STRATEGIES AND ALTERNATIVES

TRANSPORTATION DEMAND MANAGEMENT FOR WASHTENAW AVENUE

DRAFT Working Paper #2

Completed in collaboration with the Michigan Department of Transportation, Michigan Economic Development Corporation and Michigan State Housing Development Authority.

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1 ASSETS TO BUILD ON

FOCUS FOR ACTION

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

CROSS-JURISDICTIONAL PARTNERSHIPS

The cross-jurisdictional collaboration and partnership associated with the corridor is equally fundamental and a rare strength behind the effort. The Washtenaw Avenue corridor enjoys support and collaboration from the state to the local government level. The Joint Technical Committee has been exemplary in demonstrating the benefits of this cross-jurisdictional cooperation already in completing the redevelopment strategy and securing the challenge grant. However, even greater and more formalized commitments and coordination between the jurisdictions that will prevail over the long term will be crucial. The City of Ann Arbor, City of Ypsilanti, Ypsilanti Township, and Pittsfield Township would benefit from developing a more formal relationship that has the power to shape development and manage transportation. Small, early successes have helped this effort maintain momentum; the region needs to keep these going as they are an avenue to ultimately creating more comprehensive strategies.

DEMONSTRATED LOCAL SUCCESSES

The Washtenaw Avenue corridor is also fortunate to have individual stakeholders who have a demonstrated track record of success in transportation demand management strategies and/or are pioneering new and innovative strategies locally. The getDowntown! program is a widely recognized TDM success story as are the TDM strategies employed by the University of Michigan. These local leaders can be mentors and critical advisors to an emerging TDM strategy for the Washtenaw Avenue corridor. Though physically distinct and with different challenges, the lessons learned by these leaders can help the corridor advance more rapidly than otherwise might be possible through trial and error. The Live Near Work program currently being piloted by Eastern Michigan University is another exciting development that can provide both leadership and lessons to efforts on the corridor. These knowledgeable advisors are a tremendous local asset to transportation demand management for the corridor.
2 OVERVIEW

This working paper is designed to provide stakeholders and partners with a range of viable approaches to explore in pursuing transportation demand management for the Washtenaw Avenue Corridor to support the goal of a vibrant, sustainable and livable community, city and region that ultimately strengthens the state as a whole.

The working paper focuses on several broad and effective tools for TDM. Within each, alternative strategies are provided. Each section concludes with an assessment of the champions needed, a rough measure of effectiveness, and the time and resources required for implementation.

3 TOOLS AND STRATEGIES

MANAGEMENT STRATEGIES

RelImagine Washtenaw and the Washtenaw Avenue Joint Technical Committee (JTC) have had success over the past four years in advocating for and bringing development to Washtenaw Avenue that enhances the character of the corridor, improves livability, and considers all modes of transportation. They have already started to alter the landscape of Washtenaw Avenue. Projects such as the Arbor Hills Crossing shopping center, pedestrian improvements along Washtenaw Avenue under the US-23 interchange, and 1.1-mile shared use path that improves connections between the downtown/campus area to the Washtenaw Avenue/Huron Parkway commercial area, along with the increase in Route 4 bus service, demonstrate the local commitment to improving this critical regional corridor. If there are to be measurable, consistent improvements along Washtenaw Avenue, however, examples from other cities show that an area needs to adopt comprehensive public policies and establish development review processes that consider transportation demand management. This is especially true here since Washtenaw Avenue crosses four jurisdictions, and the state owns the right-of-way. The local governmental structure in Michigan is such that the county has little power to formalize plans for the corridor. RelImagine Washtenaw is poised to take the next step to transform the corridor through formal and authoritative planning and implementation. Five strategies are discussed below.

Strategy 1: Corridor Improvement Authority

A Corridor Improvement Authority (CIA), as set forth in State Act 280 of 2005 as amended, allows Washtenaw Avenue to establish many transportation demand management tools and techniques. While all four jurisdictions along the corridor have passed a resolution of intent to explore the formation of a CIA, such a body has not yet been formally established. If formed, the new entity could apply for and deploy federal highway funds and/or raise funds locally.

Funding for a CIA comes through tax-increment financing (TIF), which captures the value added to existing properties to reinvest in infrastructure or other projects. A CIA can be formed with or without a TIF, however. Should there be support for pursuing a CIA, the Corridor Redevelopment Strategy (2010) has many details for formally establishing the CIA. The first step is to create a
formal Development Plan, though the JTC completed many of the components of this plan with the vision and redevelopment strategy. The JTC has explored forming a CIA since 2009; 2012 was the first year that four jurisdictions could legally form a CIA.

