle trips and improve mobility. This ensures each initiative is tailored to realities on the ground, maximizing impact and effectiveness (see Figure 8).

Second, the strategy is built around a process of continuous improvement—starting small, gathering effectiveness data, and refining each initiative over time.

Figure 8

A Place-Based Approach to TDM

ON DEMAND SHARED MOBILITY

NEW TRANSIT CORRIDOR

TRANSIT TOURISM

TRANSIT TOURISM

NEW ACTIVE TRANSPORT CORRIDOR

SCHOOL

SCHOOL

MOBILITY HUB ACTIVATION

ON DEMAND SHARED MOBILITY

SCHOOL

SCHOOL

MOBILITY HUB ACTIVATION

1. Stay Local: A Place-Based Approach

The project team designed each initiative for implementation in specific types of target locations throuogut the county (see Figure 8). This brings the right mix of solutions to the areas they are needed most, and where they are most likely to work.

2. Start Small: Pilot Programs in Key Locations

Implementation should begin by deploying initial pilots of each initiative in well-considered locations throughout the county. These pilot programs will focus on areas that align with the goals of each initiative, allowing the project teams to test ideas in real-world communities. Starting small enables learning from local feedback, refining approaches, and ensuring the initial iterations are effective.

3. Use Market Research: Understand How People Use Mobility

Building a people-first strategy requires careful listening to the communities served. In addition to the extensive research that informed the TDM strategy, the project teams will conduct ground-level market research in the pilot locations. This will allow project teams to understand how people discover and select transportation options to get things done in their lives.

4. Build and Test Minimum Viable Products

The implementation approach should start with minimum viable products (MVPs) for each initiative—a fully functional, streamlined version of key services, such as the B2C resource hub and supporting tools for personalized residential engagement. The MVP allows testing of core functionality quickly and leaves room for adaptation based on user feedback. In addition, the project teams will test key services like personalized outreach to help residents can test more informed mobility decisions. By starting with a smaller, more agile version, Metro can learn and adjust in real-time, optimizing before scaling.

5. Measure: Use KPIs and Feedback to Drive Progress

As outlined in the prior section, each initiative includes key data sources and proposed performance metrics that will allow project teams to track success. These metrics focus on both activity (e.g., transit pass use, micro-mobility uptake) and qualitative feedback (e.g., user surveys). The backend B2C database will provide a central source of information, capturing long-term trends, participant engagement, and behavior change. Regular participant surveys will provide further insight.

6. Learn: Adapt Based on Data and User Feedback

Using both quantitative and qualitative feedback, Metro will determine what works and what doesn't. This adaptive approach ensures the strategy remains flexible and can pivot as necessary to optimize programs. This principle has guided Metro from the beginning. User feedback will be especially valuable—project teams will conduct regular surveys to assess behavioral changes and the qualitative experience of using new mobility options.

7. Scale Up: Implement Across the County

After refining the initiatives through pilot programs and market feedback, Metro will expand them countywide. Each program will be fully prepared for larger-scale deployment by providing pre-tested, optimized solutions. Regional TDM partners will play a key role in scaling these initiatives, using the tools, templates, and guides provided by Metro through the TDM Toolbox and TDM Working Group. With confidence that the initiatives work, partners will help drive widespread adoption across the county.

"Feedback from users will guide the strategy—people are at the heart of this approach, and project teams will prioritize continuous learning."

**8. LA28 Ready: Delivering Long-Term Impact for the Olympics and Beyond**

The final step is ensuring LA is fully prepared for the 2028 Olympics. By scaling up these initiatives in the years leading up to LA28, Metro will reduce vehicle trips and create a more seamless, efficient mobility system. The programs and infrastructure developed now will serve LA long after the Games, creating a legacy of improved transportation and sustainable mobility.

Scaling for Success: From Local Testing to 2028 Readiness

1. Start local: Focus on place-based initiatives, using market research to tailor programs to local needs.

2. Test and refine: Use performance metrics to learn what works best and optimize initiatives.

3. Scale up: Once optimized, help TDM Working Group partners multiply implementation region-wide.

4. LA28 ready: Scaled programs will reduce vehicle trips, preparing for LA28 and advancing Metro Vision 2028.

Figure 9
TDM Strategy Implementation
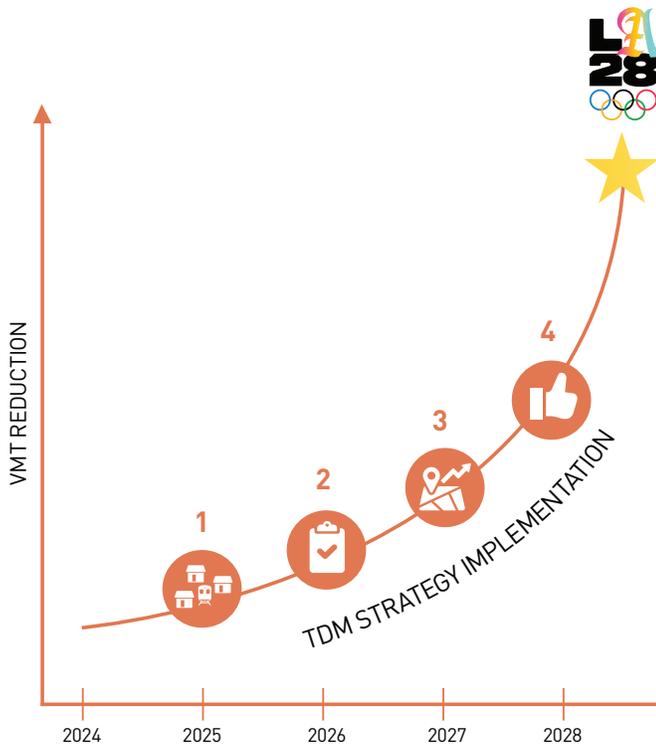
Conclusion: Moving Forward

While the TDM Strategy is designed for LA County, Metro strongly believes in the need for and benefit of regional coordination. As people travel for economic opportunities, recreation, socializing, or services, they should not be limited by city or county boundaries.

The LA Metro TDM Strategy is a foundational, living document. It establishes a well-researched, strategic direction for the future. It helps prepare the region for the 2028 Games and establish TDM partnerships and programs as a robust legacy.

The implementation of the TDM Strategy will be dynamic. It will use the performance metrics outlined throughout the strategy to evaluate and optimize on-going programs and launch new programs as needed to meet the region's ever-evolving mobility needs into the future.

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.

Appendices

Appendix 1: TDM Strategy
County Transportation Audit

Overview

Purpose

The purpose of this County Transportation Audit is to provide an overview of current travel patterns and available travel choices to inform the Los Angeles County Metropolitan Transportation Authority's (Metro) Transportation Demand Management (TDM) Strategy. The purpose of the TDM Strategy and the role Metro plays is described in more detail below.

The Role of Metro

Metro's mission is to provide a world-class transportation system that enhances the quality of life for all who live, work, and play within Los Angeles (LA) County by focusing on three core elements identified in the 2028 Strategic Plan:

> Increase prosperity for all by removing mobility barriers;

> Provide swift and easy mobility throughout LA County, anytime; and

> Accommodate more trips through a variety of high-quality mobility options.

Critical to the successful delivery of these elements is TDM which employs programs, policies, and communications to maximize the use and efficiency of non-drive alone travel options to reduce congestion, lower vehicle emissions, and improve accessibility for all travelers. While Metro has the agency to deploy, market, operate, and maintain mobility services in LA County, it is **not** responsible for ensuring regional TDM policy compliance, which is the purview of jurisdictions, developers, property owners, and employers. In addition to the TDM Planning Department, multiple departments within Metro are responsible for workstreams that directly and indirectly support TDM across the county, including Customer Experience, GIS, Office of Equity and Race, Office of Strategic Innovation, Transit Access Pass (TAP), and Operations.

Transportation Demand Management Strategy

As outlined in Board Motion 36, approved October 2017, Metro has been tasked with creating and implementing a Regional TDM Program (TDM Program) to increase the ease of use and access to the various mobility options that Metro provides across LA County. In the aftermath of the COVID-19 pandemic, this directive has evolved as the region has seen drastic and previously unimaginable changes in the way LA County residents and employees work and commute. The pandemic introduced significant changes in non-commute travel behaviors, with an increase of leisure and errand driving trips during this period, seeing traffic congestion regionally spread throughout longer periods of the day and beyond traditional peak commute hours. These behavioral changes and unpredictability of travel patterns are coupled with Metro moving forward with ambitious efforts to expand high-capacity and high-frequency transit service, and a consistently evolving landscape of new technology based emerging mobility options and tools.

This Plan will establish the direction, priorities, and implementation steps for delivering comprehensive TDM to grow Metro's ridership, encourage mode shift, and enhance quality of life. This will expand on Metro's recent and ongoing TDM, Parking, and TDM-supportive efforts which include the following:

Mobility Hubs

As part of its development guideline, Metro, through community and stakeholder engagement within the adopted Equity Platform, seeks to engage the station area residents, businesses, community-based organizations, and various mobility user-groups. Metro conducts a series of outreach meetings to build local support for the mobility hub as part of the project and incorporate community and user group ideas. Metro has delegated a team to study and define what a mobility hub should be.

Metro Adopt-a-Bike

Nearly 75% of bicycles lost and found on the Metro system and on Metro property go unclaimed after the state-required 90-day holding period. By administrate a mini-grant program to provide resource for CBOs and other nonprofits, the Metro Adopt-a-Bike program donates these unclaimed bicycles back to Los Angeles County residents with a focus on resource-challenged communities via a mini-grant program.

Open Streets

Open Street events temporarily closes streets to automobile traffic and opens them to people walking, riding a bike, and using other modes of non-motorized transportation. The goals of the Metro Open Streets Grant Program, which provides funding to jurisdictions in Los Angeles county to plan and implement an event, is to provide opportunities for 1) riding transit, walking and riding a bike on a city street, possibly for the first time, 2) to encourage future mode shift to more sustainable transportation modes, and for 3) civic engagement to foster the development of multi-modal policies and infrastructure at the city/community level. The program provides a great opportunity for Metro staff to interact with the public and answer questions by volunteering at the Metro Outreach Booth on event days, and staff is welcomed to bring information about the various projects and programs that they work on.

Commuter Options & Regulatory Compliance Program

The Commuter Options & Regulatory Compliance Program is one of the essential deliverables housed under the TDM and Parking Management Department. It is a multi-regional commute reduction strategy and is an integral part of the Transportation Demand Management element within Metro's adopted Long Range Transportation Plan, Air Quality Action Plan, Congestion Reduction, and Sustainability strategies. This program effectively addresses mandates associated to SCAQMD's Rule 2202, as well as localized city mobility/congestion management reduction ordinances.

Under SCAQMD's Rule 2202, employers with an employee base of 250 or more are expected to maintain regulatory compliance by implementing one and/or a combination of the following three options: 1.) Employee Commute Reduction Program {(ECRP) Rideshare/Shared Mobility Program} 2.) Emission Reduction Strategies (ERS) or 3.) Air Quality Investment Program (AQIP). The task of managing this regulation is primarily handled by the employer's on-site Employee Transportation Coordinator (ETC).

The overall core focus of the Commuter Options & Regulatory Compliance Program primarily focuses on assisting Employer ETCs with SCAQMD Rule 2202 regulatory compliance initiatives and is specific to the administration of their ECRP and mandated yearly SCAQMD Trip Reduction Plan (TRP) submittal. All services are also offered to employers regulated by city/local congestion reduction management strategies, such as the City of Santa Monica, Glendale, Burbank, Pasadena, and West Hollywood. It is through this service that Metro is in position to promote multi-dimensional mobility reduction programs, some of which offer employers and

commuters assistance with carpooling, vanpooling, transit ridership, telecommuting, bike and walk options, each being alternatives to a SOV (Single Occupancy Vehicle) commute. Furthermore, the program is also open to and assists interested unregulated employers, as well the individual commuter looking for alternatives to their drive-alone commute.

Secure Bicycle Parking Program

Parking management is in development of a new bicycle parking program that promotes ease of use, increased utilization, and security. The new program will integrate the locker program with shared use facilities and provide a daily secure bicycle parking option for transit riders.

Micro-Mobility Regulation Program (MMV)

The MMV Regulation program enforces rules and regulations of micro-mobility service providers to ensure the safety of all transit riders at stations. The program monitors and issues corrective action for MMV parking violations such as vehicles left on the platform or blocking ADA pathways.

SAFE Parking Program

This is an initiative which allows under-utilized parking facilities to be used for homelessness response efforts. Working with local jurisdictions and Los Angeles Homeless Services Administration (LAHSA), Metro provides parking spaces for those living in their vehicles to have a safe secure space to sleep. This program is in partnership and operated by LAHSA.

Additional initiatives within Metro that are relevant to TDM include:

> Metro's Rideshare/Shared Mobility Program, which provides resources and promotions for employers and commuters.

- Commuter resources include ridematching and vanpool services, Metro bike share, and a variety of related resources.

- Metro's vanpool program supports 850 vans with $600 monthly subsidies, down from 1,250 vans before the COVID-19 pandemic. The program also offers a one-time $200 start-up subsidy for first-time vanpoolers and an additional $100 a month subsidy for vanpools with a 70% or higher occupancy.

> Metro's bike programs, which include Metro Bicycle Education Safety Training (BEST); bike parking, lockers, and hubs; and bike maps and safety materials.

> Rider's guides and education, such as the On the Move Riders Program.

> Toll-free access to Metro Express lanes for carpools.

> Mini grants available to cities, community-based organizations (CBOs), and Transportation Management Associations (TMAs)/Transportation Management Organizations (TMOs) to support commuter behavior.

> Travel Rewards Research Project to help bring back post-pandemic transit ridership and advance personalized trip planning for TMAs/TMOs and major employers like LAWA/LAX.

> Visitor Pass Concept to provide Transit Access Pass (TAP) functionality through Transit App.

> Group transit pass programs, including the U-Pass and GoPass programs.

> A new fare structure launched on July 1, 2023, that reduces the cost of riding transit for most riders by capping fares at a certain amount per day and week.

Advancing Regional Priorities

The following are recent plans and studies produced by Metro that outline a regional vision for the future delivery of the mobility system. The vision, goals, and objectives of these documents set a basis for the high-level priorities that a TDM Strategy should seek to support and the intended outcomes that should result.

Metro Vision 2028 Plan

Released in 2018, this plan sets an agency-wide strategy for Metro to deliver and enhance mobility options in LA County for a 10-year period concluding when the Los Angeles Region will host the 2028 Olympic Games.

The primary objective of the plan is to double the use of non-drive alone modes by accomplishing the following performance outcomes:

> Ensure that all county residents have access to high-quality mobility options within a 10-minute walk or roll from home.

> Reduce maximum wait times for any trip to 15 minutes during any time of day.

> Improving average travel speeds on the county's bus network by 30%.

> Provide reliable and convenient options for users to bypass congestion.

To achieve these outcomes, the plan provides a robust matrix of goals, initiatives, and actions for Metro to implement, review, and report to the public every five years. Actions from the plan most closely related to advancing regional TDM include:

> Establish a baseline mode share for all trips.

> Establish mobility standards, current conditions, and identify gaps.

> Implement an equity framework and adopt performance metrics.

> Update Metro design standards to improve connectivity between transit lines and connecting modes for all transit facilities.

> Conduct a comprehensive transportation system pricing study to determine options for meeting four goals: revenue, equity, security, and ridership.

> Develop a strategy to increase rapid transit capacity and consider strategies to price all vehicle travel to manage congestion.

> Update performance measures related to security, benchmarked against best-in-class organizations.

> TAP card integration across all services.

> Introduce a new mobile app integrating trip information and fare payment for all mobility services in the county.

> Regularly evaluate Metro's service offerings to ensure the lowest system impact for the highest gain in mobility.

LA County Rail Network Integration Study

Metro's Rail Network Integration Study for LA County aims to integrate services between Metro's transit network, the statewide commuter rail system (Metrolink/Amtrak), and future High-Speed Rail stations in LA County. The plan identifies recommendations and infrastructure improvements primarily for three regional hubs: Van Nuys Metrolink Station, Burbank's Metrolink Stations, and Norwalk/Santa Fe Metrolink Station combined with Metro C Line Norwalk Station. The initial study started in the Summer of 2021 and is expected to publish a draft report by the Fall of 2023. The study supports the goals of Metro Vision 2028 Strategic Plan by aiming to seamlessly connect rail and public transit to improve the travel experience and maximize social equity and sustainability benefits.

Multimodal Corridor Plan

The I-405 Comprehensive Multimodal Corridor Plan (CMCP), adopted in September 2022 by the Metro Board, aims to alleviate traffic and congestion around regions of I-405. The plan's study area encompasses the entire length of the I-405 freeway in LA County and three miles on each side. The area includes 20 cities and 40 neighborhoods within the City of Los Angeles, extending from the San Fernando Valley to Orange County. The plan uses community feedback to increase accessibility for all users, advance equitable outcomes for historically disadvantaged communities, and decrease congestion through multimodal improvements.

Transit Oriented Communities Policy

In June 2018, the Metro Board of Directors adopted the Transit Oriented Communities (TOC) Policy. TOCs' are defined as places that, by their design, allow people to drive less and access transit more. This policy formalizes Metro's collaboration and commitment to 88 cities and unincorporated areas in LA County to support TOC activities. The TOC policy has the following objectives. First, it aims to define the concept of TOCs for Metro and formulate the goals and objectives of Metro's approach to facilitating TOCs. Second, it seeks to establish a clear definition of "TOC Activities" that qualify as a "transportation purpose" and are eligible for funding under the Measure M guidelines. These activities can be funded by Metro, its municipal partners through Local Return, as well as other qualified sources at the federal, state, and local levels. Third, it aims to set up a comprehensive set of criteria that will guide the decision-making process in determining which TOC Activities Metro will directly fund and implement and which activities Metro will encourage and support local partners to fund and implement.

With the three outlined purposes, TOC policy aims to achieve five key goals:

> Expand transit ridership, transportation options, and safety.

> Enhance communities surrounding transit through housing affordability, sustainability, and economic vitality.

> Engage organizations, jurisdictions, and the public through community engagement and partnership.

> Distribute transit benefits to all by focusing on equitable outcomes, complete communities, and small businesses.

> Capture the value created by transit by surrounding Metro's transit investments and re-invest that value into TOC activities.

Transit Oriented Communities Implementation Plan

Adopted in October 2020, the Transit Oriented Communities (TOC) Implementation Plan outlines a clear and actionable roadmap for Metro to implementing the TOC Policy the Metro Board of Directors adopted in 2018. The plan harnesses numerous positive benefits associated with public transit systems while addressing potential unintended consequences for vulnerable communities based on four key initiatives:

> Create TOC Corridor Baseline Assessments by highlighting community characteristics, opportunities, and needs.

> Continually improve Metro TOC Programmatic Areas through actions that ensure TOC programs align with policy goals and outcomes.

> Enhance Metro's internal coordination.

> Strengthen Coordination and Collaboration with Metro's partners.

By following this plan, Metro aims to maximize the advantages and minimize adverse effects to ensure an equitable and efficient transportation system for all. The TOC Implementation Plan advances upon the five goals of the Transit Oriented Communities Policy that was adopted by the Board in 2018, previously described. Furthermore, the plan will drive the progress of other aspects outlined in the TOC Policy. This includes identifying opportunities where Metro takes the lead and collaborates with partners. It also involves defining eligible TOC activities for which jurisdictions can utilize Measure M local return funds. By implementing the TOC Plan, Metro aims to actively advance these aspects of the TOC Policy, fostering collaboration and enabling the efficient allocation of resources for eligible TOC activities.

Supportive Transit Parking Program TDM Strategy

The STPP is Metro's innovative parking policy adopted by the Board which manages transit parking demand through pricing and ridership verification. This policy consists of a full spectrum program which includes parking operations, parking enforcement, and parking planning for future transit corridors. Analysis of supply and demand for parking at Metro facilities which is expected to increase to 31,500 spaces located at stations spread over 1,400 square miles revealed the following key findings:

> Use of Metro parking facilities by non-transit riders presents a significant obstacle for those who need first/last mile access to transit by car.

> The push to build more parking spaces to improve access to transit at times results in an overbuilding of parking spaces. This issue is of particular concern when these spaces are underutilized, are not used by transit riders, or when some transit users can take advantage of non-driving modes to access stations, more consistent with the region's transportation and air quality goals but drive instead.

> Discretionary parkers, those who are willing to access stations by means other than driving and parking, should be encouraged to do so. Such a policy strategy will make parking spaces available for those transit riders who need them and offers the potential of increasing overall access to Metro transit stations.

> Building more parking spaces, effectively serving many drivers to the area whether they use parking or not, encourages driving and discourages the use of active transportation and transit connections, while not necessarily increasing access to the transit. It also redirects resources from transit service to the drive-alone mode share.

Increasing the efficiency, benefits, and customer service levels of Metro's parking system requires that greater attention be paid to the occupancy and condition of parking facilities in the form of more active parking management and enforcement. Based on comprehensive site audits of parking facilities at transit stations across the network, system-wide and station specific recommendations were developed. Critical system-wide recommendations are summarized below:

> Implement consistent signage and wayfinding that improves customer experience.

> Transition Caltrans-owned facilities to Metro ownership to improve consistency and upkeep.

> Improve bicycle access and parking.

> Develop permit parking zones that apply to multiple stations to spread demand.

> Open facilities with low weekday evening or weekend demand for other uses.

> Restripe high occupancy (over 90%) facilities to provide more capacity through compact spaces.

> Increase enforcement.

> Dedicate spaces for vanpools and carshare providers.

Metro Active Transport and First/Last Mile (MAT) Program

The MAT Program, established by Measure M, aims to fund more than $857 million in active transportation infrastructure throughout LA County over 40 years to expand active modes of transportation. The Active Transportation Strategic Plan and Equity Platform Framework serve as the core policies for this program. Metro Active Transit began its Cycle 1 with a funding year window of fiscal years 2021 to 2025. The goals of Cycle 1 include advancing key Metro policies, initiating ATSP-identified First/Last Mile project implementation, building momentum for future efforts, encouraging project partnership and innovative delivery approaches, and targeting investments in needed areas.

First Last Mile Strategic Plan

The First Last Mile Strategic Plan, released in March 2014, provides direction for Metro when undertaking planning and design efforts aimed at improving first and last mile connections to transit. The plan sets three goals: expanding transit reach, maximizing multi-modal benefits and efficiencies, and building on RTP/SCS and Countywide Sustainable Planning Policy. Outlined in the plan is the Pathway concept, which prescribes a series of intermodal improvements, services, and amenities which can shorten trip lengths and seamlessly connect riders to Metro Rail and BRT Stations. Intermodal improvements may include enhanced bus stops, bike hubs, bike share, car share, Park-n-Ride lots, pick-up areas, and regional bikeways. The plan also targets achieving an eight percent increase in rail and bus rapid transit ridership within three to five years and a 12% increase within twenty as part of its goals to improve transportation accessibility and enhance first and last-mile connections. By implementing strategies outlined in the plan, Metro aims to encourage more people to use public transit and increase access to transit stations, reduce dependence on single occupancy vehicles, and improve the overall efficiency of the transportation network in Los Angeles.

First/Last Mile Guidelines

The First/Last Mile (FLM) Guidelines outline how Metro and local jurisdictions can collaborate in planning, designing, and constructing first/last mile improvements of new rail transit and bus rapid transit projects. The guidelines aim to fulfill the vision of the Metro Board of Directors in establishing safe and connected first/last mile pathways to new transit stations. The guidelines expand upon Metro's First/Last Mile policies and previous guidance, such as the First/Last Mile Strategic Plan (2014).

Current Large-Scale TDM Efforts in the Region

The LA region is host to a wide variety of TDM initiatives. Metro, local, and regional jurisdictions, TMOs/TMAs, and employers alike have been planning and implementing TDM in the region for decades. The most significant current efforts in LA County and adjacent counties are summarized below.

TDM Plans

Southern California Association of Government (SCAG) Transportation Demand Management Strategic Plan

SCAG's TDM Strategic Plan and Final Report, published in August 2019, outlines a long-range TDM plan for the region that "provides an objective- driven and performance-based planning framework" to identify and implement effective strategies. The MPO's TDM Strategic Plan is centered around nine core goals including "increase the number of households and jobs located within 1/2 mile of transit, encourage municipalities to incorporate TDM into local plans and policies," and "improve public health and wellbeing through increased usage of bicycling and walking." A significant component of the TDM Strategic Plan is a TDM Toolbox which includes updated information about innovation in technology and mobility. As the region's MPO, SCAG plays an important role in LA County's transportation landscape and its policies and plans could have a significant impact on the county and transportation agencies operating within it. Plan recommendations relate to knowledge sharing around TDM program implementation and policy development, facilitating, and strengthening partnerships to improve and expand TDM implementation in the region, refining programming through research on program effectiveness and providing grants, and improving measuring the results of TDM initiatives. As of 2023, SCAG completed a TDM Data Standards project and a series of TDM trainings.

LA DOT Strategic Plan 2021-2023

The LADOT Strategic Plan is a quick-implementation plan committed to accomplishing 76 actions around five key pillars by end of 2023. The Plan addresses important challenges resulting from the public health emergency and its immediate aftermath. A particular focus is placed on equitable transportation access for all individuals, reducing the impact of transportation on climate change, and eliminating traffic fatalities. Updating the Transportation Demand Management Program is a major priority and will refocus the initiative around the reduction of VMTs for development projects, promoting sustainable travel behavior and teleworking.

Orange County Mobility Hubs Study

The Orange County Transportation Authority completed in 2022 established principles and guidelines for mobility hub planning in Orange County. The plan identifies 25 key locations for the network which includes a range of land use types including urban settings such as downtowns, universities, and suburban locations such as park-n-ride lots. The mobility hub contains certain anchor services (transit, rail, etc.), complementary services (micro-transit, car share, bike share, etc.), and vital customer amenities (wi-fi, seating, real-time arrival info, etc.) to create a functional and customer-oriented experience. A few of the hubs are located along Metrolink Stations and the guidelines draw on best practices from TDM and behavior change elements.

