



## **City Council - Transportation, Energy and Utilities Committee**

**Thursday, July 11, 2024, 5:30 PM, 645 Pine St  
Burlington, VT 05401**

**Join in Person: Front Conference Room, 645 Pine St. Burlington, VT 05401**

**Join via Zoom: <https://zoom.us/j/84603122855>**

**To call into the meeting, including to speak during public comment:**

**Phone: 312-626-6799, Webinar ID: 846 0312 2855**

### **1. Agenda**

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**Subject                      1.1. Motion to adopt/amend**

### **2. Adopt Minutes**

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**Subject                      2.1. Minutes of 6/25/24**

### **3. Public Forum**

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### **4. Deliberative Agenda**

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**Subject                      4.1. TDM Study Update**

**Subject                      4.2. Flixbus Property Use Agreement**

**Subject                      4.3. Reconnecting Bank & Cherry Concept**

### **5. Director's Report**

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### **6. Councilor Items**

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### **7. Next Meeting**

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**Subject                      7.1. 7/22/2024 @ 5:30PM, Stone Cottage, 311 North Avenue**

### **8. Adjournment**

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**CITY OF BURLINGTON, VERMONT**

**CITY COUNCIL TRANSPORTATION, ENERGY &  
UTILITIES COMMITTEE**

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**Councilor Mark Barlow, Chair**, *North District*  
**Councilor Gene Bergman**, *Ward 2*  
**Councilor Evan Litwin**, *Ward 7*  
**Councilor Marek Broderick**, *Ward 8*

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**Transportation, Energy and Utilities Committee of the City Council**

**Tuesday June 11, 2024 – 5:30PM**

Virtual

**--DRAFT MINUTES--**

Chair Barlow calls meeting to order at 5:30PM

**1. Agenda**

Councilor Bergman moves to approve the agenda. Councilor Litwin seconds. All in favor, passes unanimously.

**2. Minutes of 5.23.24 & 6/11/24**

Councilor Bergman moves to approve both. Councilor Litwin seconds. All in favor, passes unanimously.

**3. Public Forum**

Julia Hondell, W4, spoke about Reconnecting Bank and Cherry ("RBC") disappointed no bike lanes on the project.

Ryan Nick, downtown resident, also speaking about RBC – strongly encourage committee to encourage public safety kiosk.

Pike Porter, joining online, suggests 2 future items: McNeil Plant clear understanding of finances; Financial feasibility study of returning housing to Chamberlain neighborhood in South Burlington. Also spoke about the need for bike lanes on RBC

Ashley Adams: no matter of greater importance than shutting down McNeil Generating Plant. Asked for independent 3<sup>rd</sup> party analysis for economic viability and energy portfolio.

Lindsey Maschler, W1 resident, asks that RBC should be looked at more closely, fully pedestrianized and a bike lane. Safer for pedestrians.

Bob Atchinson, Energy Coordinator in Plainfield and member of South Vermont biomass. Stop burning things, McNeil has outlived its usefulness.

Nick B, recently sent email with summary info of McNeil's profits and losses going back to 2016. Shows they have lost money 7 of 9 years. Better off buying gas, nuclear – better for emissions.

## **4. Deliberative Agenda**

### **4.1 Agenda Planning for TEUC**

Chair Mark Barlow (MB) clarifies that the agenda item was meant to consider two specific resolutions referred from Council. Should we expand scope of this agenda item?

Councilor Gene Bergman (GB) says we may need additional monthly meetings to get TEUC work done. We have 3 general “baskets of work”: energy generation (McNeil transition, solar, energy); building decarbonization; transportation (construction, GMT, TDM, Guard, F35s, etc).

MB discusses TEUC deliverables on District Energy, including how recent budget funds this. Wants progress report from BED. Financial aspects – not explicitly anticipated in resolution. GB says it is implicit and important component.

Councilor Marek Broderick (MBr) asks for excel spreadsheet to be forwarded. Agrees with both GB and MB.

Director Chapin Spencer (CS) suggests that we can help with additional meetings, but perhaps get BED support for topic specific meetings.

MB and GB discuss possibility of topic specific TDM meeting with Charles Dillard – interim planning director. GB also discusses TDM roundtable with broad array of stakeholders.

All agree: Tentatively holding 6/11 for TDM meeting.

MB and GB suggests combining two resolution items and begin baseline info collection from DPI & BED at singular meeting on July 22 @ 5:30; Possible options: 311 North Ave (Stone Cottage); Bushor as backup; Spark Space. This will help inform future outreach for resolution deliverables.

GB suggests engaging City Attorney to list ordinances/laws that are out there to help inform BERO deliverable.

MB wonders if BED has update on McNeil and District Energy. GB would like the conversation on McNeil finances in a plain spoken context.

Councilor Evan Litwin (EL) says agenda prioritization is necessary.

MB wants to find placeholder for August off-cycle meeting landing on 8/22 @ 5:30.

GB asks if 8/22 can be McNeil specific.

MB closes item

### **4.2 GMT Funding & Planning**

Clayton Clark, GM of GMT, gives high level overview from presentation. Starts with service reduction roadmap (slide 7 from presentation online) and overview of timeline culminating in decisions in October.

CC discusses conversation around whether GMT is an urban or rural service. Also going to ask for a FY 26 special assessment. CC not optimistic unanimous passage can happen, however, necessary step to take.

GB asks if special assessment negates service reductions. CC answers that some service reductions will happen anyway – i.e., duplication. But FY 26 special assessment would help limit other reductions.

GB asks who this request goes to – whether TEUC or Council? CC says it goes to municipalities first, and will follow normal approval plan for budget.

CC discusses slide 25, Municipal Assessment Considerations.

CC confirms that by end of CY 2024 whether they will meet fare targets. Fare adjustments possible.

MB asks if short term service reductions in urban areas is beyond Burlington. Clayton confirms it's Chittenden County. CC describes process for how this may work, based on values: i.e., coverage everywhere vs keep it where it's going well. Prefers latter, "don't mess" with what's working. Let's look at duplicative and high cost ridership first. Suggests looking at College St shuttle given existing lines nearby. MB asks if this will affect outlying areas outside of BTV greater? CC says yes, and downside is that lines like #10 connecting Essex to Williston is not very cost effective.

MB says he'd rather have more frequent, more expensive service. Convenience more important. Can fare increase help? CC answers that GMT would lose ridership and lose Stick Factor which brings in federal dollars.

EL asks if zoned pricing would work, so that someone going short distance isn't paying same rate as a far distance. CC says GMT actively moved away from Zone and adopted universal fare; one reason why is that complexity of system is deterrent to usage; also helps maintain Stick Factor. Also adding complexity to technology is worrisome.

EL asks about safety/security situation and whether this is undercutting GMT (lose rider confidence). CC says GMT averages 4-8 trespasses every few weeks. Return to fare has limited this and had 0 in prior week. Hopes trend continues.

GB suggests City Councils come together of member communities. Needs of all communities are important, crossing borders on transit is important. Lay out full range of options, not just a set plan. More iterative & collaborative. CC notes appreciation for GB comments and that he has been working with individual municipalities and agrees municipality outreach is important.

MB suggests getting legislature involved in these discussions so they understand weight of decisions.

Director Chapin Spencer (CS) notes that legislature didn't fully fund operations, and "shot across the bow" for a sustainable transportation system in Chittenden County. From public policy standpoint, need to rebuild base, deliver on basics first. Not the position we want to be in. GMT is high cost operator, transit center, union wages, big busses made of stainless steel – and hard for many communities to afford rates. "Downsize responsibly."

#### **4.3 Bank and Cherry Concept Plan**

CS appreciated earlier TEUC convo on RBC project. Pleased to rejoin. A number of prior plans, grant commitments, decisions, CityPlace commitments, has directed us to this point. Flexibility is possible in the

future – pedestrianized pilots, one way streets, etc. Hopeful that TEUC considers recommended motion in packet approving conceptual design. Time-limited \$55M grant important consideration here.

City Engineer Laura Wheelock (LW) and Transportation Engineer Julia Ursaki (JU) join. JU adds context about applying for grant with 75% construction plans. On a timeline to get construction documentation in place. This includes things like utility coordination, federal gov't approvals, etc. Drastic changes would put funding in jeopardy.

GB was totally focused on Pine and St Paul last time at TEUC, not the rest of plan. Not convinced that Bank and Cherry from St Paul to Winooski should allow vehicular traffic, other than loading/unloading consistent with CSM. Opportunity to create greater ped grid important. Wants to hear why making St Paul bike and bus only is a problem. Wants to hear why Councilor Kane's proposals re: Pine St can't work. Wants to hear why expanding ped area onto Bank and Cherry should not be done. Plans we are relying on are too old to be binding. Why bike lane isn't possible.

LW outlines that funding sources had specific goals – RAISE grant – includes connecting downtown "with all modes" and this would require DOT to re-evaluate grant. Could be problematic with some changes. Sen Leahy directed funding makes it hard to change these plans without due process. Went to CSM Commission – fans of project as laid out, but want more parking and loading spaces. Real challenges with business community in making these changes. Nothing about these plans prevents flexibility. They are adaptable.

GB wants to better understand what flexibility exists within current contracts. Not ready to vote for resolution without seeing and hearing more related to what asked for.

LW says proper downtown transportation plan would take 2 years. We don't have the time under this funding source to do study. The study needs to occur, but we need to move federal funding forward.

GB not asking for full study; asking for creative thinking.

EL relatively happy with design, err on side of listening to transportation experts at DPW and that we are too far down to substantially change design. Safety exists beyond just bike lanes, and involves personal safety as well.

MBr uncomfortable approving something now even with flexibility because taking parking away in the future will be extremely difficult.

MB says there won't be a future for these streets if we don't move forward. We have money to pay, why not move ahead? Asks GB if any change to motion language would help GB approve today, such as asking for more info.

GB not ready to support a motion tonight, however, does not consider it "foul play" if 2-2 resolution moved to Council.

Discussion ensues at the project map over different transportation options for the streets.

MB tables decision and puts on 7/11 special agenda.

EL asks if plan could reflect Howard Center location.

**5. Director's Report**

**NONE**

**6. Councilor Items – NONE**

**7. Next Meeting**

Next off cycle meeting hold 7/11 @ 5:30 at 645 Pine.

Next regular TEUC: July 22 @ 5:30; Possible options: 311 North Ave (Stone Cottage); Bushor as backup; Spark Space

**8. Adjournment**

Chair Barlow adjourns at 7:35 PM.

**TO:** City Council Transportation, Energy and Utilities Committee  
**FROM:** Charles Dillard, AICP, Interim Director, Office of City Planning  
**DATE:** July 9, 2024  
**RE:** Citywide Transportation Options Study - TDM Action Plan

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### **Summary**

The Burlington City Council has declared that a climate emergency exists, which threatens Burlington's communities and human health and safety, biodiversity, and common environment. Emissions in Vermont have risen since 1990, with the largest increases coming from the transportation sector, which also accounts for the largest share of greenhouse gas emissions in both the City and State. This climate emergency declaration calls for the reduction of vehicle miles traveled (VMT) through transportation demand management (TDM). The City additionally recognizes that transportation, specifically a system like Burlington's that is heavily reliant on cars, is a primary source of inequities across the socioeconomic spectrum. TDM programs can improve equity for Burlington's communities by providing financial and other benefits for Burlington residents and workers who do not own automobiles – a population that is disproportionately low-income, Black, Indigenous, and people of color

The Citywide Transportation Options Study (CTOS) provides recommendations for both regulatory and non-regulatory transportation demand management (TDM) models that best fit Burlington's goals of addressing the transportation sector's climate, sustainability, and equity impacts.

### **Scope of Work**

In spring 2023, the City contracted with Nelson\Nygaard, a leading TDM consultant, to assist in completing the study. Nelson\Nygaard's scope of work has included the following tasks and objectives:

- Review key findings, including identification of strengths and weaknesses, in existing TDM and related transportation planning policies and documents; and
- Comprehensively review best practices in TDM as they relate to the following topics of interest to Burlington:
  - TDM program administration
  - Qualitative and Quantitative methods for measuring TDM program success
  - Equitable community engagement
  - Affordable housing and diverse neighborhoods
  - Peak and non-peak commuters
  - Multimodal transportation infrastructure
  - Public safety and health
  - Parking management policies
- Prepare and present a user-friendly Citywide Transportation Options Plan that includes a matrix and detailed summary of recommended strategies and a comprehensive Action Plan that will facilitate the Plan's implementation; and,
- Provide technical and engagement expertise to City of Burlington staff in facilitating a comprehensive engagement effort.

This project has been managed by the Office of City Planning in collaboration with key staff from the Department of Public Works, the Department of Permitting & Inspections, and internal and external stakeholders.

### **Status Update**

Nelson\Nygaard is nearing completion of the CTOS and has delivered the Study's TDM Action Plan, which includes all policy and regulatory recommendations to reform Burlington's TDM efforts and achieve the goals of reducing carbon emissions, VMT and inequities in Burlington's transportation system. The Action Plan includes 22 strategies, each with multiple implementable action items, across four themes:

1. Transportation Options – specific ways of moving that the City should prioritize
2. Regulations and Plans – ordinance and policy planning priorities
3. TDM Management and Funding – operational and funding priorities
4. Neighborhood TDM Strategies – tools that expand the reach and equity of TDM

The Action Plan's strategies identify partners with whom the City should collaborate, relative cost and a timeframe for implementation. Near term strategies should be implemented within the next 12 months, while other strategies will necessarily require additional time.

The attached Action Plan and accompanying presentation slides provide greater detail on the Study's recommendations. I look forward to presenting the Action Plan, updating the TEUC on this important work, answering any questions the Committee may have, and incorporating any feedback into the final Citywide Transportation Options Survey.

# Citywide Transportation Options Study

## Transportation Demand Management Action Plan

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BURLINGTON OFFICE OF CITY PLANNING

*CHARLES DILLARD, AICP, PRINCIPAL PLANNER*



# CTOS Overview

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The Citywide Transportation Options Study is a project led by the City of Burlington's Planning Department in close coordination with other city departments to **assess existing and previous TDM programs** in the city and **recommend approaches the City may take** to build on those efforts.

The study is the product of a 2021 City Council resolution.

**The goals of the TOS are to:**

1. Evaluate existing/previous TDM efforts
2. Extend TDM in Burlington beyond the development code/process
3. Develop recommendations to advance Burlington's TDM goals
4. Explore models for neighborhood-based TDM

# CTOS Overview

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## **CTOS components:**

1. Analysis of Previous and Current Plans and Studies
2. Best Practices Analysis
3. Public Engagement Summary
4. Strategies Toolkit

Today's TEUC presentation focuses on Part 4 – the Strategies Toolkit. Staff and the consultant team will be finalizing the full study through July.

# Strategies Toolkit

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## **Toolkit components:**

1. Transportation Options – specific ways of moving that the City should prioritize
2. Regulations and Plans – ordinance and policy planning priorities
3. TDM Management and Funding – operational and funding priorities
4. Neighborhood TDM Strategies – tools that expand the reach and equity of TDM

# Strategies Toolkit

Toolkit format:

| ID  | Strategy Recommendation                                                                                                                                                                       | Citywide | Neighborhood | Relative Cost | Timeframe                 |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------|---------------|---------------------------|
| T   | Transportation Options                                                                                                                                                                        |          |              |               |                           |
| T.1 | Work with <u>Carshare Vermont</u> to expand <u>carshare</u> services and supporting programs.                                                                                                 | ✓        | ✓            | \$\$\$\$      | Near term                 |
| T.2 | Work with CATMA to expand the Guaranteed Ride Home (GRH) program.                                                                                                                             | ✓        |              | \$\$\$\$      | Near & medium term        |
| T.3 | Work with Go! Vermont to expand the ride matching/carpool program.                                                                                                                            | ✓        | ✓            | \$\$\$\$      | Near term                 |
| T.4 | Work with Green Mountain Transit to expand transit service, including piloting <u>on-demand microtransit</u> services in parts of Burlington that are not well-served by fixed route transit. | ✓        | ✓            | \$\$\$\$      | Near, medium, & long term |
| T.5 | Create shared stop guidelines and a unified shuttle program that combines and coordinates services offered by hill institutions, Green Mountain Transit, and others.                          | ✓        |              | \$\$\$\$      | Medium & long term        |
| T.6 | Update the City of Burlington employee parking benefits program to incentivize sustainable commuting options.                                                                                 | ✓        |              | \$\$\$\$      | Near term                 |
| T.7 | Implement a sustainable travel choice information, education, and marketing program.                                                                                                          | ✓        | ✓            | \$\$\$\$      | Near & medium term        |

# Strategies Toolkit

Toolkit format:

1. **Strategy Overview** – describes tool, assesses current application in Burlington, if applicable, and makes general recommendation
2. **Benefit for Burlington** – provides the rationale for why the recommendation is made and what the tool can do for our communities
3. **Recommended Action Steps** – details specific steps the City should take in implementing the recommendation; includes identification of any necessary partners
4. **Strategies At a Glance** – profiles whether the strategy is a citywide or neighborhood strategy, its relative cost, and a realistic implementation timeline

## T.2 | Work with CATMA to Expand the Guaranteed Ride Home (GRH) Program

### Strategy Overview

A Guaranteed Ride Home (GRH) program provides support for non-driving commuters by offering reimbursement for unplanned taxi or rideshare rides resulting from unexpected circumstances, such a health emergency, overtime at work, or disruption to regular transportation options. Currently, [CATMA operates a GRH program](#) that is available for employees of member businesses and institutions. **Burlington should partner with CATMA to expand the GRH program beyond CATMA members to include anyone who lives and/or works in Burlington.**

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        |                    |
| RELATIVE COST:       | \$\$\$             |
| TIMEFRAME:           | Near & medium term |

### Benefits for Burlington

- Expanding the GRH program beyond CATMA members would extend the same benefits of GRH to more people who live and work in Burlington and rely on non-driving travel modes.
- By reducing the risk of becoming “stranded” or stuck without a ride, an expanded GRH program in Burlington would make non-driving travel modes more reliable and flexible, especially for caregivers and people with commutes that occur during times when reliable alternatives are limited (such as early in the morning, late in the evening, or on the weekend).