A CIA would have the authority to target investments into new development or infrastructure projects. Eligible projects might include dedicated transitways or queue-jump lanes, transit superstops, pedestrian or bicycle facilities along the corridor, or intersection improvements to make it easier for pedestrians to cross the corridor – all of which would support TDM efforts.

**Strategy 2: Joint Planning Commission**

Alternatively, the jurisdictions may form a Joint Planning Commission (JPC) as authorized by the Joint Municipal Planning Act (Act 226 of 2003) adopted by the State Legislature. Whereas the CIA can invest in targeted projects, it is not intended to coordinate land development and zoning reviews - that is the job of the JPC. Such a Commission would enable uniform development policies – including required or expected transportation demand management strategies – appropriate to different development projects.

The coordinated planning possible under a JPC would ensure common development principles whether a project were located in Pittsfield Township or the City of Ann Arbor within the designated corridor area, thus reducing the temptation of developers to pit jurisdictions against one another to accept a lower quality of investment or less commitment to traffic management.

**Strategy 3: Transportation Management Organization**

A Transportation Management Organization (TMO) is a group that applies “carefully selected approaches to facilitating the movement of people and goods within an area.” Public-private partnerships lead most TMOs, and their primary goal is to solve transportation problems.

Of the approximately 150 TMOs across the country, several different organizational structures exist. Some are formal bodies, created by legislation, with assessment powers for included properties. Some are more of a strong-leader model, with a single large institution that champions causes for the local community. Others function more as committees and designate a transportation management coordinator at either a government agency or a private employer.

TMOs vary in the programs they choose to address transportation demand management, but at a minimum, they typically include a strong marketing component of alternative modes and commuting information assistance. Some manage and subsidize vanpools or transit pass programs; some organize rideshare matching and guaranteed ride home programs. A handful even directly operate employer shuttles.

Forming a formal TMO through legislation is not an ideal management mechanism for Washtenaw Avenue because significant effort has already been extended towards forming a CIA, which performs very similar duties. In the short-term, if a CIA is not feasible for economic or political reasons, forming a TMO using the ad hoc committee with a formal coordinator is a great way for the ReImagine Washtenaw project to progress.

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1 The Washtenaw Area Transportation Study (WATS), which is responsible for transportation planning and guides federal and state transportation spending in Washtenaw County, is technically a Transportation Management Area (TMA). WATS falls under the umbrella of SEMCOG, the region’s MPO. For this reason, the authors chose to use the term “Organization” rather than “Association” to avoid confusion.

2 NCTR, 2001
Strategy 4: Transportation Management Staff or Coordinator

Transportation demand management could also be advanced through a more informal structure with designated (and sufficient) staff. Similar to the getDowntown model, the JTC could collaborate to hire a transportation management coordinator. The coordinator would focus solely on TDM issues along the corridor and staff committee meetings. This structure is a good model in the beginning while the corridor group decides how to formalize and may be the structure that is retained permanently if it proves effective.

- The JTC has to look no further than the getDowntown program for a good example of a progressive and effective partnership that focuses on transportation demand management. While not a formal TMO, getDowntown offers the go!pass programs, disseminates information on all modes of transportation, coordinates multiple events to incentivize downtown employees to get to work via a bus, bike, or walking, and works directly with downtown employees to meet their transportation needs.

- Raleigh, North Carolina, has a TDM coordinator on staff who works with individual employers to tailor commuting programs to fit their employees’ needs. Among the programs the coordinator facilitates are a GoPass program for the city and regional bus systems, car and vanpooling, flexible scheduling and teleworking, and improved bicycle and pedestrian access. The coordinator works with the Downtown Raleigh Association, an organization with a scope larger than just transportation, but is an employee of the City of Raleigh.

Strategy 5: Marketing

One of the most important duties of a CIA or TMO is to disseminate information about existing TDM programs. All institutions along the corridor have some type of advertisement for their internal commute programs, and most advertise other alternative transportation options to their employees or students. Still, most travelers along the corridor are not aware of their options. Distributing information once each year or only during the orientation or hiring process is not enough marketing to truly plant the seeds of change on an individual level. More frequent and more creative marketing strategies are necessary to create buzz around different commuting initiatives.

Regardless of the management structure, or even in the absence of a formal CIA or TMO, a marketing package can be developed that lays out all commuting options for Washtenaw Avenue users and provides resources for accessing further information.