Orange County Transportation Authority TDM Strategic Plan

Starting in June 2023, the Orange County Transportation Authority is undertaking a study to develop a Countywide TDM Strategic Plan, a blueprint to leverage technology, amenities, and programs to create an "integrated suite of mobility and accessibility services" and reduce SOV trips. The plan has six main project objectives including equity, increasing transit ridership by solving challenges such as first-/last-mile solutions, and improving air quality and public health. Community outreach and engaging with marginalized/underrepresented groups is heavily emphasized as well as developing a TDM Toolbox with fact sheets about proven TDM strategies.

Culver City Citywide Transportation Demand Management Study

Starting in the summer of 2022, Culver City has been working on a comprehensive TDM study as part of its overall approach to reimagining mobility. Once completed, the study will result in the development of innovative mobility management strategies, a financial study, a citywide TDM program, including a TDM ordinance for new development, recommendations for implementing TDM via a TMO, and a comprehensive implementation plan.

State-Level and Regional Policies Impacting TDM

SB 375

At the state level, the Global Warming Solutions Act of 2006 (AB 32) has been influential in limiting greenhouse gas reduction for the state. SB 375 was approved in 2008 with a focus on addressing the transportation and land use components. SB 375 required the California Air Resources Board to determine per capita GHG emission-reduction targets for each metropolitan planning organization (MPO) in the state for 2020 and 2035. In turn, each MPO was required to prepare a Sustainable Communities Strategy (SCS) that demonstrates how the region will meet its GHG reduction target through integrated land use, housing, and transportation planning.

SB 743

SB 743 made several changes to how transportation impacts of new projects are evaluated under the California Environmental Quality Act (CEQA). SB 743 replaced auto delay, level of services, and other similar measures of vehicular capacity or traffic congestion with vehicle miles traveled (VMT) as the primary metric for determining significant impacts. The bill also created a new exemption for certain projects that are consistent with a Specific Plan and eliminated the need to evaluate aesthetic and parking impacts of a project in some circumstances. Approved mitigation measures include changes to the built environment and transportation demand management strategies.

AB2206

AB2206 made changes in 2022 to the Parking Cash-Out Program (AB 2109 of 1992). The law requires employers with more than 50 employees in a nonattainment area for any state air quality standard to offer parking cash out to employees if they offer subsidized parking. The law is limited in its impact because it only applies to employers who can reduce the number of parking spaces they maintain without penalty.

South Coast AQMD Rule 2202

Rule 2202 is implemented by the South Coast Air Quality Management District (AQMD) whose objective is to reduce emissions from vehicle trips generated by employers. Employers with 250 or more employees at a worksite are required to reduce their employee commute emissions to a level specified by AQMD. The reductions can be achieved through a variety of TDM strategies including ridesharing, teleworking, riding public transit, or other approved methods. Employers must submit an annual report detailing their detailing their emission reduction strategy and showing that they have met their required emission reduction targets. Alternately, the employer can pay a mitigation fee or by implementing an approved alternative compliance plan.

AB2097

Effective 1/1/2023, cities and counties in California can no longer set minimum parking requirements for new developments within ½ mile of a high quality transit corridor or a major transit stop. The law may result in a better alignment of municipal parking policy and supply with trip reduction and sustainable mode share goals.

City-Level TDM Policies

The development of city-level TDM ordinances for new developments dates back to California's Proposition 111, passed in June 1990, which increased the state gas tax to fund transportation projects. It also mandated that urban counties adopt a congestion management plan (CMP) that would monitor congestion level and address impacts of new land uses on transportation infrastructure. The CMP adopted by the Los Angeles County Transportation Commission required local jurisdictions to pass TDM ordinances, many of which are dormant at present or cover minimal requirements. Table 1 includes jurisdictions whose ordinances have been updated/expanded and are actively enforced.

Table 1 - City TDM Ordinances

POLICY	APPLICABILITY (EMPLOYER-BASED OR DEVELOPER-BASED)	SUMMARY
City of Los Angeles TDM Ordinance	New developments exceeding specific size thresholds	This TDM ordinance is designed to ensure that new development supports sustainable transportation choices. The ordinance has several goals, including reducing single-occupancy vehicle trips, mitigating transportation impacts, promoting infill housing, and embracing complete streets. The ordinance applies to new developments of a certain size, such as universities, multifamily residential buildings, office space, hospitals, and warehouses.
City of Glendale TDM Ordinance	New and existing developments	This TDM ordinance establishes a quantitative goal for reducing vehicle trips from new and existing development in Glendale. The ordinance applies to certain types of development and requires employers and property managers to implement specific TDM strategies, including a TDM plan and secure long-term parking.
Beverly Hills TDM Ordinance	New developments of a certain size	The Beverly Hills TDM Ordinance requires all new non-residential developments to provide Transportation Demand Management (TDM) measures. The number of measures required a tiered based on the size of the development. They include providing carpool parking, rideshare promotion, and provision of an information kiosk. Larger developments are required to make infrastructure investments, such as transit improvements and ensuring adequate sidewalks.
Burbank TDM Ordinance	Employers with 25 or more employees	Burbank's TDM ordinance requires employers in Downtown Burbank or the Burbank Media District with 25 or more employees to become paying members of the Burbank TMO (BTMO) and survey their employees about their commute trips during the peak period. The BTMO presents the cumulative results to the City of Burbank annually to help the City of Burbank better understand how employees commute to and from work, and guide fwuture transportation plans and programs.

Table 1 - City TDM Ordinances

Policy	Applicability (Employer-based or Developer-based)	Summary
Culver City TDM Ordinance	New developments over 25,000 square feet	The Culver City TDM ordinance requires new development owners to comply with TDM and trip reduction measures before receiving a certificate of occupancy. These measures include providing commuter information, long-term bike parking, and pickup/drop-off zones for vanpooling and carpooling.
El Segundo TDM Ordinance	New developments over 25,000 square feet	The TDM ordinance requires new development projects to promote sustainable transportation options and reduce SOV trips. The ordinance is tiered, with more stringent requirements for larger developments.
Pasadena TDM Ordinance	New developments of a certain size	The Pasadena TDM ordinance requires multi-family residential development, mixed-use, and non-res dev projects of a certain size to have a TDM Plan in place that meets all the plan's criteria including TDM measures and a certified Employee Transportation Coordinator. Nonresidential developments must achieve a 1.5 Average Vehicle Ratio (AVR) in year one, and 1.75 AVR by year 3 for those located in a transit-oriented development area.
Santa Monica TDM Ordinance	Employers with 25 or more employees and new developments	The Santa Monica TDM ordinance proactively managing congestion, reducing automobile dependence, and enhancing transportation choices by requiring trip reduction plans for all types of trips-work, shopping, leisure, school, and appointments. Depending on the land use type, an AVR target of 1.6 to 2.2 must be achieved. Employers also must pay an annual transportation fee which can be reduced if certain requirements are met including meeting the AVR target
West Hollywood TDM Ordinance	Employers with ten or more employees and new developments	The West Hollywood TDM ordinance requires employers in new developments of at least 5,000 square feet to have a trip reduction plan in place and achieve an Average Vehicle Ridership (AVR) of 1.5 within one year. They must also submit an annual report.

TDM Programs

In addition to Metro's TDM programs, the Los Angeles region is home to several TDM and rideshare programs offered by county transportation commissions (CTCs), non-profit transportation management organizations (TMOs), and large institutions. Table 2 focuses predominantly on large-scale programs rather than site-level efforts. In addition to UCLA, many other colleges and universities in the region offer extensive commute programs and benefits to their employees and students and require paid parking. California Institute of Technology, UC Irvine, California State Polytechnic University, Pomona, and University of Southern California are among those offering significant transportation incentives to staff and students, including access to free transit, campus shuttles, ridematching, and carshare.

Many of these TDM programs were formed to comply with regional or local regulatory requirements discussed above. Unlike in other parts of the state or the country, TMOs in Southern California receive minimal government support for ongoing operations and primarily rely on private-sector funding.

Table 2 - Major TDM Programs Within and Adjacent to LA County

PROGRAM	LOCATION/SERVICE AREA	PROGRAM TYPE
Burbank TMO	City of Burbank	TMO/Ridematching
Century City TMO (Commute 90067)	City of Los Angeles (Century City)	TMO/Ridematching
FASTLink DTLA	City of Los Angeles (Downtown)	TMO/Ridematching/FlexLA Shuttle
Go Glendale!	City of Glendale	TMO/Ridematching
GoSaMo TMO	City of Santa Monica	TMO/Ridematching
LAWA Rideshare Program	City of Los Angeles (Los Angeles World Airports)	Ridematching
Iride Inglewood	City of Inglewood	Employee shuttle
Pasadena TMA	City of Pasadena	TMO/Ridematching
Playa District	City of Los Angeles (Playa District)	TMO/Ridematching
Playa Vista Compass	City of Los Angeles (Playa Vista)	TMO/Ridematching
Southern California 511	Los Angeles County, Orange County, Riverside County, San Bernardino County, Ventura County	Promotes Regional Rideshare Services
Valencia GO	County of Los Angeles (Valencia)	TMO/Ridematching
Warner Center TMO (Warner Connects)	City of Los Angeles (Warner Center)	TMO/Ridematching
Westwood Transportation Network/ UCLA Transportation Services	City of Los Angeles (UCLA)	Campus Transportation Options and Bus
Anaheim Regional Transportation Network (ART) and Commuter Services	City of Anaheim	TMO/Ridematching/Transit Service
IE Commuter	San Bernardino County and Riverside County	CTC/Ridematching
OC Rideshare	Orange County	CTC/Ridematching
Spectrumotion	City of Irvine (Spectrumotion)	TMA/Ridematching
Ventura County Transportation Services	Ventura County	CTC/Ridematching

County Context

To develop future TDM recommendations, it is important to understand the land use and development context as well as the needs of who we are trying to serve, with an emphasis equity-focused communities who have traditionally been underserved by mobility choices. The following is an overview of the people and places that form travel markets within LA County.

Population

Socio-economic data was mainly assessed using the US Census American Community Survey (ACS) 5-Year Estimates 2021 data, which calculated a total population of just under 10 million people within LA County. This is estimated at 3,342,811 households, with a ratio of 2.94 persons per household. Of these households, over 8.5% do not have access to a motor vehicle (287,807 households).

Key indicators that relate to TDM and travel markets are as follows:

> More than 1.3 million people, approximately 14% of the population live below the poverty line.

> Just under 7.5% of the population (459,666) identify as having a disability which may be an impediment to mobility. Most are under the age of 65 years.

> Approximately a third (33.5%) of the population was born in a country outside the United States.

> Of persons aged 5 or older, over half the population (55.8%) speaks a language other than English at home.

> Just under half (49.9%) of the population identifies as female.

> A majority (53.75%) of total housing units are renter occupied.

> Mean travel time to work one way for those 16 years+ and employed is roughly half an hour (29.5 minutes).

> More than 800,000 people, approximately 7% of LA County residents, are undocumented immigrants (2023 State of Immigrants in LA County).

The first table below represents the racial and ethnic breakdown of the county as reported by the Census data. Approximately three quarters of the county's population are individuals that identify as a group within Black, Indigenous, or People of Color (BIPOC). All groups grew in total and share of population except for White Non-Hispanic and Black Non-Hispanic, respectively. Countywide distribution by age is shown in the second table, with roughly 47% of the population under the age of 35. In the years between 2013 and 2021, the total number and share of the population over 65 rose significantly, followed most closely by those 50 to 64. This tracks closely with what many other regions are experiencing and poses new challenges and opportunities for mobility as a considerable share of the population enters their senior years while living longer.

Table 3 - Race/Ethnicity

	2013		2021		
	Total	**Percent**	**Total**	**Percent**	**Percent Change**
White non-Hispanic	2,721,187	27.50%	2,550,832	25.46%	-6.26%
Black non-Hispanic	803,913	8.13%	766,190	7.65%	-4.69%
Asian non-Hispanic	1,356,049	13.71%	1,458,140	14.55%	7.53%
Hispanic Any Race	4,739,189	47.90%	4,875,669	48.66%	2.88%
Other non-Hispanic	247,011	2.50%	344,421	3.44%	39.44%

Source: US Census, ACS 5-year estimates, 2013, 2021

Table 4 - Age

	2013		2021		
	Total	**Percent**	**Total**	**Percent**	**Percent Change**
0 to 4	646,180	6.53%	570,367	5.69%	-11.73%
5 to 19	2,022,621	20.44%	1,854,472	18.51%	-8.31%
20 to 34	2,269,359	22.94%	2,278,672	22.74%	0.41%
35 to 49	2,123,802	21.47%	2,063,360	20.59%	-2.85%
50 to 64	1,720,497	17.39%	1,880,547	18.77%	9.30%
65 and older	1,111,022	11.23%	1,372,217	13.70%	23.51%

Source: US Census, ACS 5-year estimates, 2013, 2021

Focusing on Equity

Metro Equity Need Index

Metro created the Metro Equity Need Index (MENI) in 2022 to update its Equity Focus Communities (EFC) Map. The MENI takes into account the percentage of households without vehicles in the community, the percentage of households with an income of less than $60,000, and the percentage of the population of Black, Indigenous, or other People of Color (BIPOC). It includes five tiers of equity need ranging from very low to very high. The top two tiers ("High Need" and "Very High Need") are designated as EFCs. The average characteristics of households in the "Very High Need" tier are as follows: 19.6% of households do not have vehicles, 63% have an income of less than $60,000, and 94% belong to BIPOC populations. In the "High Need" tier, 11% of households do not have vehicles, 49% have an income of less than $60,000, and 85% belong to BIPOC populations.

Figure 1 indicates communities with predominantly low-income and people of color residents fall into the "Very High Need" and "High Need" tiers. For example, neighborhoods such as South Central, Pico-Union, and Vermont square demonstrate a "Very High Need" status. Similarly, areas such as Van Nuys and the surrounding neighborhoods in the San Fernando Valley, along with Palmdale/Lancaster in the Antelope Valley, exhibit a "Very High Need" classification. In contrast, neighborhoods with a historically majority white population, like Mar Vista, Westwood, and Beverly Grove, show a "Low Need" level.

The map highlights that major urban centers of Los Angeles show clusters of "Very High Need" and "High Need" regions. Notably, areas near major freeways, such as the 710 and 5 freeways, demonstrate a "Very High Need" categorization. These areas often suffer from issues like elevated pollution rates due to their proximity to the freeways and lack of access to healthy food. Conversely, areas on the outskirts of central Los Angeles, such as Santa Monica and West Hollywood, which are located farther away from major freeways, tend to have a classification of "Low Need."

Figure 1 - Metro Equity Need Index (MENI) 2022 and Equity-Focused Communities
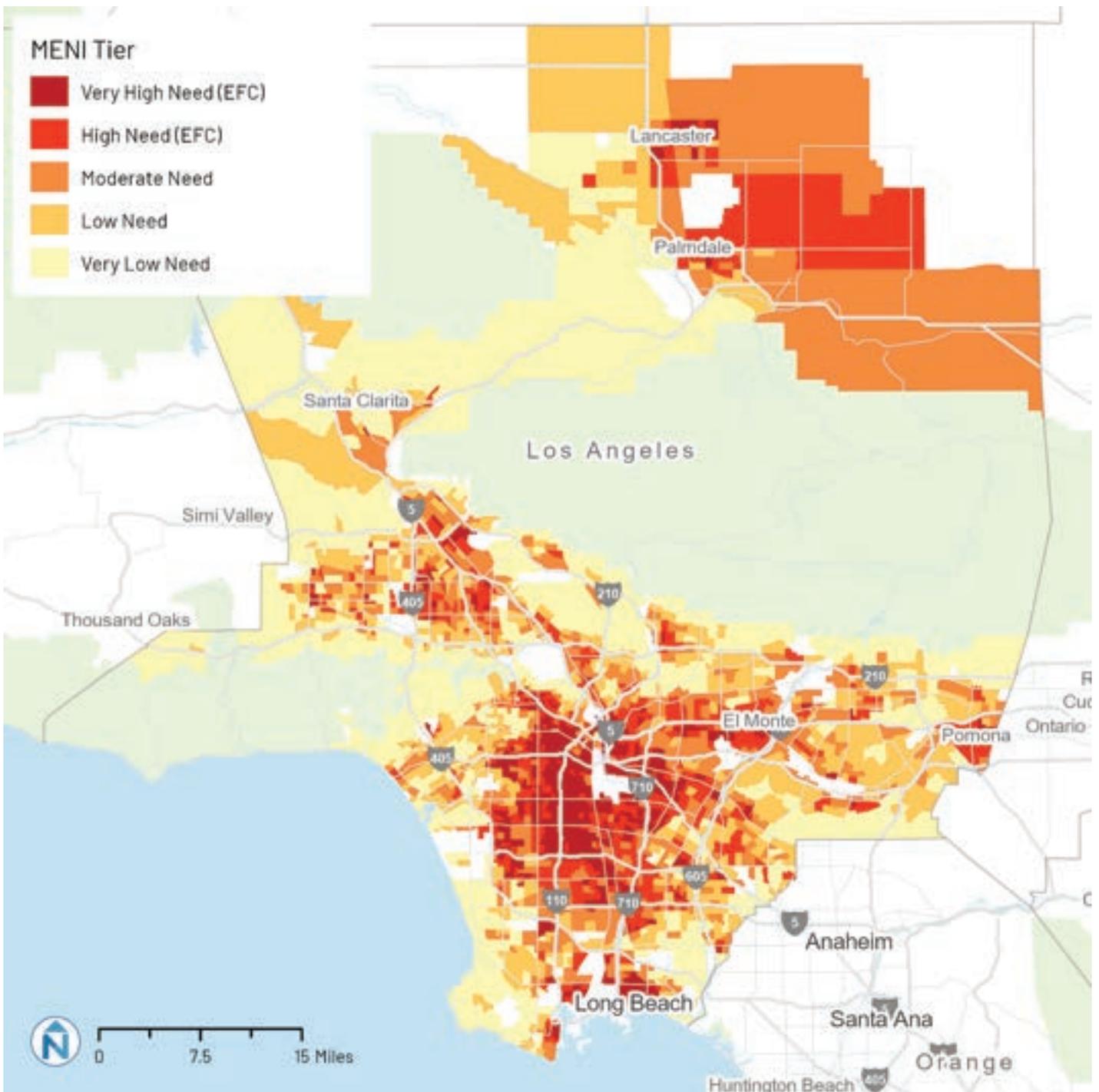
Source: Metro, 2022

Transit Access vs Equity Need

In Figure 2, Transit access is defined as the number of jobs accessible within 45 minutes via transit. The equity need displayed on this map is derived from the MENI scores that Metro created.

Pink areas signify locations with higher equity needs and lower transit access to jobs. These areas include pockets of Long Beach, El Monte, Pomona, Lancaster, Palmdale, South Gate, San Fernando, and Inglewood. These areas likely face significant social and economic disparities, and their limited transit access to jobs may pose challenges for residents.

Conversely, brown areas indicate locations with high equity needs and high transit access to jobs. These areas predominantly include central LA. This suggests that central LA experiences significant social and equity needs but has better transit access to jobs.

Light orange areas depict locations with low equity needs and low transit access to jobs. These areas include mostly coastal neighborhoods. While these areas demonstrate fewer equity needs, the limited availability of transit may impede mobility and connectivity for residents in these coastal neighborhoods.

Lastly, blue areas signify areas with high transit access to jobs and low equity need. These areas include Manhattan Beach, West Los Angeles, Brentwood, Beverly Hills, and the southern extents of the San Fernando Valley. These areas benefit from a variety of transit systems. While equity concerns may be less pronounced in these areas, it is essential to ensure that access to resources and job opportunities remain available for all residents.

Figure 2 - Transit Access vs. Equity Need
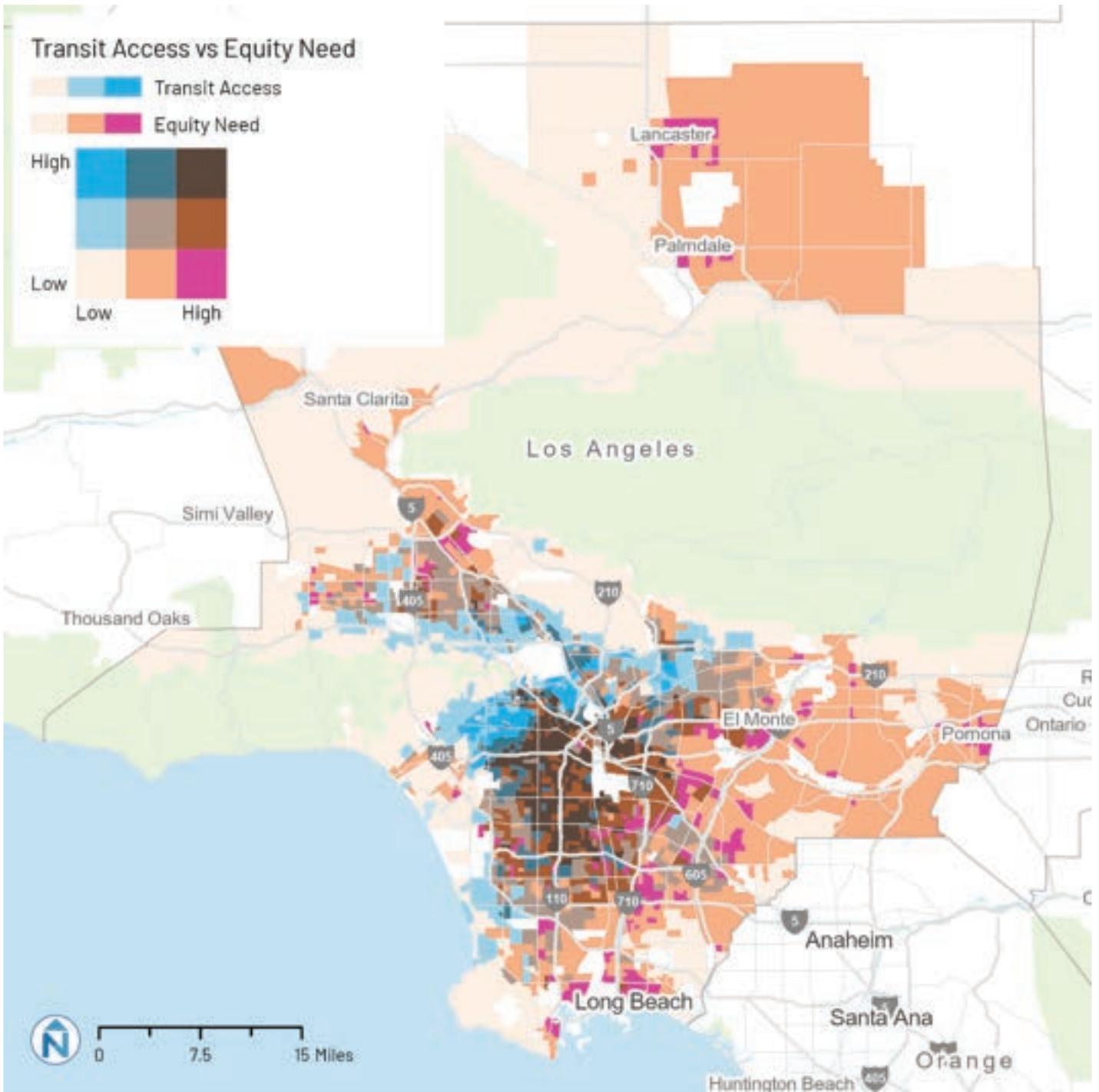
Source: Metro, 2022

Housing and Transportation Cost Index

The Center for Neighborhood Technology's Housing and Transportation created an affordability index that provides a comprehensive perspective on affordability by incorporating both housing and transportation data in maps, charts, and statistics covering the US.

Traditionally, a place is considered "affordable" if housing costs are no more than 30% of a household income, but this fails to consider transportation, which is usually a household's second biggest expense. Transportation should account for no more than 15% of a household income for a place to be affordable, so an area is considered affordable under this metric if both housing and transportation combined are under 45% of a household income.

In Figure 3, efficient areas are block groups where housing and transportations costs are less than 45% of a household income, and inefficient areas are block groups where housing and transportations costs are more than 45% of a household income. Unaffordable transportation areas on this map highlight locations that would be affordable based solely on housing costs, where housing costs are less than 30%, but are ultimately unaffordable because of high transportation costs, and the combination of housing and transportation in these areas is greater than 45%.

Without factoring in transportation costs, 55% of US neighborhoods are considered "affordable," but factoring transportation in decreases that number to 26%. In Los Angeles County, 11% of neighborhoods are location-efficient, meaning that they are compact and close to jobs and services while offering a variety of transportation choices that allows people to spend less time and money on transportation.