### Recommended Action steps

- Establish a program structure and define equitable eligibility criteria for participants.** Define annual limits on number of rides or reimbursement value, qualifying travel modes, and circumstances warranting reimbursement. As budget allows, allow broad-based participation and flexible qualifications to maximize program impact. Apply higher limits on annual reimbursement for qualifying low-income individuals, who are less likely to have alternative travel options available and more likely to be constrained by the cost of a taxi ride home (Table 2).
- Draft an annual program budget and secure funding.** Allocate dedicated funding resources to support the program’s operational costs and reimbursement payouts, including parking revenue. Coordinate with local taxi services and ride-sharing companies (Lyft, Uber) to identify potential opportunities for discounts for GRH reimbursements.
- Implement a user-friendly registration system.** Include a web-based registration and reimbursement management platform that integrates with other City permitting and parking management systems to streamline program management and administration.

# Transportation Options Strategies

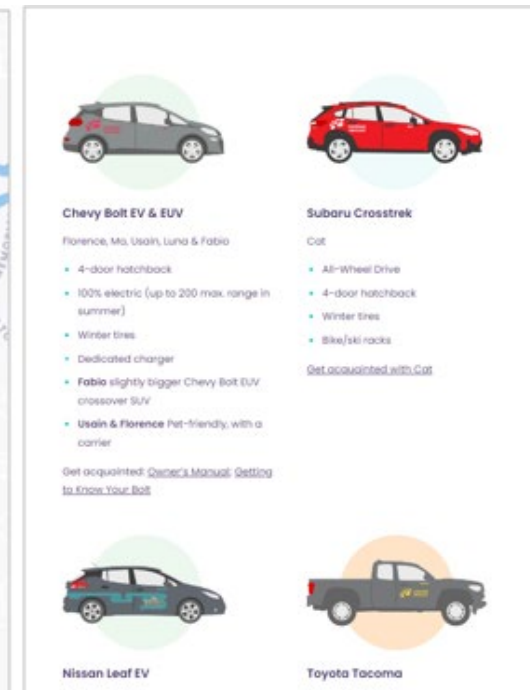
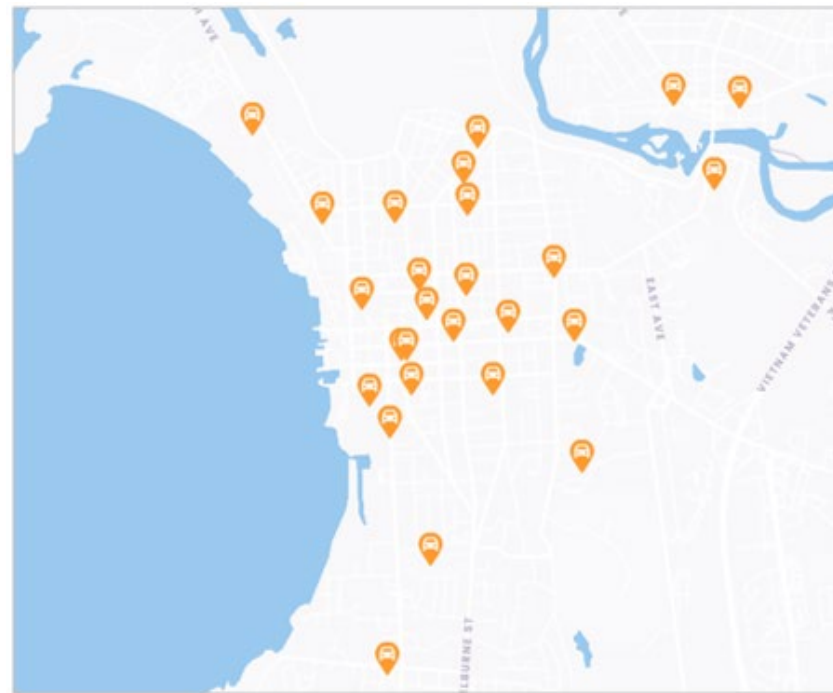
## T.1: Work with CarShare Vermont , and potentially others, to expand car share services and supporting programs

### Recommended Action Steps:

1. Work with CarShare Vermont and CBOs to identify specific areas and demographic groups where there is unmet demand or opportunities for car sharing.
2. Streamline and make more objective the permitting processes for allocating car share spaces.
3. Integrate car share space planning into all neighborhood planning processes.
4. Amend the CDO to require shared parking spaces for car share.
5. As funds becomes available, provide additional operating funds for CarShare VT.

Relative Cost: \$\$\$\$

Timeframe: Near Term



# Transportation Options Strategies

## T.2: Work with CATMA to Expand the Guaranteed Ride Home (GRH) Program

### Recommended Action Steps:

1. Establish a program structure and define equitable eligibility criteria for participants.
2. Draft an annual program budget and secure funding.
3. Implement a user-friendly registration system.
4. Develop and distribute marketing and education materials.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near & Medium Term

| GRH Program Component                | Recommendations                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Qualifying participants              | To qualify for program participation, applicants must: <ul style="list-style-type: none"><li>▪ Use a non-driving commute mode at least twice per week (transit, carpool/vanpool, walking, biking)</li><li>▪ Live and/or work in Burlington</li></ul>                                                                                                 |
| Annual reimbursement limit           | <ul style="list-style-type: none"><li>▪ Standard limit: Reimbursement for up to 3 rides per year</li><li>▪ Affordable limit: Reimbursement for up to 6 rides per year for participants who qualify as low-income</li><li>▪ No dollar value cap</li></ul>                                                                                             |
| Qualifying circumstances             | As currently <a href="#">defined by CATMA</a> , allow reimbursement for the following circumstances: <ul style="list-style-type: none"><li>▪ Unplanned overtime at work</li><li>▪ Medical care (personal or family member)</li><li>▪ Transit service disruption</li><li>▪ Carpool unavailable</li><li>▪ Extreme weather event (rain, snow)</li></ul> |
| Qualifying travel mode for ride home | <ul style="list-style-type: none"><li>▪ Taxi services</li><li>▪ Ride-sharing services (Lyft, Uber)</li></ul>                                                                                                                                                                                                                                         |
| Program hours/span of service        | <ul style="list-style-type: none"><li>▪ Do not limit reimbursable trips by time of day, to maximize benefit for shift workers and people who do not work 9-5 weekday jobs.</li></ul>                                                                                                                                                                 |

# Transportation Options Strategies

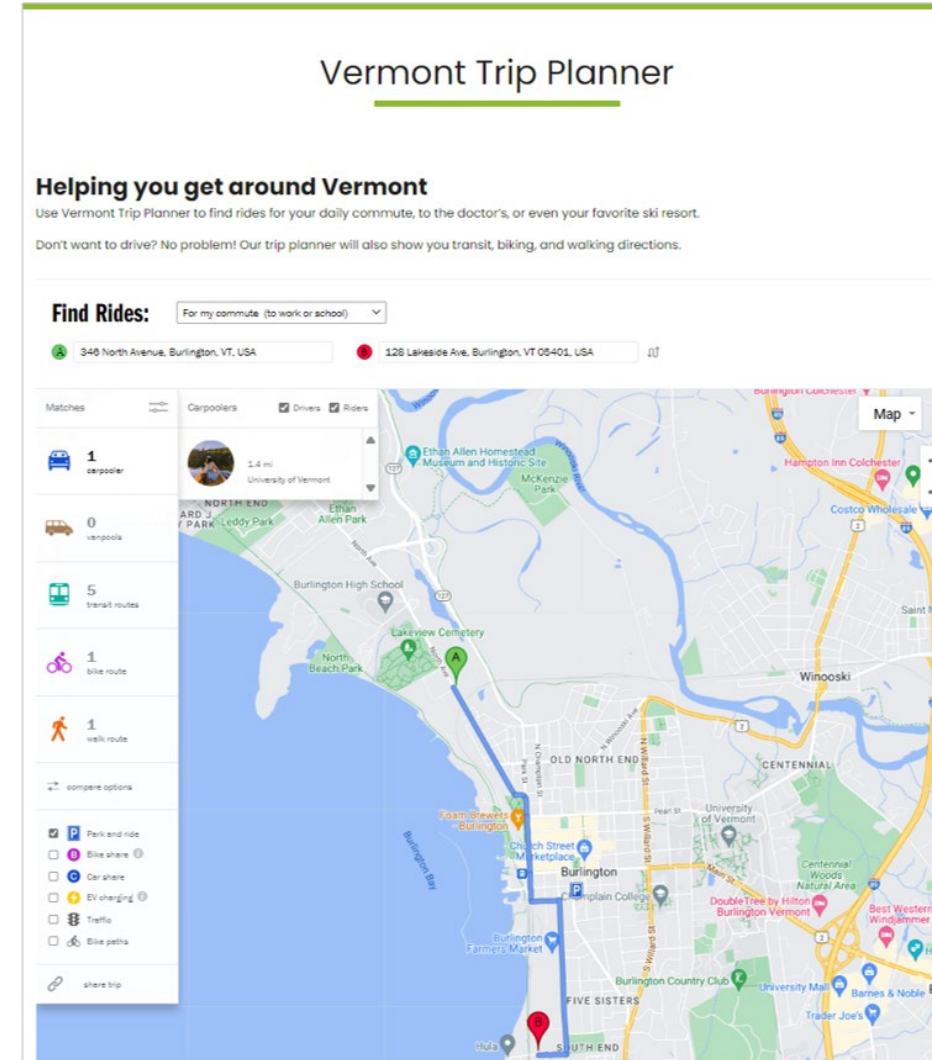
## T.3: Work with Go! Vermont to Expand the Ride Matching/Carpool Program

### Recommended Action Steps:

1. Coordinate with Go! Vermont to evaluate and address gaps in participation.
2. Meet with local employers, schools, and community-based organizations to increase awareness of the program, recruit participants, and create more opportunities for commute

**Relative Cost:** \$\$\$\$

**Timeframe:** Near Term



# Transportation Options Strategies

## T.4: Work with GMT to Expand Transit Service and Pilot Microtransit Service

### Recommended Action Steps:

1. Develop and adopt bus stop design standards for Burlington (near term).
2. In partnership with GMT, launch a marketing and information campaign to support transit (near term).
3. Implement a microtransit pilot program
4. When feasible, allocate additional local funding and/or assess regional contributions to support expanded GMT service.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near,  
Medium & Long Term



# Transportation Options Strategies

## T.5: Create Shared Stop Guidelines and a Unified Shuttle Program

### Recommended Action Steps:

1. Develop and adopt a shared stop policy (medium term).
2. Create public access to privately-operated shuttles (long term).
3. Develop a unified branding identity for shuttle service (long term)

**Relative Cost:** \$\$\$\$

**Timeframe:** Medium & Long Term

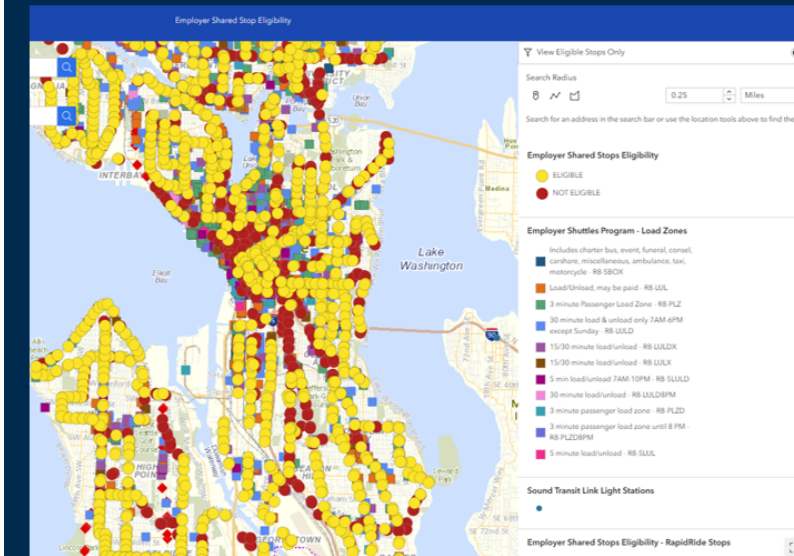


### BEST PRACTICE SPOTLIGHT: SEATTLE, WA

In 2017, the City of Seattle began a [pilot program](#) to evaluate the potential for shared use of 10 transit stops throughout Seattle. The stops were shared by buses operated by King County Metro buses and privately-operated employer shuttles serving Microsoft and Seattle Children's Hospital. The pilot identify three goals for the program: Increasing safety for all road users, maximizing ridership on transit and shuttles, and limiting the amount of curbside space needed to serve transit and shuttle operations.

After completing the pilot in 2018, the City used the findings to develop and launch a [citywide employer shuttle program](#) in May 2024. The program includes operational guidelines for private shuttles, data sharing requirements, and a [shuttle permitting structure](#) that charges shuttle operators an annual fee of \$632 for shared use of transit stops.

Figure 3 Seattle Department of Transportation's Map of Eligible Transit Stops for Shared Use



# Transportation Options Strategies

## T.6: Update the City of Burlington Employee Parking Benefits Program to Incentivize Sustainable Commuting Options

### Recommended Action Steps:

1. Review current City employee transportation benefits and parking policies (near term).
2. Update benefits to provide balanced options for employees. At a minimum, ensure that transportation benefits offered to people who do not drive alone have equal monetary value to those who use other modes.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near Term

**Discover our range of maintenance services designed to keep your teams riding safely for longer.**

- ✓ **On site bike health checks.** Our expert mechanics will come to your office and carry out full bike health checks. Plus we offer £10 off labour for any additional work needed.
- ✓ **Maintenance workshops.** From committed commuters, to the more advanced enthusiast, our expert mechanics will host on site maintenance classes to help riders keep their bikes in top condition.
- ✓ **Ride-to-work bike maintenance voucher.** Regular servicing and preventative maintenance helps avoid more costly, inconvenient repairs. Our bike health check voucher allows you to offset these costs for staff and we'll give you an extra £5 added value on top.



