



valleyregionaltransit

# VRT INTEGRATED MOBILITY PLAYBOOK

November 2022 Final



# Table of Contents

**1 INTRODUCTION AND BACKGROUND**

**2 ACHIEVING THE VISION: An Integrated Mobility Future**

**3 CURRENT STATUS: Mobility Options and TDM Programs in Treasure Valley Today**

**4 PROBLEM STATEMENTS: What are the Barriers to Solving the Gaps and Challenges?**

**5 RECOMMENDATIONS: How to address these problems**

**6 EVALUATION AND METRICS**

**7 MOBILITY BY CITY TOOLKIT: What are the needs of Treasure Valley Cities?**

**8 IMPLEMENTATION: Short, Medium, and Long-term actions**

**9 APPENDICES**

## SECTION 1

# INTRODUCTION AND BACKGROUND

# The Treasure Valley

The Treasure Valley – also known as the Boise Metropolitan Area – is a booming, mid-sized metropolitan area located in southwestern Idaho. Boise, the state’s capital, is the most populated city in the state with over 220,000 people within its city limits and over 761,680 people in its metropolitan area. The area has grown by 23,000 people from 2020 to 2021, and over 180,000 since 2010. Nearly 40% of the state’s population lives in this region, and while the overall outlook for the area is promising, the thriving job market and rapid growth pose challenges.

Since 2015, the Boise metropolitan area has seen population increases – about 3% each year -- making it one of the fastest growing major metropolitan areas in the country. Additionally, the region is experiencing shifts in where people live and travel to, driven by various factors including demographics, economics, and access. For example, refugee populations have traditionally been placed in the Boise area but are now spreading to other parts of the Valley as growth across the region expands. Growth and geographic expansion is expected to continue. The Boise region is an attractive destination because of its low housing costs relative to other U.S. cities, growing business scene that excites young professionals, developing tech industry, and natural geographic beauty.

Every day, over 200,000 people travel across Ada and Canyon Counties. Travel is a necessary part of virtually everyone's daily experience throughout the area.



# Valley Regional Transit (VRT)

How people choose to travel, and their available options, influences the opportunities available to them. Valley Regional Transit (VRT) is working to figure out how to move more people and provide more access to opportunity without significantly increasing greenhouse gas emissions, energy consumption, and roadway congestion.

## About Valley Regional Transit

VRT is a Regional Public Transportation Authority in southwest Idaho with a Board consisting of 29 members, comprised of local and government representatives in Ada and Canyon counties. VRT was created as a single authority responsible for providing, aiding, and assisting public transportation within its two-county jurisdiction. VRT supports the fixed-route bus system; City Go, a transportation demand management association; a passenger information call center; and works with various communities to provide specialized transportation to targeted populations.



# Leading with Equity, Access, and Customer Experience

VRT believes equity, access, and customer experience must be at the forefront.

VRT believes building a system that meets the needs of the most vulnerable in our community ultimately creates a system that serves the needs of all people in our community. Equity, access, and customer experience are more than hallmarks of “good service” – they are emblematic of any social good that serves the community.

VRT achieves equity when we include, understand, and integrate the needs of others – particularly those excluded and disadvantaged from participating more broadly due to historic and systemic forces. VRT achieve access as we continue to improve the network of nodal connections that expand the spaces and places people can reach as part of their daily activities for work, education, and recreation. VRT ensures customer experience when we center the customer’s understanding of the services and offerings provided and actively simplify and streamline the process of traversing transportation systems.

By centering equity, access, and customer experience, VRT aims to create a world-class transportation system in the Treasure Valley that anyone can use to get anywhere in the region.

The Integrated Mobility Plan is the blueprint that will lay the foundation for such a system.



# An Equity Lens Throughout

- The Treasure Valley Region is growing and spreading outside of the Boise center.
- The diversity of people, cultures, economic opportunities, and social services across the region translates into mobility needs that spread between cities and counties.
- VRT is committed to ensuring an equitable system for the region, including doing the work to “examine our systems with new, more broadly informed vision; dismantle the areas that perpetuate disadvantages and don’t serve our whole community as well as they could; and then rebuild the system together with and for the people most impacted by it, and those who have been historically disadvantaged or disproportionately affected by it.” (City Go Equity Framework)

# Why an Integrated Mobility Plan?

The primary goal of the Integrated Mobility Plan is to create an implementation plan that maximizes new mobility innovations and coordinates services to meet the mobility needs of all residents and visitors to the Treasure Valley.