Figure 3 - Housing and Transportation Costs as Percent of Income
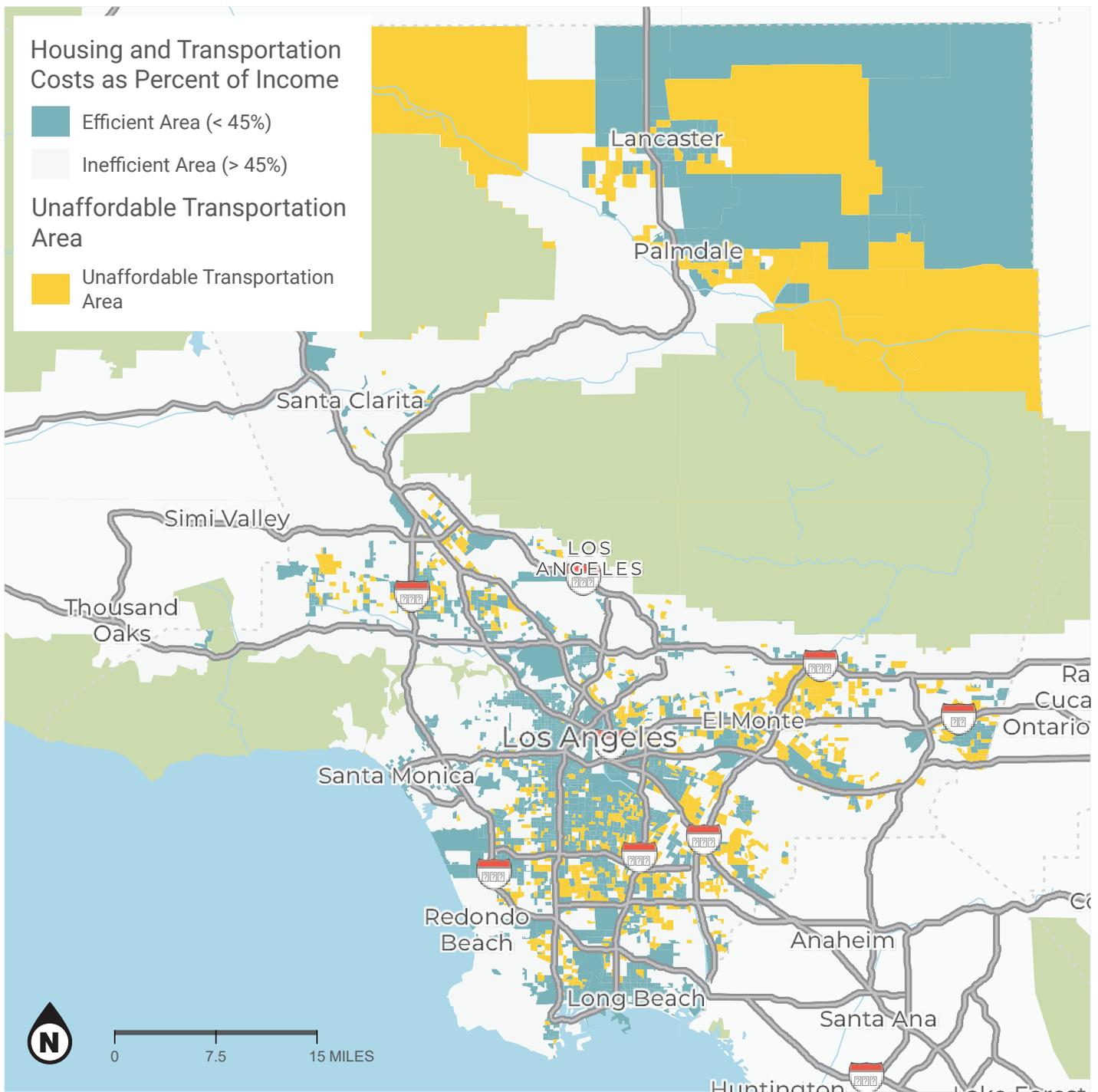
Source: Housing and Transportation (H+T®) Affordability Index

Development Context

Figure 4 displays LA County's built environment showing land use in high level categories. "Other" includes transportation uses, specific plans, areas under construction, undevelopable or protected land, and unknown uses. Transportation uses include bus terminals, bus yards, freeways and major roads, Park-n-Ride lots, airports, railroads, rail yards, and other facilities. "Mixed" contains mixed commercial/industrial uses and mixed residential/commercial uses. "Institutional" includes facilities such as government offices, police and sheriff stations, fire stations, and other public facilities, educational facilities, and military installations.

This analysis highlights the following land use patterns:

Lower Density Residential
Much of LA County consists of lower density areas in yellow, primarily situated on the outskirts of the county. Conversely, higher density residential zones are predominantly located in central region and near major freeways. Specifically, neighborhoods such as Westlake, Pico-Union, Downtown LA, and portions of South-Central exhibit higher density residential developments. Additionally, neighborhoods adjacent to the 5 and 405 freeways demonstrate a prevalence of higher density residential areas.

Commercial
Commercial zones are dispersed across the county, but they are more concentrated in central Los Angeles. A noticeable pattern emerges, wherein commercial uses are located adjacent to higher density residential zones, while lower density residential areas are typically not near commercial zones. This pattern signifies a prevalence of Euclidian zoning practices in lower density regions, primarily situated in the outskirts and western areas of Los Angeles, as opposed to the higher density regions found in central Los Angeles.

Industrial
Industrial areas tend to cluster near freeway corridors, with notable concentrations observed in El Monte, Vernon, and Commerce. Open space and agricultural areas are generally found in closer proximity to lower density residential regions compared to higher density residential areas.

Overall, the map showcases a concentric pattern of urban sprawl, with higher density residential areas primarily situated in the center and lower density residential areas dominating the outskirts.

Figure 4 - Built Environment
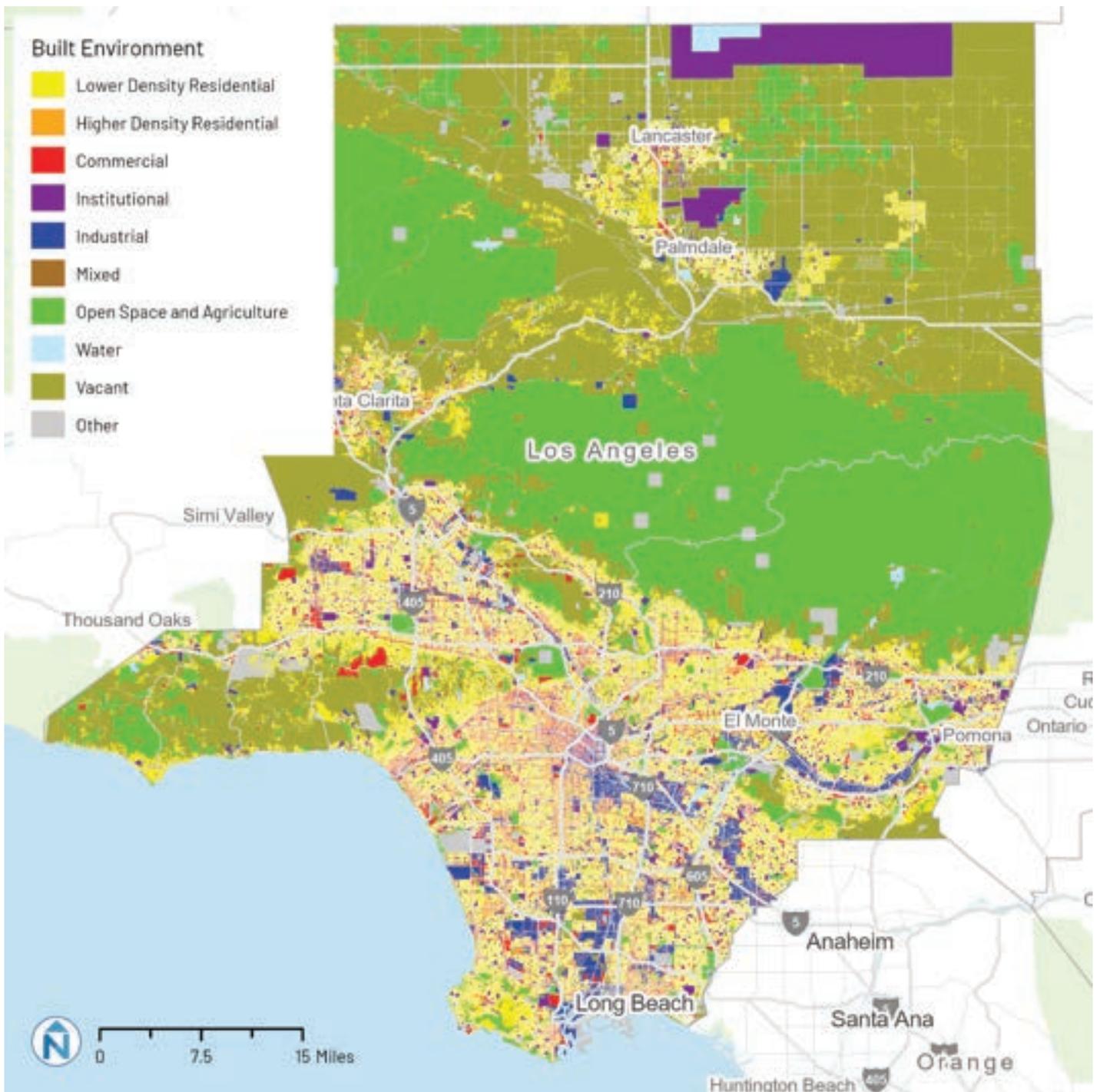
Source: SCAG

Built Environment Design

Figure 5 and Figure 6 display data from the EPA Smart Location Database, which summarizes factors such as employment, demographics, transit service, housing density, the built environment, and other characteristics for census block groups. The map displaying built environment design shows network density on pedestrian-oriented roads, which serves as an indicator how walkable an area is by assessing how direct paths of travel are and how comfortable the pedestrian environment is. Figure 5 highlights that the central and coastal regions of the county contain most of the higher walkability areas, indicating the presence of denser and transit-oriented communities.

Figure 5 - Built Environment Design

Source: EPA Smart Growth - Smart Location Mapping, 2021

Figure 6 - Built Environment Diversity
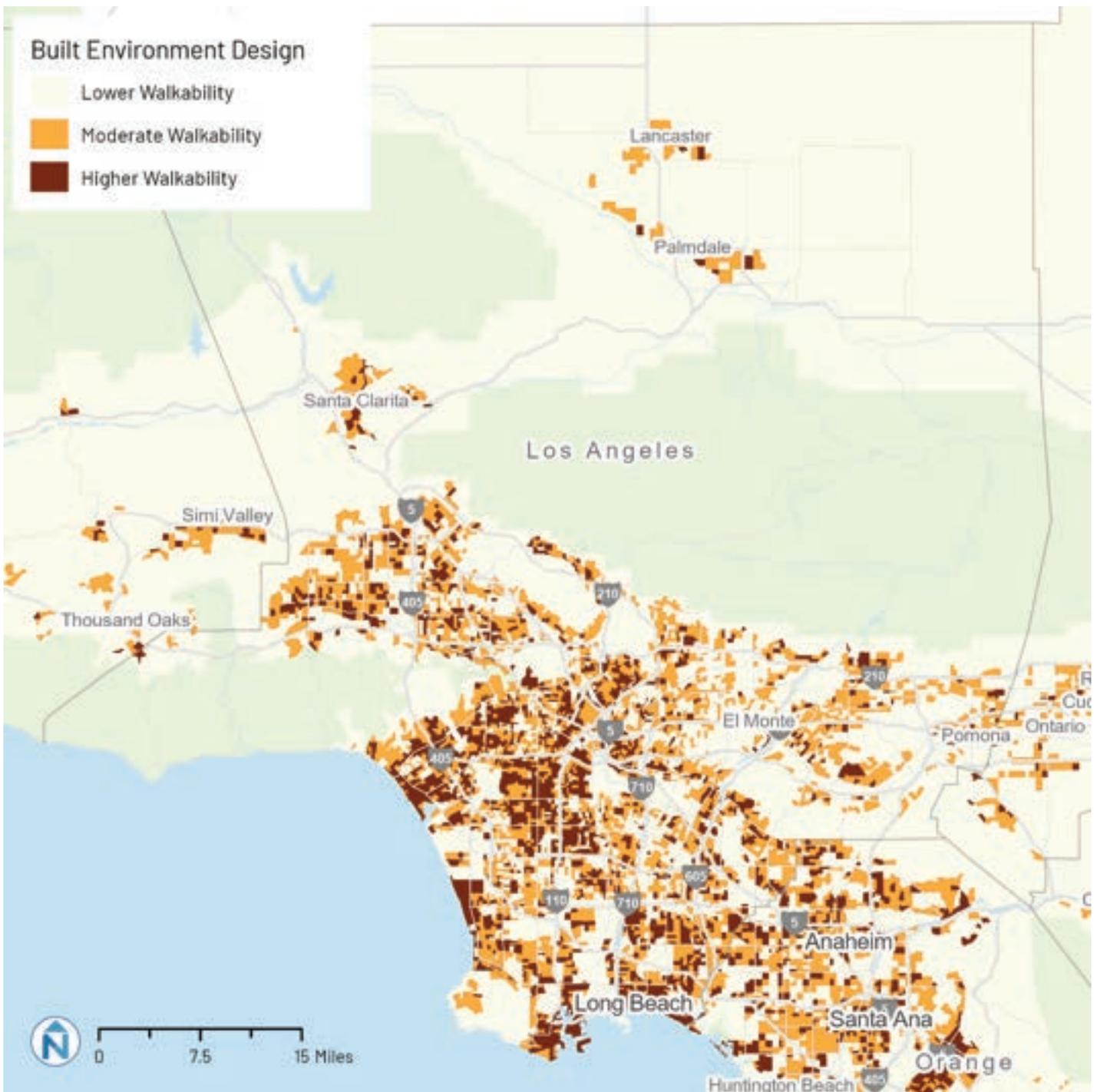
Source: EPA Smart Growth - Smart Location Mapping, 2021

Built Environment Diversity

Figure 6 shows diversity, displaying the mix of different uses in the built environment by census block group. A mix of uses typically correlates with a mix of trip purposes and activity, indicating higher demand for transit.

Figure 6 reveals that central and southern parts of LA County exhibit a greater mixture of land uses. When considering both figures together, a notable parallel emerges between walkability and land use diversity. This demonstrates that areas with higher walkability largely align with the areas of greater land-use diversity. However, the relationship does not always hold true, likely because the built environment diversity index does not distinguish between different types of land uses or urban versus rural environments. For example, some rural areas east of Palmdale and west of Simi Valley show low walkability despite a high mix of land uses.

Moving Angelenos

Mode Share

Replica data was used to assess travel trends in the County pre-pandemic (2019) and post-pandemic (2022). Replica is a high-fidelity activity-based travel model updated on a weekly basis with near real-time data at the census tract level. Mobility data includes origins and destinations, trip mode, and purpose. Unlike U.S. Census data, which provides mode share for trips to work, Replica captures all trips taken in the region. Total trips include all daily activities such as trips to home, work, school, errands, eating, shopping, and recreation. The model also splits trips by Auto, Transit, Walking, and Biking, estimates the percentage of residents working from home, and calculates residential Vehicle Miles Traveled. Figure 7 and Figure 8 display the percentage of travelers using each mode, including walking, biking, public transportation, driving, and all other modes. Driving is split into trips with auto (as driver), on-demand services, and auto (as passenger). Auto (as driver) includes all trips made by drivers in private auto vehicles, and auto (as passenger) are all trips made by passengers in private auto vehicles. On-demand services include trips made by passengers in taxis or for-hire vehicles such as Uber or Lyft. This data includes all trips taken pre-pandemic in October 2019 and post-pandemic in October 2022. Overall, transit mode share in LA County decreased significantly since pre-pandemic 2019 behavior, with the greatest shift of trips to automobiles both as a driver and as a passenger. As mode share for transit decreased, the mode shares of biking and on-demand increased, with a rise in total trips of 25% and 12%, respectively. While total transit trips during this period in 2022 were 39% lower than the same period pre-pandemic, overall trips by all modes increased by 3.2% to 35,551,149. Table 5 includes total trips by mode and percentage of total trips by mode. This data does not include trips categorized as "other," which are trips in which the mode cannot be detected. This may also include airplane travel, which the data does not explicitly model.

Table 5 - Total Trips Pre- and Post-Pandemic

	2019		2022	
Walking	4,535,286	13.17%	4,605,112	12.95%
Biking	198,764	0.58%	248,918	0.70%
Public Transit	1,100,300	3.19%	671,311	1.89%
On-Demand	338,486	0.98%	378,462	1.06%
Auto (as Driver)	21,517,613	62.47%	22,305,625	62.74%
Auto (as Passenger)	6,754,822	19.61%	7,341,721	20.65%

Source: Replica

Figure 7 - Pre-pandemic Mode Split in LA County
2019 Mode Split
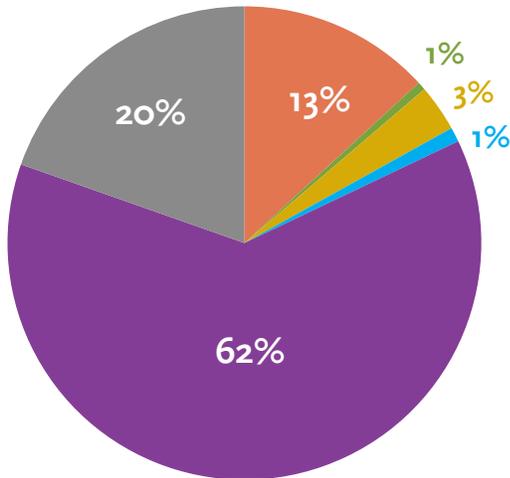
Figure 8 -Post-pandemic Mode Split in LA County
2022 Mode Split
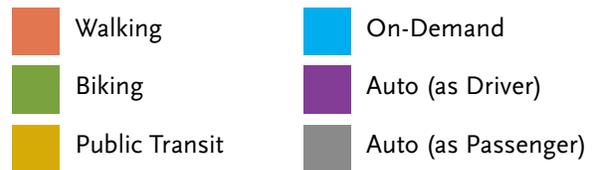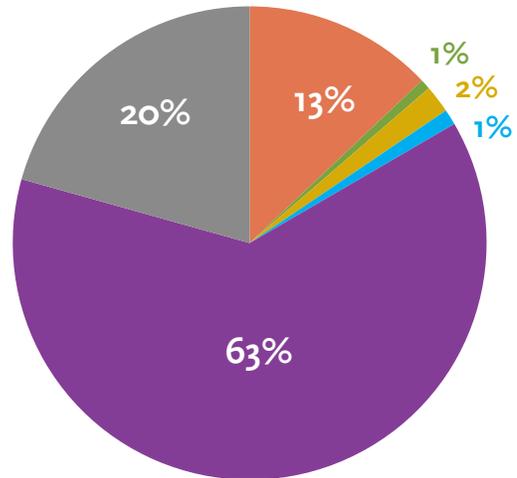
Source: Replica

Source: Replica

The maps in Figure 9 and Figure 10 show the ratio of transit trips to total auto trips, displayed by destination census tract. Figure 11 shows the change in density of transit trips from before the pandemic to after the pandemic, also displayed by census tracts.

Figure 9 illustrates the high concentration of transit trips in Downtown LA and its surrounding neighborhoods, primarily towards the south and north, displayed by a combination of dark red and red colors. Specifically, the central parts of LA County exhibit a dense clustering of transit trips by showing up as dark red. Beyond this central concentration, the remainder of the county reveals relatively lighter to moderate transit density, predominantly represented by orange and yellow colors.

Figure 9 - Transit to Auto Mode Share, Fall 2019
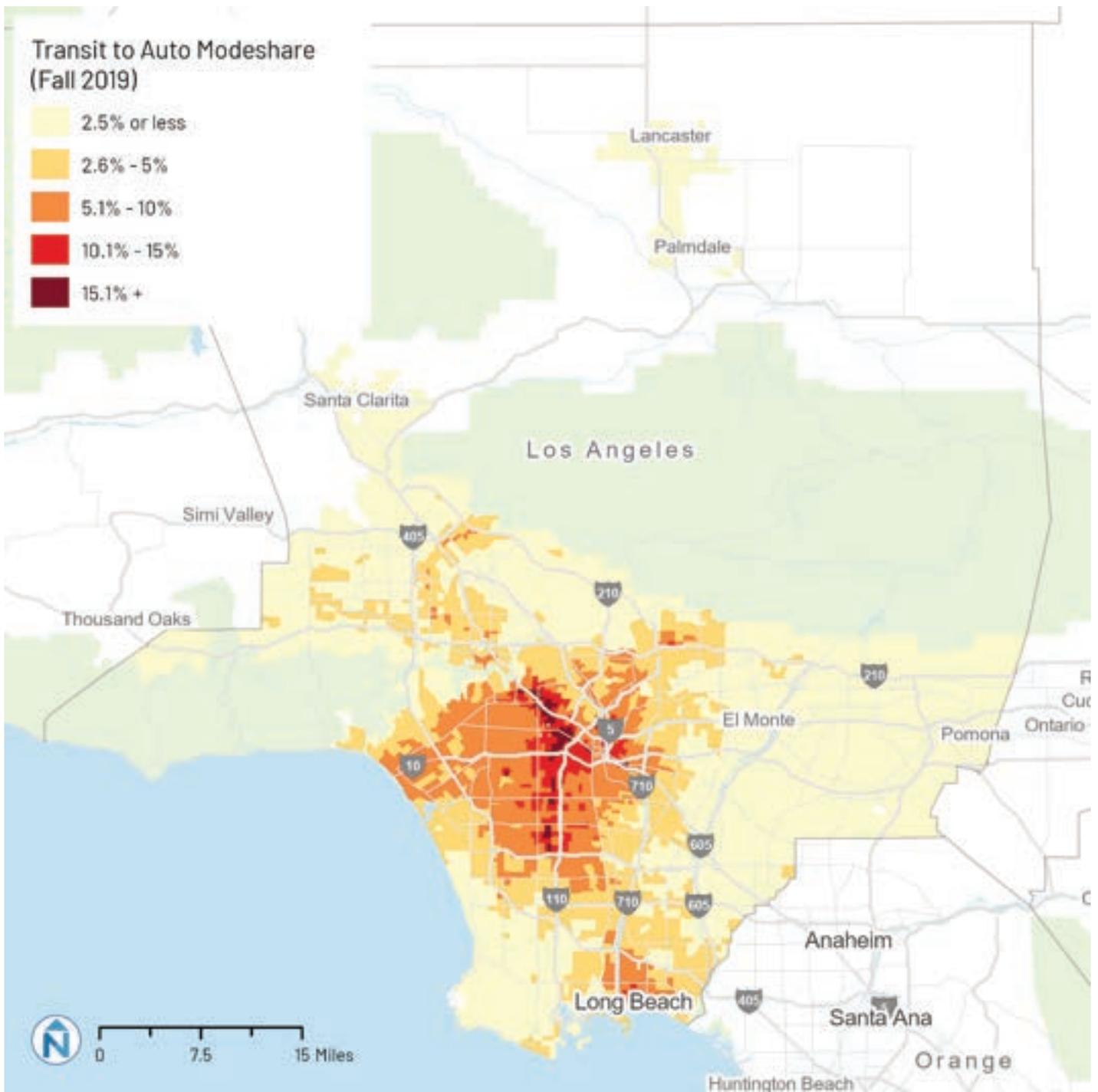
Source: Replica

Transit to Auto Mode Share, Fall 2022

In Figure 10, which showcases the transit to auto mode share percentage in fall 2022, a similar pattern emerges compared to Figure 9, but with lower transit ride density across the county. Downtown LA continues to stand out as the area with the highest ratio of transit trips to all trips. However, the concentration of transit activity in Downtown LA has diminished compared to Fall 2019 or Figure 9. Additionally, the areas to the south and north of Downtown LA experienced a significant decline in transit density, transitioning from red to primarily orange. Long Beach also exhibits a lower percentage of transit density, shifting from orange to yellow. Overall, a substantial portion of the county is represented by yellow, indicating that approximately 2.6 to 5 percent of the total auto trips are transit trips.

Figure 10 - Transit to Auto Mode Share, Fall 2022
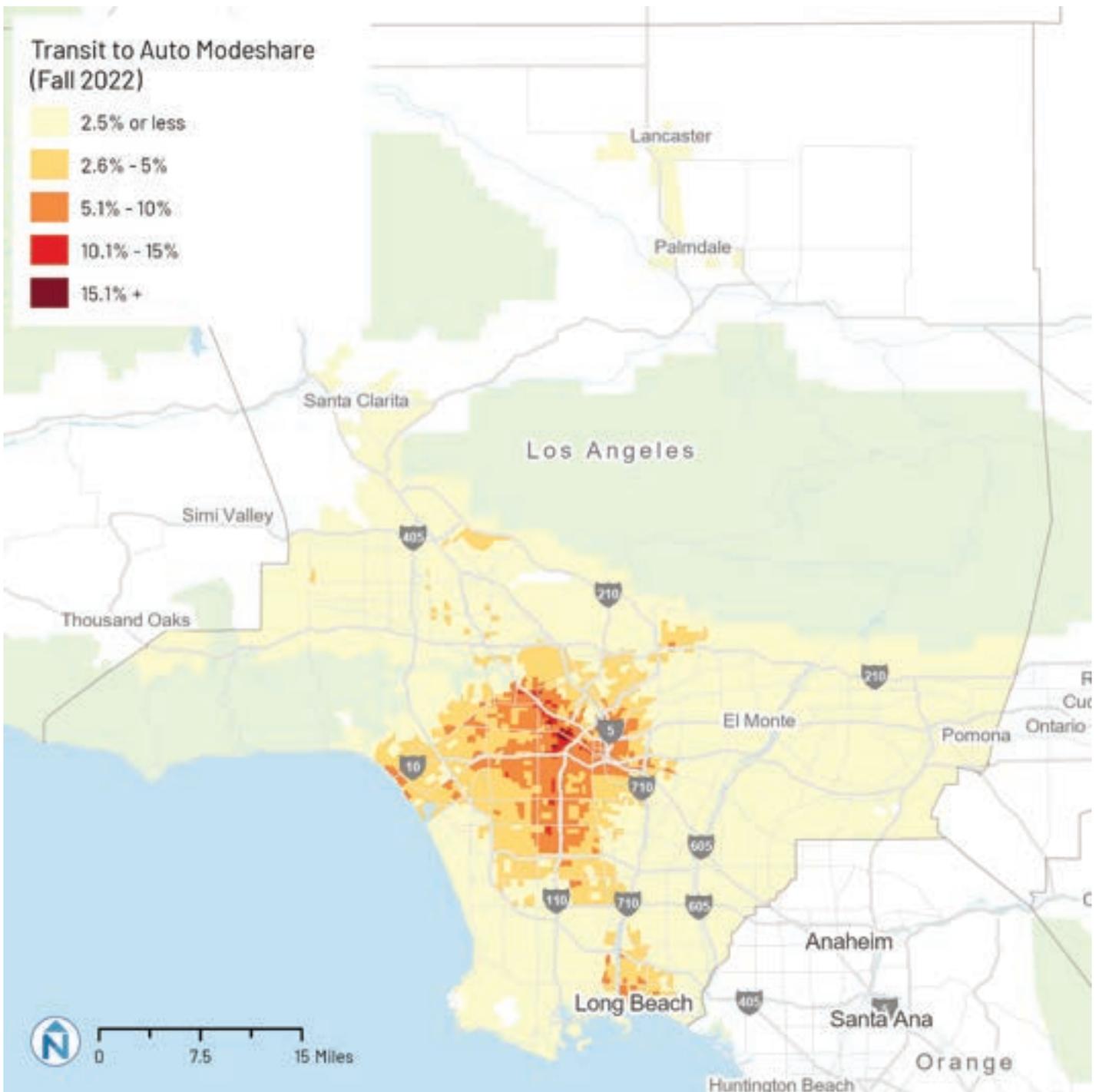
Source: Replica

Change in Transit Trips Per Acre, Pre- to Post-Pandemic

Figure 11 highlights the change in transit trip density across the county between Fall 2019 and Fall 2022. Numerous regions within the county experienced a reduction in transit trips per acre. Neighborhoods in central, north, and west Los Angeles saw a substantial decrease in transit trips per acre, reflected by dark red coloring. Long Beach also experienced a mostly diminished transit trip density, with small areas appearing dark red. A significant portion of LA County displays a combination of red and orange colors, signifying a moderate decrease in transit trips per acre. Only small areas observed an increase in transit trips per acre, namely in Palmdale, Pomona, Long Beach, Lawndale, and Northridge.