# Transportation Options Strategies

## T.7: Implement a Sustainable Travel Choice Information, Education, and Marketing Program

### Recommended Action Steps:

1. Develop a unified brand for TDM programs in Burlington (near term).
2. Launch a branded TDM website for Burlington (near term).
3. Distribute language-equitable marketing and trip-planning material during neighborhood TDM planning processes (medium term).
4. Coordinate marketing and educational materials distribution with neighborhood Community Mobility Rituals programs (medium term)

**Relative Cost:** \$\$\$

**Timeframe:** Near &  
Medium Term



# Regulation and Planning Strategies

## R.1 : Update and Expand Burlington's TDM Requirements

### Recommended Action Steps:

1. Draft a points-based TDM ordinance that includes a menu of TDM measures.
2. Develop TDM program guidelines to support successful implementation.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near Term

### DOWNLOAD THE TOOL

**TDM POINT SYSTEM TOOL**

*The tool assigns points to large developments based on their location, and allows developers to choose from a wide variety of strategies to reach the target points.*

The screenshot shows a Microsoft Excel spreadsheet titled "BTD TRANSPORTATION DEMAND MANAGEMENT POINT SYSTEM TOOL FOR LARGE PROJECT DEVELOPMENT REVIEW". The spreadsheet is divided into several sections. The top section contains input fields for project details: PROJECT NAME (10 Boylston), PROJECT ADDRESS (10 Boylston Street), DEVELOPER (XYZ Developer), MOBILITY SCORE (51-70), TARGET POINTS (80), and RESIDENTIAL ONLY? (No). To the right of these fields is a summary table showing points for various measures: Points for platinum-level bike share membership and at least 60% transit subsidy (0), Total Points Selected (40), Point Requirement Achieved (No), Impact Strategy Selected (No), Bicycle Strategy Selected (No), and Vehicle Strategy Selected (No). The bottom section is a table of strategies, categorized by STRATEGY TYPE (DEVELOPMENTS) and SECONDARY STRATEGY TYPE (Programming). The table lists five strategies: TMA Membership, On-Site TDM Coordinator, Marketing, Annual Events, and Real-Time Transit Information. Each strategy has a POINTS value (5 points awarded total), a DESCRIPTION, a SELECT STRATEGY checkbox (all checked), and a SELECT FOR MORE OPTIONS dropdown (all set to "No additional options apply"). The table also includes a column for POINTS, with a total of 5 points for the programming strategies.

| STRATEGY TYPE | SECONDARY STRATEGY TYPE | STRATEGY                      | POINTS                 | DESCRIPTION                                                                                                                                                   | SELECT STRATEGY                     | SELECT FOR MORE OPTIONS     | POINTS |
|---------------|-------------------------|-------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------|--------|
| DEVELOPMENTS  | Programming             | TMA Membership                | 5 points awarded total | Property owner joins and participates in the local Transportation Management Association (TMA), if available, or if one is formed during the life of the TAPA | <input checked="" type="checkbox"/> | No additional options apply | 5      |
|               |                         | On-Site TDM Coordinator       |                        | Property owner provides part- or full-time dedicated staff to coordinate TDM services                                                                         | <input checked="" type="checkbox"/> | No additional options apply |        |
|               |                         | Marketing                     |                        | Property owner distributes annual marketing materials promoting multimodal travel options and benefits                                                        | <input checked="" type="checkbox"/> | No additional options apply |        |
|               |                         | Annual Events                 |                        | Property owner conducts at least two annual events promoting multimodal travel                                                                                | <input checked="" type="checkbox"/> | No additional options apply |        |
|               |                         | Real-Time Transit Information |                        | Developer provides real time transit information in building lobbies per BTM                                                                                  | <input checked="" type="checkbox"/> | No additional options apply |        |

Boston's Point-Based Tool

| IMPACT   | At least one Impact Strategy must be selected. |                                        |       |                                                                                                                                                                                                                        |                                                                                                  |   |
|----------|------------------------------------------------|----------------------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---|
|          | Transit                                        | Transit Subsidy                        | 15-30 | Property owner or employer provides a subsidy for monthly MBTA transit passes.                                                                                                                                         | <input type="checkbox"/> Transit subsidy of at least 50%                                         | 0 |
|          | Vehicle                                        | Parking Reduction                      | 15-30 | Developer provides on-site parking at a rate below the maximum allowed by BTDA's Parking Ratio Guidelines                                                                                                              | <input type="checkbox"/> Parking provided at no more than 25% of maximum                         | 0 |
|          |                                                | Parking Pricing                        | 5-30  | Property owner charges market-rate pricing for use of on-site parking at an hourly, daily, weekly, or monthly rate                                                                                                     | <input type="checkbox"/> Parking provided above 75% of maximum                                   | 0 |
|          |                                                |                                        |       |                                                                                                                                                                                                                        | <input type="checkbox"/> Daily-only charging                                                     | 0 |
| ELECTIVE | Bicycling                                      | Bike Share Membership Subsidy          | 5-8   | Property owner or employer provides discounted bike share memberships as part of the Bluebikes Corporate Program                                                                                                       | <input type="checkbox"/> Bike share memberships are bronze-level                                 | 0 |
|          |                                                | E-Bike/E-Cargo Bike Program            | 5     | Property owner provides on-site e-bikes and/or e-cargo bikes for use by project tenants. This strategy is more appropriate for use at project sites with challenging topography.                                       | <input type="checkbox"/> No additional options apply                                             | 0 |
|          |                                                | Additional Bike Parking Spaces         | 2-5   | Developer provides additional short- or long-term bike parking spaces above the minimum rates in BTDA's Bike Parking Guidelines                                                                                        | <input type="checkbox"/> Parking provided at no less than 125% of maximum                        | 0 |
|          |                                                | Multimodal Transportation Subsidy      | 10    | Property owner provides a monthly subsidy for multimodal travel expenses, such as bicycle maintenance                                                                                                                  | <input type="checkbox"/> No additional options apply                                             | 0 |
|          | Vehicle                                        | Parking Cashout                        | 10    | Property owner or employer provides monthly payment for users to forgo on-site parking when parking is made available for free or at a subsidized rate. Payment is equivalent to the monthly market cost of the space. | <input type="checkbox"/> No additional options apply                                             | 0 |
|          |                                                | Carpool Program w/ Preferential Spaces | 5-10  | Property owner or tenant provides carpool matching services with preferential and (if parking pricing exists) discounted parking close to building entrances                                                           | <input type="checkbox"/> Carpool parking priced at a discount of at least 50% of the normal rate | 0 |
|          |                                                | Car Share Membership/Subsidy           | 2-4   | Property owner or tenant provides a subsidized membership to a car share service for users                                                                                                                             | <input type="checkbox"/> Subsidy of 100% of car share membership cost                            | 0 |
|          |                                                | Car Share Parking                      | 3-6   | Developer provides a minimum of one car share vehicle(s) that is accessible 24 hours a day, seven days a week                                                                                                          | <input type="checkbox"/> Car share parking is EV and publicly-accessible                         | 0 |
|          | Transit                                        | Shuttle Service                        | 5-10  | Property owner provides a shuttle service to connect project users with nearby transit stations or activity centers                                                                                                    | <input type="checkbox"/> Peak period operations only                                             | 0 |
|          |                                                | Bus Stop Improvements                  | 2-4   | Developer provides improvements, including accessibility upgrades and installation or upgrade of shelters, for bus stops which serve the project                                                                       | <input type="checkbox"/> Provision of a bench                                                    | 0 |



E-BIKE/E-CARGO BIKE PROGRAM

ELECTIVE STRATEGY

5 Points

DEFINITION

Property owner provides on-site e-bikes and/or e-cargo bikes for use by project tenants. This strategy is more appropriate for use at project sites with challenging topography.

POINTS TOWARDS TARGET

5

LAND USE APPLICABILITY

All

UPFRONT COST

\$\$\$\$

ONGOING COST

\$\$\$\$

DIFFICULTY LEVEL

★★★

SUBMISSION REQUIREMENTS

E-bikes and/or e-cargo bikes must be made available to all building residents and tenants. Either type of bike may be provided; at least one e-bike and at least one e-cargo bike can be provided to meet the submission requirement; specific e-bike and e-cargo bike purchases subject to review by BTDA.

Bicycles must be in working order with pedal assist/ electric assist; if broken, repair or replacement of the bicycle must take place within one month following the report of the issue.

Space for developer-provided e-bike/e-cargo bikes cannot count towards bike parking provision.

Charging mechanism must be in place.

Refer to [BTDA's Bike Parking Guidelines](#) or the BTDA website for more information on e-bikes and e-cargo bikes.

MONITORING

Every Year - Report usage

Every 3 Years - Demonstrate state of good repair

REDUCTION IMPACT

Anticipated VMT reduction of 0 to 5 percent. Research shows every 1 percent increase in e-bike mode share leads to a 0.66 percent decrease in VMT.

Strategy Profile Example

CITY of BOSTON

16

# Regulation and Planning Strategies

## R.2 : Adopt a Commute Trip Reduction (CTR) Ordinance

### Recommended Action Steps:

1. Begin developing a CTR framework.
2. Draft and adopt the CTR ordinance.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near & Medium Term

| CTR Ordinance Component                 | Recommendations                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Threshold for Applicability             | <ul style="list-style-type: none"><li>▪ Employers in Burlington with 20 or more full-time employees<ul style="list-style-type: none"><li>– Small employers: 20-49 full time employees</li><li>– Large employers: 50+ full-time employees</li></ul></li></ul>                                                                                                                                                |
| Requirements and/or Performance Targets | <p>Minimum required strategies (small and large employers):</p> <ul style="list-style-type: none"><li>▪ Employee parking cash-out program</li><li>▪ Preferential carpool parking</li><li>▪ Ride matching support</li></ul> <p>Additional strategies (large employers only):</p> <ul style="list-style-type: none"><li>▪ Select at least 4 other strategies included in the expanded TDM ordinance</li></ul> |
| Monitoring and Reporting                | <ul style="list-style-type: none"><li>▪ Small and large employers: submit an annual employee trip reduction report that documents which TDM programs are implemented to satisfy program requirements</li><li>▪ Large employers only: conduct an annual employee mode share survey and include results in annual trip reduction report</li></ul>                                                             |
| Program Fees                            | <ul style="list-style-type: none"><li>▪ Large employers only: annual fee of \$20 per employee to support program management<ul style="list-style-type: none"><li>– Fee is waived for employers who achieve 65%+ non-drive-alone mode share</li></ul></li></ul>                                                                                                                                              |

# Regulation and Planning Strategies

## R.3 : Adopt Neighborhood-Based TDM Plans Using the Neighborhood TDM Framework

### Recommended Action Steps:

1. Implement the Neighborhood TDM framework process in area and comprehensive planning processes.

**Relative Cost:** \$\$\$

**Timeframe:** Near & Medium Term



# Regulation and Planning Strategies

## R.4 : Adopt a Framework for Creating Parking Benefit Districts (PBDs)

### Recommended Action Steps:

1. Develop and adopt a PBD ordinance that allows for broad use of funds – not just for parking operations and infrastructure, but for local mobility improvements as well.
2. Collaborate with local stakeholders through an oversight board for each new PBD that prioritizes and implements fund expenditures.

**Relative Cost:** \$\$\$\$

**Timeframe:** Medium & Long Term

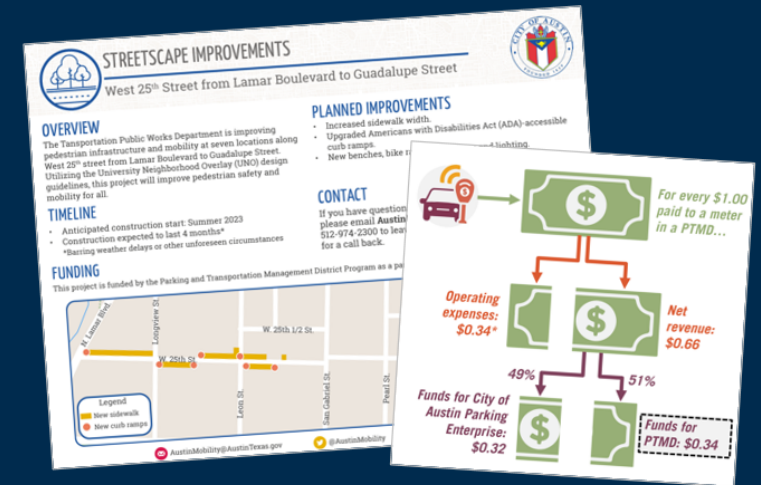


### BEST PRACTICE SPOTLIGHT: AUSTIN, TX

The City of Austin has implemented one PBD and four Parking and Transportation Management Districts (PTMDs) throughout the city. After covering operating expenses, net parking meter revenue is shared between the district (51% of net revenue) and the Austin Parking Enterprise (49% of net revenue), which manages citywide parking programs. Net revenue can be used for a range of mobility improvements, including streetscape improvements and multimodal infrastructure.

To form a PTMD, applications must be submitted to the division director by a representative from a neighborhood organization. The application may be done collaboratively with City staff, and involves a series of required steps including:

- Convening a community meeting to gather input and share information
- Communicating the justification for the creation of a PTMD
- Identifying specific proposed locations for priced on-street parking
- Developing a prioritized list of improvement projects to be funded by parking revenue
- Identifying any additional supporting parking management tools to be used in conjunction with priced parking



# Regulation and Planning Strategies

## R.5 : Update the Residential Parking Permit (RPP) Program

### Recommended Action Steps:

1. Assess recent changes to the RPP, and if necessary, explore a new tiered pricing structure in which the per-permit price increases for each additional permit per household. Include an affordable option for qualifying low-income households.
2. Tie RPP permits to Transportation Demand Management (TDM) programs.
3. Where resident-only parking areas are consistently less than 75% full at peak times, make a limited number of RPP permits available for people who work at nearby businesses.

**Relative Cost:** \$\$\$\$

**Timeframe:** Medium & Long Term

| Permits per Household  | Annual Price (Baseline) | Annual Price (Low-Income Residents) | Multimodal Incentives Offered |
|------------------------|-------------------------|-------------------------------------|-------------------------------|
| 0 permits              | --                      | --                                  | ● ● ●                         |
| 1 <sup>ST</sup> permit | \$25                    | \$10                                | ● ○ ○                         |
| 2 <sup>nd</sup> permit | \$50                    | \$20                                | ○ ○ ○                         |
| 3 <sup>rd</sup> permit | \$75                    | \$30                                | ○ ○ ○                         |
| 4 <sup>th</sup> permit | \$100                   | \$40                                | ○ ○ ○                         |
| 5+ permits             | (prohibited)            |                                     |                               |

# Regulation and Planning Strategies

---

## R.6 : Develop and Implement a Downtown Public Realm Plan

### Recommended Action Steps:

1. Conduct an urban design plan that addresses placemaking, accessibility, safety and ecological design.
2. Include a safety audit to assess current conditions and identify areas for improvement.
3. Implement an expanded ambassador program to monitor safety issues at priority locations and times of day and offer a “walk buddy” program.

**Relative Cost:** \$\$\$\$

**Timeframe:** Medium & Long Term

# Management and Funding Strategies

---

## M.1 : Hire or Designate a TDM Program Manager/Coordinator

### Recommended Action Steps:

1. Designate an interim TDM coordinator, allocating 25-50% of time to TDM management (near term).
2. Recruit for a full-time TDM Program Manager (medium term)

**Relative Cost:** \$\$\$

**Timeframe:** Medium & Long Term

# Management and Funding Strategies

---

## M.2 : Expand Funding Sources for TDM

### Recommended Action Steps:

1. Review existing local revenue sources, including parking revenue and impact fees, to confirm eligibility and feasibility for funding TDM programs (near to medium term).
2. Establish an annual TDM program budget and allocate funding from existing revenue sources (near to medium term)
3. After designating TDM PM, pursue state and federal TDM grant opportunities (long term)

**Relative Cost:** \$\$\$\$

**Timeframe:** Near, Medium & Long  
Term

# Management and Funding Strategies

---

## M.3 : Formalize and Expand Burlington's Partnership with CATMA

### Recommended Action Steps:

1. Form a working group and hold monthly coordination meetings with City of Burlington and CATMA staff.
2. Identify and formalize goals, roles, and responsibilities, and memorialize in a Memorandum of Understanding.
3. Periodically evaluate the impact of partnership by collectively reviewing the success of TDM initiatives and adjust strategies as needed

**Relative Cost:** \$\$\$

**Timeframe:** Near & Medium Term

# Management and Funding Strategies

---

## M.4 : Expand Public Advisory Roles for Non-Driving Transportation Issues and Needs

### Recommended Action Steps:

1. Review scope and responsibilities for the Walk | Bike council; if feasible, expand focus to include all non-driving modes; if not feasible, create a new Council dedicated to transit advocacy.
2. Ensure any expanded or new Council includes diverse representation.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near & Medium Term

# Neighborhood TDM Strategies

---

## N.1 : Establish a Public Bicycle/Electric Bicycle Lending Library

### Recommended Action Steps:

1. Identify partners and develop an operating plan that includes funding sources, hours of operation, fleet size and type, and a lending management system.
2. Identify a central location for the library that is accessible and adjacent to a safe bicycle route.
3. Promote the library in citywide marketing effort.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near & Medium Term



# Neighborhood TDM Strategies

## N.2 : Establish Community-Based Mobility Hubs and Delivery Hubs

### Recommended Action Steps:

1. Pilot the community-based hub concept in the Old North End neighborhood.
2. Coordinate with Community Orgs. And businesses in the ONE to plan events and service/goods distribution.
3. After 1 year, evaluate the impact of the hub and modify the approach as needed for application in other neighborhoods throughout Burlington.

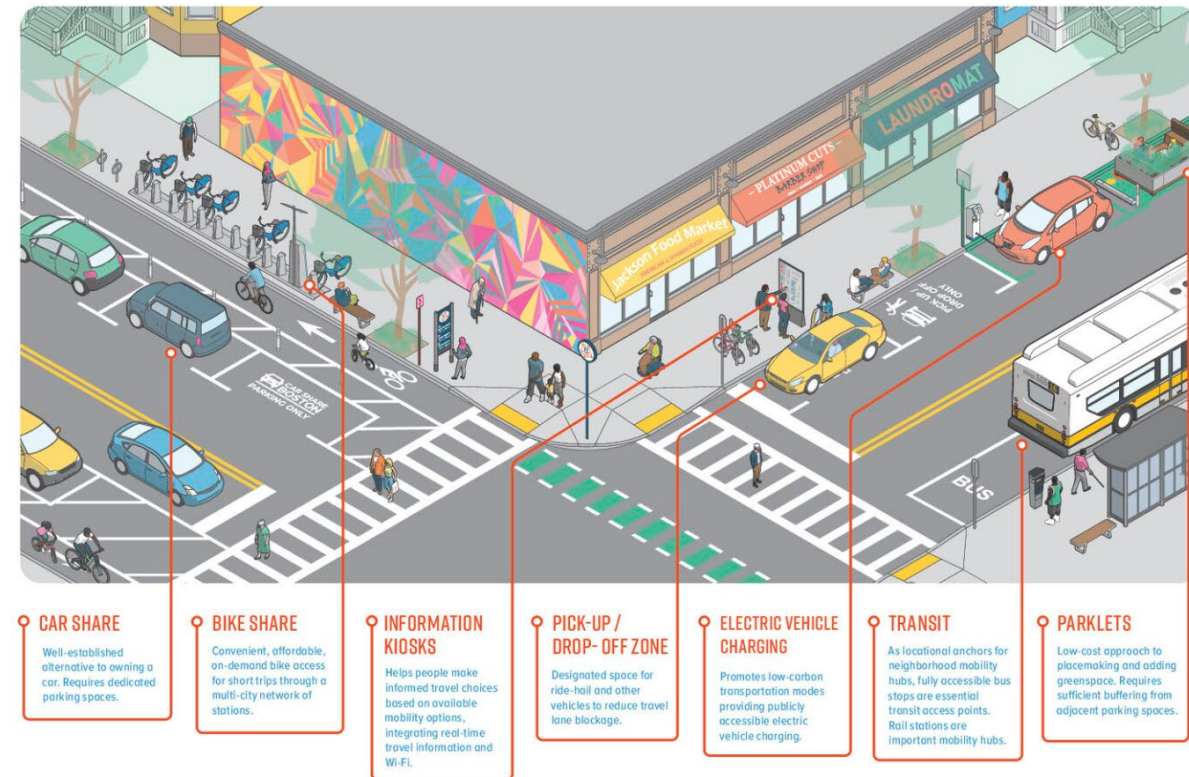
**Relative Cost:** \$\$\$\$

**Timeframe:** Medium Term

### NEIGHBORHOOD MOBILITY HUBS

Throughout Boston, Mobility Hubs will offer more options to get around, meet up, and find your way. Whether walking, riding a bike, riding the bus or train, meeting a driver, or even charging your electric car, Hubs will help you get around.