Addressing equity and access, incentivizing high-occupancy travel, encouraging more active ways of travel, and integrating new technologies are all central to the Integrated Mobility Plan. VRT aims to establish a 5-year and 10-year benchmark to improve public transportation.

This plan supports VRT's vision of a cleaner, more connected, and more accessible Treasure Valley.





# Vision and Goals

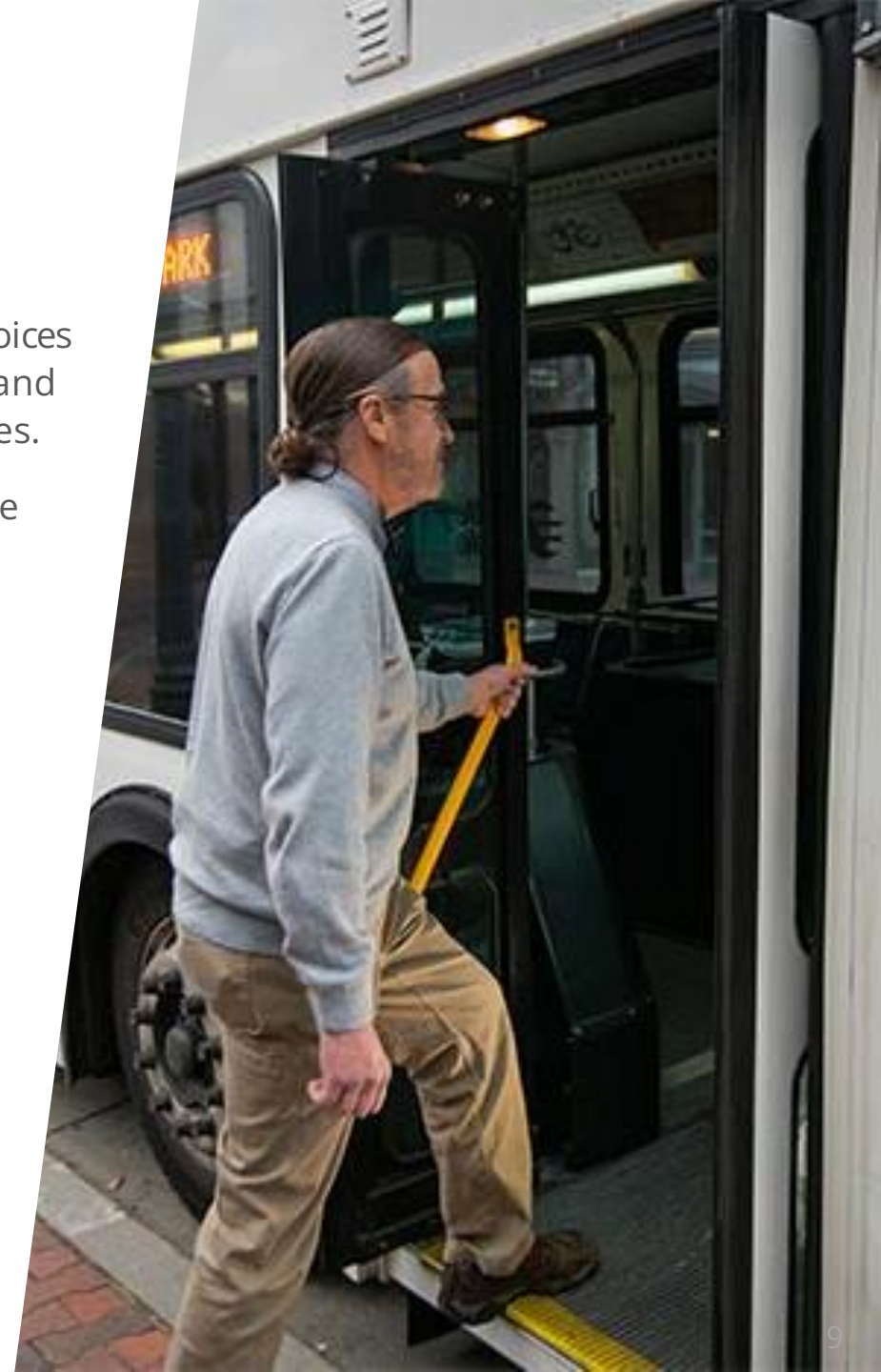
Valley Regional Transit envisions a region with comprehensive public transportation choices designed to meet the needs of citizens and businesses and to support livable, healthy, and sustainable communities through adequate and secure funding to support those choices.