Figure 11 - Change in Transit Trips Per Acre, Pre- to Post-Pandemic
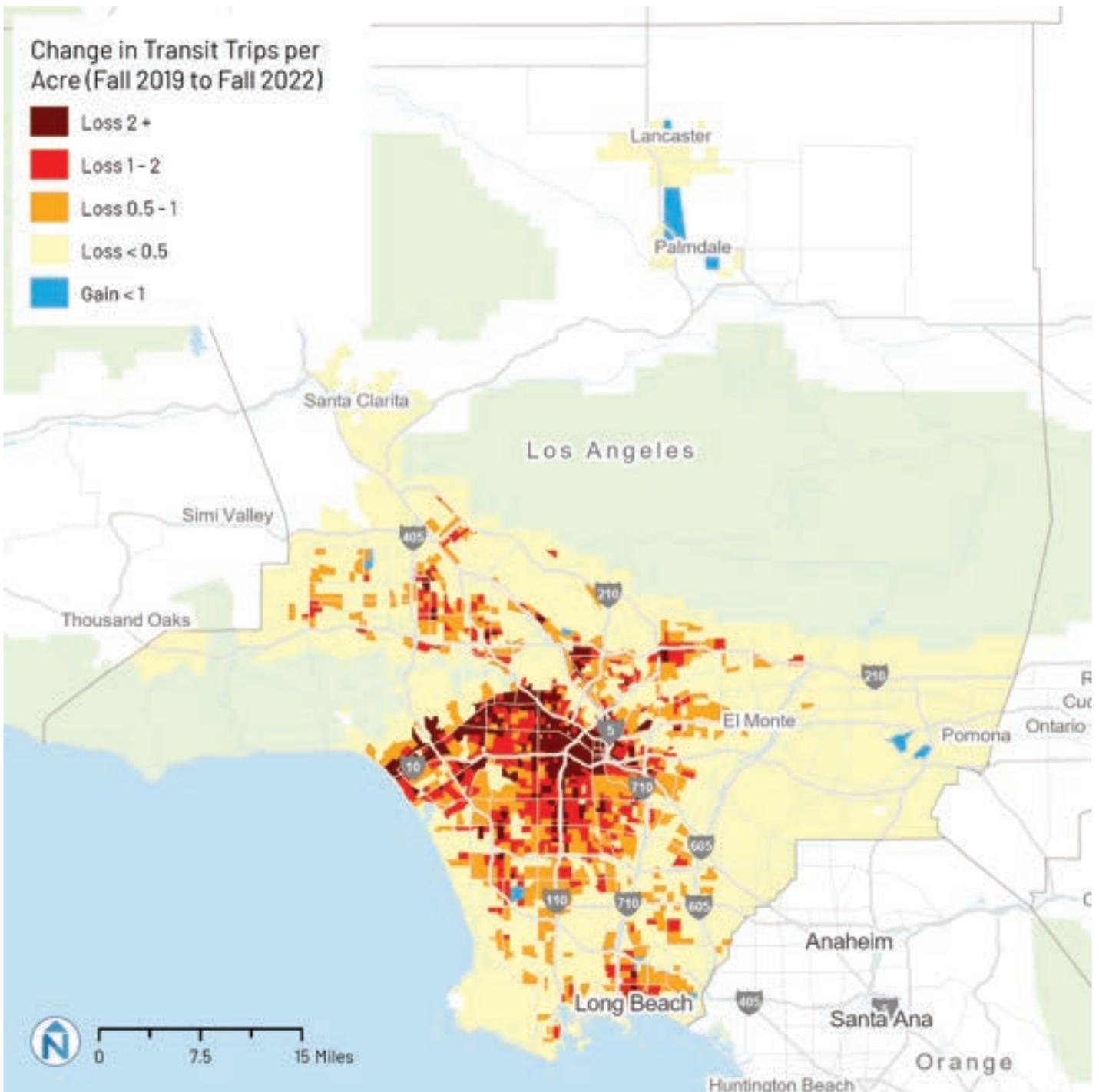
Source: Replica

Travel Patterns

Overall Changes in Trips and VMT

Figure 12 and Figure 13 illustrates population and employment densities by showing the number of people per acre and number of jobs per acre by block group.

Population Density

The population density map shows that the central and southern parts of the county predominantly exhibit a density of 30.1+ people per acre. Neighborhoods such as Historic South Central, Boyle Heights, Westlake, Pico-Union, and East Hollywood demonstrate high population density. The coastal regions also have a significant population density. High population regions indicate a greater demand for resources and infrastructure for residents. Low population density areas are primarily located in the outskirts of LA County like the Santa Clarita and Antelope Valleys, and higher income neighborhoods such as Pacific Palisades, Westwood, Bel-Air, Woodland Hills, Tarzana, and Rancho Palos Verdes.

Employment Density

The map of employment reveals that most areas with a density of 15.1+ jobs per acre are concentrated in Downtown LA, West Hollywood, Westchester, and Santa Monica, suggesting the presence of major employment clusters, likely comprising a range of industries and job opportunities.

Within this context, Historical South Central, Pico-Union, and Westlake surface as regions with high population density but low employment availability, suggesting disparity between the number of job opportunities nearby to residents.

Transit Frequency Supported

Figure 14 illustrates the capacity of different areas to support a transit frequency rate of 15 minutes or better. The data is displayed by census block group and indicates the underlying demand for based on population and employment densities. Neighborhoods such as Historic South Central and Pico-Union, and employment centers, such as Downtown LA, Santa Monica, and West Hollywood, can support high-frequency transit. Overall, the map illustrates a positive relationship between increased transit frequency and high population/job center locations.

Figure 12 - Population Density
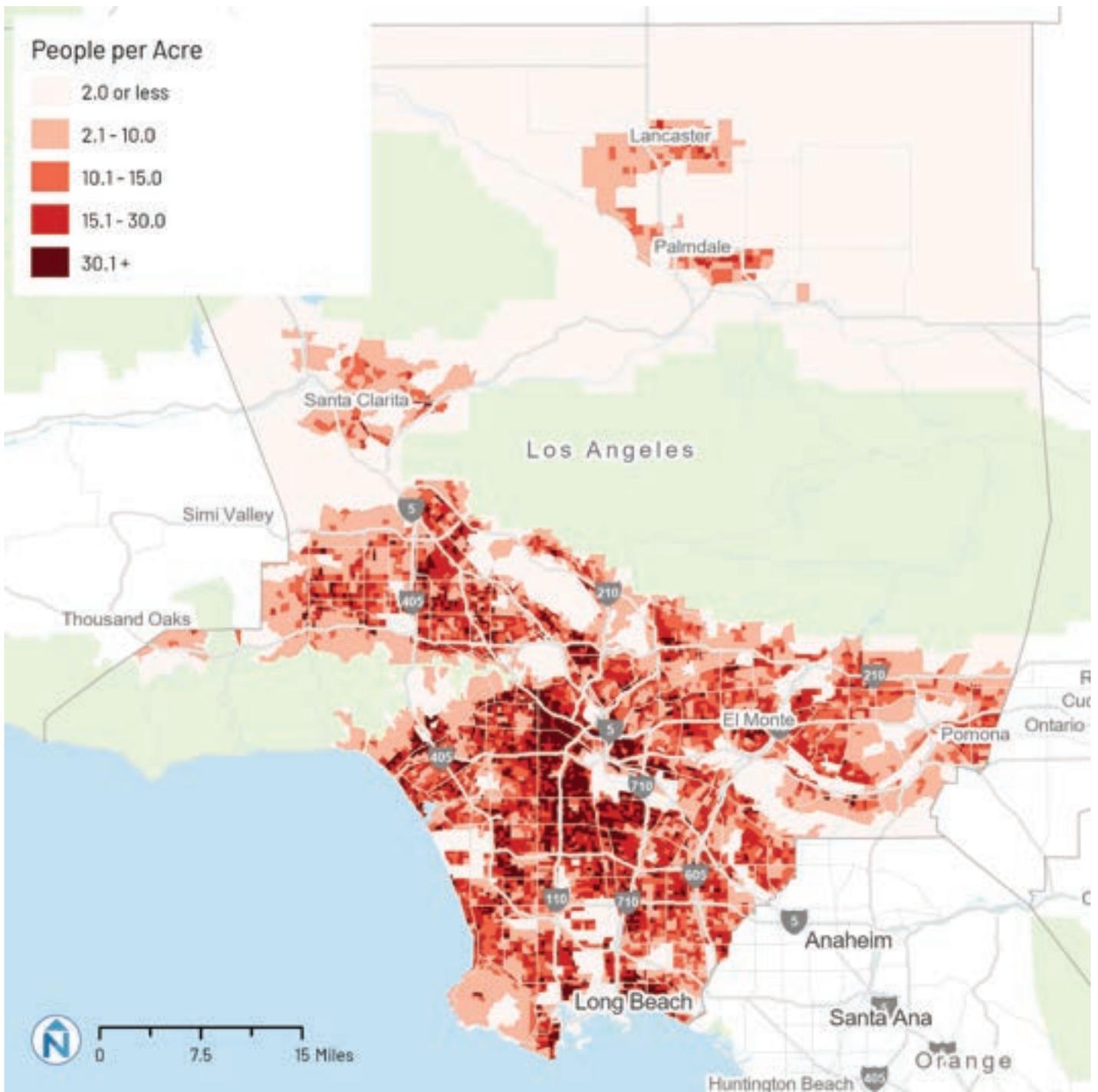
Source: US Census, ACS 5-year estimates, 2021

Figure 13 - Employment Density
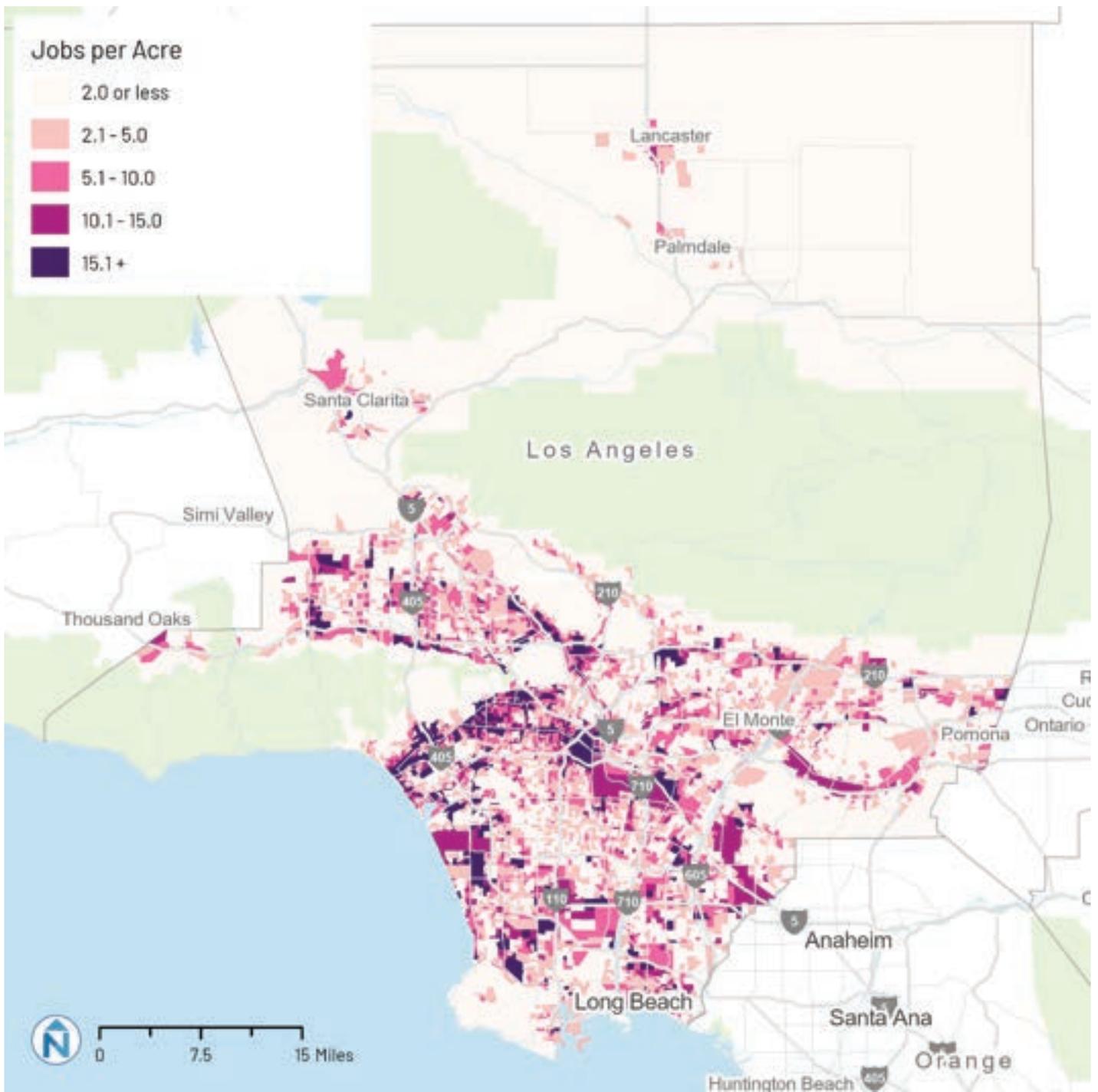
Source: US Census, Longitudinal Employer-Household Dynamics data, 2020

Figure 14 - Transit Frequency Supported
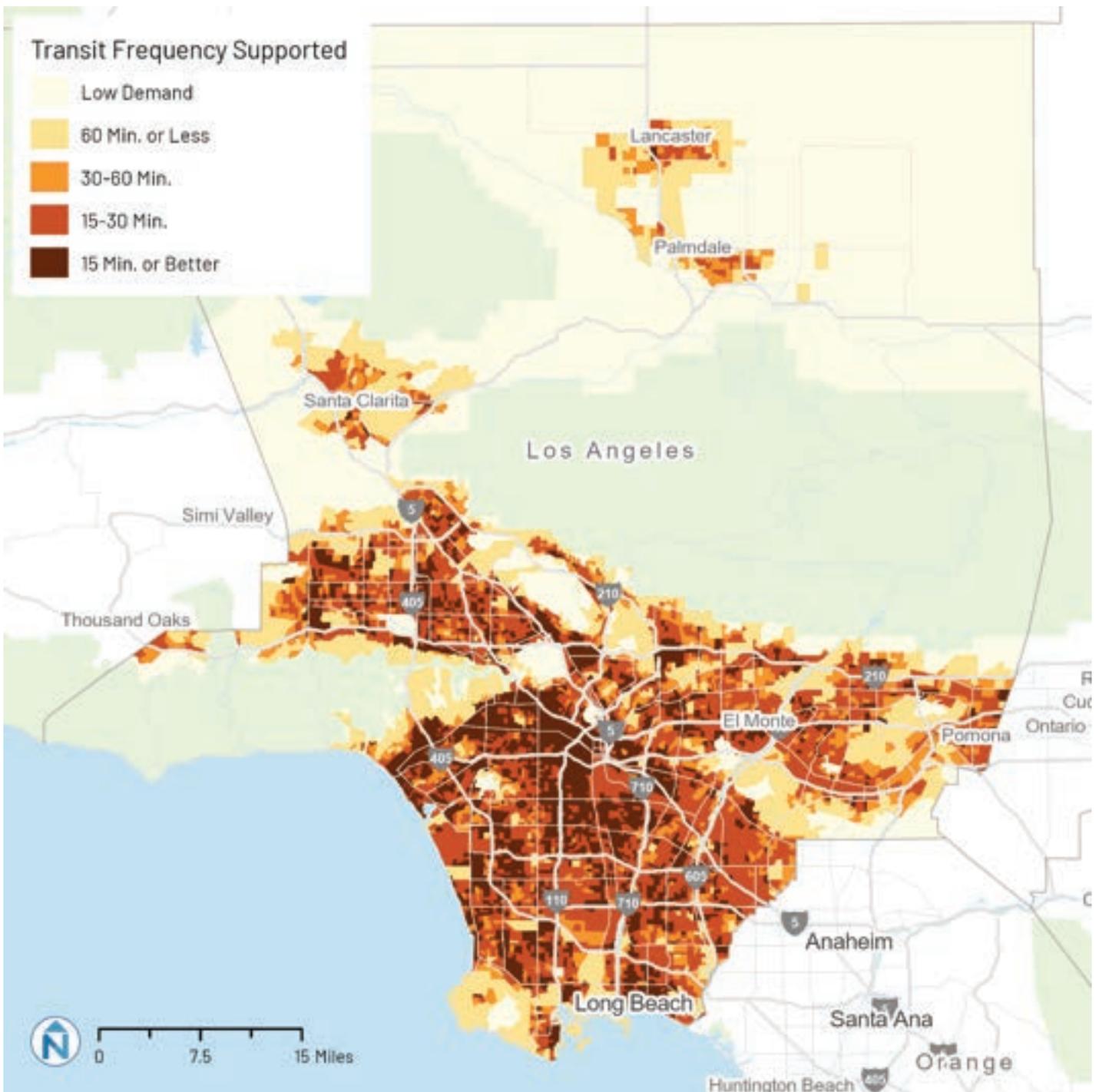
Source: US Census, ACS 5-year estimates/Longitudinal Employer-Household Dynamics data

Trips per Acre in Fall 2019 and in Fall 2022
Figure 15 and Figure 16 display the total number of daily trips per acre before the pandemic in October 2019 and the total number of trips per acre post-pandemic in October 2022, respectively. This data combines trips from all modes, including walking, biking, public transit, driving, and other modes. The data for driving includes private vehicles, on-demand vehicles, and auto passengers. The data is displayed on the map by census tract.

Comparing both maps shows that the trip rates for most areas of LA County have remained relatively consistent from Fall 2019 to Fall 2022, with only a few exceptions.

Specifically, Westchester, which is adjacent to LAX Airport, stands out as an area that experienced a decrease in trips between Fall 2019 and Fall 2022. Similarly, portions of Downtown LA also saw a decrease in trips. Conversely, Hawthorne and Gardena saw an increase in trip activity from Fall 2019 to Fall 2022. Figure 17 shows the magnitude of change in trips per acre pre- to post-pandemic. The findings suggest a small but notable redistribution of trips from urban business and employment centers to suburban areas.

Figure 15 - Daily Trips Per Acre in Fall 2019
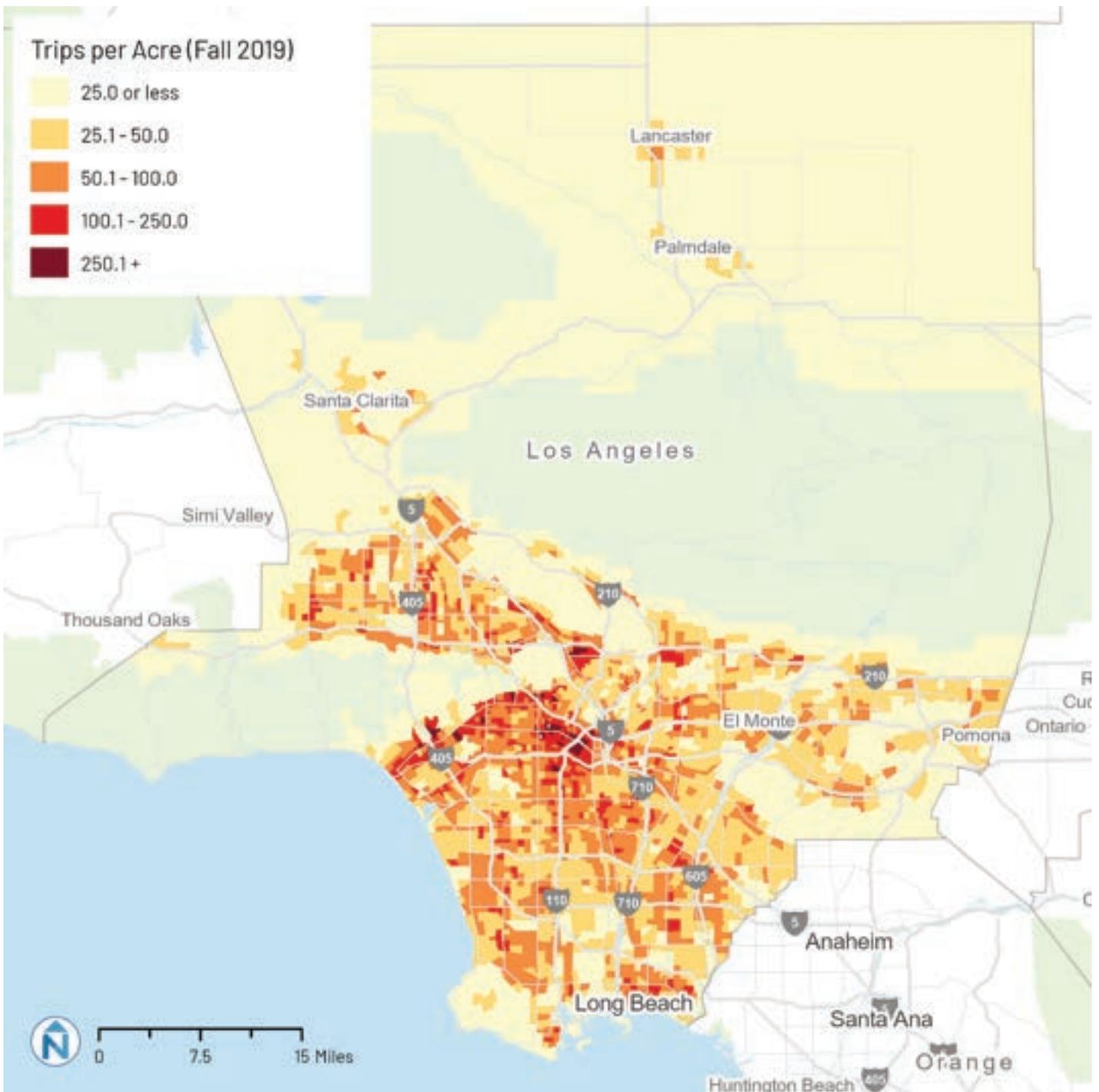
Source: Replica

Figure 16 - Daily Trips Per Acre in Fall 2022
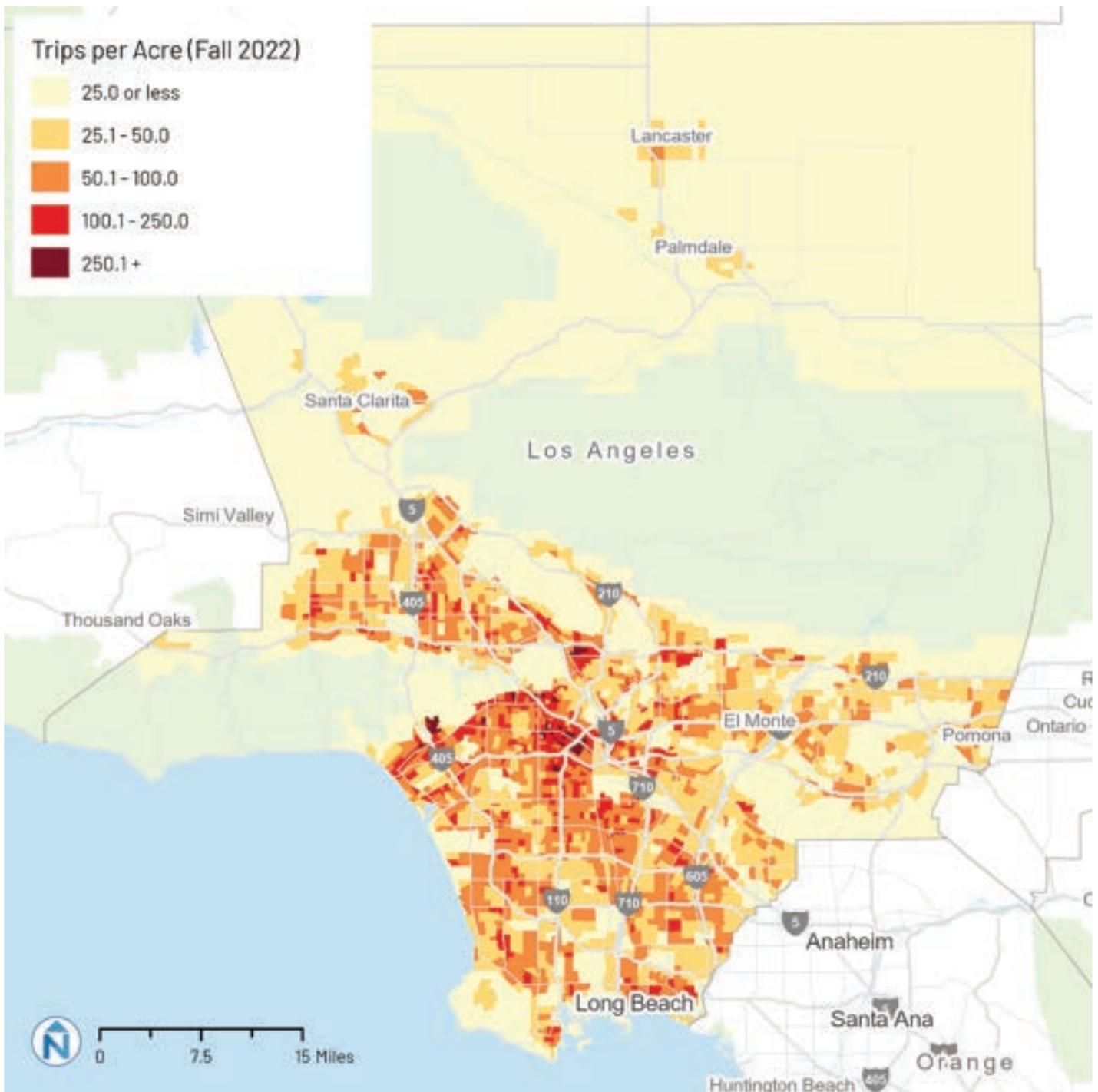
Source: Replica