Elements of the marketing package can include, for example:

- Detailed route and schedule information about TheRide, as well as information on purchasing passes and accessing new technologies, such as Next Bus information available on TheRide website.
- Information about rideshare programs
- Information about VRide and other vanpool or carpool programs
- Contact and information for the Washtenaw Biking and Walking Coalition
- Bike maps, racks, and cages

Successfully marketing transportation alternatives also requires a human element. Some institutions in other cities invite representatives from the transit authority to conduct travel training with new students and/or employees. This hands-on approach has much more of an impact than a piece of paper within a much larger orientation package. A TDM coordinator
identified from among the participating institutions can embody the cause of using alternative modes for commuting and can fulfill this necessary human element.

**Implementation**

Cost estimates and approximate timeframes for implementation are listed in the table below.

<table>
<thead>
<tr>
<th>Program</th>
<th>Lead Entity</th>
<th>TDM Impact</th>
<th>Estimated Timeline</th>
<th>Estimated Cost and Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIA</td>
<td>Committee</td>
<td>High</td>
<td>12-18 months</td>
<td>Staff time to develop CIA Assessment formula varies – $150,000-$500,000</td>
</tr>
<tr>
<td>JPC</td>
<td>Jurisdictions</td>
<td>High</td>
<td>12-18 months</td>
<td>Commitment of existing staff or resources for new/add’l; cost depends on structure</td>
</tr>
<tr>
<td>TMO</td>
<td>Committee</td>
<td>High</td>
<td>12-18 months</td>
<td>Establishment and authorization, staff and programming - $75,000 - $150,000</td>
</tr>
<tr>
<td>Ad Hoc</td>
<td>Committee</td>
<td>Moderate</td>
<td>3-6 months</td>
<td>$50,000 for TDM Coordinator</td>
</tr>
<tr>
<td>Marketing</td>
<td>Committee</td>
<td>Moderate</td>
<td>3-6 months</td>
<td>$5,000-$20,000 for marketing campaign $35,000-$50,000 for shared marketing coordinator</td>
</tr>
</tbody>
</table>

**PEDESTRIAN-, BIKE-, AND TRANSIT-ORIENTED DEVELOPMENT**

Washtenaw Avenue is the primary transportation corridor between Ann Arbor and Ypsilanti, linking many of the region’s job and education centers. The Corridor Redevelopment Strategy (2010), specified recommendations to achieve the vision developed in 2009. Further, many communities on the corridor have approved non-motorized plans, long-term transportation plans, or other complementary plans that make specific recommendations for the corridor. These recommendations remain such and must be considered when there is the potential for (re)development. The additional recommendations discussed in this section seek to build on the previous planning efforts and include feedback from the stakeholder outreach conducted in January and February.

It is no secret that Washtenaw Avenue is a driver’s domain today. The heavy traffic and high number of driveways make it somewhat chaotic and dangerous for bicyclists and pedestrians. The poor links to downtown Ann Arbor and Ypsilanti also make it seem less connected than it really is to these areas. Even residents who live nearby often do not have adequate infrastructure to reach the commercial areas along Washtenaw Avenue. Businesses along Washtenaw Avenue actually have a great opportunity to capture additional economic activity by supporting better non-motorized and transit infrastructure and urban design.
Zoning or Form Based Code

The current City of Ann Arbor zoning regulations regarding the use, area, height, and placement of developments along Washtenaw Avenue support parking maximums, small or no set-backs, and general smart growth principles but could go further. Much of the Washtenaw Avenue corridor in Ann Arbor has a Planned Unit Development District or C3, Fringe Commercial District, designation abutting the roadway, with residential or office designations behind. The City of Ypsilanti is completing a comprehensive master plan and zoning rewrite and is also expected to incorporate RIW concepts as a part of this process. Pittsfield Township has adopted in its master plan some form-based code concepts, and has embraced the RIW principles. Ypsilanti Township is considering adopting planning and zoning concepts from the RIW project as well.

While zoning can be a powerful tool to changing both the market attraction of the corridor and the walkability along it, to be effective it must be coordinated and consistent across the four jurisdictions. ReImagine Washtenaw identifies a series of “places” or nodes along the corridor, and equally important is the design attention and identity of the “in between” zones to ensure that they also continue to strengthen the slow transformation to a more human-oriented, and less auto-oriented character and corridor.