**B** Mayor Martin J. Walsh  
Boston Transportation Department  
Connect with us:  
[boston.gov/departments/transportation/hubs](https://boston.gov/departments/transportation/hubs)



# Neighborhood TDM Strategies

## N.3 : Expand Burlington's "Walk to Shop" Shopping Trolley Program

### Recommended Action Steps:

1. Include funding for shopping trolley distribution as part of neighborhood TDM implementation. At a minimum, secure shopping trolleys for low-income residents, free of charge.
2. Explore the establishment of shared, neighborhood trolley libraries to facilitate convenient transportation of groceries and goods.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near Term



# Neighborhood TDM Strategies

## N.4 : Implement a “Bus Buddies” Transit Rider Education Program

### Recommended Action Steps:

1. Include funding for shopping trolley distribution as part of neighborhood TDM implementation. At a minimum, secure shopping trolleys for low-income residents, free of charge.
2. Explore the establishment of shared, neighborhood trolley libraries to facilitate convenient transportation of groceries and goods.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near Term



# Neighborhood TDM Strategies

## N.5 : Pilot a Neighborhood Transportation Wallet Program

### Recommended Action Steps:

1. Identify funding and feasible budget.
2. Identify eligibility criteria and a pilot area to test the mobility wallet.
3. With residents and CBOs, identify mobility needs and desired benefits
4. Develop “base” and “affordable” price structure options.
5. Evaluate preferred format and tech
6. Define equity-driven pilot evaluation
7. Evaluate and consider opportunities to refine or expand the program.

**Relative Cost:** \$\$\$\$

**Timeframe:** Near Term

**BEST PRACTICE SPOTLIGHT: PORTLAND, OR**

The City of Portland manages a [Transportation Wallet](#) program that offers a flexible, deeply discounted package of credits and passes for transit, bike share membership, e-scooter services, and car share services. The wallet is available to anyone who lives or works in the Northwest and the Central Eastside Parking Districts, where on-street parking is limited.

The transportation wallet program is integrated with Portland's [zone-based, on-street residential parking permit \(RPP\) program](#). Revenue from parking permits provides funding for the transportation wallet program. The base price of the wallet is \$99, but is available free of charge to district residents who forgo a residential parking permit. The [Access for All](#) Wallet option provides a Transportation Wallet free of charge to qualifying low-income residents who live anywhere in the city.



# Next Steps

---

## **Pilot a Neighborhood Transportation Wallet Program**

- July 2024: Finalize Citywide Transportation Options Study
- August – September 2024: Strategies Toolkit Prioritization w/ TEUC
- August 2024 to December 2024 – Draft CDO amendments (TDM regulations and point system)
- September 2024 – Mobility and Transportation Innovations Grant Application to support Neighborhood TDM initiatives
- Winter/Spring 2025 – CDO amendment process
- 2025 – ongoing: continued implementation



# Transportation Demand Management Action Plan

Strategies to Improve Transportation Options in Burlington

City of Burlington | June 2024 **DRAFT**



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# Chapter 3: TDM Strategy Recommendations and Toolkit

Table 1 Summary of TDM Strategy Recommendations

| ID                              | Strategy Recommendation                                                                                                                                                                | Citywide | Neighborhood | Relative Cost | Timeframe                 |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------|---------------|---------------------------|
| <b>T Transportation Options</b> |                                                                                                                                                                                        |          |              |               |                           |
| T.1                             | Work with Carshare Vermont to expand carshare services and supporting programs.                                                                                                        | ✓        | ✓            | \$\$\$\$      | Near term                 |
| T.2                             | Work with CATMA to expand the Guaranteed Ride Home (GRH) program.                                                                                                                      | ✓        |              | \$\$\$\$      | Near & medium term        |
| T.3                             | Work with Go! Vermont to expand the ride matching/carpool program.                                                                                                                     | ✓        | ✓            | \$\$\$\$      | Near term                 |
| T.4                             | Work with Green Mountain Transit to expand transit service, including piloting on-demand microtransit services in parts of Burlington that are not well-served by fixed route transit. | ✓        | ✓            | \$\$\$\$      | Near, medium, & long term |
| T.5                             | Create shared stop guidelines and a unified shuttle program that combines and coordinates services offered by hill institutions, Green Mountain Transit, and others.                   | ✓        |              | \$\$\$\$      | Medium & long term        |
| T.6                             | Update the City of Burlington employee parking benefits program to incentivize sustainable commuting options.                                                                          | ✓        |              | \$\$\$\$      | Near term                 |
| T.7                             | Implement a sustainable travel choice information, education, and marketing program.                                                                                                   | ✓        | ✓            | \$\$\$\$      | Near & medium term        |
| <b>R Regulations and Plans</b>  |                                                                                                                                                                                        |          |              |               |                           |
| R.1                             | Update and expand Burlington's TDM requirements. Adopt a point-based requirement structure that includes additional TDM measures and provides flexibility for developers.              | ✓        |              | \$\$\$\$      | Near & medium term        |
| R.2                             | Adopt a Commute Trip Reduction (CTR) ordinance that requires larger employers to implement TDM programs.                                                                               | ✓        |              | \$\$\$\$      | Near & medium term        |
| R.3                             | Adopt neighborhood-based TDM plans using the neighborhood TDM framework.                                                                                                               | ✓        | ✓            | \$\$\$\$      | Near & medium term        |
| R.4                             | Adopt a framework for creating parking benefit districts (PBDs) in Burlington.                                                                                                         | ✓        | ✓            | \$\$\$\$      | Medium & long term        |
| R.5                             | Update the Residential Parking Permit (RPP) program.                                                                                                                                   | ✓        |              | \$\$\$\$      | Medium term               |

| ID  | Strategy Recommendation                                                                                                                                                                    | Citywide | Neighborhood | Relative Cost | Timeframe                |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------|---------------|--------------------------|
| R.6 | Develop and implement a downtown public realm safety plan.                                                                                                                                 | ✓        | ✓            | \$\$\$\$      | Medium & long term       |
| M   | TDM Management and Funding                                                                                                                                                                 |          |              |               |                          |
| M.1 | Hire or designate a TDM Program Manager/Coordinator.                                                                                                                                       | ✓        |              | \$\$\$\$      | Near & medium term       |
| M.2 | Expand funding sources for TDM programming, including parking revenue, transportation impact fees, and state/federal grant opportunities.                                                  | ✓        |              | \$\$\$\$      | Near, medium & long term |
| M.3 | Formalize and expand Burlington's partnership with CATMA to strengthen coordination and create opportunities for sharing resources.                                                        | ✓        |              | \$\$\$\$      | Near & medium term       |
| M.4 | Expand public advisory roles for non-driving transportation issues, needs, and priorities by expanding the WalkBike Council or establishing a transit riders council.                      | ✓        |              | \$\$\$\$      | Near term                |
| N   | Neighborhood TDM Strategies                                                                                                                                                                |          |              |               |                          |
| N.1 | Establish a public bicycle/electric bicycle lending library.                                                                                                                               |          | ✓            | \$\$\$\$      | Near & medium term       |
| N.2 | Establish community mobility hubs that combine mobility information and services in centralized locations. Partner with community organizations to create a neighborhood delivery program. |          | ✓            | \$\$\$\$      | Medium term              |
| N.3 | Expand "walk-to-shop" programs that provide shopping trolleys and wagons, and create neighborhood trolley libraries.                                                                       |          | ✓            | \$\$\$\$      | Near term                |
| N.4 | Implement a "bus buddies" program that matches newly-arrived Burlingtonians with volunteers who accompany them on trips to/from work and appointments and teach them how to get around.    |          | ✓            | \$\$\$\$      | Near term                |
| N.5 | Pilot a neighborhood transportation wallet program that offers a flexible package of transportation discounts and credits.                                                                 |          | ✓            | \$\$\$\$      | Long term                |

## T.1 | Work with Carshare Vermont to Expand Carshare Services and Supporting Programs

### Strategy Overview

Carshare Vermont operates an extensive network of shared vehicles in Burlington, South Burlington, and Winooski.

**Burlington should work with Carshare Vermont to expand the service** by adding more vehicles and carshare parking spaces, which would help broaden the impact of the service and address a wider range of mobility needs. Additional marketing and education efforts (see strategy T.11) would help more residents participate in the program.

| STRATEGY AT A GLANCE  |             |
|-----------------------|-------------|
| <b>CITYWIDE:</b>      | ✓           |
| <b>NEIGHBORHOOD:</b>  | ✓           |
| <b>RELATIVE COST:</b> | \$ \$ \$ \$ |
| <b>TIMEFRAME:</b>     | Near term   |

Streamlining the permitting process for creating designated carshare parking spaces and adding requirements for shared vehicle spaces in new developments would help ensure that carshare spaces can be located close to key destinations and trip generators.

### Benefits for Burlington

- Carshare helps meet transportation needs for households who have limited or no vehicle access. Currently, Carshare Vermont estimates that 90% of users are zero-car households.
- Carshare helps reduce the amount of parking needed throughout the City. Studies suggest that each carshare vehicle added can result in up to 15 fewer cars on the road.<sup>1</sup>
- Adding more vehicles and locations would expand access and would address a wider range of trip types and destinations for people who already have access to the service.

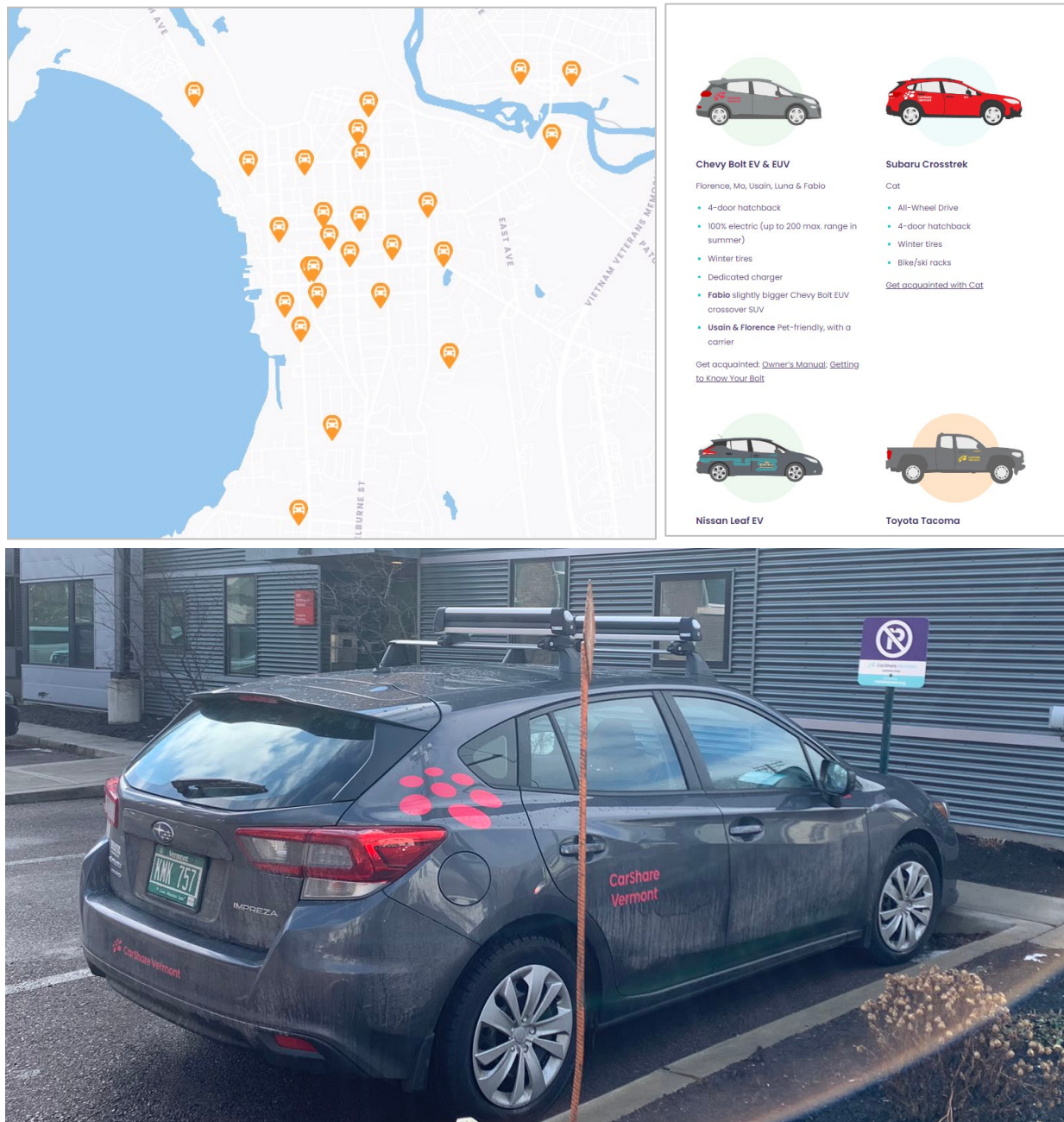
### Recommended Action Steps

1. **Work with Carshare Vermont to identify specific areas and demographic groups where there is unmet demand or opportunities for car sharing.** Design and implement targeted outreach and education efforts that teach community members how to use carshare. Include translated materials into multiple languages. Partner with community-based organizations to distribute materials.
2. **Streamline the permitting processes for allocating carshare spaces.**
3. **Integrate carshare space planning into all neighborhood planning processes.**

<sup>1</sup> [NYC DOT Begins Major Expansion of On-Street Carshare After Successful Pilot](#)

4. **Update the City's development code to include requirements for shared spaces that can be used for carshare.** For any project that provides 60 or more off-street parking spaces, require that at least two space are reserved for carshare vehicles or carpool users.
5. **As funding becomes available, provide additional operating funds for Carshare Vermont.** Identify and allocate local funding sources that can support expanded operations and fleet growth.

**Figure 1** Carshare Vermont operates a diverse fleet of shared vehicles in and around Burlington.



## T.2 | Work with CATMA to Expand the Guaranteed Ride Home (GRH) Program

### Strategy Overview

A Guaranteed Ride Home (GRH) program provides support for non-driving commuters by offering reimbursement for unplanned taxi or rideshare rides resulting from unexpected circumstances, such as a health emergency, overtime at work, or disruption to regular transportation options. Currently, [CATMA operates a GRH program](#) that is available for employees of member businesses and institutions. **Burlington should partner with CATMA to expand the GRH program beyond CATMA members to include anyone who lives and/or works in Burlington.**

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        |                    |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Near & medium term |

### Benefits for Burlington

- Expanding the GRH program beyond CATMA members would extend the same benefits of GRH to more people who live and work in Burlington and rely on non-driving travel modes.
- By reducing the risk of becoming “stranded” or stuck without a ride, an expanded GRH program in Burlington would make non-driving travel modes more reliable and flexible, especially for caregivers and people with commutes that occur during times when reliable alternatives are limited (such as early in the morning, late in the evening, or on the weekend).

### Recommended Action steps

1. **Establish a program structure and define equitable eligibility criteria for participants.** Define annual limits on number of rides or reimbursement value, qualifying travel modes, and circumstances warranting reimbursement. As budget allows, allow broad-based participation and flexible qualifications to maximize program impact. Apply higher limits on annual reimbursement for qualifying low-income individuals, who are less likely to have alternative travel options available and more likely to be constrained by the cost of a taxi ride home (Table 2).
2. **Draft an annual program budget and secure funding.** Allocate dedicated funding resources to support the program's operational costs and reimbursement payouts, including parking revenue. Coordinate with local taxi services and ride-sharing companies (Lyft, Uber) to identify potential opportunities for discounts for GRH reimbursements.
3. **Implement a user-friendly registration system.** Include a web-based registration and reimbursement management platform that integrates with other City permitting and parking management systems to streamline program management and administration.