Figure 17 - Change in Daily Trips Per Acre, Pre- to Post-Pandemic
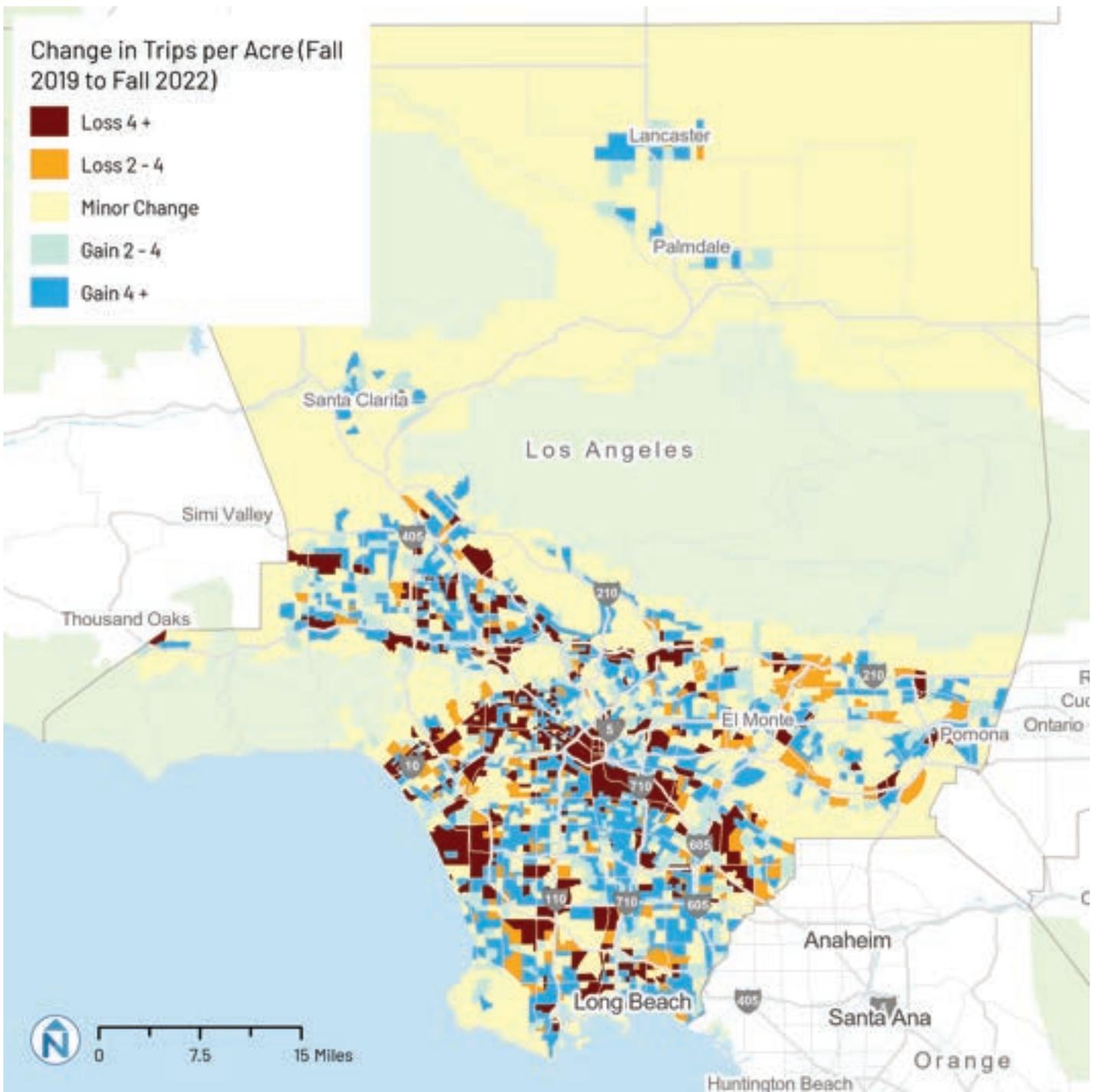
Source: Replica

Figure 18 and Figure 19 highlight that the daily VMT per capita have generally exhibited a consistent pattern from fall 2019 to fall 2022. The pattern largely correlates with the observed change in daily trips per acre, with a larger increase in VMT in outlying areas and a decrease in employment centers.

One exception is Downtown LA, which exhibited an increase in VMT per capita from Fall 2019 to Fall 2022. This suggests a potential shift in travel patterns and transportation behaviors that may relate to lower use of transit coming out of the COVID-19 pandemic.

Figure 18 - Daily VMT per Capita in 2019
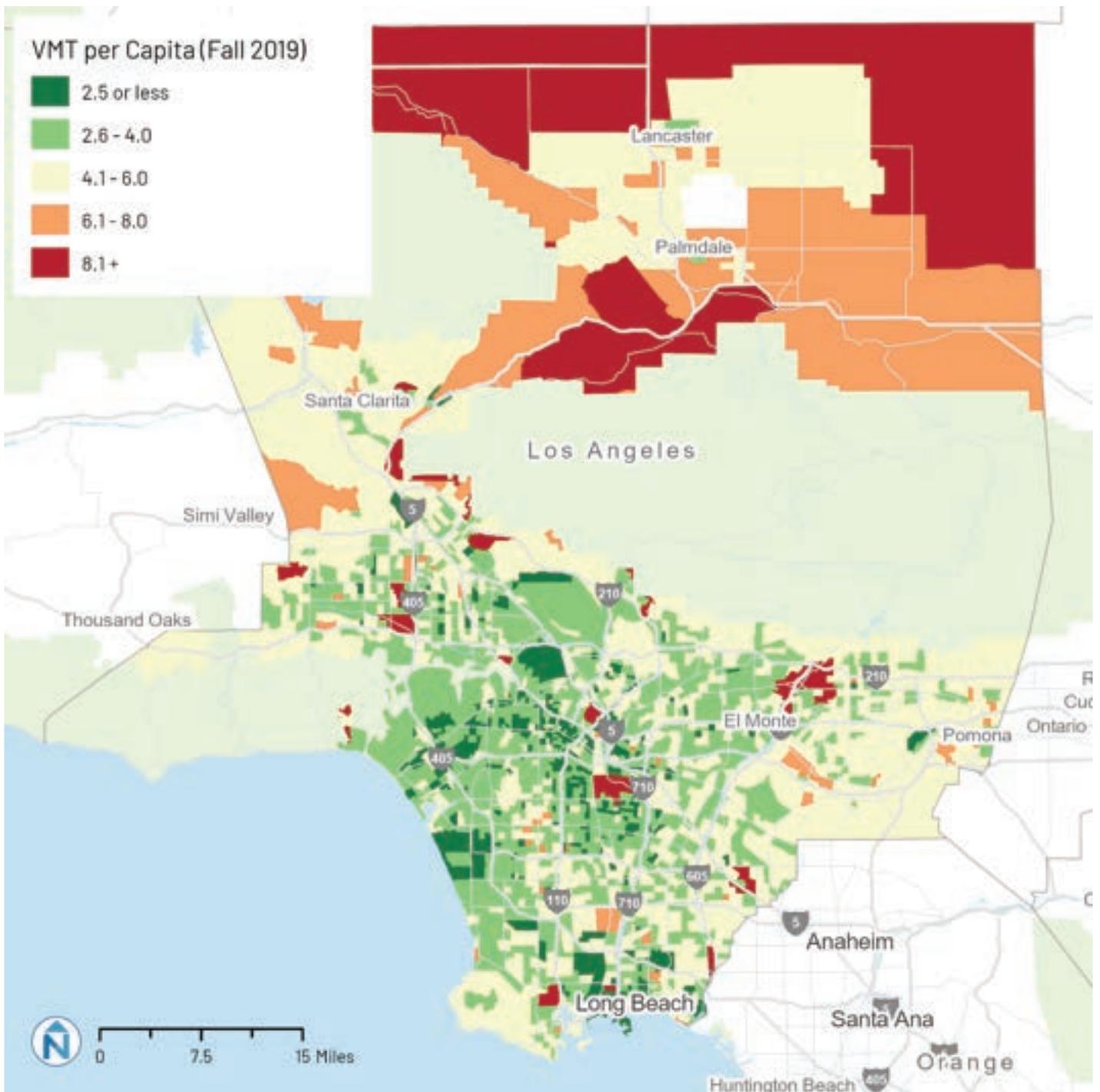
Source: Replica, 2019

Figure 19 - Daily VMT per Capita in 2022
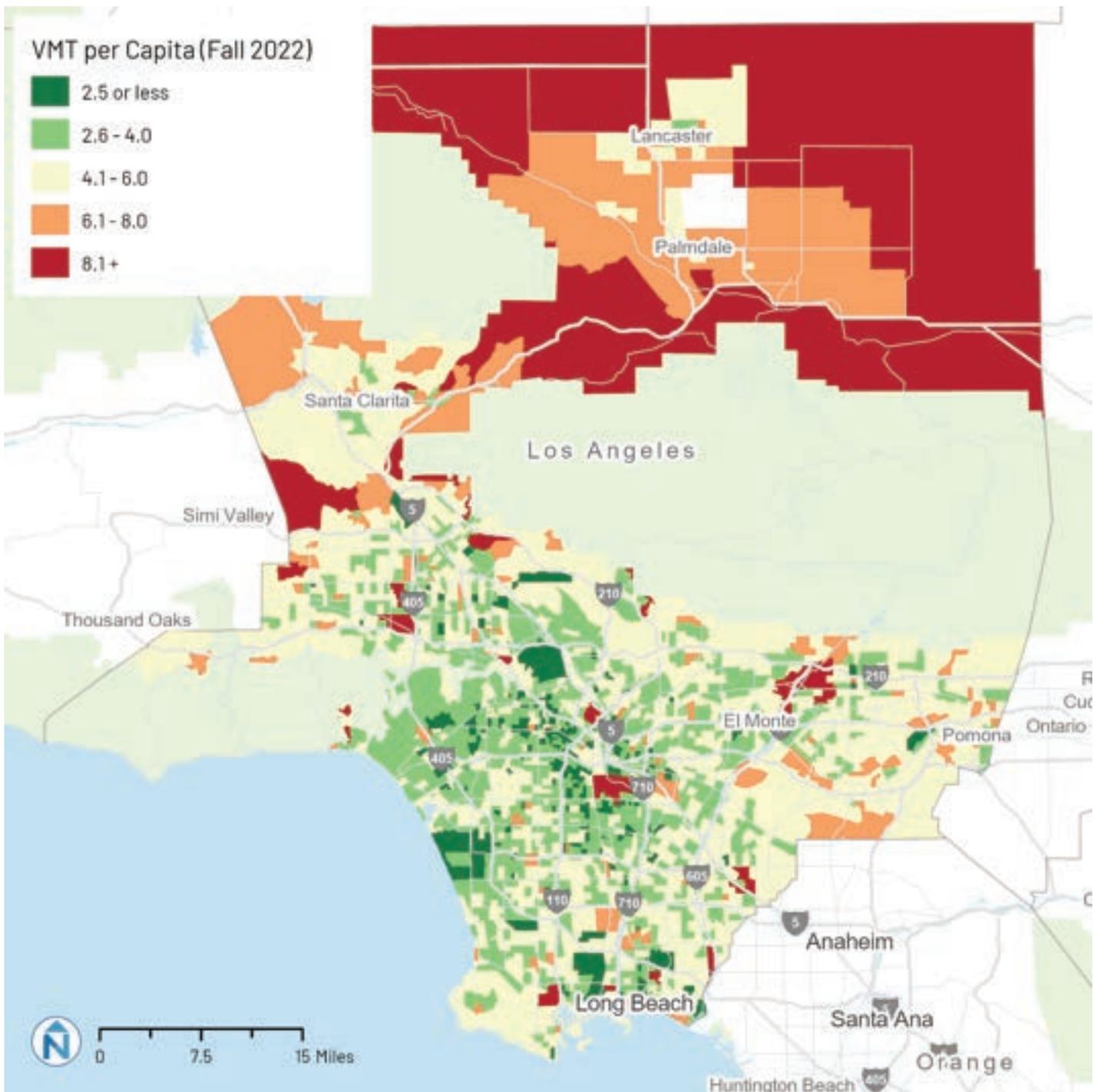
Source: Replica, 2022

Figure 20 - Changes in Daily VMT Per Capita, Pre- to Post-Pandemic
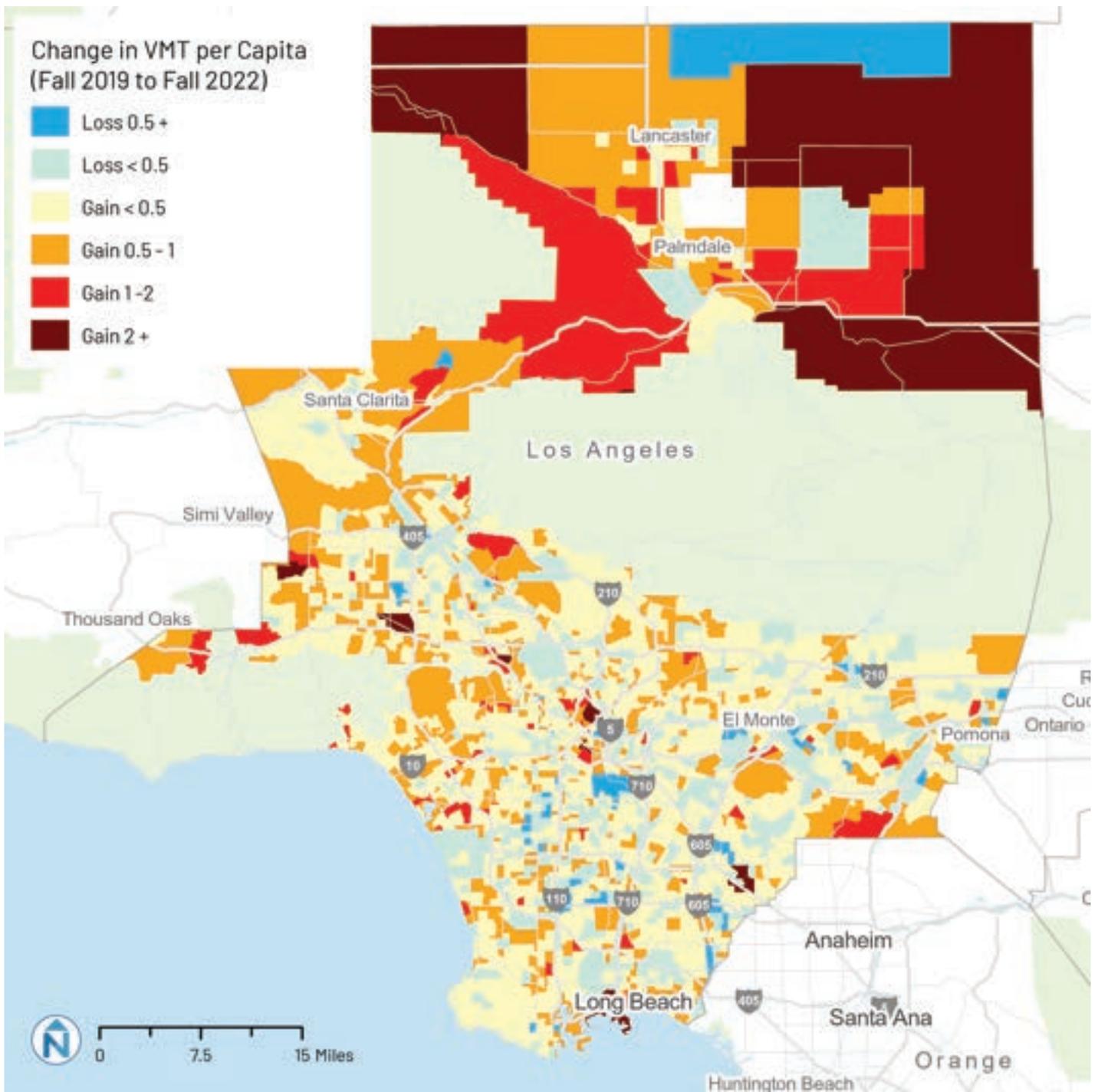
Source: Replica, 2022

Existing System

Transit

This section covers the fixed-route and on-demand transit service available in the region, general transit frequencies, and transit supply relative to equity areas.

Metro Transit Services
Figure 21 displays all transit services provided by Metro, including rail, and rapid and local buses. Figure 22 displays all regional passenger rail service which includes Metro Rail, Metrolink and the Amtrak Surfliner routes.

As of December 2022, Metro bus services have been restored to pre-Pandemic levels, with many routes seeing improved frequencies as a result of Metro's NextGen Bus Plan roll out. In addition, Metro has recently opened the initial operating segment of the K Line from Expo/Crenshaw Station in Los Angeles to Westchester/Veterans station in Inglewood, and the Regional Connector which adds three new light rail stations in Downtown LA and improves transfers for riders of the A and E Lines.

> Metro Rail Shuttle serves as a bus bridge for rail routes that are under construction or as a primer of service for rail routes planned for the future.

> Metro Busway is a system of bus rapid transit routes operating on two lines: the G line in the San Fernando Valley and the J line between Downtown LA, El Monte, and Gardena, and some trips to San Pedro. The G line runs on an exclusive busway and the J line runs on the El Monte Busway and Harbor Transitway, which are semi-exclusive roadways used both as high-occupancy toll lanes and by buses.

> Metro Rapid routes provide limited-stop service on arterial streets with transit priority treatments primarily serving Downtown LA and extending to the West, North, and South parts of LA County. The Rapid routes are operated with articulated low-floor buses for quicker boarding and more capacity.

> Metro Limited Express provides extension services from the existing Metro services. Specifically, the Metro Limited Express routes offer service to Anaheim, El Monte, and Rancho Palos Verdes by extending the existing Metro Bus

and Rail services.

> Metro Community Circulator focuses on serving small pockets of areas in Los Angeles that are not covered by rail or bus routes.

> The Metro Local Central Business District (CBD) are local buses that primarily concentrate in Downtown LA and extends to Glendale (North), West Hollywood (West), East Los Angeles (East), and Vermont Vista (South).

> Lastly, the Metro Local Non-Central Business District (Non-CBD) are local buses that serve almost all regions of LA County outside of Downtown LA, with some areas lacking service in the exterior parts of Los Angeles and near beach cities such as Long Beach, Santa Monica, and Rancho Palos Verdes.

Metro Rail services connect various parts of LA County, with a particular emphasis on branching out from Downtown LA. Metro operates two heavy rail subway lines (B Line and D Line) of which the latter is being expanded to the Westside, and four light rail lines which operate in a mix of at-grade designated corridor, street running, elevated, and underground environments. Metrolink operates seven commuter rail routes across Southern California, of which six terminate in the county at LA Union Station providing connections to Metro rail, bus, and bikeshare service in addition to Amtrak's state and national passenger rail network.

Figure 21 - Metro Transit Services≠≠

Source: Metro

Figure 22 - Regional Passenger Rail Service
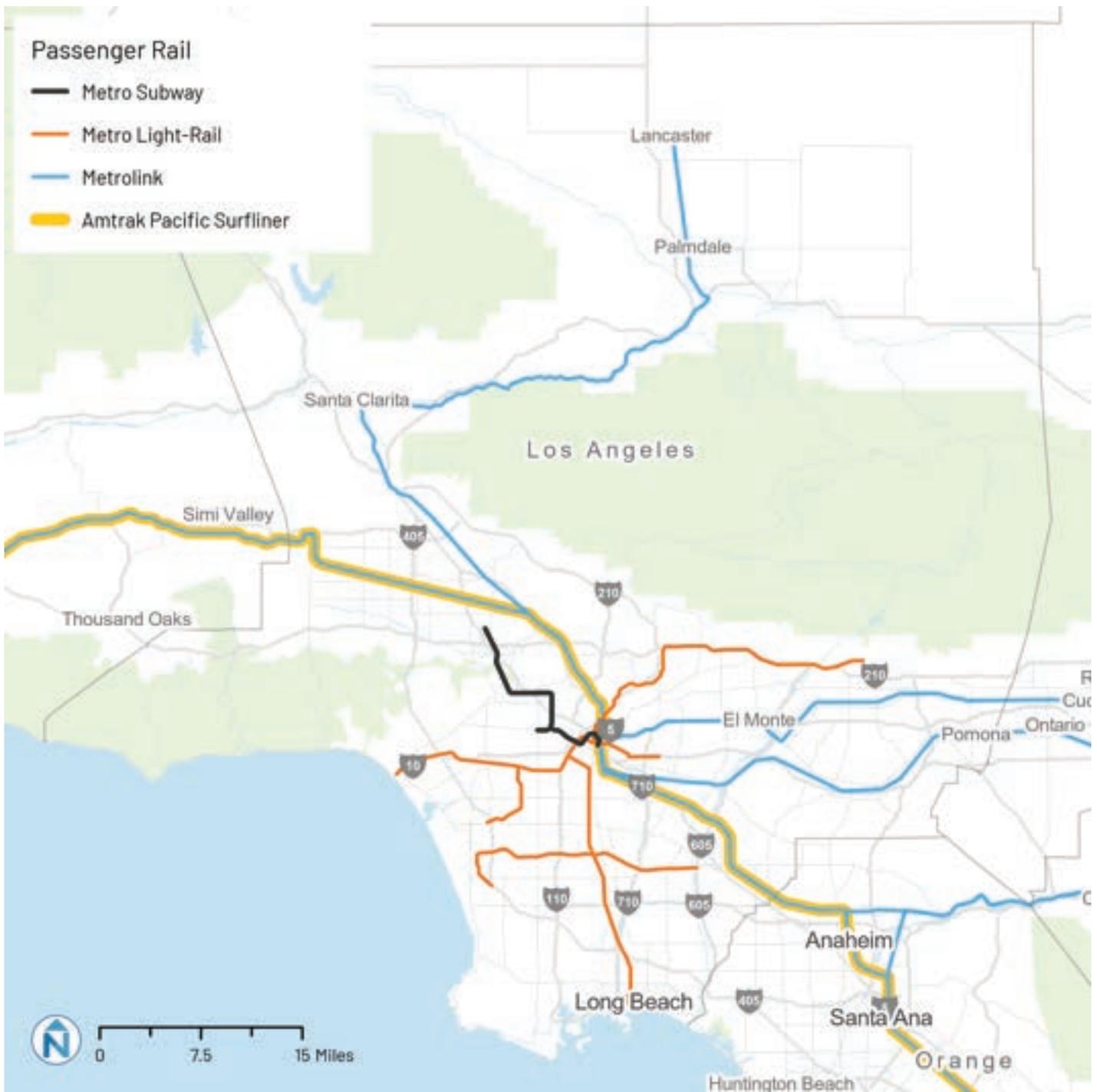
Source: Metro

Non-Metro Transit Services

Figure 23 displays other transit operators, separate from Metro, that serve in LA County. These services cluster in Downtown LA and the exterior parts of the county. While there are overlaps with Metro services, non-Metro transit services cover communities such as Signal Hill, Lakewood, Bellflower, Culver City, Downey, Santa Monica, Santa Clarita, and Palmdale, which are not predominately covered by Metro.

> Alhambra Community Transit

> Antelope Valley Transit Authority

> Baldwin Park Transit

> Beach Cities Transit

> Bellflower Bus

> Bell Gardens Trolley

> Big Blue Bus

> Burbank Bus

> Cerritos On Wheels

> Commerce Municipal Bus

> Compton Renaissance

> Cudahy Area Rapid Transit

> Culver City Bus

> Downey Link

> El Monte Transit

> Foothill Transit

> Glendale Beeline

> Glendora Transit

> GTrans

> Huntington Park Express

> La Campana

> LADOT

> LA GoBus

> LAX Flyaway

> Long Beach Transit

> Lynwood Breeze

> Metrolink

> Montebello Bus Lines

> Monterey Park Spirit Bus

> Norwalk Transit

> Palos Verdes Peninsula Transit

> Pasadena Transit

> Rosemead Explorer

> Santa Clarita Transit

> Sierra Madre Gateway Coach

> Simi Valley Transit

> Torrance Transit

> West Covina Go

> West Hollywood Cityline

Figure 23 - Non-Metro Transit Services
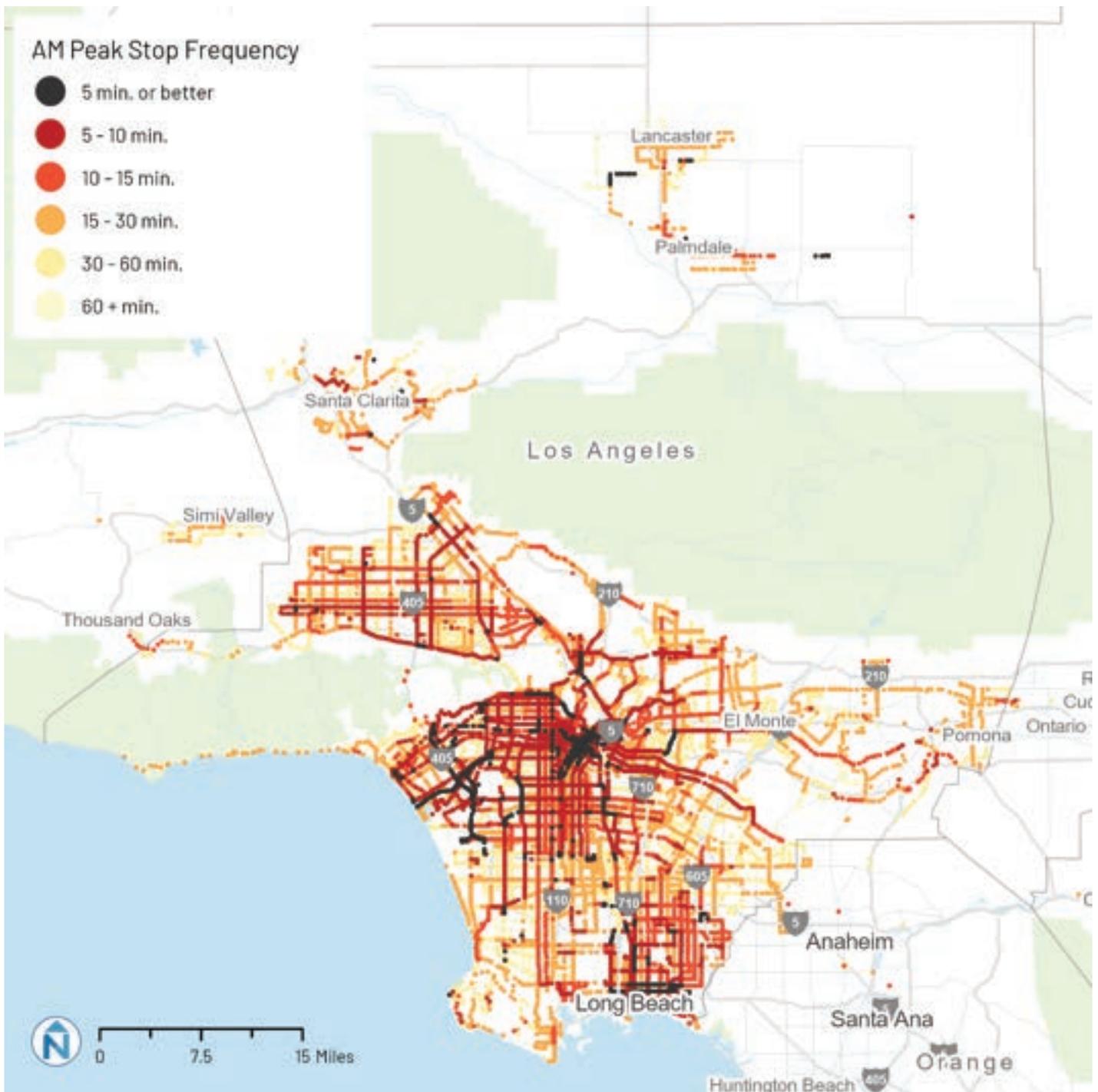

Source: Regional Transit Providers

Figure 24 through Figure 27 displays bus schedule frequency by route. The morning peak used for this map is between 7:00 AM and 9:00 AM, mid-day frequency is between 12:00 PM and 2:00 PM, evening peak is between 4:00 PM and 6:00 PM., and the night frequency is from 10:00 PM to midnight. The analysis used for the four maps was based on a typical Tuesday, based on the latest available schedules.