Bike and Pedestrian Improvements

Nationwide, there is burgeoning interest in increasing the attractiveness and viability of walking and bicycling as an efficient and affordable transportation management solution. While the geographic “capture-area” for walking and bicycling is somewhat limited – generally assumed to be no more than one-mile for walk radius and three miles for bicycling – both modes are essential in extending the reach and effectiveness of alternative commuting modes such as transit or ridesharing. Along Washtenaw Avenue, many leaders are aware of the missing bike and pedestrian connections and have focused on making these links in recent years. Still, maintaining emphasis and momentum on this issue is critical.

Enhancing the bicycle network

Bicycling in the region has risen in both visibility and viability in recent years, thanks in part to strong advocacy organizations and willing and enthusiastic leadership. Washtenaw Avenue has not been a focus area, however, because of the heavy traffic and high number of driveways for access and egress. With average daily traffic over 20,000 on the entire stretch of the study corridor, there is likely little room for the small improvements, such as bike lanes, possible on city streets. Many regions have seen bicycle trips skyrocket – exceeding 300% growth rates – on corridors where separated bicycle facilities are provided as these are more inviting to cyclists of all ages and abilities, and help to attract and accommodate the “interested, but skeptical” bike traveler. The off-road bicycle network in the corridor area is quite good; however, access to the corridor itself remains lacking. Likewise, while trails provide (or will provide) connectivity between the two cities, the link is somewhat circuitous. More connections to the Washtenaw nodes will be required in the mid-term. The long term should evaluate opportunities to provide more direct commuter bicycle connections to major generators.

Bicycle networks, similar to auto networks, have both arteries and capillaries. While good attention is generally paid to the arteries – the major trails, tracks and lanes – equally important is attention the capillary system – the “last mile” linkages for bicyclists to link them to the final destinations. This includes not only safe travel paths to get there, but also adequate (and easy to find) bicycle parking and other amenities such as showers for bike-commuting workers.
Generally speaking, the public sector is responsible for the bike “arterials”, but the private development community is vitally important in the capillary system. The advocacy community, as well, has an important role to play, as it is playing in Washtenaw, in representing the “consumer” perspective and the demand for such facilities. Employers and institutions can accelerate the process, if legal structures allow, by sponsoring certain corridors and providing the political support necessary to prioritize space for bicyclists and resources for physical improvements.

Bicycle improvements are a cheap date compared to improvements for motorized modes – even at $100,000 - $250,000 or so for cycle tracks or multiuse trails, these investments are vastly less expensive per potential traveler accommodated than roadway expansions, which can exceed $3.5 million per mile.³

Enhancing the walk and roll network

Even though the walk commute mode share may be quite low on a corridor such as Washtenaw for the near and mid-term future, enhancing the viability of this mode is important for the non-work trips – those trips between work or home and other destinations. This is the cornerstone of “park once” strategies where even though workers or patrons may drive to the corridor, once there they may make multiple trips by foot (or shared bike if available eventually). This strategy can cut down on multiple unnecessary sub-regional arterial trips on the corridor that currently clog traffic and operations for those necessary trips through this state route.

Washtenaw Avenue, as has been well-captured in the multiple plans, is lacking in its pedestrian network. Many segments lack sidewalks, curb ramps and crosswalks. Lighting is almost entirely auto oriented. The corridor is difficult to navigate for the able bodied and nearly impossible for those using walkers, strollers or wheelchairs.

Improvement of this network should be a major priority as it is essential to leveraging investments in transit enhancements and optimizing the value of redevelopment parcels. First emphasis should be in the missing links along the corridor and secondly in reconstructing some of the narrow or intimidating pedestrian segments that do exist. Intersections should be inviting to the pedestrian, while still allowing the movement of the auto demands. Ideally a landscaped buffer will be provided between moving traffic on the roadway and pedestrians on the sidewalk throughout the corridor.

(Re)Construction

As identified in the 2008 Access Management Plan, during (re)construction, every effort should be made to close and/or consolidate driveways and curbcuts. These not only compromise vehicular operations of the street (often referred to as access management) but also introduce conflicts into the pedestrian environment that degrade its quality. Where curbcuts must be provided, they should be designed so that the pedestrians retain a level pathway and vehicles change grade via an apron transition area. Segments for reconstruction should be prioritized based on condition, safety and access issues, and revitalization objectives.

Maintenance

Quality maintenance can also dramatically improve walkability – and is essential to retaining the walk mode - by leveling surfaces and improving the visual environment of the corridor. In some

³ Florida Department of Transportation, Generic Cost Models, Updated as of: 02/20/13 (ftp://ftp.dot.state.fl.us/LTS/CO/Estimates/CPM/summary.pdf)
locations, it may be possible to do modest retrofits – introducing tree boxes, closing curb cuts, or improving lighting – in the course of a modest maintenance project.