4. **Develop and distribute marketing and education materials.** Partner with CATMA and local community-based organizations to raise awareness and encourage participation. Coordinate with major employers to register participants. Include program information in citywide education, information, and marketing materials (see Strategy T.7).

**Table 2 Conceptual recommendations for an expanded GRH program**

| GRH Program Component                       | Recommendations                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Qualifying participants</b>              | <p>To qualify for program participation, applicants must:</p> <ul style="list-style-type: none"> <li>▪ Use a non-driving commute mode at least twice per week (transit, carpool/vanpool, walking, biking)</li> <li>▪ Live and/or work in Burlington</li> </ul>                                                                                                   |
| <b>Annual reimbursement limit</b>           | <ul style="list-style-type: none"> <li>▪ Standard limit: Reimbursement for up to 3 rides per year</li> <li>▪ Affordable limit: Reimbursement for up to 6 rides per year for participants who qualify as low-income</li> <li>▪ No dollar value cap</li> </ul>                                                                                                     |
| <b>Qualifying circumstances</b>             | <p>As currently <a href="#">defined by CATMA</a>, allow reimbursement for the following circumstances:</p> <ul style="list-style-type: none"> <li>▪ Unplanned overtime at work</li> <li>▪ Medical care (personal or family member)</li> <li>▪ Transit service disruption</li> <li>▪ Carpool unavailable</li> <li>▪ Extreme weather event (rain, snow)</li> </ul> |
| <b>Qualifying travel mode for ride home</b> | <ul style="list-style-type: none"> <li>▪ Taxi services</li> <li>▪ Ride-sharing services (Lyft, Uber)</li> </ul>                                                                                                                                                                                                                                                  |
| <b>Program hours/span of service</b>        | <ul style="list-style-type: none"> <li>▪ Do not limit reimbursable trips by time of day, to maximize benefit for shift workers and people who do not work 9-5 weekday jobs.</li> </ul>                                                                                                                                                                           |

## T.3 | Work with Go! Vermont to Expand the Ride Matching/Carpool Program

### Strategy Overview

A carpool or ride matching program helps connect people to share rides who have similar commutes to work or school. Some ride matching programs use a web- or app-based service that allows participants to find compatible commute partners based on trip origin/destination and schedule. Some programs also provide mileage-based reimbursement or other subsidies to incentivize program participation.

| STRATEGY AT A GLANCE  |             |
|-----------------------|-------------|
| <b>CITYWIDE:</b>      | ✓           |
| <b>NEIGHBORHOOD:</b>  | ✓           |
| <b>RELATIVE COST:</b> | \$ \$ \$ \$ |
| <b>TIMEFRAME:</b>     | Near term   |

Currently, Vermont residents have access to a carpool and ride matching program for work and school trips through [Go! Vermont's trip planner](#). **Burlington should expand participation in Go! Vermont's ride matching program** by identifying participation gaps, implementing targeted marketing and education efforts, and contributing funding for additional rewards and incentives.

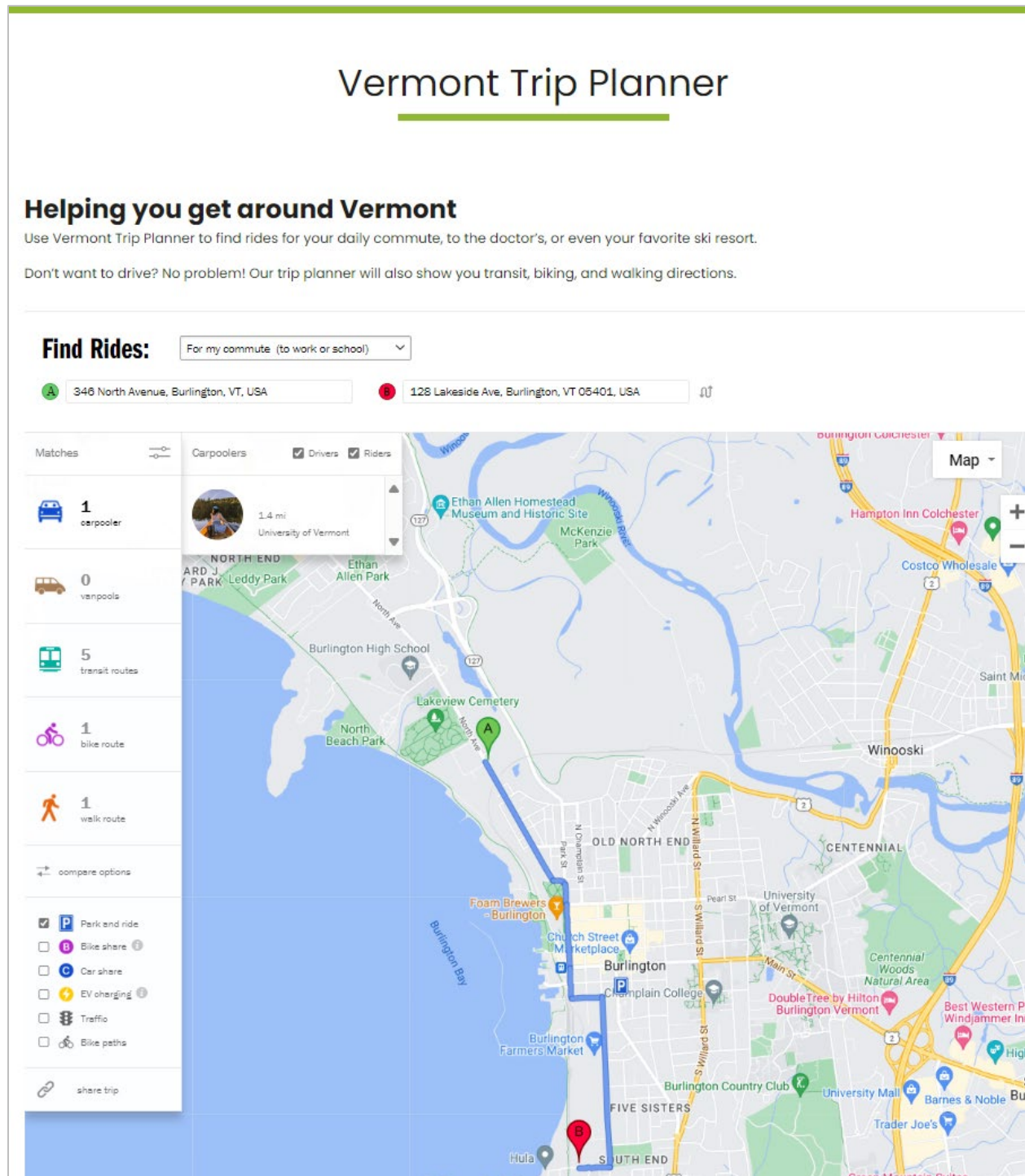
### Benefits for Burlington

- Carpooling and ride sharing expands transportation options for people who live or work in places that are not served by transit or who have commute schedules outside the typical service hours, such as people who work late night shifts at Burlington's medical centers or shift workers at large manufacturing facilities in Burlington and neighboring communities.
- Carpooling and ride sharing also creates opportunities to strengthen community connections, especially for new residents to the region who do not yet have extensive networks of support.

### Recommended Action steps

1. **Coordinate with Go! Vermont to evaluate gaps in participation.** Develop targeted messaging/awareness strategies, including educational resources and tools or materials that address language barriers for non-English speaking participants.
2. **Meet with local employers, schools, and community-based organizations** to increase awareness of the program, recruit participants, and create more opportunities for commute matches.

**Figure 2 Go! Vermont's Trip Planner Platform for Ride Matching and Carpooling**



## T.4 | Work with GMT to Expand Transit Service and Pilot Microtransit Service

### Strategy Overview

Transit service can provide one of the most reliable, accessible, and affordable alternatives to driving alone, and there are many ways for TDM strategies to support and incentivize transit. Marketing and promotional campaigns, educational and trip planning initiatives, fare subsidies, and bus stop amenities can all make it easier for potential riders to choose transit. However, the benefits of transit-supportive TDM are limited in places where transit service itself is unavailable or the routes and schedule don't align with the needs of potential riders.

| STRATEGY AT A GLANCE  |                           |
|-----------------------|---------------------------|
| <b>CITYWIDE:</b>      | ✓                         |
| <b>NEIGHBORHOOD:</b>  | ✓                         |
| <b>RELATIVE COST:</b> | \$ \$ \$ \$               |
| <b>TIMEFRAME:</b>     | Near, medium, & long term |

**In the near term, Burlington should collaborate with GMT to identify opportunities for the City to help address marketing, promotional, and communication needs** while GMT remains focused on maintaining core service levels and addressing projected funding shortfalls.

**In the medium and long term, work with GMT to assess gaps in local transit options and identify opportunities to add or modify fixed-route bus service to better serve local demand.** In parts of Burlington where fixed route service is not viable, implement a microtransit service pilot to test the potential for on-demand service to help fill gaps. Alongside new investments in transit service, Burlington should continue to implement and expand transit-supportive TDM initiatives.

Opportunities to improve transit in Burlington include:

- **Improving transit information and wayfinding.** While GMT provides real-time bus routes and locations on the agency's website, they do not maintain a system map that simultaneously shows all bus routes available in Burlington. On-street wayfinding, including signs at and near bus stops, are limited. Community members report that navigating the transit system can be challenging for people who do not speak English. Burlington should help address these challenges with marketing, educational, and informational support. See related strategies T.7 (travel choice information, education, and marketing campaign) and N.5 ("Bus Buddies" program).
- **Providing subsidies for riding transit.** During the COVID-19 pandemic, GMT suspended fare collection on all services. The agency is in the process of re-launching fare collection with an updated fare structure and improved collection technology. After fare collection resumes, Burlington should continue to encourage/require new TDM plans to include transit fare discounts and subsidies as a priority strategy.
- **Improving bus stop amenities.** While some GMT bus stops in Burlington have a variety of useful amenities including bus shelters, seating, and information, others are very "bare bones" with

nothing more than a small sign indicating the stop location. Burlington should adopt bus stop design standards that set the minimum level of amenities that should be provided at all stops within the City. Improvements should be implemented as funding allows, and may be implemented as part of neighborhood-level planning processes.

## Benefits for Burlington

- Improved transit service that is supported with complementary TDM strategies can provide a reliable, accessible travel option that is available year-round.
- Transit-supportive TDM strategies can make using transit easier, safer, and more comfortable, both for people who already use transit and for potential new riders.

## Recommended Action steps

### In the near term:

1. **Develop and adopt bus stop design standards for Burlington.**
  - In collaboration with community members and GMT, identify critical amenities that should be provided bus stops in Burlington.
  - Draft and adopt a policy document that identifies (a) minimum priority amenities to be provided at all stops, and (b) optional amenities to be provided depending on local conditions and available curbside space.
  - Conduct an inventory of existing stops to identify which locations do not meet minimum standards. Begin prioritizing investments in stop improvements at locations based on community goals, which may include: stops with highest ridership, stops where current design/configuration creates safety concerns, stops with a high number of transfers.
2. **In partnership with GMT, launch a marketing and information campaign to support transit.** Work with GMT to develop and distribute a system map that shows all transit routes and services available in Burlington. Ensure that the map and other key service information materials are available in all languages spoken in Burlington. Coordinate with Strategy T.7 (sustainable travel choice information, education, and marketing campaign) and Strategy N.5 (“Bus Buddies” program).

### In the medium and long term:

3. If microtransit service is identified as a priority service, **implement a microtransit pilot program** that builds on lessons learned through the implementation of GMTs [MyRide microtransit service in Montpelier](#). With community input, identify performance metrics to evaluate the pilot.
4. As funding allows, **allocate additional local funding to support expanded GMT service.**<sup>2</sup>

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<sup>2</sup> In FY-2024, Burlington contributed \$1.8 million from the City’s general fund to support GMT services.

## T.5 | Create Shared Stop Guidelines and a Unified Shuttle Program

### Strategy Overview

Today, there are a variety of shuttle services operating in Burlington that connect institutional campuses with off-site parking locations and other destinations. These services are not available to the general public.

In the near term, **Burlington should formalize a framework for private shuttles to share transit stops and curbside loading space for transit.** In the long term, **Burlington should partner with institutions and shuttle operators to unify these shuttle programs** under a shared brand with a coordinated service plan.

| STRATEGY AT A GLANCE  |                    |
|-----------------------|--------------------|
| <b>CITYWIDE:</b>      | ✓                  |
| <b>NEIGHBORHOOD:</b>  |                    |
| <b>RELATIVE COST:</b> | \$ \$ \$ \$        |
| <b>TIMEFRAME:</b>     | Medium & long term |

### Benefits for Burlington

- A shared stop policy would ensure that private shuttle operations are coordinated seamlessly with Green Mountain Transit services.
- A unified shuttle program that allows access for the general public would make it easier for more people who live, work, and visit Burlington to get to multiple destinations in and around central Burlington without driving and re-parking.

### Recommended Action steps

#### In the medium term:

- 1. Develop and adopt a shared stop policy.**
  - In partnership with GMT and private shuttle operators, draft operational guidelines that ensure shared stop use does not negatively impact service delivery for GMT buses or shuttles.
  - Identify goals and performance metrics for evaluating ongoing operations and stop sharing.

#### In the long term:

- 2. Create public access to privately-operated shuttles.** Working with UVM, the UVM medical center, Champlain College, and other institutions who provide shuttle services to enable access for members of the general public.
- 3. Develop a unified branding identity for shuttle service,** including the vehicles themselves as well as marketing and informational materials for the services.

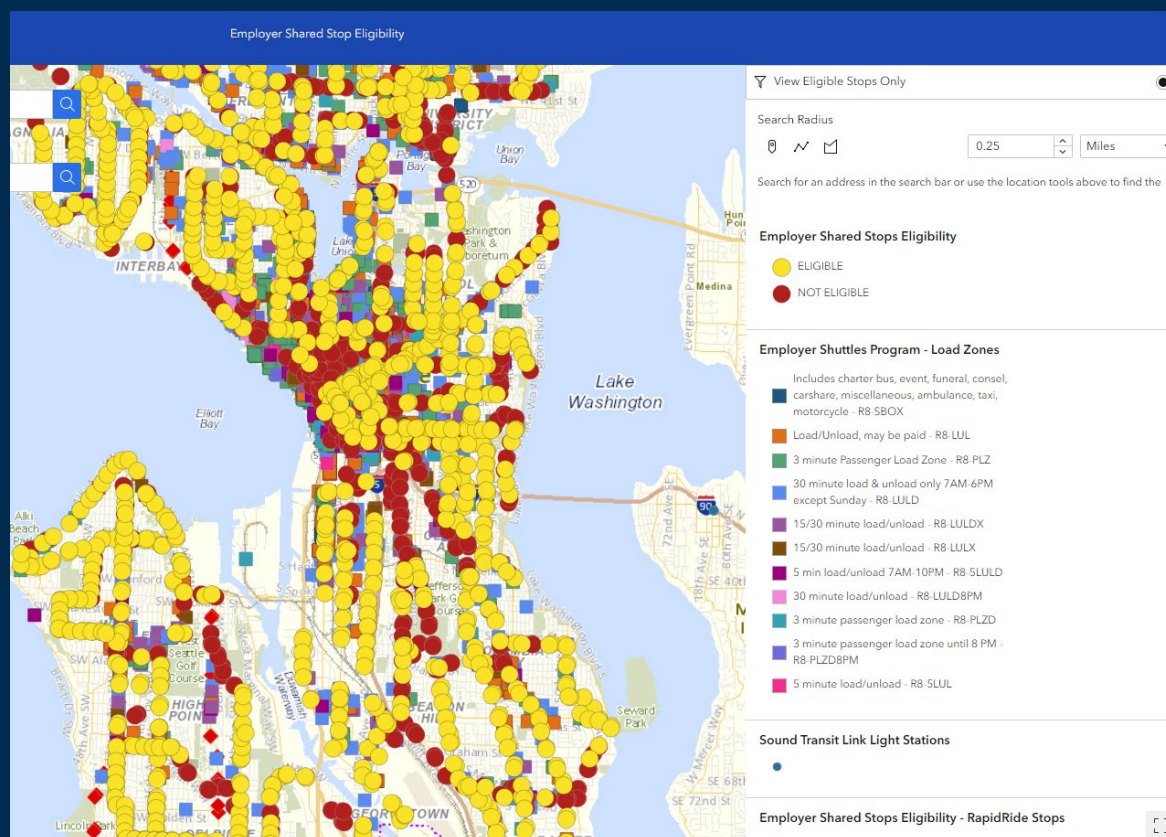


## BEST PRACTICE SPOTLIGHT: SEATTLE, WA

In 2017, the City of Seattle began a [pilot program](#) to evaluate the potential for shared use of 10 transit stops throughout Seattle. The stops were shared by buses operated by King County Metro buses and privately-operated employer shuttles serving Microsoft and Seattle Children's Hospital. The pilot identify three goals for the program: Increasing safety for all road users, maximizing ridership on transit and shuttles, and limiting the amount of curbside space needed to serve transit and shuttle operations.