Figure 24 displays morning peak stop frequency between 7:00 AM and 9:00 AM. Most of the services exhibit a stop frequency of 5-10 minutes or better. Areas displaying short peak stop frequencies of 5 minutes or better exist in clusters. Specifically, Downtown LA, Culver City, and Long Beach stand out as areas where the peak stop frequency is 5 minutes or better. Additionally, noteworthy instances of high stop frequency, reaching 5 minutes or better, are observed between Burbank/Glendale and Downtown LA.

Figure 25 and Figure 26 show that, in general, midday and evening peak frequencies on the region's bus routes do not appear to vary significantly from the morning peak service.

However, as shown in Figure 27, night-time services is much less frequent. The map highlights that Downtown LA, Long Beach, and Santa Monica continue to have frequent service at night, however, the rest of LA County demonstrates a comparatively slower frequency pattern, with intervals varying between 15-30 minutes and 30-60 minutes depending on the time of day.
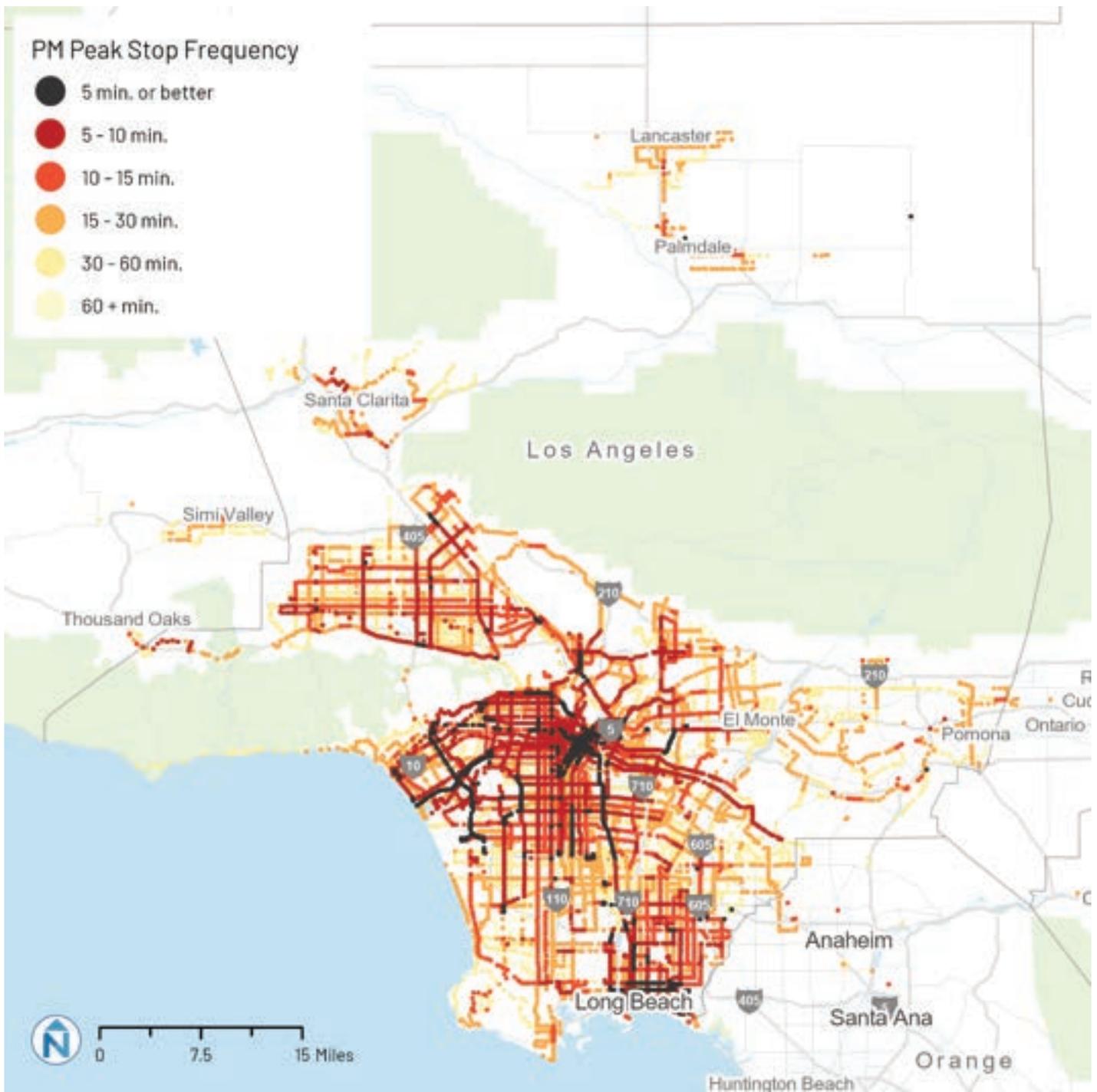
Figure 24 - Morning Peak Frequency

Source: Regional Transit Providers
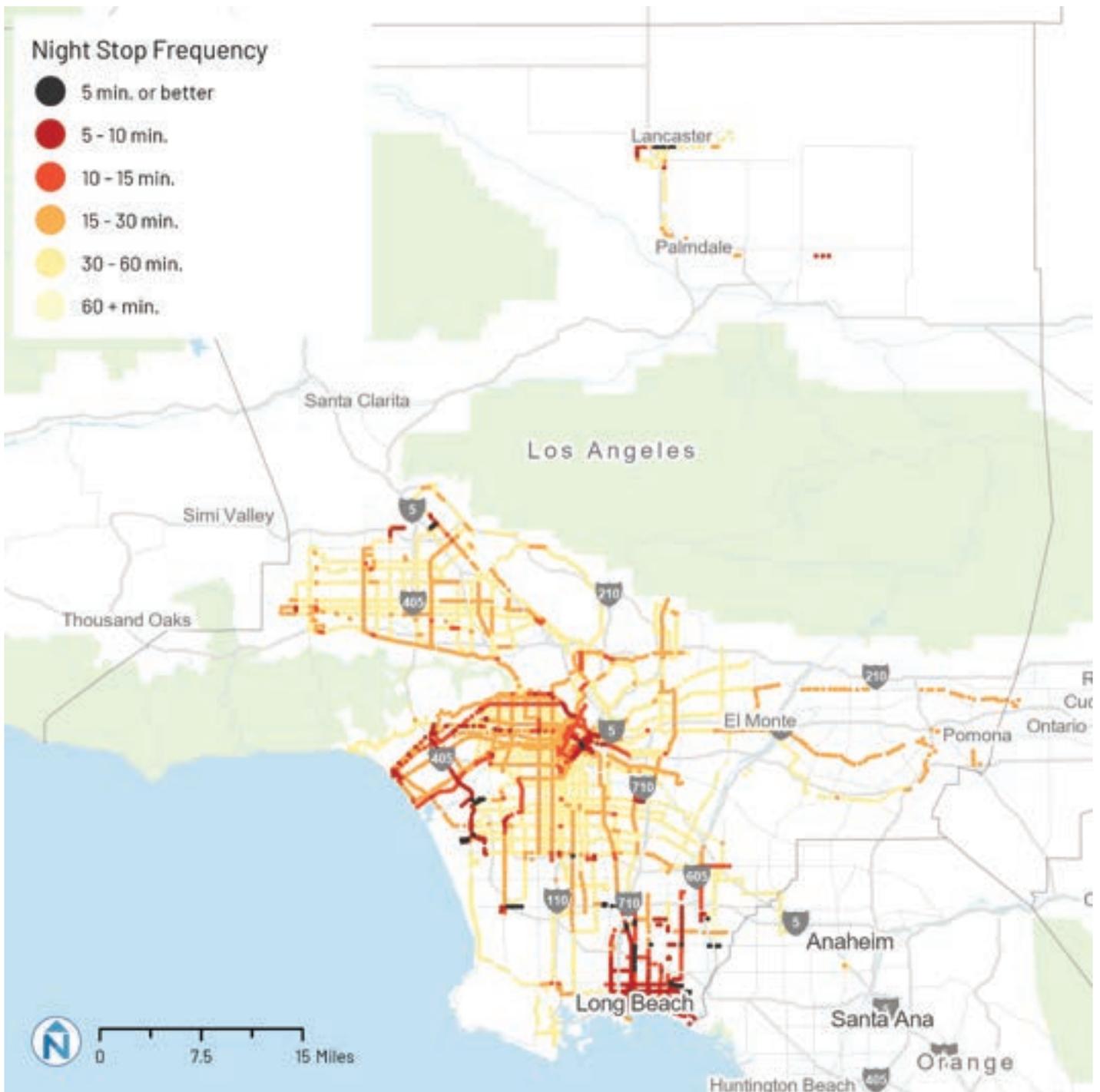
Figure 25 - Midday Stop Frequency
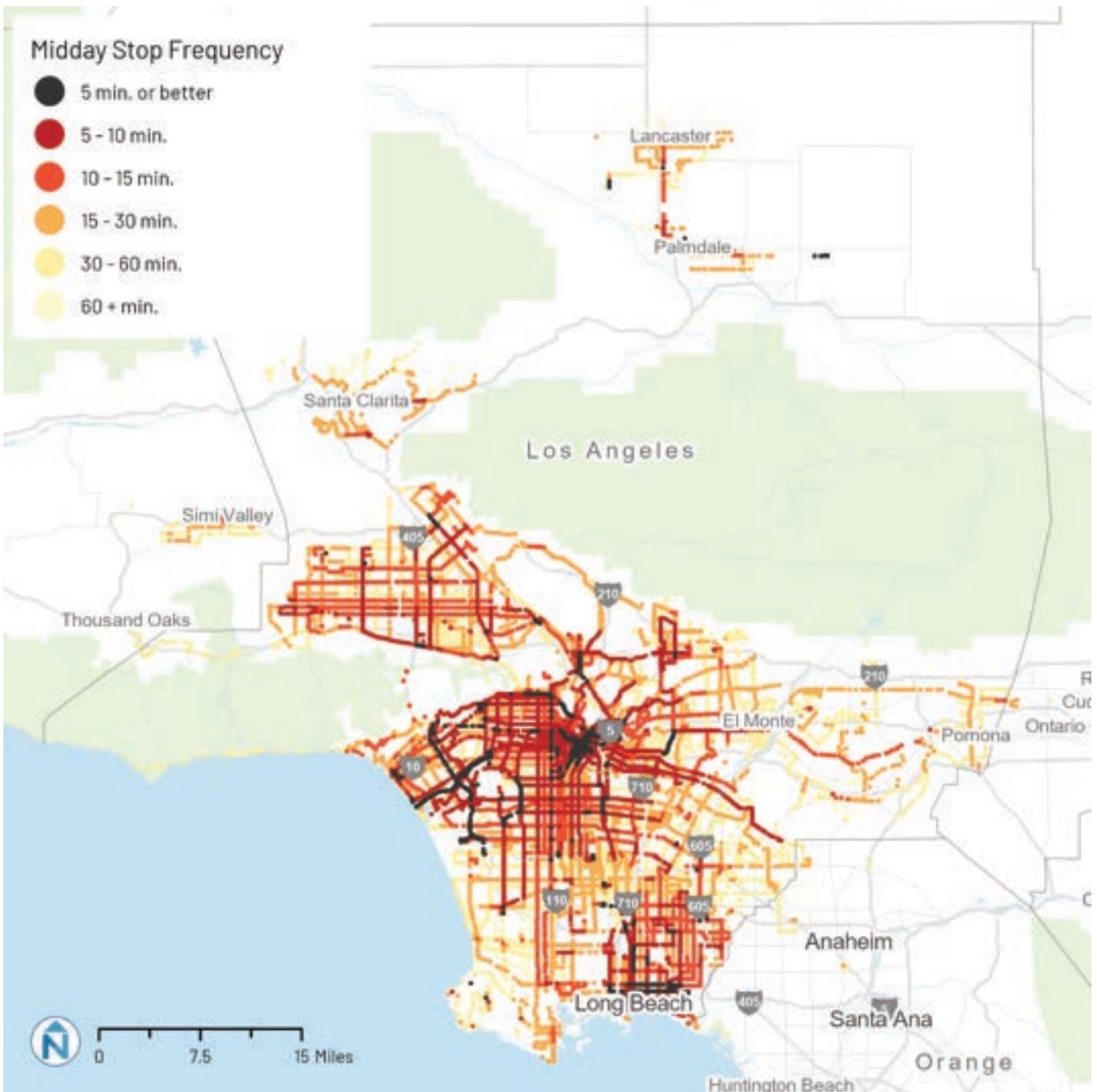
Source: Regional Transit Providers

Figure 26 - PM Peak Stop Frequency

Source: Regional Transit Providers

Figure 27 - Night Frequency

Source: Regional Transit Providers

Transit Supply at the Morning Peak

Figure 28 shows the transit supply during peak morning hours, between 7:00 AM and 9:00 AM. Rather than transit frequencies, transit supply shows how much transit service is available within a quarter mile walk. Transit supply displayed indicates the variety of options that exist across the region, where options can mean high-frequency transit, overlapping transit providers, or a combination of these factors.

It is evident that Downtown LA has the highest concentration of transit supply, indicating high demand and ridership for public transportation in that area. Moving outside of Downtown LA, the supply of transit options slightly decreases. Neighborhoods such as Pico-Union, Hollywood, and Koreatown also have a relatively high transit supply, although not as extensive as Downtown LA. In addition, Long Beach and Santa Monica display a moderate to high level of transit availability.

Figure 28 - Transit Supply at the Morning Peak
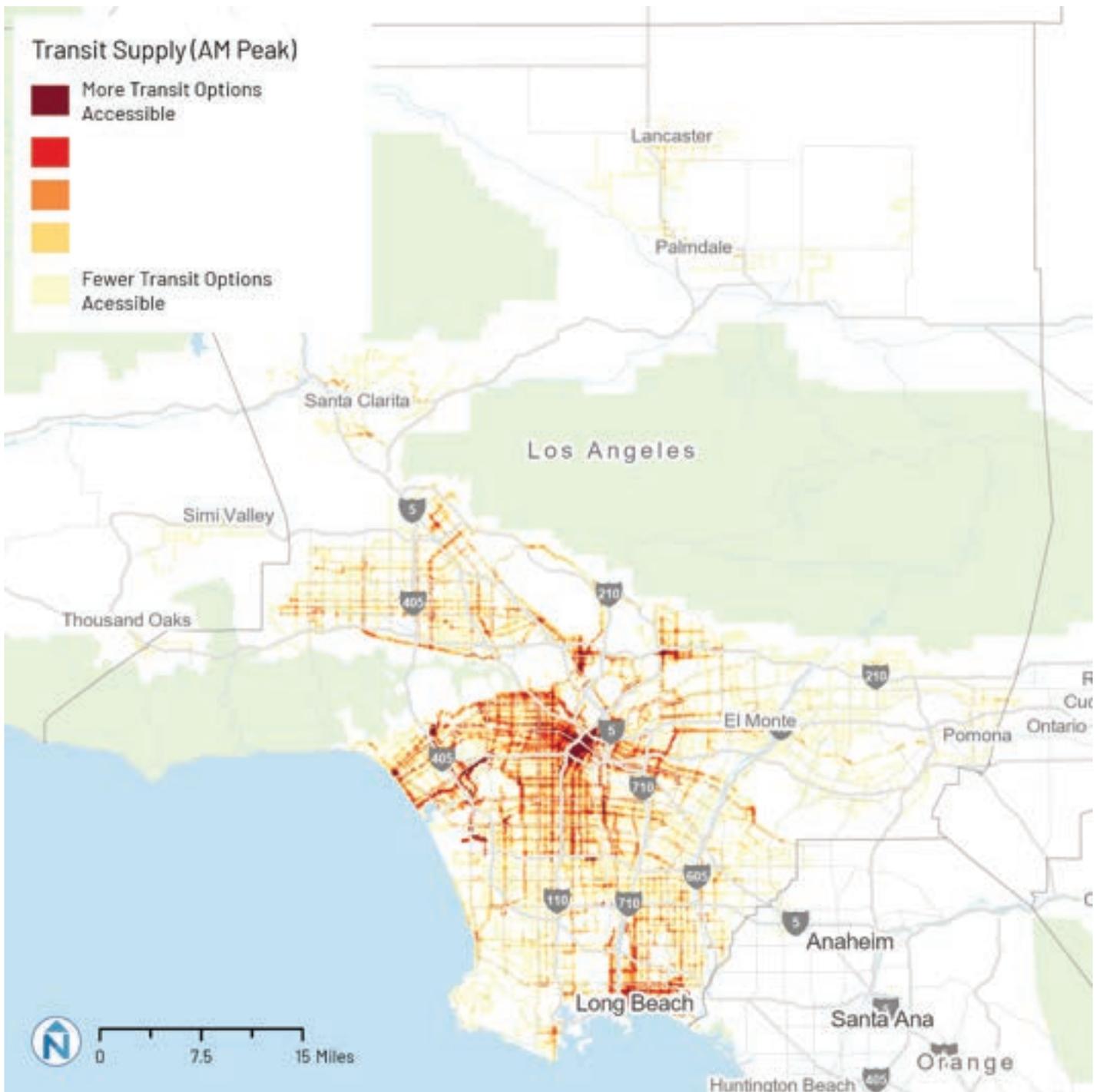
Source: Regional Transit Providers

Transit Supply vs. Equity Need

Figure 29 considers transit supply, calculated for the AM peak, as well as the equity need along transit routes.

The map displays various colored areas indicating the transit supply and equity needs across different neighborhoods and cities in Los Angeles County.

The pink areas highlight regions with a low transit supply and high equity need. These neighborhoods, including University Park, West/Adams, Vermont Square, Historic South-South Central, South Gate, Green Meadows, Carson, and Vermont Vista, likely face significant social and economic challenges. Moreover, these areas experience a shortage of transit supply during the AM peak hours. The combination of equity disparities and limited transportation options can restrict residents' access to employment, healthcare services, and recreation opportunities.

On the other hand, the brown areas represent locations with high transit supply and high equity needs. These areas, predominantly comprising Westlake, East Hollywood, and Long Beach, have a substantial transit supply during the AM peak for their residents. However, despite the availability of transit options, these regions still encounter numerous socio-economic disparities.

The light orange areas on the map indicate low transit supply and low equity needs. Mostly encompassing coastal cities and portions of Santa Clarita, these areas signify moderate equity challenges combined with limited access to reliable transit modes during the AM peak.

A significant portion of Los Angeles County falls within the orange category, highlighting the lack of widespread access to adequate transportation and the moderate equity challenges.

Lastly, the blue areas signify locations with high transit supply and low equity needs. These areas, which are scarce and situated near neighborhoods such as Venice/Santa Monica, Westwood, Beverly Hills, Sherman Oaks, and Downtown LA, experience fewer pronounced equity concerns and have high access to transit. However, it remains crucial to ensure that access to socio-economic resources and opportunities remains equitable for all residents, even in these relatively advantaged areas.

Figure 29 - Transit Supply vs. Equity Need
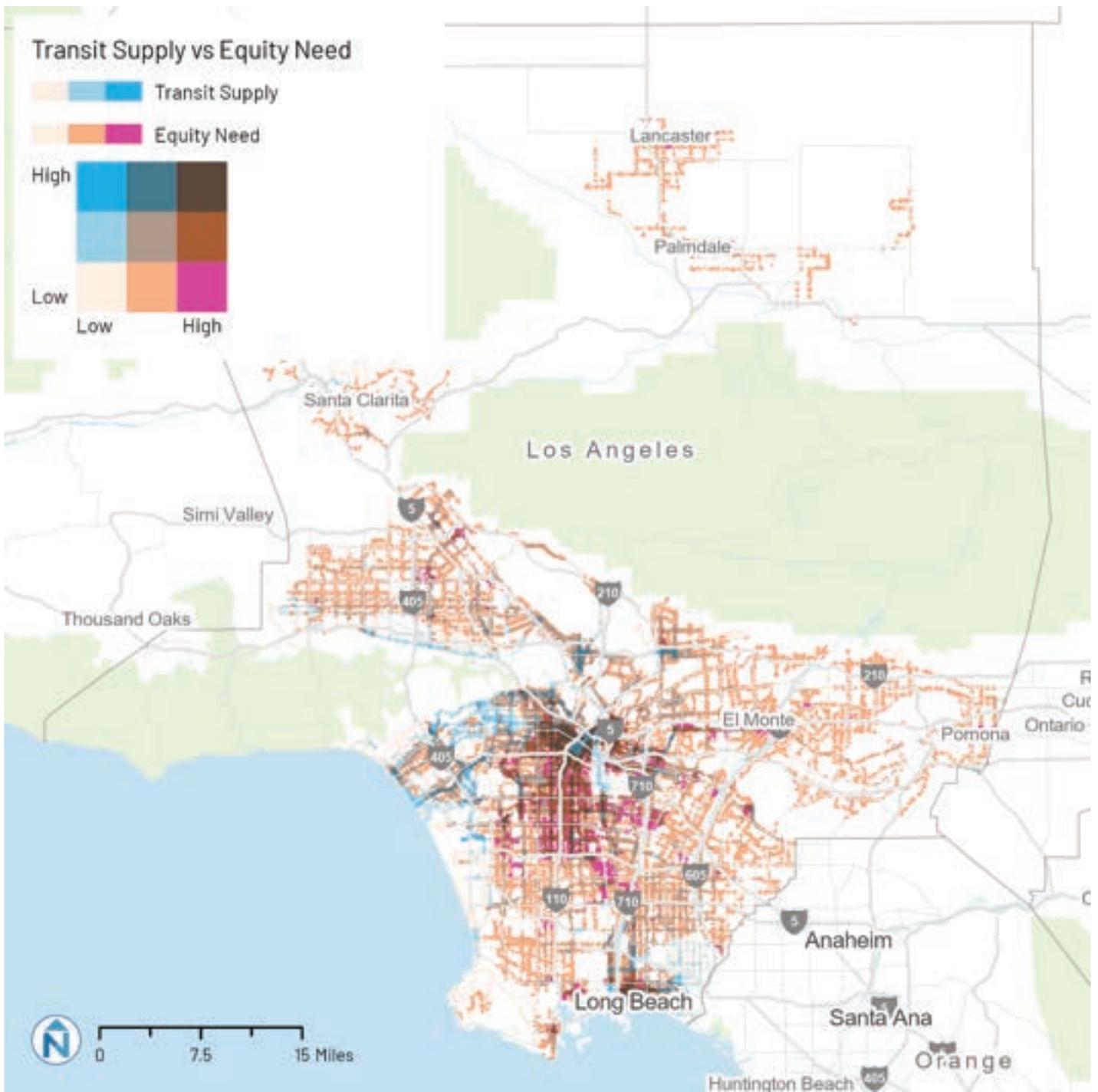
Source: Regional Transit Providers, Metro

On-Demand Service

Metro Micro is an on-demand rideshare service, offering trips within several zones in LA County. The service is currently available in Watts/Compton, LAX/Inglewood, North Hollywood/Burbank, El Monte, Highland Park/Eagle Rock/Glendale, Altadena/Pasadena/Sierra Madre, Northwest San Fernando Valley, and UCLA/Westwood/VA Medical Center. Metro Micro aims to serve as a safe, fast, and convenient travel option for residents. The service encourages more users to take transit and supplements the fixed-route bus and rail system.

Figure 30 - Metro Micro Service Zones

Source: Metro

Park-n-Ride

Park-n-Ride facilities are designated parking lots near Metro transit stations where riders can park their vehicles then transfer to nearby public transportation. The lots are strategically placed near Metro rail and bus stations and routes to promote the use of public transit and reduce traffic congestion. Park-n-Ride lots provide convenient options for users to combine driving and public transit in their travels. There are 136 Park-n-Ride facilities in LA County.

Figure 31 - Park-n-Ride Locations

Source: Metro

High-Occupancy and ExpressLanes

Figure 32 displays high-occupancy (HOV) lanes and Metro ExpressLanes which are high-occupancy toll (HOT) lanes accessed by an automatic electronic toll system known as FasTrak. Metro's ExpressLane Flex responders allow motorists to switch between solo driver, two-person carpool, and 3+ person carpool to be eligible for the free use of HOV2+ and HOV3+ lanes or pay a dynamically priced toll for driving alone in ExpressLanes. The primary purpose of the system is to improve traffic flow on the 10 and 110 freeways and incentivize the use of carpools and vanpools. Qualifing electric vehicles (EVs) are also eligible to use HOV lanes. This program, designed to spur EV adoption, is likely to end in 2025.