**Intersection Design**

A wide range of intersection improvements can also dramatically improve both safety and the attractiveness of walking. Curb extensions, raised crossings or raised intersections, pavement textures or patterns, and/or pedestrian islands can both alert drivers to the presence of pedestrians and provide safe refuges for pedestrians. Intersections and their treatments should be assessed separately, but ensure that they work together as a network.

Curb ramp installation has been mandated in many cities in response to lawsuits over accessibility. While curb ramps are essential for those utilizing wheelchairs, they provide significant benefit to the able-bodied as well making it easier to stride across streets, push children or grocery carts, or provide alternative routes for cyclists. Likewise, audible pedestrian signals assist not only those with low vision, but also youth and the elderly.

**Signal Operations**

Operational changes are often the least costly, but most effective measures. Operational changes may include extending the allotted walk time for pedestrians and/or slowing traffic speeds to increase driver's attentiveness to curbside activities (including the retail offerings and amenities). While throughput is a critical function of any state route, ironically a corridor can generally process more traffic at lower speeds than it can at higher speeds. Slowing the posted speed on the corridor, while often a difficult and contentious process, will often make little to no difference to driver travel times (because many experience delays due to congestion now) while making an enormous difference in the character, comfort and desirability of the corridor from a development, recreational, and residential perspective. Slower, but more consistent, speeds reduce noise and emissions and improve safety and operations and can be a near term improvement to the corridor at minimal cost.

**Transit**

TheRide is a fantastic transit partner for the four communities that share the corridor. As an agency, it has shown flexibility, openness, and innovation in its programming and planning. If Washtenaw Avenue corridor stakeholders maximize this unique resource, the corridor could realize true change in commuting patterns and overall downtown vibrancy. Through talking with stakeholders, it is clear that transit improvements along Washtenaw Avenue are desirable, with most citing the desire for the bus to avoid the car traffic. This is an idea that TheRide has been working towards in recent years, though there are challenges to overcome.

**Make connections**

Facilitating easy connections to other routes and mode options is vital, and many stakeholders are thinking into the future. Connecting Washtenaw Avenue to the corridors studied in the Connector Feasibility Plan and the State Street Corridor Study was a priority often mentioned by stakeholders interviewed by the project team. A park-and-ride lot near the US-23/Washtenaw Avenue interchange, similar to the Plymouth Road park-and-ride lot, also had widespread support.

Arborland presents an opportunity that, although currently limited, should remain a possibility over the long term. A transit hub in this large development parcel not only facilitates access to the amenities and employment of that parcel, but can also provide some operational benefits to the system in schedule recovery or layover. Not all routes will or should utilize this station as the...
diversion from the corridor can add travel time to those desiring quick passage through the corridor, it nonetheless is a major anchor that could be as a major connection point and node for the corridor.

**Create Washtenaw Avenue Transit Pass**

TheRide and Downtown Development Authority work in collaboration to provide a subsidized transit pass through the getDowntown program, called the go!pass. The go!pass has been extremely popular for downtown employees and has helped keep over 820 vehicles out of downtown annually. While that may seem small, the potential for a pass such as this along Washtenaw Avenue only increases as the corridor urbanizes.

### Implementation

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<thead>
<tr>
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<th>TDM Impact</th>
<th>Estimated Timeline</th>
<th>Estimated Cost and Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoning or form based codes</td>
<td>Jurisdictions</td>
<td>High</td>
<td>6-24 months</td>
<td>Planning and adoptions, staff time and potentially consultant</td>
</tr>
<tr>
<td>Bike lane and route network</td>
<td>Multiple jurisdictions</td>
<td>High</td>
<td>2 – 24 months</td>
<td>Planning, design and milling/striping; $50,000 - $500,000</td>
</tr>
<tr>
<td>Bike racks and showers</td>
<td>Jurisdictions and/or developers</td>
<td>Low</td>
<td>0 months (continuous)</td>
<td>Staff for development review; $150 - $300 per rack</td>
</tr>
<tr>
<td>Sidewalk (re) construction</td>
<td>Jurisdictions and/or developers</td>
<td>Moderate</td>
<td>6 – 24 months</td>
<td>Depending on design, $35,000 - $50,000 per block face</td>
</tr>
<tr>
<td>Sidewalk maintenance</td>
<td>MDOT and/or jurisdictions</td>
<td>Low</td>
<td>0 months (continuous)</td>
<td>$15,000 - $50,000 per block face depending on work</td>
</tr>
<tr>
<td>Intersection improvements</td>
<td>MDOT and/or jurisdictions</td>
<td>Moderate</td>
<td>4 – 12 months</td>
<td>$10,000 - $120,000 per intersection depending on treatment</td>
</tr>
<tr>
<td>Operational changes</td>
<td>MDOT</td>
<td>Low</td>
<td>2 – 12 months</td>
<td>Nominal cost (staff time) to up to $200,000 per intersection for new signals</td>
</tr>
<tr>
<td>Transit pass programs</td>
<td>Committee, employers and/or jurisdictions</td>
<td>High</td>
<td>2 – 12 months</td>
<td>Varies depending on transit program selected</td>
</tr>
</tbody>
</table>