After completing the pilot in 2018, the City used the findings to develop and launch a [citywide employer shuttle program](#) in May 2024. The program includes operational guidelines for private shuttles, data sharing requirements, and a [shuttle permitting structure](#) that charges shuttle operators an annual fee of \$632 for shared use of transit stops.

**Figure 3** Seattle Department of Transportation's Map of Eligible Transit Stops for Shared Use



## T.6 | Update the City of Burlington Employee Parking Benefits Program to Incentivize Sustainable Commuting Options

### Strategy Overview

The City of Burlington itself is one of the largest employers in the central part of the City. As the City continues to strive for a more balanced, TDM-supported transportation system across the City, the commuting benefits offered to City employees should reflect the same priorities. Continuing to build on recommendations from the 2015 TDM action plan, **Burlington should assess current employee parking and transportation benefits and update policies to incentivize sustainable commuting options.**

| STRATEGY AT A GLANCE  |             |
|-----------------------|-------------|
| <b>CITYWIDE:</b>      | ✓           |
| <b>NEIGHBORHOOD:</b>  |             |
| <b>RELATIVE COST:</b> | \$ \$ \$ \$ |
| <b>TIMEFRAME:</b>     | Near term   |

### Benefits for Burlington

- Implementing an employee parking and benefit program that reflects the City's transportation goals and priorities for the community is a key opportunity for the City to lead by example.
- As one of Burlington's largest employers, shifting employee commute choices towards sustainable commuting options—including transit, carpooling, biking, and walking—will help address overall parking demand in the City.

### Recommended Action steps

1. **Review current City employee transportation benefits and parking policies**, including the price charged for parking permits. Compare the monthly transportation cost for people who drive alone vs. people who carpool or use other sustainable travel modes.
2. **Update benefits to provide balanced options for employees.** If needed, consider increasing employee parking permit prices. At a minimum, ensure that transportation benefits offered to people who do not drive alone have equal monetary value to those who use other modes. If not already available, potential new sustainable travel benefits could include:
  - Expanded bicycle benefits, including reimbursement for bicycle maintenance or purchase, up to a certain dollar value each year.
  - Carpool rewards and incentives, including per-mile or per-trip cash rewards. Expand efforts to encourage and facilitate shared rides (see Strategy T.3).

## T.7 | Implement a Sustainable Travel Choice Information, Education, and Marketing Program

### Strategy Overview

Sustainable travel choice information, education, and marketing programs help people learn about travel options and understand how to use them. These programs are essential for maximizing the reach and impact of investments in transportation options and other TDM programs. Some also help create a unified “brand” for a range of available TDM programs and initiatives, which helps centralize useful information for users.

| STRATEGY AT A GLANCE  |                    |
|-----------------------|--------------------|
| <b>CITYWIDE:</b>      | ✓                  |
| <b>NEIGHBORHOOD:</b>  | ✓                  |
| <b>RELATIVE COST:</b> | \$ \$ \$ \$        |
| <b>TIMEFRAME:</b>     | Near & medium term |

### Benefits for Burlington

- A comprehensive information, education, and marketing program helps improve awareness of available transportation options and TDM benefits, which helps more people connect with resources that help meet their travel needs.

### Recommended Action steps

#### In the near term:

1. Begin coordinating with CATMA, GMT, Go! Vermont, and other local and regional partners to develop a unified brand for TDM programs in Burlington.
  - Inventory existing marketing programs currently implemented by partners. Identify which programs would benefit from incorporation into a unified brand.
2. Launch a branded TDM website for Burlington. The website may be integrated into the City’s existing website, or may be stand-alone. Centralize information about existing programs on the website, including links to partners.

#### In the medium term:

3. As part of neighborhood TDM planning processes, develop and distribute marketing materials that include trip planning information. Ensure materials are available in all languages spoken with target neighborhoods.
4. Coordinate marketing and educational materials distribution with neighborhood Community Mobility Rituals programs (Strategy N.4).



## BEST PRACTICE SPOTLIGHT: AUSTIN, TX

The City of Austin's TDM program is unified under the [Get There ATX](#) brand. The Get There ATX website provides a centralized location for trip planning information and TDM programs. Marketing materials include trip planning resources and branded goods that help raise awareness and visibility for the program.

**Figure 4** The Get There ATX brand includes digital and printed marketing materials, as well as in-person event-based promotion efforts (Image credit: Get There ATX)



## R.1 | Update and Expand Burlington's TDM Requirements

### Strategy Overview

In 2020, Burlington adopted TDM requirements for new developments. They include four core required elements: outreach and educational efforts, TDM program strategies (including subsidized transit passes), parking management requirements, and a TDM agreement that documents a commitment to implementing TDM requirements. While the TDM requirements have helped the City make progress towards a successful TDM environment, there are opportunities to modify and expand the requirements to better serve the City's goals. Some of the challenges with the City's current TDM requirements for new developments include:

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        |                    |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Near & medium term |

- **Requirements apply only to new developments.** As a result, the TDM requirements have produced limited benefit in parts of the City where little or no development is occurring.
- **There is a limited number of TDM strategies reflected in the ordinance.** In addition to current requirements for transit subsidies, marketing/outreach efforts, and parking management strategies, a comprehensive TDM program should address other sustainable travel modes. Examples may include: carpool incentives, carshare memberships and subsidies, shared mobility incentives, family-supportive TDM programs, and shuttle programs.
- **There is limited flexibility.** In recent years, many cities have opted for TDM requirements that use a points-based structure. These structures typically include some "baseline" TDM strategies that are required for all projects as well as a list of "optional" strategies from which developers can select a certain number of additional TDM measures that align with their project context and vision. The flexibility provided by points-based structures makes it easier for projects of different sizes and in different locations to fulfill TDM requirements with meaningful and effective strategies.
- **There is limited guidance available to help developers fulfill requirements.** Developers, who may have limited experience implementing TDM, report challenges in fulfilling TDM requirements without clear guidance and/or best practice information available. While CATMA has been a key resource to help some developers implement TDM, managing TDM implementation for all developments in Burlington is beyond CATMA's mission and current staff capacity.

Building on successes achieved through the current TDM framework, **Burlington should adopt an expanded TDM framework and ordinance that uses a points-based system.** New requirements should be supported by public-facing user-friendly program guidelines that describe how to implement each strategy. Updated TDM requirements should be coordinated with a Commute Trip Reduction (CTR) ordinance (Strategy R.2).

## Benefits for Burlington

- An updated TDM ordinance that provides more flexibility for developers to customize TDM programs for local context will ensure that TDM benefits resonate with local transportation needs and conditions.
- An updated ordinance that includes an expanded list of TDM strategies will help incentivize more alternatives to driving alone, including carpooling, biking, and walking.
- A clear, user-friendly set of TDM program guidelines will help developers and other stakeholders understand how to implement TDM strategies successfully and in alignment with best practices.

## Recommended Action steps

- **Begin drafting a points-based TDM ordinance.** Incorporate feedback and lessons learned to date from developers and stakeholders, including CATMA. Identify an expanded “menu” of TDM measures to be included in the expanded ordinance.
- After finalizing the ordinance structure, **begin developing TDM program guidelines to support successful implementation.** Guidelines should include diagrams, infographics, and other visual aids that help communicate requirements and best practices.



## BEST PRACTICE SPOTLIGHT: BOSTON, MA

The City of Boston uses a [points-based system](#) for applying TDM requirements. Each development that is subject to the requirements must achieve a TDM point target that varies based on project size, type, and location. Developers can select from a long list of TDM strategies to achieve the required target. The City maintains a spreadsheet-based tool for developers to calculate point target requirements, as well as a set public-facing set of TDM “[fact sheets](#)” that provide additional information for fulfilling the requirements for each TDM strategy.



## R.2 | Adopt a Commute Trip Reduction (CTR) Ordinance

### Strategy Overview

A Commute Trip Reduction (CTR) program establishes requirements for employers to implement TDM programs that support sustainable travel modes for employees. Often, these programs apply only to employers larger than a certain minimum size (for example, 50 employees or more). CTR programs help engage employers in TDM implementation and provide a mechanism for applying TDM requirements to existing businesses. **Burlington should draft and adopt a CTR ordinance to complement TDM requirements in the development code.**

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        |                    |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Near & medium term |

### Benefits for Burlington

- A CTR ordinance extends TDM benefits beyond new developments by applying to existing employers. The TDM benefits achieved through a CTR ordinance would make it easier and cheaper for more people who work in Burlington to get to and from work without driving alone.
- Employers are uniquely well-positioned to help implement TDM effectively. They typically have detailed knowledge about the commuting patterns and home locations of employees, which allows them to tailor TDM programs to the specific needs of their employees. A CTR ordinance in Burlington would bring employers into the TDM process.
- Many CTR programs include a mechanism for collecting and sharing data about TDM program performance between employers and TDM program managers (for example, through employee surveys or monitoring efforts). This information helps the City and mobility service operators manage and fine-tune citywide TDM programs and transportation options.

### Recommended Action steps

- **Begin developing a CTR framework .** Define applicability thresholds for employers based on number of employees. Set performance targets and/or required TDM programs. Establish an annual monitoring and reporting program. Consider the role of a fee structure to help fund program costs. See Table 3 for initial CTR framework recommendations.
- **Draft and adopt the CTR ordinance.** Coordinate the adoption of the program with an updated and expanded TDM ordinance (Strategy R.1) and expanded coordination with CATMA (Strategy M.3).
- **Develop TDM program guidelines to support successful implementation.** Guidelines should include diagrams, infographics, and other visual aids that help communicate requirements and best practices.

Table 3 Conceptual recommendations for a CTR ordinance

| CTR Ordinance Component                        | Recommendations                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Threshold for Applicability</b>             | <ul style="list-style-type: none"> <li>Employers in Burlington with 20 or more full-time employees               <ul style="list-style-type: none"> <li>Small employers: 20-49 full time employees</li> <li>Large employers: 50+ full-time employees</li> </ul> </li> </ul>                                                                                                                               |
| <b>Requirements and/or Performance Targets</b> | <p>Minimum required strategies (small and large employers):</p> <ul style="list-style-type: none"> <li>Employee parking cash-out program</li> <li>Preferential carpool parking</li> <li>Ride matching support</li> </ul> <p>Additional strategies (large employers only):</p> <ul style="list-style-type: none"> <li>Select at least 4 other strategies included in the expanded TDM ordinance</li> </ul> |
| <b>Monitoring and Reporting</b>                | <ul style="list-style-type: none"> <li>Small and large employers: submit an annual employee trip reduction report that documents which TDM programs are implemented to satisfy program requirements</li> <li>Large employers only: conduct an annual employee mode share survey and include results in annual trip reduction report</li> </ul>                                                            |
| <b>Program Fees</b>                            | <ul style="list-style-type: none"> <li>Large employers only: annual fee of \$20 per employee to support program management               <ul style="list-style-type: none"> <li>Fee is waived for employers who achieve 65%+ non-drive-alone mode share</li> </ul> </li> </ul>                                                                                                                            |



## BEST PRACTICE SPOTLIGHT: SANTA MONICA, CA

The City of Santa Monica requires employers with 50 or more full-time employees to comply with commute trip reduction requirements under the [Emission Reduction Program \(ERP\)](#). Under the program, employers must implement TDM strategies, conduct annual travel surveys, and, depending on employer size, designate an on-site transportation coordinator. The City evaluates employer TDM performance based on the percentage of employees who drive to work, and annual per-employee transportation fees are reduced or waived for employers who meet or exceed performance targets. [GoSaMo](#), Santa Monica's Transportation Management Association (TMA), the City maintains a [program handbook](#) that help employers understand and fulfill ERP requirements.

**Average Vehicle Ridership Survey Form**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Males to Worksite (one way): \_\_\_\_\_ Home Zip Code: \_\_\_\_\_

Survey Week Start Date: \_\_\_\_\_ Survey Week End Date: \_\_\_\_\_

**Instructions:**

- Please indicate how you travel to and/or from work during the survey week.
- Use the legend to determine the appropriate letters that represent how you travel to and from work.
- Write those letters in the boxes below for each day of the survey week.
- Complete the survey for both the morning and evening commute periods.

**Morning Commute Period: 6:00am-10:00am**

Write the letters in the boxes below that indicate how you got to or from work during the survey week for the morning commute period. If you do not arrive or depart during work within the specified window, write CC.

|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|

**Evening Commute Period: 3:00pm-7:00pm**

Write the letters in the boxes below that indicate how you got to or from work during the survey week for the evening commute period. If you do not arrive or depart during work within the specified window, write CC.

|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|

**Vehicles**

|                                  |                      |
|----------------------------------|----------------------|
| A. Zero Emission Vehicle         | M. 5 person carpool  |
| B. Bus                           | N. 6 person carpool  |
| C. Rail/Plane                    | O. 7 person carpool  |
| D. Walk                          | P. 8 person carpool  |
| E. Bicycle                       | Q. 9 person carpool  |
| F. Bike Share / Electric Scooter | R. 10 person carpool |
| G. Telecommute                   | S. 11 person carpool |
| H. Noncommute (Business Trip)    | T. 12 person carpool |
| I. Drive Alone                   | U. 13 person carpool |
| J. Motorcycle                    | V. 14 person carpool |
| K. 2 person carpool              | W. 15 person carpool |
| L. 3 person carpool              |                      |

**Transportation Modes Legend**

**Compressed Work Week**

|                                  |
|----------------------------------|
| X. 3/40 Work Week - Flex Day Off |
| Y. 4/40 Work Week - Flex Day Off |
| Z. 9/80 Work Week - Flex Day Off |

**Days Off/Other**

|                                                                         |
|-------------------------------------------------------------------------|
| AA. Vacation Day                                                        |
| BB. Sick Day                                                            |
| CC. Other: Regular Day Off, Jury Duty, Commute Outside of Survey Window |

## R.3 | Adopt Neighborhood-Based TDM Plans Using the Neighborhood TDM Framework

### Strategy Overview

Neighborhood-based TDM plans are local efforts led by the City that engage residents, businesses, and community-based organizations to develop, formalize, and implement tailored TDM strategies. **Burlington should implement the neighborhood TDM framework** as outlined in Chapter 4). Each neighborhood TDM plan should include:

- Development of a mapped inventory of neighborhood transportation elements, including transit stop locations, bicycle facilities, and sidewalk networks and conditions.
- Community engagement efforts to gather input about mobility needs, concerns, and priorities.
- Coordination and cooperation with community-based organizations within the community to learn about current programs and efforts that support mobility and identify opportunities for new or expanded efforts and partnerships.
- A finalized neighborhood TDM plan document, which summarizes input and feedback gathered from the community and identifies priorities for supporting TDM within the neighborhood.

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        | ✓                  |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Near & medium term |

### Benefits for Burlington

- Neighborhood TDM plans will provide resources for community members, resources for decision-makers, and coordination opportunities for local organizations and stakeholders to better address mobility needs.
- The neighborhood TDM framework is designed to empower local residents to set priorities for TDM investments and foster a sense of community ownership of plan outcomes.

### Recommended Action Steps

1. Building on lessons learned through the Old North End neighborhood TDM planning effort, **begin implementing the TDM framework process through City-led planning efforts**. As needed, modify the process to address lessons learned through initial neighborhood TDM planning efforts in the Old North End and the New North End. For additional information, see Chapter 4.

## R.4 | Adopt a Framework for Creating Parking Benefit Districts (PBDs)

### Strategy Overview

Parking Benefit Districts (PBDs) create a mechanism by which a portion of locally-collected parking revenue is spent on not only local and citywide parking operations, but also TDM programs, mobility services, and neighborhood improvements with the meter district. PBDs are often similar in structure to a business improvement district, with an oversight board that includes both city staff as well as district residents, employees, business owners, and other stakeholders. **Burlington should develop and adopt an ordinance that allows for the creation of PBDs in the City.**

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        | ✓                  |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Medium & long term |

### Benefits for Burlington

- PBDs help ensure that the cost of introducing parking meters in new parts of the City comes with valuable local benefit and provides a collaborative platform for identifying and prioritizing community investments.
- PBDs can provide a platform for coordination and cooperation that aligns neighborhood-level transportation needs and priorities with citywide parking policies.

### Recommended Action steps

1. **Develop and adopt a PBD ordinance.** Ensure that the ordinance allows for a broad use of PBD funds. Eligible expenditures should not only include parking operations and infrastructure (such as enforcement, meter installation, signage, and administrative costs), but also local mobility improvements (such as bicycle parking, transit amenities, and TDM benefits).
2. If and when priced parking expands to new parts of the city, **collaborate with local stakeholders to implement PBDs.** PBDs should be structured to include local stakeholders on an oversight board. The board should maintain a prioritized list of local investments and should collaborate with City staff to implement those investments as revenue becomes available.