Figure 32 - High-Occupancy and ExpressLanes Network

Source: Caltrans

Bicycle Facilities

The map in Figure 33, based on LA County's Department of Public Works data, displays five types of bike facilities: bike paths, bike lanes, bike routes, bike boulevards, and cycle tracks. Bike paths are off-street paved paths intended for use by non-motorized bicycles. Bike lanes, routes, boulevards, and cycle tracks are on-street travel lanes. Bike lanes are striped for the exclusive use of bicycles, while bike routes are a shared travel lane, sharing space with vehicular traffic. Bike boulevards are on-street bike routes that are enhanced with traffic-calming features, prioritizing bicycle travel. Cycle tracks are on-street protected bike lanes that are separated from vehicular traffic.

Table 6 - Miles of Existing and Proposed Bicycle Facilities

	EXISTING MILES	PROPOSED MILES
Bike Path	452.7	440.6
Cycle Track	7.1	288.5
Bike Lane	679.6	1,992.8
Bike Route	46.7	2,449.7
Bike Blvd	13.9	52.8

Source: LA County Department of Public Works

Figure 33 - Proposed and Existing Bicycle Facilities

Source: LA County Department of Public Works

Bikeshare

Metro Bike Share is a bicycle sharing service in Los Angeles County. It makes bikes available 24/7 and 365 days a year. Using an app, users can purchase a one-time or daily, monthly, or annual Metro Bike Share pass and find stations to unlock a bike. Bikes can be returned to any station. The system offers classic bikes and electric bikes with pedal-assist motor that powers the bikes up to 17 mph.

Table 7 displays the bike share stations with the highest usage both pre- and post-pandemic for trips originating or terminating at a docking station. The data compares trips for the whole year in 2019 and 2022. Multiple stations show high ridership during both years, including 7th & Flower, 7th & Spring, Ocean Front Walk & Navy, Figueroa & 8th, and Grand & 8th. There were 290,342 total trips in 2019 and 290,310 total trips in 2022.

Table 7 - Top Bike Share Stations by Total Trips, Pre- and Post-Pandemic

2019		2022	
STATION	**TOTAL TRIPS**	**STATION**	**TOTAL TRIPS**
7th & Flower	29,078	Ocean Front Walk & Navy	31,238
Main & 1st	24,707	Downtown LA Santa Monica E Line Station	26,934
Union Station West Portal	23,139	Ocean Front Walk & North Venice	20,882
7th & Spring	18,070	7th & Flower	15,257
Ocean Front Walk & Navy	14,240	Figueroa & 8th	12,432
Olive & 8th	13,626	Toes Beach at Culver Blvd	12,346
1st & Central	13,052	Dockweiler Beach at Imperial Hwy	10,136
Figueroa & 8th	12,703	Grand & 8th	9,452
Grand & 8th	11,600	7th & Spring	9,244
Traction & Rose	10,218	Windward & Main	8,311

Source: Metro Bike Share

Major Destinations

Metro Services to Regional Parks

Routes Serving Major Parks
Figure 34 shows which Metro services are within 100 feet of a regional park. Metro services included in this map are:

> Metro Rail Shuttle

> Metro Rail

> Metro Busway

> Metro Rapid

> Metro Limited Express

> Metro Community Circulator

> Metro Local CBD

> Metro Local Non-CBD

Figure 34 - Metro Routes Serving Parks
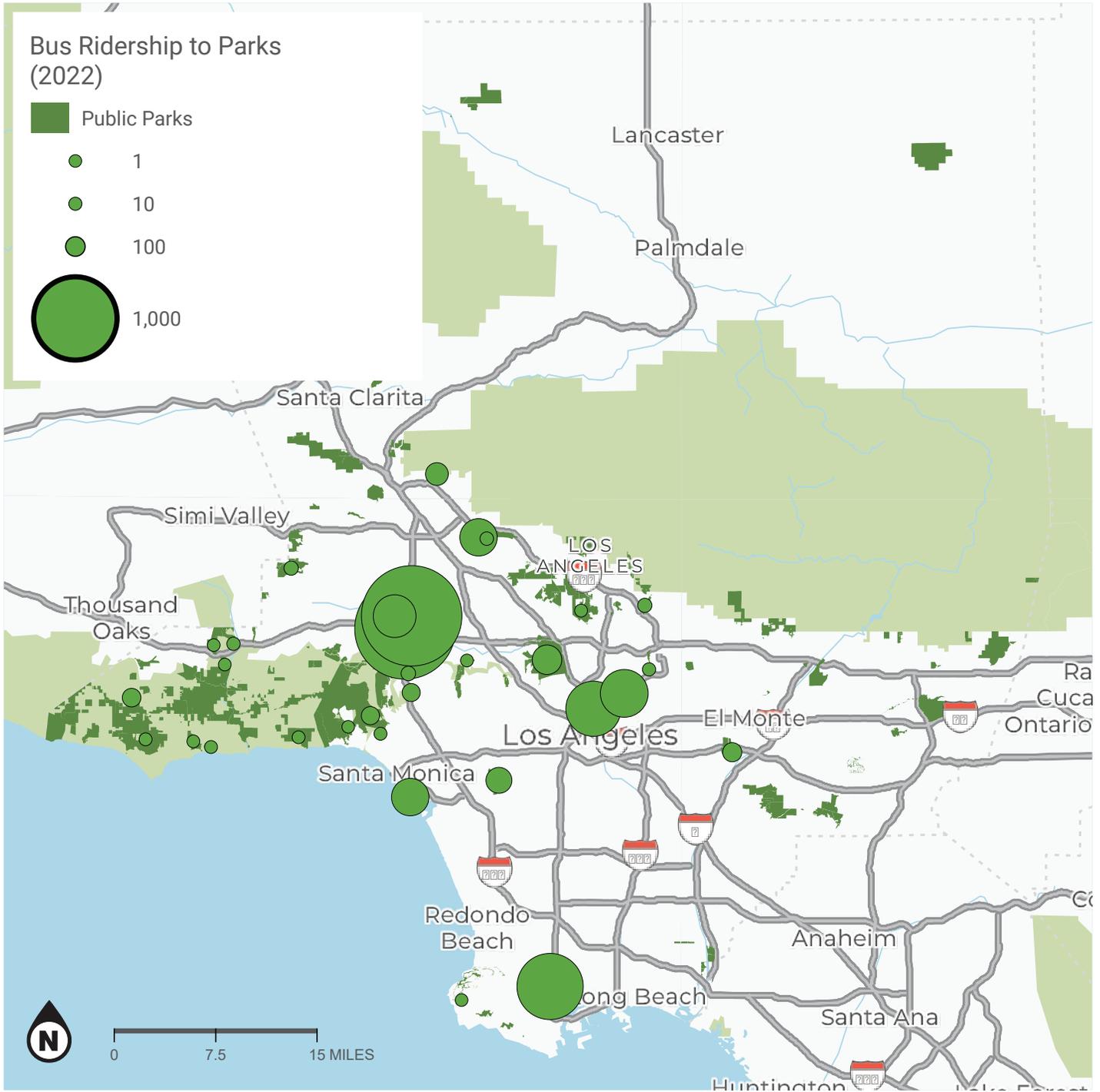

Source: Metro, LA County

Ridership to Major Parks

Bus ridership is highest at the Sepulveda Basin Rec Area and Woodley Avenue Park, which are adjacent to the Metro Busway G Line. Elysian Park and Ernest E. Debs Regional Park have high bus ridership and are also accessible by the A Line. Figure 35 displays ridership at bus stops within 1,000 feet of regional parks.

Table 8 - Parks with Highest Average Weekday Bus Ridership (2022)

PARK	AVERAGE WEEKDAY BUS RIDERSHIP
Sepulveda Basin Rec. Area	1,246
Woodley Avenue Park	1,242
Ken Malloy Harbor Regional Park	759
Elysian Park	604
Ernest E Debs RP	499
Lake Balboa Park	428
Venice City Beach	353
Hansen Dam Park	352
Griffith Park	241
Kenneth Hahn State Recreation Area	191

Figure 35 - Bus Ridership to Parks

Source: Metro, LA County

Major Medical Facilities

Figure 36 shows major hospitals and medical facilities and smaller health clinics. Hospitals and medical centers include facilities with 911 receiving, trauma centers, acute care, pediatric emergency care, disaster resource centers, sexual assault response team centers, rehabilitation, and stroke care. Health clinics include Planned Parenthood locations, senior care, violence intervention programs, harm reduction programs including drug treatment and needle exchange, family planning, and veterans' services.

Figure 36 - Major Medical Facilities

Source: Los Angeles GeoHub

Major Trip Generators

Cultural Centers and Sports Venues

Figure 37 shows the various sports arenas and performing arts centers in Los Angeles County, which people are likely to travel to by transit. Sports venues include college football stadiums, professional sports arenas, raceways, and multipurpose arenas. The cultural and performing arts centers includes theaters, museums, community arts centers, outdoor amphitheaters, and major music venues. The five largest venues in the region by seating capacity are the Rose Bowl in Pasadena, the Los Angeles Memorial Coliseum in Exposition Park, SoFi Stadium in Inglewood, Dodger Stadium in Echo Park, and BMO Stadium in Exposition Park.

Figure 37 - Major Trip Generators

Source: Los Angeles GeoHub

### Bus Ridership to Major Trip Generators

The destinations with the highest bus ridership in 2022 are all cultural or performing arts venues in Downtown Los Angeles, Hollywood, East Hollywood, and Westwood. Figure 38 shows that the Colburn School Conservatory of Music in Downtown LA had the highest ridership. The Music Center, which includes the Dorothy Chandler Pavilion, Ahmanson Theatre, Mark Taper Forum, Roy & Edna Disney CalArts Theatre, and Walt Disney Concert Hall, also had high bus ridership in 2022.

The sports venues with the highest bus ridership in 2022 are all in or near Downtown Los Angeles and include the Galen Center and the Crypto.com Arena.

Table 9 - Venues with Highest Bus Ridership (2022)

Name	Average Weekday Bus Ridership (2022)
The Colburn School Conservatory of Music	2,660
The Music Center	2,495
Assistance League of Southern California - Theatre for Children	2,172
Hammer Museum	2,114
Korean American Federation of Los Angeles	1,845
Barnsdall Park	1,319
The Granada Buildings (includes Theatre of Hearts)	1,278
Armory Center For the Arts	809
Los Angeles County Arts Commission	738
Glendale Civic Center	552

Figure 38 - Bus Ridership to Major Venues
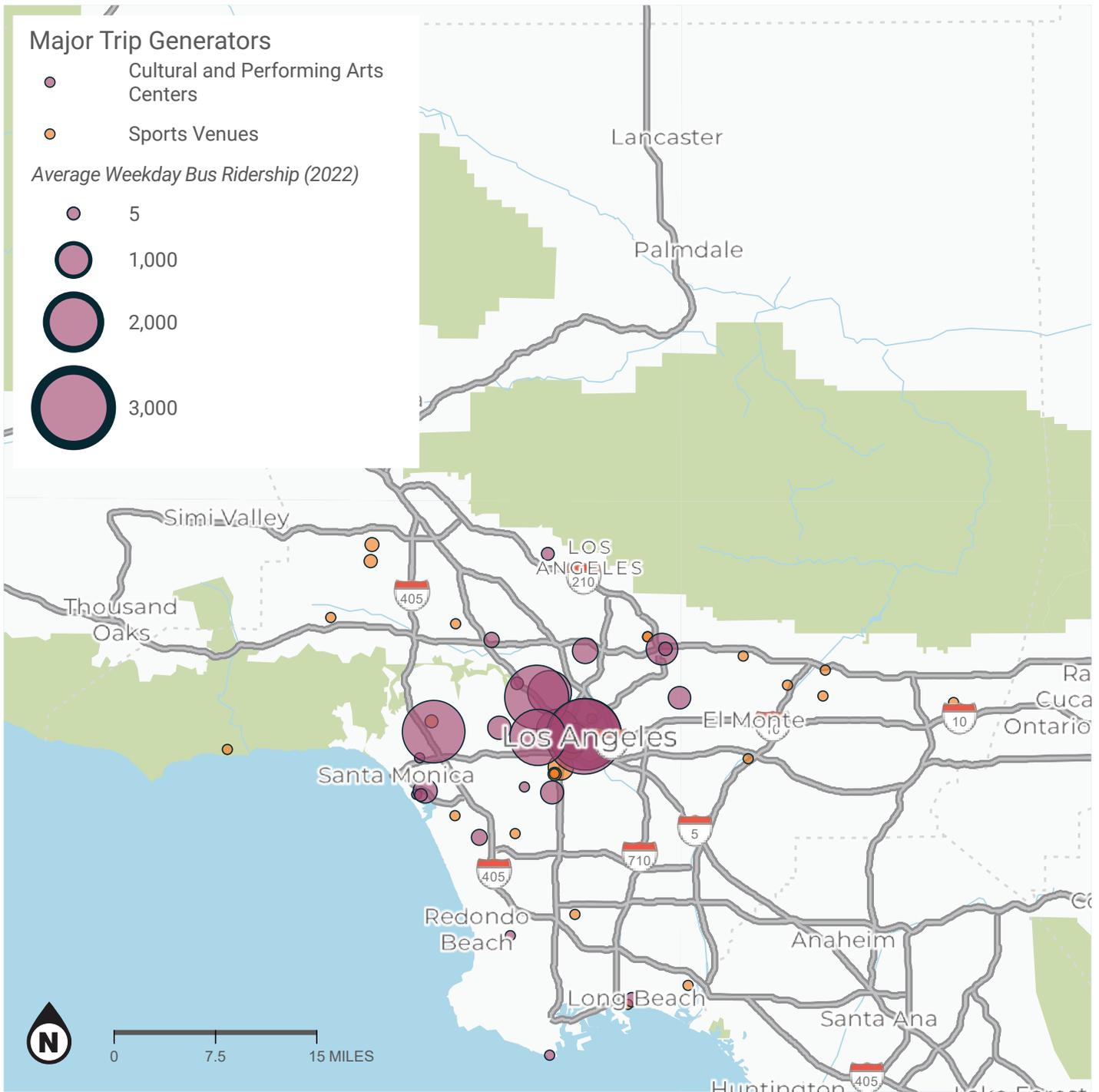
Source: Metro, Los Angeles GeoHub

Job Centers

Figure 39 shows major job centers in the region. SCAG created the dataset in 2016 from point-level business establishment data, calculating the density using the sum of business establishments and total employees. They identified subcenters using a locally weighted regression, identifying high outliers and maximums based on total employment.

Figure 39 - Job Centers

Source: SCAG, 2016

Delivering for the County

Measure M Projects

Measure M, approved in 2016 with 71.15% voter support, is a half-cent sales tax measure set to generate $120 billion over 40 years. The funding aims to expand rail, rapid bus, and bike networks. Measure M provides partial funding for numerous Metro projects while also allocating funds to local jurisdictions through various programs such as the Metro Subregional Program (MSP), Metro Active Transportation, Transit and First/Last Mile (MAT) Program, and Local Return. Figure 40 shows the location of Measure M projects and their current phase of development, "Other" indicates that the project phase is unavailable. Projects funded by the measure include the following:

> Under Construction

- Gold Line Rail Extension: Foothill to Claremont
- Purple Line Subway Extension: Century City West to Westwood/VA Hospital

> Design & Engineering

- East San Fernando Valley Transit Corridor

> Early Planning

- Vermont Bus Rapid Transit Corridor: Hollywood Blvd. to 120th St.

> Environmental Review

- North Hollywood to Pasadena BRT
- Crenshaw Northern Extension
- Eastside Phase 2: Washington Blvd Alignment
- Green Line Rail Extension: Redondo Beach to Torrance Transit Center
- Sepulveda Pass Underground Transit Corridor
- West Santa Ana Light Rail Corridor: Union Station to City of Artesia

> Other

- Regional Commuter Rail (Metrolink and Amtrak) Improvements
- Green Line Rail Extension to Norwalk Metrolink Station
- Metro Rail and ExpressLanes Extension from Westwood to LAX Metro Connector
- Orange Line Bus Rapid Transit Conversion to Light Rail
- LAX Bus Rapid Transit Connector to Santa Monica
- North San Fernando Valley BRT

Figure 40 - Measure M Projects

Source: Metro

Ridership Trends

Bus Ridership

LA Metro collected bus ridership data from 2019 to 2022 in October of each year during five distinct periods: AM Peak (7-9am), Base (9-4pm), PM Peak (4-6pm), Evening (6-10pm), and Owl (10pm-midnight). The data represents average weekday ridership per period in the month of October for each year. Figure 41 shows the variation in ridership among each of the periods, with noticeable drops in ridership during 2020 at the onset of the pandemic. Ridership recovered significantly in 2021 and continued increasing in 2022, although more slowly than the previous year. This trend indicates that many transit-dependent riders may have returned to buses quickly after services resumed and stay-at-home orders were rescinded and that choice riders have been slower to return.
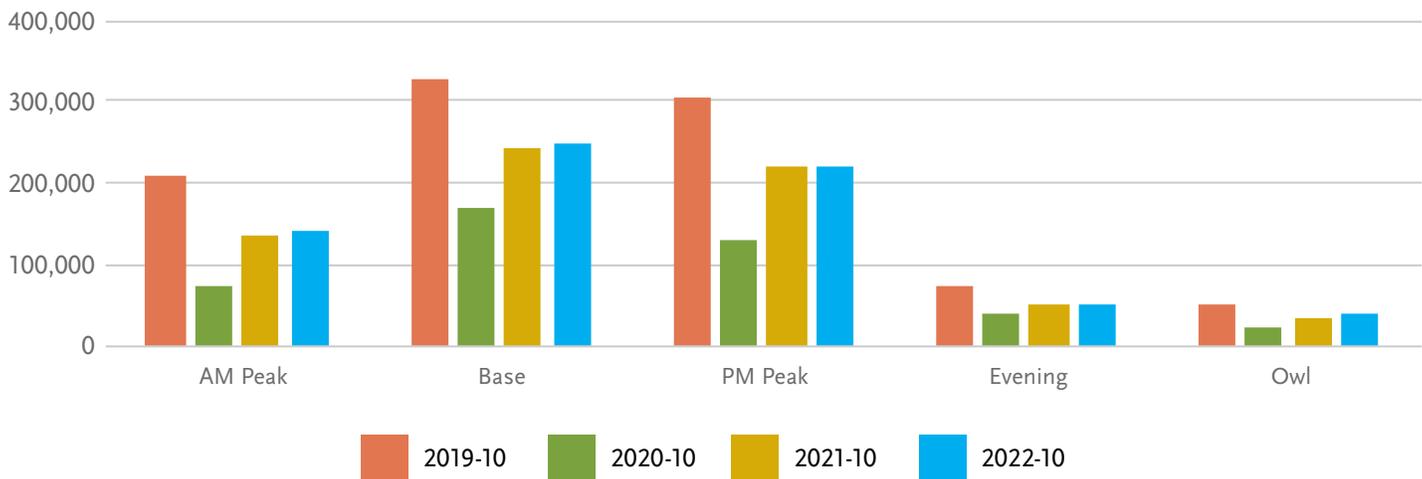
Table 10 - Average total bus ridership per period

	2019	2020	2021	2022
AM	207,666	74,616	132,359	139,152
Base	324,637	168,318	243,860	246,629
PM	302,118	129,996	218,716	221,366
Night	72,190	37,078	49,067	52,537
Owl	47,992	23,517	32,202	36,118
Total Average	954,603	433,525	676,205	695,802

Source: Metro

Figure 41 - Average weekday bus ridership, 2019-2022

Average Weekday Bus Ridership

Source: Metro, 2019-2022

Metro collected data for each period during specific hours. Table 11 identifies which hours are in each period and Figure 42 shows the changes average weekday bus ridership per hour between 2019 and 2022. Pre- and post-pandemic, the PM peak is the most productive period with the highest ridership per hour, even outperforming 2019 AM peak ridership in 2021 and 2022.

Table 11 - Approximate hours for ridership periods

	Hours	**# of hours**
AM Peak	7-9am	2
Base	9am-4pm	7
PM Peak	4-6pm	2
Evening	6-10pm	4
Owl	10pm-12am	2

Figure 42 - Average bus ridership by hour, 2019-2022

Average Weekday Bus Ridership per Hour

Source: Metro, 2019-2022

Average Weekday Bus Ridership

Figure 43 shows a decline in ridership during the pandemic from 2019 to 2020, but Table 12 shows that ridership began to recover the following year 2021, increasing by more than 50% overall, and more than 75% during the morning peak. There were increases across all periods from 2020 to 2021, as well as from 2021 to 2022 albeit a significantly lesser rate.
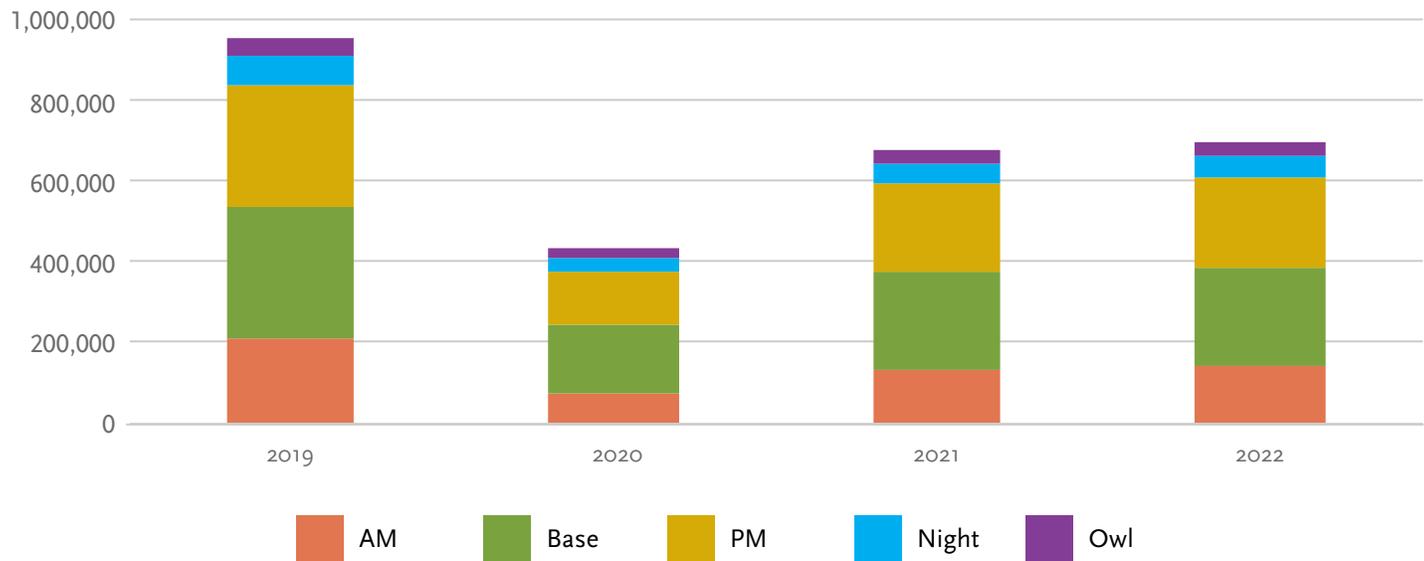
Table 12 - Percent change in ridership

	2019-2020	2020-2021	2021-2022
AM Peak	-64.1%	77.4%	5.1%
Base	-48.2%	44.9%	1.1%
PM Peak	-57.0%	68.2%	1.2%
Night	-48.6%	32.3%	7.1%
Owl	-51.0%	36.9%	12.2%
Total Average	-54.6%	56.0%	2.9%

Source: Metro

Figure 43 - Total average bus ridership by year

Average Weekday Bus Ridership by Year

Source: Metro, 2019-2022
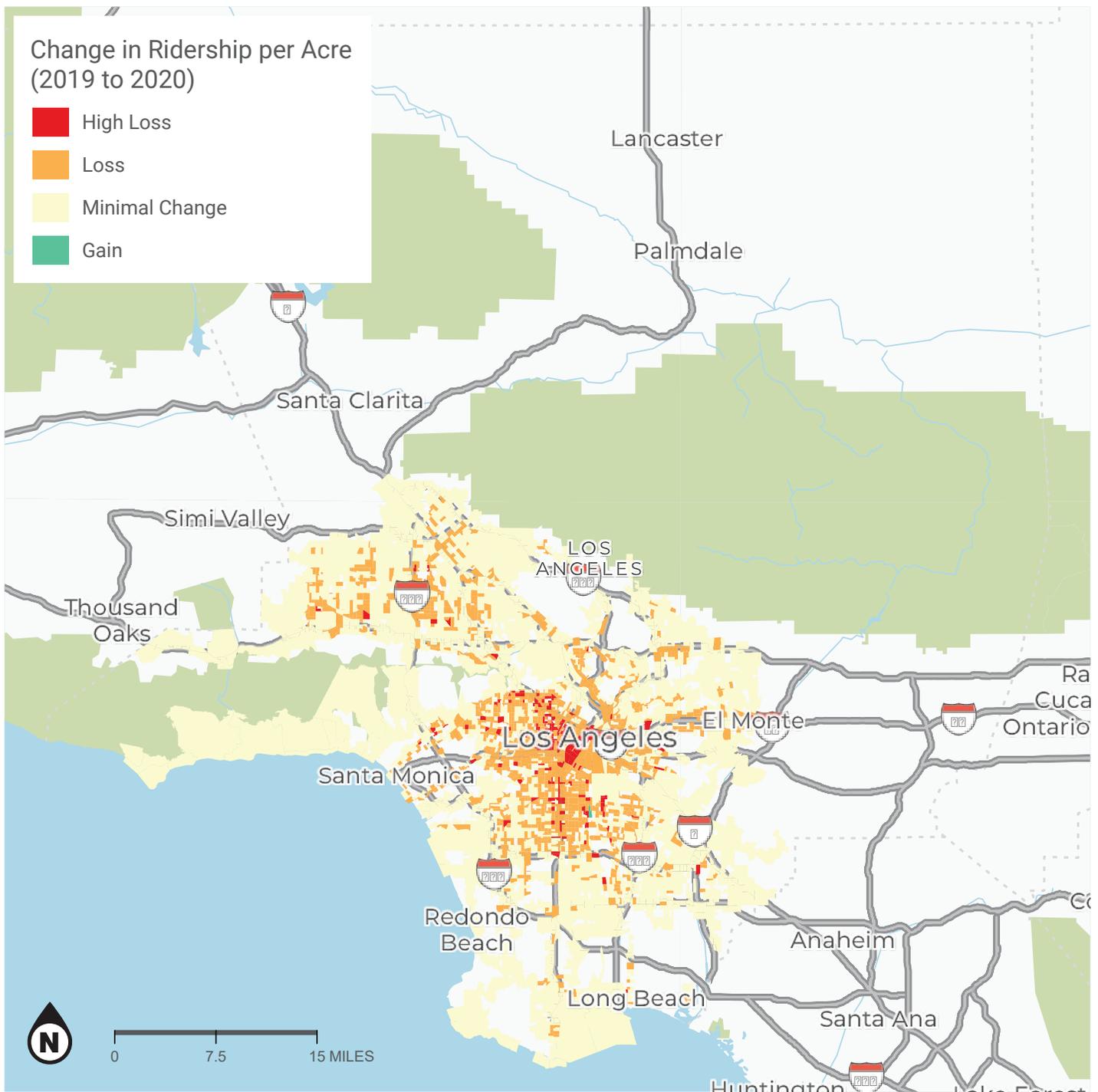
LA Metro Ridership Change

2019 to 2020

Figure 44 visually displays changes in Metro ridership between 2019 and 2020, when ridership was declining after the onset of the pandemic. Loss in this map indicates a loss of 1 to 10 riders per acre, while high loss indicates more than 10 per acre. The western portion of Downtown Los Angeles, which has a high density of office space, saw the highest losses in bus ridership during this period, as well as areas of neighboring Chinatown, and the UCLA and USC campuses. Other neighborhoods adjacent to the downtown, including Westlake, Pico Union, and Koreatown, also saw high losses in ridership. Areas in the San Fernando Valley, including Reseda, Van Nuys, and Panorama City, saw losses in ridership. Very small areas of Downtown and adjacent to Florence saw gains but were surrounded by loss or high loss in ridership during this period.