**PARKING**

Parking along Washtenaw Avenue will likely remain ample and free for the user for many years to come as redevelopment occurs slowly. Parking is never truly free, whether the commuter pays for it or not. There is a cost for initial construction, everyday operation, and routine maintenance. The simple existence of a parking facility represents an opportunity cost as it precludes the use of that land for other purposes whether green space or high-density employment. However, the JTC, CIA, or TMO can begin managing parking now to plan for the future.
Parking Management District

By far, the most effective influence over transportation demand in the Washtenaw Avenue corridor would be more effective and uniform management of parking in the area. It has been said that “parking is a fertility drug for cars” – whatever parking exists, cars will be invited to fill it.

At present, parking resources along the corridor are, for the most part, privately owned and managed. There is no charged parking, except for that managed by Eastern Michigan University. Each individual use and/or development provides their own parking supply meaning that there are probably 10 parking spaces for each single patron vehicle that visits the corridor (allowing that patron to drive to each separate destination they may frequent). This degrades both the image and operation of the corridor.

Establishment of a parking management district would unite parking strategies throughout the revitalization area and establish uniform parking policies, rate strategies, and better manage supply. Given the multi-jurisdictional nature of the corridor, the relatively low density, and the large number of small, diverse property owners this could be a difficult strategy to implement in the near term, but would perhaps provide the greatest impact of all strategies discussed.

Shared Parking and Park-once

In many zoning codes, each land use is required to provide their own supply of parking. However, parking demands peak at different times of day for different users. Office demand is highest between 9am and 4pm while entertainment and hospitality demands are just beginning to rise after 4pm. Allowing shared use of parking not only reduces land consumption and capital costs, it can also reduce traffic demand.

The local zoning ordinance must often explicitly permit shared parking. Its successful use, however, requires strategies for review, approval, monitoring, enforcement, and penalties for violation. This requires both structure and staff.

Shared parking is often complimented by park-once designs and strategies. Whether or not regulations allow parking to be shared, it can be designed to make it convenient for one patron to visit numerous facilities without moving a vehicle. This can be accomplished through thoughtful parking location or co-location, facility design, and the quality of the surrounding pedestrian network.

Enforcement

Finally, enforcing the rules that currently exist can help to reinforce some of the transportation demand management objectives. Illegal parking along Washtenaw Avenue can be a problem, with drivers who have an employer-paid transit pass parking in vacant lots and riding the bus on the final leg of the journey into Ypsilanti or Ann Arbor. Aside from developing a designated park-and-ride lot, enforcement is likely the only way to curb this practice.

Implementation

<table>
<thead>
<tr>
<th>Program</th>
<th>Lead Entity</th>
<th>TDM Impact</th>
<th>Estimated Timeline</th>
<th>Estimated Cost and Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking management district</td>
<td>JTC and jurisdictions (perhaps state)</td>
<td>Highest</td>
<td>12 – 24 months</td>
<td>Would require significant study, outreach and engagement</td>
</tr>
</tbody>
</table>
EMPLOYER INCENTIVE AND MANAGEMENT PROGRAMS

Transportation demand management can be promoted and guided by the public sector. The public sector can provide the facilities and services that enable alternative commuting modes. But in the end virtually every successful TDM strategy has relied on the active participation, promotion, and commitment of private sector employers and destinations. Such employer programs have substantial positive effects not only on the corridor, but also on the cost and competitiveness of the employers themselves. Shifting viable trips from single occupant vehicles to alternative modes makes the corridor operate much more effectively with greater time travel reliability for all stakeholders. Every vehicle driven between destinations must be stored once it arrives and storage is an expensive investment for many employers who must construct, operate, secure and maintain these facilities. Transportation demand management programs reduce these costs to employers while at the same time making them more attractive to the modern workforce looking for options in travel. Several strategies are recommended for the major employers and generators along the corridor:

Parking cash out options

As stated above, free parking is not free. Employers are paying for parking even if employees are not. Some employers recover some costs through parking permit fees, but rarely do these even cover all costs.