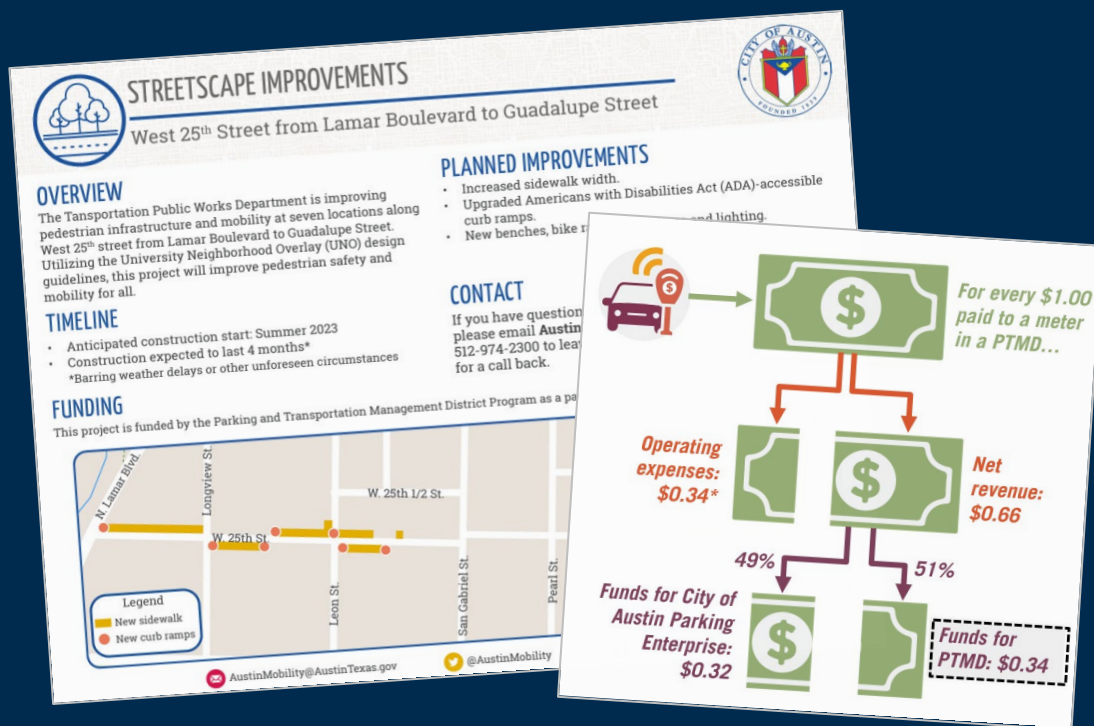


## BEST PRACTICE SPOTLIGHT: AUSTIN, TX

The City of Austin has implemented one PBD and four Parking and Transportation Management Districts (PTMDs) throughout the city. After covering operating expenses, net parking meter revenue is shared between the district (51% of net revenue) and the Austin Parking Enterprise (49% of net revenue), which manages citywide parking programs. Net revenue can be used for a range of mobility improvements, including streetscape improvements and multimodal infrastructure.

To form a PTMD, applications must be submitted to the division director by a representative from a neighborhood organization. The application may be done collaboratively with City staff, and involves a series of required steps including:

- Convening a community meeting to gather input and share information
- Communicating the justification for the creation of a PTMD
- Identifying specific proposed locations for priced on-street parking
- Developing a prioritized list of improvement projects to be funded by parking revenue
- Identifying any additional supporting parking management tools to be used in conjunction with priced parking



## R.5 | Update the Residential Parking Permit (RPP) Program

### Strategy Overview

Burlington's Resident Parking Permit (RPP) program helps manage spillover parking demand in residential areas that are close to busy destinations, such as educational/medical campuses and retail/dining districts.

While the program plays an important role in managing on street parking, permit prices and the overall program structure are not as supportive of Burlington's multimodal goals as they could be. **Burlington should update and modernize the**

**resident parking permit program and increase annual permit costs.** Any net revenue remaining after covering program operating costs should be used to fund citywide TDM programs. The RPP program should be coordinated with a neighborhood mobility wallet program to reward residents who opt for one or zero RPP permits with additional multimodal benefits.

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        | ✓                  |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Medium & long term |

### Benefits for Burlington

- Modernizing the RPP program will help balance demand for on street parking with other multimodal uses, including biking and carshare.
- Currently, each RPP permit costs \$10 per year. Increasing permit prices to fully cover program costs will help the City maintain a financially sustainable parking and TDM program. Investing any net revenue in TDM programs will provide local mobility benefits.

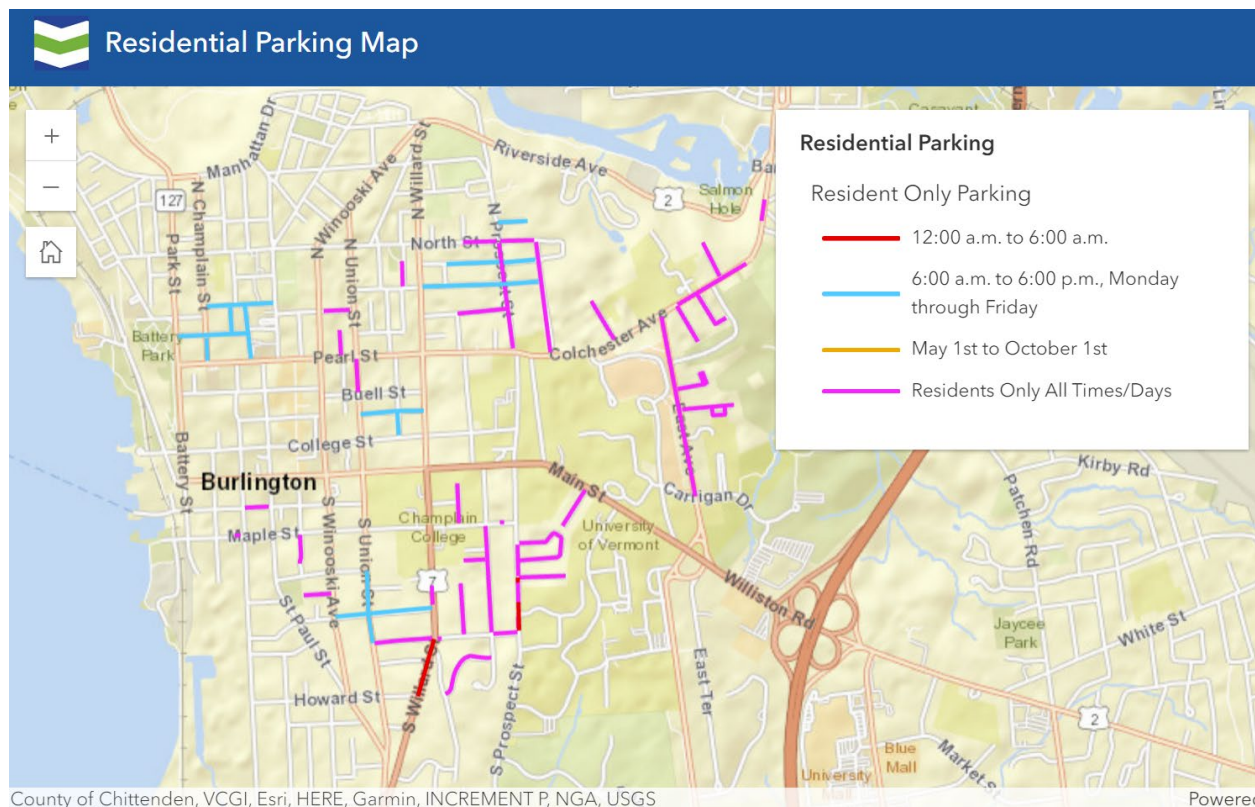
### Recommended Action steps

- Review the residential permit pricing structure and program management/operating costs.** Establish a new tiered pricing structure in which the per-permit price increases for each additional permit per household. Include an affordable option for qualifying low-income households. An initial conceptual price structure is shown in Table 4.
- Tie RPP permits to Transportation Demand Management (TDM) programs.** TDM includes a variety of benefits and incentives for non-driving modes, such as subsidized transit passes. Households that give up one or more of their RPP permits, or forgo them altogether, should be eligible for additional TDM incentives and programs. See strategy N.6 (Mobility Wallet Program).
- As space allows, incorporate an employee permit option.** Where resident-only parking areas are consistently less than 75% full at peak times, make a limited number of RPP permits available for people who work at nearby businesses. Pricing for employee permits should be calibrated so that non-driving travel options are still competitive with driving.

Table 4 Conceptual recommendation for an updated RPP price structure

| Permits per Household  | Annual Price (Baseline) | Annual Price (Low-Income Residents) | Multimodal Incentives Offered |
|------------------------|-------------------------|-------------------------------------|-------------------------------|
| 0 permits              | --                      | --                                  | ● ● ●                         |
| 1 <sup>st</sup> permit | \$25                    | \$10                                | ● ○ ○                         |
| 2 <sup>nd</sup> permit | \$50                    | \$20                                | ○ ○ ○                         |
| 3 <sup>rd</sup> permit | \$75                    | \$30                                | ○ ○ ○                         |
| 4 <sup>th</sup> permit | \$100                   | \$40                                | ○ ○ ○                         |
| 5+ permits             | (prohibited)            |                                     |                               |

Figure 5 Current resident parking restrictions are primarily concentrated in the central parts of the city near commercial districts and university campuses.



## R.6 | Develop and Implement a Downtown Public Realm Safety Plan

### Strategy Overview

Shared parking arrangements and “park once” strategies (which encourage people to park in centrally-located parking space and walk to multiple destinations without driving and re-parking) can be difficult to implement if people do not feel safe walking to or from their vehicle. A Downtown Public Realm Safety Plan would address safety concerns and challenges faced by people walking to and from public and shared parking facilities in the downtown area. A safety plan would identify priority locations where safety challenges occur, as well as strategies to address them.

| STRATEGY AT A GLANCE  |                    |
|-----------------------|--------------------|
| <b>CITYWIDE:</b>      | ✓                  |
| <b>NEIGHBORHOOD:</b>  | ✓                  |
| <b>RELATIVE COST:</b> | \$ \$ \$ \$        |
| <b>TIMEFRAME:</b>     | Medium & long term |

Below are strategies to improve safety downtown and traveling to/from parking and public transit areas. Mechanisms to improve safety may include placemaking and activation of key pedestrian corridors, enhanced lighting, additional security personnel, or the integration of security technology. The plan will address safety concerns identified through a comprehensive safety audit and community engagement efforts, focusing on priority areas and times of day.

### Benefits for Burlington Summary

- Addressing safety challenges and perceptions in the downtown area will make it easier and more appealing for people who drive to/from downtown to use centrally-located public parking garages, which will help the City meet downtown parking demand without over-building parking.

### Recommended Action steps

- **Conduct a safety audit for downtown to assess current conditions and identify areas for improvement.** Identify main safety concerns, locations, times of day/week, and potential strategies to improve conditions.
- **In partnership with the Police Department, Parking Services, Public Safety Committee, and Downtown Burlington, develop and implement safety improvements.** Solutions may include:
  - Improved lighting and streetscape/landscape treatments near public parking facilities, including the Downtown Garage and the Marketplace garage.
  - An ambassador program that deploys staff in the downtown area to monitor and respond to safety issues at priority locations and times of day.

## M.1 | Hire or Designate a TDM Program Manager/Coordinator

### Strategy Overview

Implementing new TDM strategies in Burlington will require considerable time and effort. Without dedicated staff resources to support the program, progress will be slow. **Burlington should hire or designate a TDM program manager** who can work with other City staff, regional partners, and community stakeholders to advance the City's TDM goals and begin implementing many of the key recommendations in this plan. A TDM program manager will also expand the City's capacity to pursue grant and funding opportunities that can support TDM programs and transportation investments.

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        |                    |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Near & medium term |

### Benefits for Burlington

- A TDM program manager would be a critical resource for leading the implementation of all of Burlington's TDM objectives, including the recommendations included in this plan.
- A TDM program manager would also provide a point of contact for TDM and mobility issues in the community and a resource for developers and other partners who are working to implement and manage TDM programs throughout the City.

### Recommended Action Steps

#### In the near term:

1. **Designate a TDM coordinator at the City of Burlington.**
  - Identify existing staff with available capacity to lead ongoing TDM efforts. Initially, allocate 25-50% of time for managing the City's TDM program. Draft a job description that defines roles and responsibilities of the TDM Program Manager position.

#### In the medium term:

2. **As funding allows, hire a full-time TDM coordinator at the City.**
  - Expand the job description, roles, and responsibilities of the TDM program manager to include full-time responsibilities.
  - Coordinate with regional partners including CATMA and GMT to ensure the position can effectively support inter-agency coordination and programs.

## M.2 | Expand Funding Sources for TDM

### Strategy Overview

While some of the recommendations in this plan can be implemented with existing resources, many will require additional funding sources. **Burlington should invest expand funding sources for TDM by reallocating existing revenues and securing new funding sources.**

There is no single funding solution that can meet all of Burlington's TDM needs—success will require pursuing a range of resources that are likely to include:

- Allocating a portion of existing parking revenue, including parking meters and permits, for TDM programs and related investments
- Pursuing regional, state, and federal grant opportunities
- Allocating new local revenue sources to support TDM, such as impact fees or utility charges
- Leveraging development opportunities to fund or directly implement components of neighborhood or citywide TDM initiatives

| STRATEGY AT A GLANCE |                          |
|----------------------|--------------------------|
| CITYWIDE:            | ✓                        |
| NEIGHBORHOOD:        |                          |
| RELATIVE COST:       | \$ \$ \$ \$              |
| TIMEFRAME:           | Near, medium & long term |

### Benefits for Burlington

- Dedicated revenue for TDM will support ongoing implementation of the City's TDM vision, which seeks to create a more accessible, sustainable, affordable, and equitable transportation network.

### Recommended Action Steps

#### In the near and medium term:

1. **Review existing local revenue sources, including parking revenue and impact fees, to confirm eligibility and feasibility for funding TDM programs.** If needed, modify City code to enable TDM programs and an eligible use of funds.
2. **Establish an annual TDM program budget and allocate funding from existing revenue sources.** High priority strategies for funding include: Hiring or designating a TDM program manager (Strategy M.1), Expanding GMT transit services (Strategy T.4), and Expanding Burlington's partnership with CATMA (Strategy M.3)

#### In the long term:

3. After designating a TDM program manager, pursue state and federal TDM grant opportunities to fund TDM pilots and programs, including the [Congestion Mitigation and Air Quality Program and the Carbon Reduction Program](#).

## M.3 | Formalize and Expand Burlington's Partnership with CATMA

### Strategy Overview

The Chittenden Area Transportation Management Association (CATMA) plays a central role in managing and implementing TDM services and programs in the greater Burlington area. CATMA has a membership-based structure in which employers, developers, and institutions pay annual dues based on the number of employees in return for a variety of TDM planning services and mobility programs. CATMA also supports Burlington's Hill Institutions to manage and implement the Joint Institutional Parking Management Plan process.

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            | ✓                  |
| NEIGHBORHOOD:        |                    |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Near & medium term |

Today, collaboration between the City of Burlington and CATMA to implement local and regional TDM implementation is limited. **Burlington should work with CATMA to establish a formal partnership** that includes additional funding for CATMA and an expanded role for CATMA in local TDM implementation.

### Benefits for Burlington

- TMA's can help implement TDM programs more effectively by acting as a central coordinating entity that works directly with local and regional stakeholders, mobility service providers, and governments.
- TMA staff can provide specialized technical knowledge and experience with TDM programs and services that developers and employers may not otherwise have access to.
- For many people who live or work in Burlington, day-to-day travel patterns regularly cross municipal boundaries. TMAs like CATMA can help address these regional travel needs and challenges.

### Recommended Action Steps

1. **Form a working group and hold monthly coordination meetings** with City of Burlington and CATMA staff. Review strategic plan and vision, and identify opportunities for closer collaboration. Identify needs and opportunities to contribute additional funding and resources for CATMA.
2. **Identify and formalize goals, roles, and responsibilities**, and memorialize in a Memorandum of Understanding.
3. **Periodically evaluate the impact of partnership** by collectively reviewing the success of TDM initiatives and adjust strategies as needed

## M.4 | Expand Public Advisory Roles for Non-Driving Transportation Issues and Needs

### Strategy Overview

Advisory councils like the Walk | Bike council help public decision-makers develop and prioritize plans, projects, and services by providing input and feedback on behalf of the broader community. Burlington should expand public advisory roles for people who use transit and other non-driving modes by expanding the Walk Bike council or by establishing a new advisory body dedicated to advocating for and improving public transit options in the City.

| STRATEGY AT A GLANCE |             |
|----------------------|-------------|
| CITYWIDE:            | ✓           |
| NEIGHBORHOOD:        |             |
| RELATIVE COST:       | \$ \$ \$ \$ |
| TIMEFRAME:           | Near term   |

### Benefits for Burlington

- Expanding public advisory roles for non-driving transportation issues will help the City identify, understand, and prioritize solutions that address the needs and challenges facing people who rely on transit or other non-driving modes.

### Recommended Action Steps

- Review scope and responsibilities for the Walk | Bike council.
  - If feasible, expand council's focus to include all non-driving car modes. If needed, expand council size to include at least two members who can advise the City on challenges and perspectives facing people who regularly use transit.
  - If expanding the scope of the Walk | Bike council is not feasible, establish a new council dedicated to transit advocacy.
- Ensure that a new or expanded council includes diverse representation of the community.