2020 to 2022

Overall, Metro ridership increased by 56% between 2020 and 2022. Gains shown in Figure 45 indicate an increase of 1 to 10 riders per acre, while high gains indicate an increase of more than 10 riders per acre. The map shows that there were high gains from 2020 to 2022 in some of the same neighborhoods where there were high losses earlier in the pandemic: western portions of Downtown Los Angeles, Westlake, Pico Union, and Koreatown. Similar areas in the San Fernando Valley, such as Reseda, Van Nuys, and Panorama City, also saw increases in ridership during this period. While many neighborhoods recovered ridership during this time, there were losses in some areas, including Echo Park, and portions of Downtown Los Angeles and Pico Union.

Figure 44 - Change in Metro Ridership per Acre, 2019-2021

Source: Metro 2019-2022, US Census 2020

Figure 45 - Change in Metro Ridership per Acre, 2021-2022
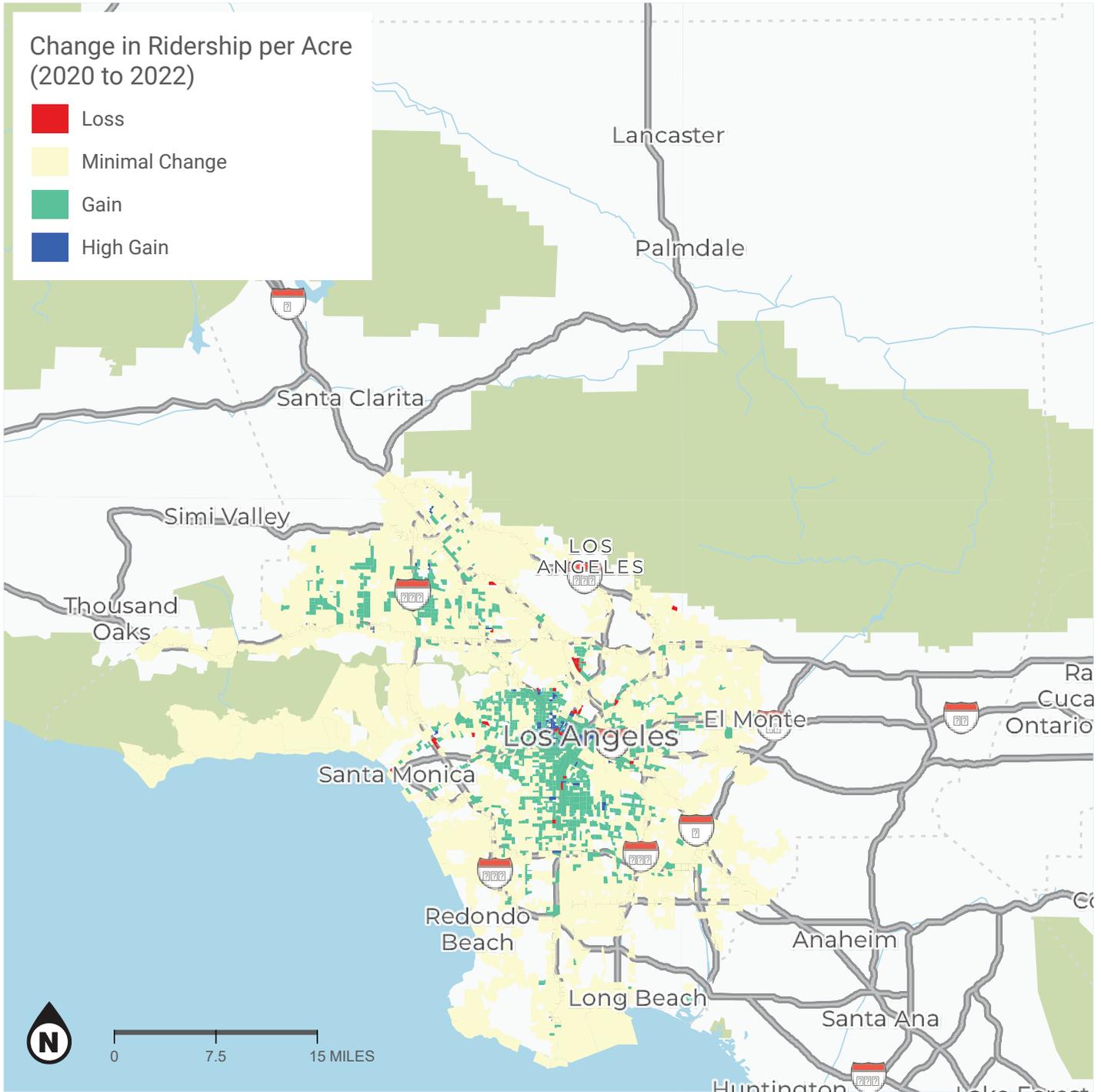
Source: Metro 2019-2022, US Census 2020

Metro Rail Ridership

Ridership by Line, 2019-2023

Metro collected the data for monthly boardings by Metro line shown in Figure 46 in October of each given year. Ridership dropped after 2019 on all lines except the A line, where it increased from 2020 to 2023. This may be attributed to service improvements which required the suspension of A line service between downtown Long Beach and Los Angeles for much of 2019. Ridership on the B/D line increased from 2021 to 2022 after dropping in 2020 due to the pandemic but dropped again slightly in 2023. Ridership on the L line in 2023 surpassed its ridership in 2019 following smaller increases from 2020 to 2022 after the onset of the pandemic.
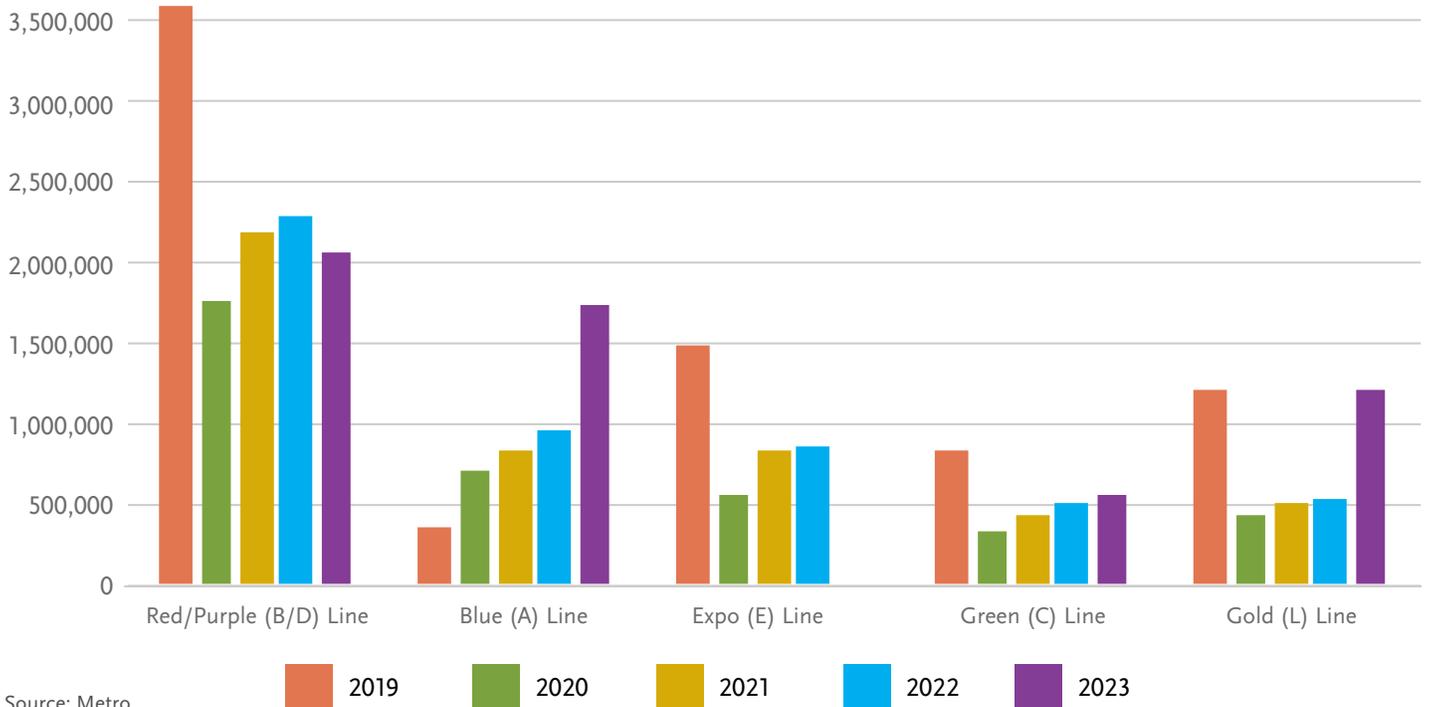
Table 13 - Percent change in rail ridership by line, 2019-2023

	2019-2020	2020-2021	2021-2022	2022-2023
Red/Purple (B/D) Line	-105%	20%	4%	-11%
Blue (A) Line	51%	15%	11%	46%
Expo (E) Line	-165%	33%	2%	N/A
Green (C) Line	-142%	19%	17%	8%
Gold (L) Line	-181%	18%	2%	57%
Total	-97%	21%	8%	8%

Source: Metro

Figure 46 -Monthly Metro Rail Boardings

Monthly Boardings by Metro Line

Source: Metro

Metro Rail Ridership by Time of Day, 2019-2023

Rail ridership dropped significantly on all days from 2019 to 2020 but has recovered incrementally each year since. Ridership has recovered a higher percentage of its pre-pandemic ridership on weekends than weekdays, with ridership on the average Sunday and holidays surpassing pre-pandemic ridership.
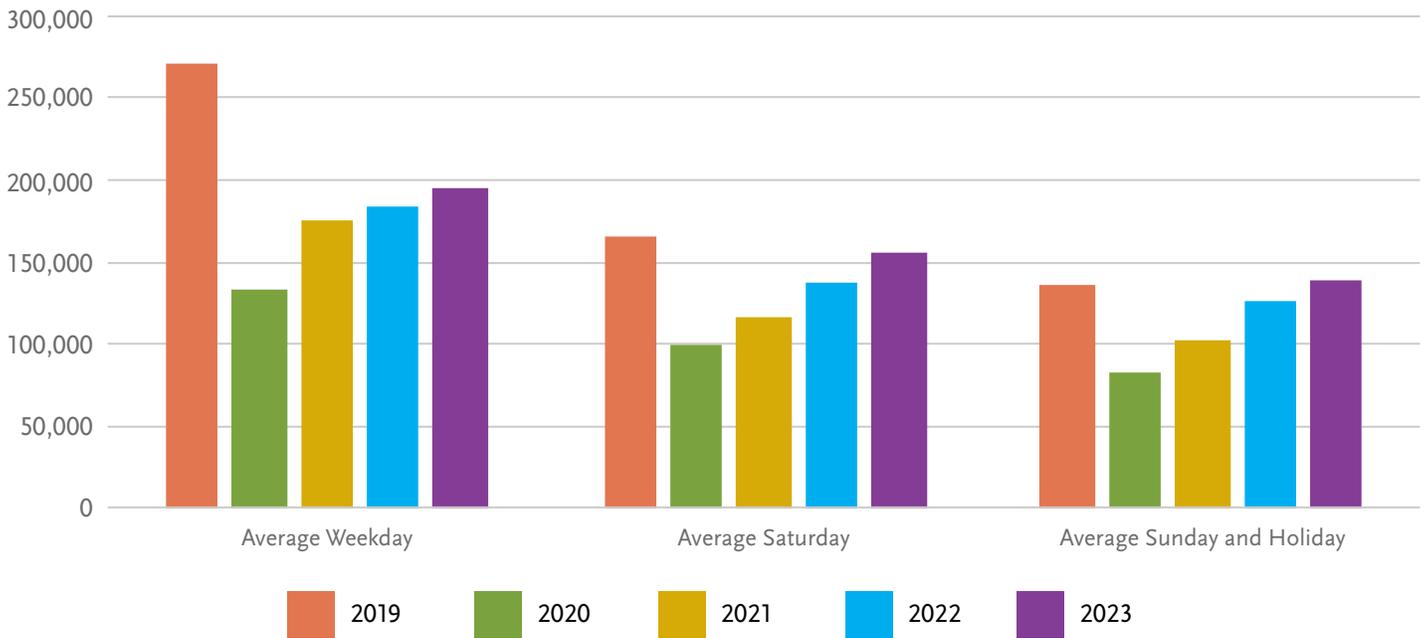
Table 14 - Percent change in rail ridership by day, 2019-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2019-2023
Average Weekday	-102%	24%	4%	6%	-38%
Average Saturday	-66%	14%	16%	12%	-6%
Average Sunday and Holiday	-64%	19%	19%	9%	3%

Source: Metro

Figure 47 - Metro Rail Ridership by Time of Day

Metro Rail Ridership by Time of Day

Source: Metro, 2019-2023

Metro Fare Payment

Since 2019, Metro has made significant changes to its fare structure. During the COVID-19 pandemic, bus transit was free from April 2020 through December 2021 as a safety precaution. When fares were reinstated in early 2022, Metro made a big push to enroll eligible riders in the "low income fare is easy" (LIFE) program working with community-based organizations and later in the year launched the GoPass program, which offers free youth fares to students at participating K-12 schools and community colleges.

While the 2022 Customer Experience Survey showed that 89% of bus riders and 72% of rail riders have a household income of less than $50,000, boardings under the LIFE, UPass and GoPass program made up only 12.1% of all boardings in 2023. Cash remains the most frequently used fare payment method (38% of rides were paid for with cash in 2023), followed by stored value (26.3%).

The introduction of fare capping during Metro's latest fare restructuring in 2023, reduced the need for riders to pre-pay for a pass to benefit as a frequent rider. However, fare capping is only available to TAP card users. The continued high percentage of cash fare payment likely reflects that many riders are unbanked and paid in cash, do not have extra money to dedicate solely to future transit rides, and that cash is more convenient than obtaining and reloading a TAP card. In addition, many low income riders are not aware that they qualify for the LIFE program or do not know how to apply.

A Universal Basic Mobility Pilot, launched by the LA Department of Transportation (LADOT) in partnership with LA Metro and other mobility providers in South Los Angeles in 2022 aims to improve mobility and remove some of these barriers. The grant funded project provides participants with a $150 per year to spend on eligible transportation methods, including transit, bikeshare, carshare while improving access to these modes throughout the project area.

Figure 48 - Distribution of Fare Payment 2019 – 2023

Annual Boardings by Payment Type
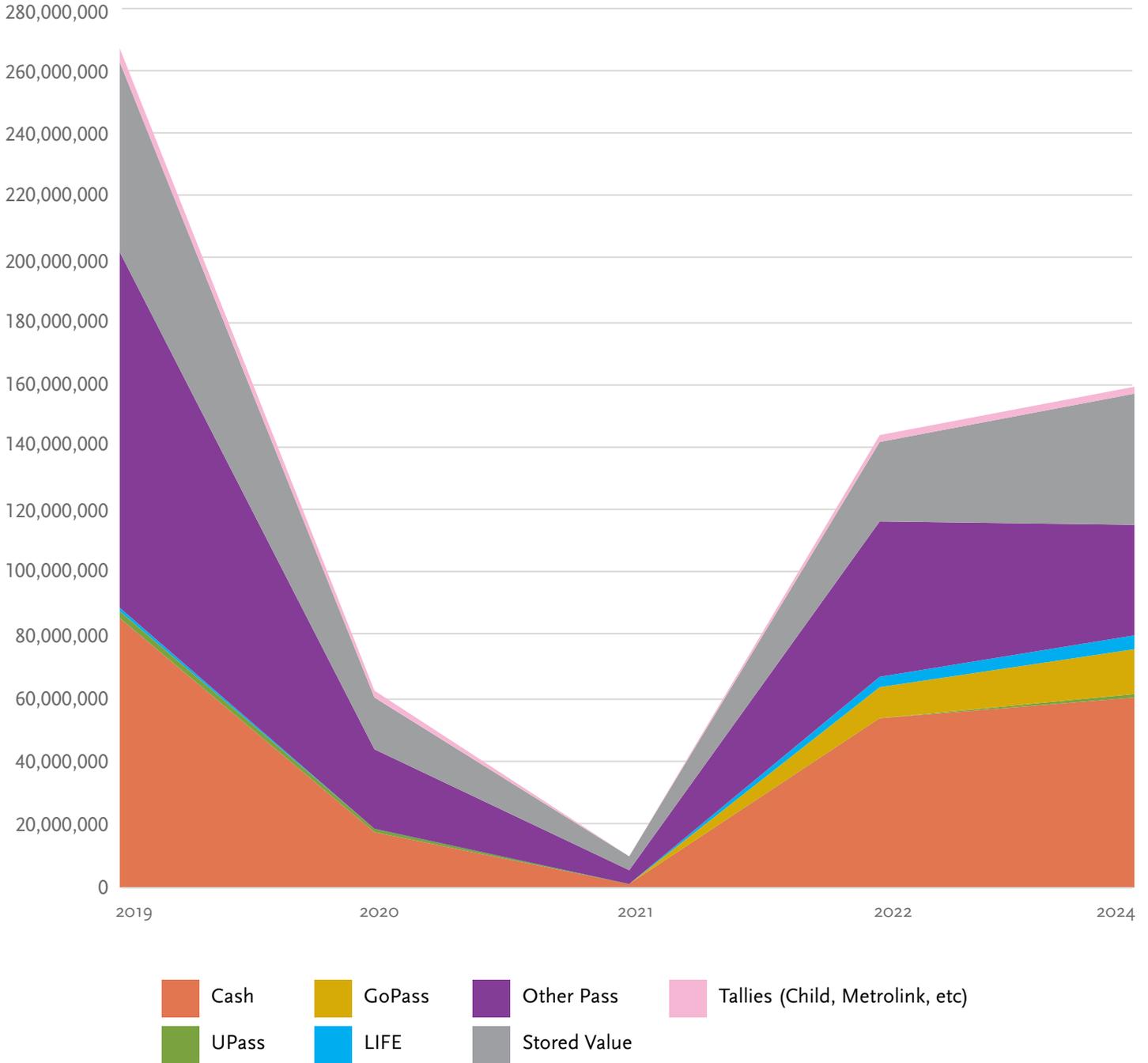
Source: Metro, 2019-2023

Appendices

**Appendix 2: Federal Funding
that Can Support TDM Programs**

Federal Funding that Can Support TDM Programs

While LA Metro and local jurisdictions in Southern California have utilized federal funding for TDM pilot programs, the region does not take advantage of federal funding sources to support TDM programming on an ongoing basis. The following federal funding sources are eligible to be used for TDM programs and services, however, no source is dedicated exclusively to TDM. Each source listed below is available for multiple purposes, and TDM projects typically must compete with infrastructure projects. Furthermore, each funding source is distributed from the federal government to a specified state or regional level of government and passes the funds to eligible recipients typically through a competitive process.

1. **Congestion Mitigation and Air Quality Improvement (CMAQ) Program:** This competitive program provides funds for transportation projects that help meet the Clean Air Act requirements and reduce congestion. CMAQ funds can be used for programs that encourage carpooling, vanpooling, telecommuting, or use of public transit. TDM programs may compete with infrastructure projects like new transit lines, bike lanes, or road improvements that also aim to reduce emissions.

2. **Federal Transit Administration (FTA) Grants**: These grants can be used to develop transportation infrastructure that supports transit operations. FTA grants are typically competitive, and TDM programs may find themselves in competition with public transit agencies and other entities seeking to fund large-scale transit infrastructure projects.

3. **Surface Transportation Block Grant Program (STBG)**: The STBG program provides flexible funding that states and localities may use for projects to preserve or improve conditions and performance on any federal-aid highway, bridge projects, and public transportation. These funds are also competitive and can be allocated to a wide range of transportation projects.

4. **Transportation Alternatives Program (TAP)**: TAP includes funding for a variety of alternative transportation projects, such as on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation, and safe routes to school projects. While TDM programs and TMAs can apply for these funds, they are often in competition with other local and regional transportation projects.

5. **Section 5307 Urbanized Area Formula Grants**: These grants provide financial assistance for transit capital and operating assistance, and transportation-related planning in urbanized areas. These are formula grants that are not competitive but are based on a statutory formula. TMAs could access these funds through partnerships with local transit agencies or municipalities that receive them.

6. **Federal Highway Administration (FHWA) Grants**: Various FHWA grants may support improvements to transportation efficiency and system management. Grants from the FHWA are often competitive and can be sought by various entities for a wide range of infrastructure projects. TDM programs and TMAs might need to demonstrate how their projects align with FHWA priorities to secure funding.

7. **Department of Energy (DOE) Grants**: These grants support electric vehicle infrastructure and promotion. DOE grants for projects like electric vehicle infrastructure can be competitive. TMAs may compete with other public and private entities interested in developing sustainable energy projects.

TMAs can receive federal funding through several mechanisms outlined below.

1. **Metropolitan Planning Organizations (MPOs)**: Many federal transportation funds are allocated to MPOs, which are regional organizations responsible for planning and programming federal transportation funds for metropolitan areas. MPOs often distribute funds to TMAs for specific projects, or as part of broader transportation initiatives; however, the funding mechanisms for TMAs through MPOs can vary widely across different states and regions. Some MPOs may have dedicated funding streams they can pass through to TMAs, often from federal sources like the Congestion Mitigation and Air Quality Improvement (CMAQ) Program. However, dedicated funding is not uniform across all MPOs, and TMAs often need to apply for available funding alongside other transportation projects. The competition for these funds can be significant, and it is common for TMAs to partner with local governments or other organizations to strengthen their applications.

2. **State Departments of Transportation (DOTs)**: Some federal funds are passed through state DOTs, which then distribute them to regional and local agencies, including TMAs. The state DOTs typically have discretion in how these funds are allocated, often based on competitive grant programs or specific criteria that projects must meet.

3. **Direct Federal Grants**: TMAs can sometimes apply directly for federal grants from agencies such as the Federal Transit Administration (FTA) or the Federal Highway Administration (FHWA), especially for programs and projects that are innovative or serve as models for other regions. These grants usually require a competitive application process.

4. **Regional Transportation Planning Authorities**: In some regions, these authorities function similarly to MPOs but may have a narrower focus or represent a sub-region within a larger metropolitan area. They can also allocate funds to TMAs for projects that support regional transportation goals.

State and Local Funding that Can Support TDM Programs

TMAs may receive funding from local governments, either directly or through local transportation or air quality agencies that receive federal funds. These local agencies may have their own processes for allocating funds to TMAs.

1. **Sustainable Communities Planning Grants & Incentives Program (SCPGIP)**: These grants can be used to fund the planning of TDM strategies and other projects that contribute to the State's greenhouse gas reduction targets. These funds were authorized by the state Legislature in 2008. They are for purposes including planning of TDM and not likely able to be used for capital expenses or ongoing program operations.

2. **State Planning and Research Funds (SPR)**: These funds are authorized by the federal FAST Act and are intended for statewide and nonmetropolitan planning. Activities could include TDM-related research for solving travel demand problems.

3. **Value Capture Strategies (EIFDs and TIFs)**: These are funds typically used for transit supportive housing infrastructure needs and depend on the future tax value of land that will result from the improvements. This funding source requires district formation and would likely only be applicable for a TDM program tied to the support and promotion of a new transit infrastructure project.

4. **Transportation Development Act (TDA)**: this funding source is intended to apply to both transit and non-transit funding sources. It would technically support a TDM program so long as the program complies with regional transportation plans. TDA is funded through two funding sources: 1) a 1/4 cent sales tax on retail sales statewide, and 2) tax revenue appropriated by legislature to the State Controller's Office who allocates the revenue by formula to local planning agencies.

5. **Local Option Sales Taxes**: The applicability of these funds for TDM is dependent on the tax measure, what voters agreed to, and would likely need to be tied to the promotion of a new or existing transit project. Measure R and Measure M in LA County are both half-cent sales taxes that are used for new transit projects to reduce traffic congestion and improve mobility. Imperial, Orange, Riverside, and San Bernardino counties also have similar measures.

6. **Active Transportation Program (ATP)**: These funds are particularly focused on encouraging the use of walking and biking. Typically, funded projects are for infrastructure but can also be a combination of programing or exclusively non-infrastructure, such as Safe Routes to Schools projects and programs. Most projects successfully funded by this source directly or indirectly benefit disadvantaged communities. For TDM, this funding source would likely need to be used for the direct promotion of active modes and could be tied to a new infrastructure project.

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