Parking cash out programs estimate the cost of providing parking to employees and essentially pay employees all, or a portion of this amount, not to park. Employers save by not needing to construct additional parking and employees gain the freedom to rationally choose their commute mode and potentially bank unused parking/transportation resources. Other employees may continue to park, but do not then get this benefit.

Participation in transit pass programs

Similarly, transit pass programs often represent a lower cost to employers than the physical parking space and its associated costs. The Washtenaw area has great experience in the use of and effectiveness of such pass programs. Employers of all sizes should continue to promote and expand their use.

Bike benefits

Like a parking cash out program, bike benefits offer employees a one-time-only or periodic cash benefit to be used for bicycle purchases in lieu of access to a parking space. While effectiveness of this tool can be somewhat limited if bicycle infrastructure is not robust in the area (as is the case...
presently on Washtenaw) the bicycle benefit is a tiny fraction of the actual cost of parking provision.

**Trip advisors**

In the absence of a TDM coordinator (or even in conjunction with one) commute trip advisors within major employment areas can help inform employees of the various services available to them and help them estimate the cost and/or time savings and flexibility associated with these options. Trip advisors help take down the barrier to alternative commutes that uncertainty about the system often presents. Trip advisors can simply be human resources staff charged with informing themselves and others about the range of travel options serving the workshed area.

**Implementation**

<table>
<thead>
<tr>
<th>Program</th>
<th>Lead Entity</th>
<th>TDM Impact</th>
<th>Estimated Timeline</th>
<th>Estimated Cost and Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking cash out</td>
<td>Employers</td>
<td>High</td>
<td>6-12 months</td>
<td>$250 - $1,000 annually/participating employee (depends on cost of parking)</td>
</tr>
<tr>
<td>Transit passes</td>
<td>Employers</td>
<td>High</td>
<td>2-12 months</td>
<td>Depends on program</td>
</tr>
<tr>
<td>Bike benefits</td>
<td>Employers</td>
<td>Low</td>
<td>2-12 months</td>
<td>$500-$1,000 every 3 years or less per participant</td>
</tr>
<tr>
<td>Trip advisors</td>
<td>Employers</td>
<td>Moderate</td>
<td>1-4 months</td>
<td>Can utilize existing staff</td>
</tr>
</tbody>
</table>

**NEAR TERM PILOTS AND DEMONSTRATIONS**

Many stakeholders mentioned that education and small demonstration projects might be the key to convincing road users and employees along Washtenaw Avenue alike that thinking about transportation regionally can benefit them, whether or not it is direct. ReImagine Washtenaw has in fact been operating this way thus far, funding projects as the opportunity opens up, despite any implementation timelines in previous planning documents. The JTC has had a lot of success this way, but the committee needs to start emphasizing and packaging the benefits to an even greater extent. For example, one stakeholder mentioned how incredible it is that more businesses do not support these programs since students, who are often more pedestrian, bicycling, and transit oriented anyway, may not think to come to the corridor because of how difficult it is to reach. Small, incremental successes can go a long way, while also maintain, in the short-term, the current competitiveness of the corridor to the more “traditional” suburban developers and investors.

**Education/Small Demonstration Projects**

There are many opportunities for small demonstration projects to warm Washtenaw Avenue travelers to experiment with alternative transportation modes in lieu of participating as congestion on the corridor. These may be lead by the public sector or major entities such as the transit authority or major universities. Such opportunities may include:

- A demonstration transit pass program
- Establishment of park-and-ride lots
- One or two queue jump lanes for buses
Private employer/retailer TDM Pilots

Pilot projects for existing developments can also be an important tool to warming the market and the stakeholders to a different kind of future. Some employers who are currently facing a dearth of parking can try a small parking cash out or similar program to encourage their employees to use an alternative mode of transportation. Retailers may offer modest discounts to patrons who produce a transit receipt.

Implementation

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</tr>
</thead>
<tbody>
<tr>
<td>Education or demonstrations</td>
<td>Committee or AATA</td>
<td>Moderate</td>
<td>2 – 12 months</td>
<td>Costs may vary, most modest, grant or CMAQ funding may be possible</td>
</tr>
<tr>
<td>Private employer pilots</td>
<td>Employers or property owners</td>
<td>Moderate</td>
<td>2 months+</td>
<td>Nominal, mostly education and regulation allowances</td>
</tr>
</tbody>
</table>

LONG TERM DEVELOPMENT STRATEGIES

As Washtenaw Avenue continues to develop, and transforms from a suburban to urban landscape, planners, residents, employers, political leaders, and other stakeholders must work together to continually ensure that goals are met and new goals are formed. Redevelopment does not happen overnight, but communities have found great success when they champion and find support for a long-term vision.