# N.1 | Establish a Public Bicycle/Electric Bicycle Lending Library

## Strategy Overview

A bicycle lending library is a publicly available service that allows anyone to borrow a conventional or electric bicycles, free of charge. The length of rentals can vary depending on the operating model and fleet size, but may be short term (1-7 days), medium-term (up to a month), or longer (6-12 months). Some bicycle libraries offer a range of bicycle types, including conventional bicycles, electric bicycles, cargo bicycles, and adaptive/accessible bicycles. **Burlington should establish a bicycle lending library in the City.**

| STRATEGY AT A GLANCE |                    |
|----------------------|--------------------|
| CITYWIDE:            |                    |
| NEIGHBORHOOD:        | ✓                  |
| RELATIVE COST:       | \$ \$ \$ \$        |
| TIMEFRAME:           | Near & medium term |

## Benefits for Burlington

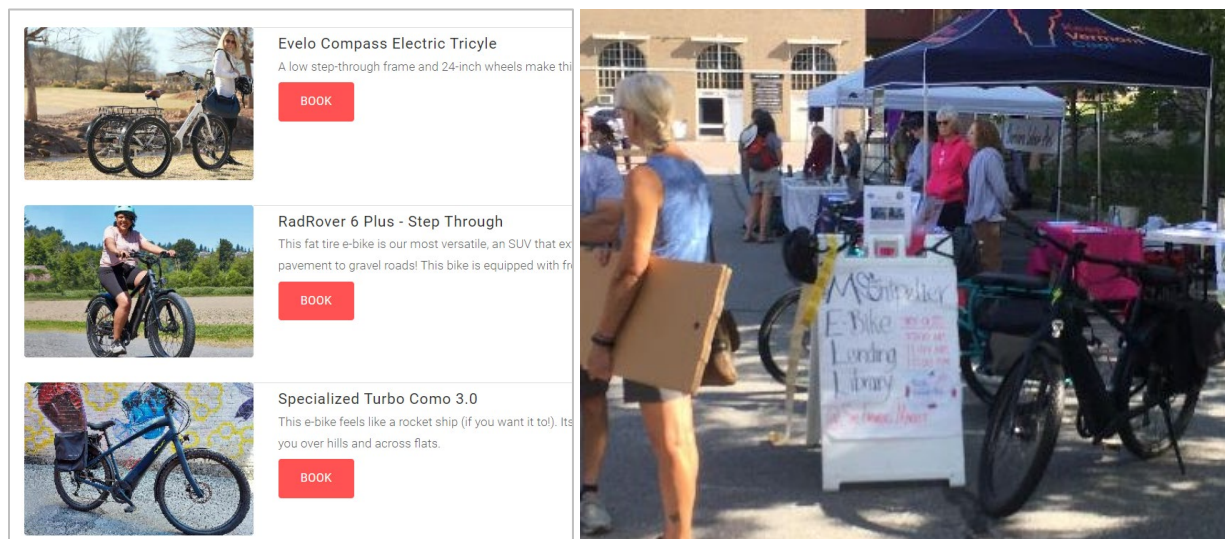
- A bicycle lending library in Burlington would expand public access to bicycles. It would create a new option that complements and fills gaps in existing bicycle programs and services available in the community, including:
  - Old Spokes Home currently operates the [Everybody Bikes](#) program, which provides steeply discounted bicycles for low-income residents. Establishing a bicycle lending library would create opportunities for people to try different types of bicycles (including electric bicycles) and gain experience before purchasing their own bicycle.
  - [Local Motion](#) currently offers short-term e-bike and conventional bike rentals near downtown. Rates for a conventional bicycle range from \$27 for 3 hours to \$40 per day, and can be rented for multiple days. A bicycle lending library would create a free service that could help meet demand for longer rentals (weekly or monthly).
  - [Bird Bikeshare](#) currently operates a fleet of 200 electric bicycles in Burlington, South Burlington, and Winooski. This smartphone app-based service allows customers to make point-to-point trips within the service area for a fee of \$1 plus \$0.49 per minute. Bird offers income-based pricing and discounts for CATMA members. A bicycle library would complement this successful program in providing a free alternative that would meet longer-term bicycle needs, and would also ensure ongoing public access to bicycles.
- A bicycle library in Burlington would provide access to specific types of bicycles that people may not need all the time—for example, a cargo bicycle to transport equipment or goods for work.
- Bicycle libraries can create valuable touchpoints with community members that provide opportunities to offer trainings and services that help people of all ages and levels of bicycle comfort learn to ride, maintain, and repair bicycles. Partnering with Old Spokes Home and/or Local

Motion, in addition to other local bike shops could create opportunities to amplify existing programs offered by these organizations.

## Recommended Action Steps

1. **Identify partners and develop an operating plan.** The operating plan should include:
  - Resources available for funding day-to-day operations. In the near term, consider identifying opportunities to purchase operating services from community-based organizations. In the long term, assess the need for part- or full-time staff.
  - Hours of operation. As much as possible, hours should align with community need and should include some day, evening, and weekend hours to provide sufficient flexibility for people who are constrained by a variety of work, school, or care schedules.
  - Fleet size and types. At a minimum, an initial fleet should include 2 electric bikes, 2 adaptive/accessible bikes, 1 cargo bike, and a selection of conventional bicycles with a range of sizes. Over time, increase fleet size based on demand, funding availability, and maintenance capacity.
  - A lending management system. Consider opportunities to leverage the existing library lending system to manage bicycle rentals (example: [Madison, WI](#))
2. **Identify a central location for the library.** The location could be a City-owned property, or could be leased through an agreement with a community partner. It should be close to a safe bicycle route and should be easy to access for people of all ages and biking abilities.
3. **Promote the bike library.** Integrate information about the library in citywide marketing materials and with community partners.

**Figure 6** Bicycle Lending Library in Montpelier operated by Local Motion (Image Credit: Local Motion)



## N.2 | Establish Community-Based Mobility Hubs and Delivery Hubs

### Strategy Overview

A community-based mobility hub is a public space that provides a centralized location for accessing transportation options and information. Mobility hubs support non-driving travel modes by making it easier, more convenient, and safer to wait for or transfer between different transportation options. As centrally-located public spaces, community-based hubs can also be opportune places to locate other amenities and services such as parcel delivery lockers, food and beverage options, or events. **Burlington should implement a mobility hub pilot project** in the Old North End neighborhood and, if successful, expand the program to other neighborhoods throughout the City.

| STRATEGY AT A GLANCE |             |
|----------------------|-------------|
| CITYWIDE:            | ✓           |
| NEIGHBORHOOD:        |             |
| RELATIVE COST:       | \$ \$ \$ \$ |
| TIMEFRAME:           | Medium term |

As part of the mobility hub pilot, **Burlington should pilot a first/last-mile delivery hub**. These [delivery hubs](#) reduce provide a centralized location where packages are consolidated before being delivered to their final destinations via an e-bike delivery service. They may also include parcel pick-up lockers where recipients can pick up packages on their way to or from other destinations.

### Benefits for Burlington

- Mobility hubs reduce vehicle trips by making non-driving options more convenient, enjoyable, and appealing. Centralized parcel delivery locations also reduce freight traffic.
- Community-based mobility hubs would provide public spaces that increase the visibility of locally-available transportation options and create opportunities for touchpoints between community members and other services beyond transportation.
- Delivery hubs help reduce freight traffic and associated vehicle emissions in nearby neighborhoods.

### Recommendation Action Steps

1. **Pilot the community-based hub concept in the Old North End neighborhood.** Identify a location in the neighborhood that has access to transit service and is publicly accessible to a diverse range of community residents. As needed, make design modifications to the site to accommodate mobility services, including but not limited to:
  - Establishing a designated pick-up/drop-off zone for shared rides
  - Adding secure, weather-protected bicycle parking
  - Parking for Bird bike share and/or other shared micromobility options
  - Allocating space for a Carshare Vermont vehicle

- Enhancing the transit stop to include a shelter, seating, and lighting
  - Adding signage, wayfinding, and placemaking elements that make the hub easily identifiable and easy to navigate to/from
2. **Coordinate with community organizations in the Old North End** to increase awareness about the hub and identify programming opportunities for the space, such as special events and service/resource distribution.
  3. After 1 year, **evaluate the impact of the hub and modify the approach as needed for application in other neighborhoods throughout Burlington.** Evaluation should include:
    - Use of the hub – who uses the space, and how often? Is it accessible to everyone in the neighborhood? Are there uses which aren't addressed that could be included?
    - Safety and accessibility – were there any reported incidents of safety issues related to site design or use?
    - Community resonance – Does the community feel “ownership” of the space? Does the look and feel of the hub reflect the neighborhood identity and vision?

**Figure 7 Mini-hub pilot for last-mile delivery in Toronto, ON (Photo: Charles Dillard)**





## BEST PRACTICE SPOTLIGHT: BOSTON, MA

In 2021, the City of Boston developed design guidelines for implementing a network of mobility hubs called “GoHubs!” and began a [pilot project](#) to test and evaluate the program. Eight GoHubs! were installed throughout East Boston at locations that were identified based on community input, access to transportation infrastructure, and neighborhood context.

The GoHubs! pilot sought to address three core goals: improve access, enhance public spaces, and provide information. One year after the pilot began, the City conducted and published an evaluation that looked at changes in bikeshare ridership, carshare use, transit ridership, and community sentiment (gathered via survey). The City incorporated findings and lessons learned from the pilot into the design guidelines for Citywide implementation.

**Figure 8** GoHub! Mobility Hub pilot location in Maverick Square, Boston (Photo: Nelson\Nygaard)



## N.3 | Expand Burlington’s “Walk to Shop” Shopping Trolley Program

### Strategy Overview

Net Zero Vermont’s [Walk-to-Shop program](#) is an initiative that distributes two- and four-wheeled shopping trolleys that help people get to and from shopping destinations without the need to drive and park. Trolley prices range from \$40 to \$65, depending on the size. In 2022, the City of Burlington provided funding to distribute more than 50 trolleys to residents of the Old North End free of charge. Building on the success of this program, **Burlington should expand funding and support to distribute shopping trolleys** as part of neighborhood TDM implementation and create a trolley lending library.

This initiative includes exploring shared, neighborhood trolley libraries to facilitate convenient transportation of groceries and goods. The City will identify areas with high pedestrian traffic and proximity to shops, pilot the program in selected neighborhoods, collaborate with local businesses for support and participation, and eventually implement the program city-wide based on the success of the pilot.

### Benefits for Burlington

- Shopping trolleys help people run errands and get to and from shops without the need to drive and park.
- In addition to distributing the trolleys, Net Zero Vermont’s walk to shop initiative integrates programs that facilitate community building and food security.

### Recommended Action Steps

1. **Include funding for shopping trolley distribution as part of neighborhood TDM implementation.** At a minimum, secure shopping trolleys for low-income residents, free of charge. As funding allows, expand eligibility to all neighborhood residents.
2. **Explore the establishment of shared, neighborhood trolley libraries to facilitate convenient transportation of groceries and goods.** Consider integrating trolley borrowing options with a bicycle lending library (strategy N.1).

| STRATEGY AT A GLANCE |             |
|----------------------|-------------|
| CITYWIDE:            |             |
| NEIGHBORHOOD:        | ✓           |
| RELATIVE COST:       | \$ \$ \$ \$ |
| TIMEFRAME:           | Near term   |



## N.4 | Implement a “Bus Buddies” Transit Rider Education Program

### Strategy Overview

A “[Bus Buddies](#)” program matches volunteers with people who are new to the region or who do not have familiarity with the transit system to accompany them on trips to and from work or services. These programs can be effective strategies to overcome language or cultural barriers that may make it difficult for people to navigate an unfamiliar transit system. In partnership with GMT and community-based organizations, Burlington should implement a “Bus Buddies” program.

| STRATEGY AT A GLANCE |             |
|----------------------|-------------|
| CITYWIDE:            |             |
| NEIGHBORHOOD:        | ✓           |
| RELATIVE COST:       | \$ \$ \$ \$ |
| TIMEFRAME:           | Near term   |

### Benefits for Burlington

- “Bus Buddies” programs help build community relationships while helping address mobility needs of people who rely on or wish to use transit but do not know how.
- These programs can be particularly beneficial to people who have arrived in Burlington as part of refugee resettlement programs and people who do not speak English.

### Recommended Action Steps

1. Form a “Bus Buddies” working group that includes GMT and community-based organizations who work with populations that may benefit from the program. Begin recruiting volunteers to support the program and program participants who need assistance.
2. Develop and implement a training course for bus buddy volunteers to help them effectively support program participants.
3. Begin operating the program. Regularly gather input and feedback from bus buddy volunteers and from program participants to identify gaps in the program. Augment training as needed.

## N.5 | Pilot a Neighborhood Transportation Wallet Program

### Strategy Overview

A mobility wallet is a package of discounts, passes, and/or funds that can be used for a range of transportation options, such as free or discounted transit passes, credits for shared mobility services (bike share or car share), and credits for ride hailing services (such as Lyft or Uber). Mobility wallets are flexible and user-friendly incentives that can help address a range of different trip types and travel needs. They may include a tiered pricing in which wallet can be purchased for a steep discount for most participants and is available free of charge for qualifying low-income individuals. Some mobility wallet programs only offer the wallet to recipients who decline or opt out of other programs, such as forgoing a residential parking permit (RPP).

| STRATEGY AT A GLANCE |             |
|----------------------|-------------|
| CITYWIDE:            | ✓           |
| NEIGHBORHOOD:        |             |
| RELATIVE COST:       | \$ \$ \$ \$ |
| TIMEFRAME:           | Long term   |

### Benefits for Burlington

- A mobility wallet provides a user-friendly tool that makes it easier for participants to become aware of and take advantage of available mobility benefits.
- When offered as a trade-off for parking benefits (such as an RPP permit), a mobility wallet rewards residents who choose to live a car-free or car-light lifestyle.

### Recommendation Action Steps

1. **Identify funding and develop a budget for the transportation wallet pilot program.** In the long term, dedicated funding should include revenue from parking permits and parking meters. For the pilot, funding may include regional sources such as state/federal grants.
2. **Identify eligibility criteria and a pilot area to test the mobility wallet.** As budget allows, offer the wallet to all residents within the pilot area (no eligibility limits).
3. Coordinate with local community-based organizations and residents within the study area to **identify mobility needs and desired benefits to include in the wallet.** Consider:
  - A Green Mountain Transit Smart Card with \$200 pre-loaded
  - \$50 in credits for Bird Bikeshare rides and/or store credit to participating local bike shops
  - \$50 in taxi or rideshare credits (Lyft or Uber)
4. **Develop a price structure** that includes “base” and “affordable” options.
5. **Evaluate preferred format and technology options for distributing and managing the wallet.** Options include distributing “debit card” style tools that can be used for eligible services (example:

[LA Metro MW Program](#)), digital transportation benefits platforms, or physical credits and coupons distributed by mail (example: [Portland, OR](#))

6. **Define equity-driven pilot evaluation criteria.** Performance evaluation metrics should address: wallet participation and utilization rates by participant characteristics and demographics, including income, primary language, gender, age, and race.
7. Based on pilot evaluation, **consider opportunities to refine or expand the program.**



## BEST PRACTICE SPOTLIGHT: PORTLAND, OR

The City of Portland manages a [Transportation Wallet](#) program that offers a flexible, deeply discounted package of credits and passes for transit, bike share membership, e-scooter services, and car share services. The wallet is available to anyone who lives or works in the Northwest and the Central Eastside Parking Districts, where on-street parking is limited.

The transportation wallet program is integrated with Portland's [zone-based, on-street residential parking permit \(RPP\) program](#). Revenue from parking permits provides funding for the transportation wallet program. The base price of the wallet is \$99, but is available free of charge to district residents who forgo a residential parking permit. The [Access for All](#) Wallet option provides a Transportation Wallet free of charge to qualifying low-income residents who live anywhere in the city.





**CITY OF BURLINGTON  
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**Chapin Spencer**  
DIRECTOR OF PUBLIC WORKS

**MEMORANDUM**

TO: Transportation, Energy, and Utilities Committee (TEUC)

FROM: Julia Ursaki, PE, Public Works Transportation Engineer  
Laura Wheelock, PE, Division Director of Tech Services/City Engineer

DATE: July 11, 2024

CC: Chapin Spencer, Director of Public Works

RE: Reconnecting Bank & Cherry Concept Recommendation

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**Request**

We are respectfully requesting that the Transportation, Energy, and Utilities Committee approve the following motion:

*The TEUC approves and recommends that the City Council approve the preferred design concept for Bank Street east of Church Street, Cherry Street east of Church Street, and the new sections of Pine Street and Saint Paul Street between Bank Street and Cherry Street; and further acknowledges the concepts for Bank Street and Cherry Street west of Church Street approved by City Council on May 21, 2018.*

Staff is working on a supplemental motion to bring to the TEUC meeting on Thursday.

**Summary**

This item is a follow up from the [May 23, 2024](#) and [June 25, 2024](#) TEUC meetings. Information from those meetings can be found on CivicClerk. Based on feedback received from our outreach, DPW will pursue additional elements for this project, including:

- Seasonal or pilot projects that close portions of the project area to vehicles, especially on Bank Street
- A multi-purpose kiosk
- Public bathrooms and drinking water fountains
- A 20 mile per hour speed limit in the downtown

Additional information and updates can be found on the project website at:  
<https://greatstreetsbtv.com/gs-initiative/reconnecting-bank-cherry/>