Goal Setting and Performance Measurement

It is essential for any plan or policy to regularly measure its impact and effectiveness. Pre-determined goals can help gather and maintain momentum and gain funding. For Washtenaw Avenue, there can be a broad range of goals, though as with most urbanizing corridors, increasing economic activity and person traffic is most sought after. Arlington County, Virginia provides an appropriate and excellent example. The County set out to revitalize the Clarendon-Wilson Corridor in the 1960s and 1970s after successfully lobbying to locate the Metro Orange Line along Wilson Boulevard and Fairfax Drive rather than I-66. From 1984 until 2006, the Clarendon Sector Plan, along with numerous other interrelated plans and policies, guided preservation and development along Clarendon and Wilson Boulevards. In 2008, after achieving a 16 percent reduction in vehicle traffic along Wilson Boulevard yet booming development, the American Planning Association named the Clarendon-Wilson Corridor among the Great Streets in America. Having reached and exceeded many of their goals by 2006, Arlington County wrote a new Sector Plan that updated and superseded the 1984 Sector Plan, and has continued to transform the Clarendon-Wilson Corridor into an economic engine for Arlington County.
Uniform Transportation Demand Management Strategy for Development Projects

Again the Arlington model provides a proven precedent for the Washtenaw Avenue corridor to follow, with the added challenge of having multiple jurisdictions that must comply uniformly. The JTC can play a vital role in designing a set of transportation demand management thresholds and strategies for all development projects along the corridor to adhere to. This structure provides a level playing field for all development projects, but for this to be valuable to them and not an added burden to development it must be predictable. This means the TDM requirements must be codified in some way and not subject to political negotiations and whims.

TDM strategies may include altering parking minimums and maximums, unbundling parking costs from rent or sale prices, emphasizing shared parking, park-and-ride lots, and parking enforcement. It may be a menu of options that is scalable based on development size and mix of uses, but it must be fair and must add up to something so that all developments along the corridor consume only their fair share of auto capacity and contribute fairly to the evolution of the corridor to more balanced accessibility – whether the development occurs in 2014 or 2024.

Business Alliance/Partnership

Employers along Washtenaw Avenue have shown support for the ReImagine Washtenaw efforts, and this should be harnessed. Not all have come to the table, but the project cannot progress without a broader partnership of business owners. In Arlington County, VA, the Clarendon Alliance (CA) has worked for over 25 years to improve the health and vitality of the Clarendon-Wilson Corridor, “Arlington’s Original Downtown.” As a public-private partnership chartered by the Arlington County Board, this group hosts community events, regular forums and meetings for the public to learn about a broad range of issues, and even public markets. They also produce publications on Clarendon’s history and maintain an active website. County funding and membership dues from individuals, businesses, and property owners support the alliance. The board is a combination of elected and appointed business and property owners, county board members, and civic or citizen association members.

Implementation

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Goal Setting / Performance</td>
<td>Committee</td>
<td>High</td>
<td>12 months</td>
<td>Minimal cost, livability grant resources could be utilized</td>
</tr>
<tr>
<td>Uniform TDM requirements</td>
<td>Jurisdictions and committee</td>
<td>Highest</td>
<td>6-12 months</td>
<td>Will require study and agreement. May be eligible for CMAQ or planning funding.</td>
</tr>
<tr>
<td>Business Alliance</td>
<td>Institutions and properties</td>
<td>Moderate</td>
<td>6 – 12 months</td>
<td>Requires leadership and direction. Operating resources could start small and grow.</td>
</tr>
</tbody>
</table>
4 NEXT STEPS

It would be imprudent and likely impossible to pursue all these strategies at once, therefore it is necessary to choose among them. To choose which path to take, the following steps are recommended:

- Know where you want to go – identifying targets and outcomes is a good first step to assessing which tool and strategy is right for the corridor.
- Assess your capabilities - We must be reasonable about available resources and staff capacities and choose strategies that are the "right size" for now, with the understanding that many of these strategies can continue to expand and progress.
- Find the champions – few of these strategies can be implemented overnight. Many will take months and years to implement, therefore it is vital to identify the vested champions who will be persistent in pursuing change.