**Mission:** Valley Regional Transit's mission is to leverage, develop, provide, and manage transportation resources and coordinate the effective and efficient delivery of comprehensive transportation choices to the region's citizens.

**Services:** We go beyond the bus to serve the transportation needs of our community. With our partners, we're working towards shared mobility in the Treasure Valley.

## This Integrated Mobility Plan builds on this vision to support:

- An equitable mobility network that serves all users.
- An easily navigable mobility network.
- A reframing – “mobility is for everybody.”
- A well-managed mobility program.
- Opportunities for partnership and collaboration.



# About This Plan

**Methodology:** This plan was created through an assessment of past and current trends in mobility data, a review of VRT programs, partnerships, and policies; and a series of interviews and qualitative information gathered from VRT and stakeholders. Case studies and best practices were also used to highlight potential opportunities for VRT.

**Data Used and Limitations:** The quantitative data analyzed consisted of demographic data from the US Census and all-trips data from Replica, as the US Census only measures commute travel patterns. Interviews were conducted with stakeholders in the region, such as school districts and advocacy groups, to overlay qualitative data into the analysis. Analysis already conducted or underway was also leveraged, including research and surveys on the impacts of COVID on travel behavior and regional refugee settlement trends. A list of data sources used is available in the appendix.

**Suggested Next Steps:** This plan includes recommendations for internal and external programs, policies, and partnerships. While the recommendations are based on thorough research and analysis, the community engagement completed for this plan was limited. It would need enhancement to refine each recommendation to the context of specific communities and cities. Where suggested, any program or service considered for a particular region should begin with more thorough engagement in the community and the opportunity for co-creation of services and programs to fit the direct needs of residents.



## SECTION 2

# ACHIEVING THE VISION: AN INTEGRATED MOBILITY FUTURE

# What is Transportation Demand Management (TDM)?

- TDM programs are measures, incentives, and ongoing programs that, together, increase the share of people who are comfortable traveling by non-driving modes. TDM strategies expand the opportunity for convenient, affordable, and accessible transportation options to get people where they need to go. This includes clear campaigns to promote biking, walking, taking transit, and carpooling, as well as efforts to deploy micromobility to better facilitate the use of non-driving modes.
- TDM programs are often a key ingredient in accommodating growth in a cost-efficient way that mitigate potential negative impacts (such as congestion and air quality) on surrounding areas.

# What is Transportation Demand Management (TDM)?

Today, TDM has a much broader and more impactful role to play in our communities. It is no longer only about reducing vehicle trips because mobility is seldom about getting from point A to point B. It's about secondary benefits: the ease of choice -- getting to a job, visiting family, accessing essential services, and attending school.

TDM is a mechanism to expand access and opportunity for the greatest number of people. TDM programs need to be equitable and inclusive. This includes expanding participation and tailoring programs—going beyond climate goals and vehicle trip requirements—to directly improve people's lives.

# TDM As Integrated Mobility: A Vision

- The most effective TDM programs provide:
  - Collaborative service provisions
  - Mobility options and easier choices
  - Seamless connections between modes of transportation
  - A focus on customer experience
- When done well, TDM is a mechanism to integrate mobility.
- Integrated mobility is a seamless mobility system that offers affordable, convenient choices, tailored to the needs of individuals and communities, allowing more people the option to travel by non-driving modes.

# What is the overarching state of mobility in Treasure Valley?

- In November 2021, a project advisory group - comprised of regional transportation stakeholders - met to discuss what integrated mobility looks like in Treasure Valley.
- There is consensus that the region is on the right track, offering a wide-range of mobility services. However, gaps are clear.
- Stakeholders advocated for more frequent and affordable mobility options that serve the greatest number of people across Treasure Valley.
- Stakeholders want a transportation system that brings together siloed agencies and programs to meet the travel demands of the public.

# What Does Integrated Mobility Mean For the People of Treasure Valley?

Here's what the Project Advisory Group said in November 2021

*"Make transportation alternatives **as easy to use as the single occupancy vehicle.**"*

*"Provide **equitable access** to large employment centers and reduce vehicle trips."*

*"Provide **service to areas that are not currently served by existing services, like public transportation.**"*

*"We need to be **less dependent on parking**, which on its own, is a poor use of property."*





# Integrated Mobility Provides Flexible Options for People's Unique Needs

A simple, easily accessible platform for people to access all services

**A woman** that lives in Ada County, but works in Canyon County. She wants to get groceries, and some outdoor activity, on her way home from work.

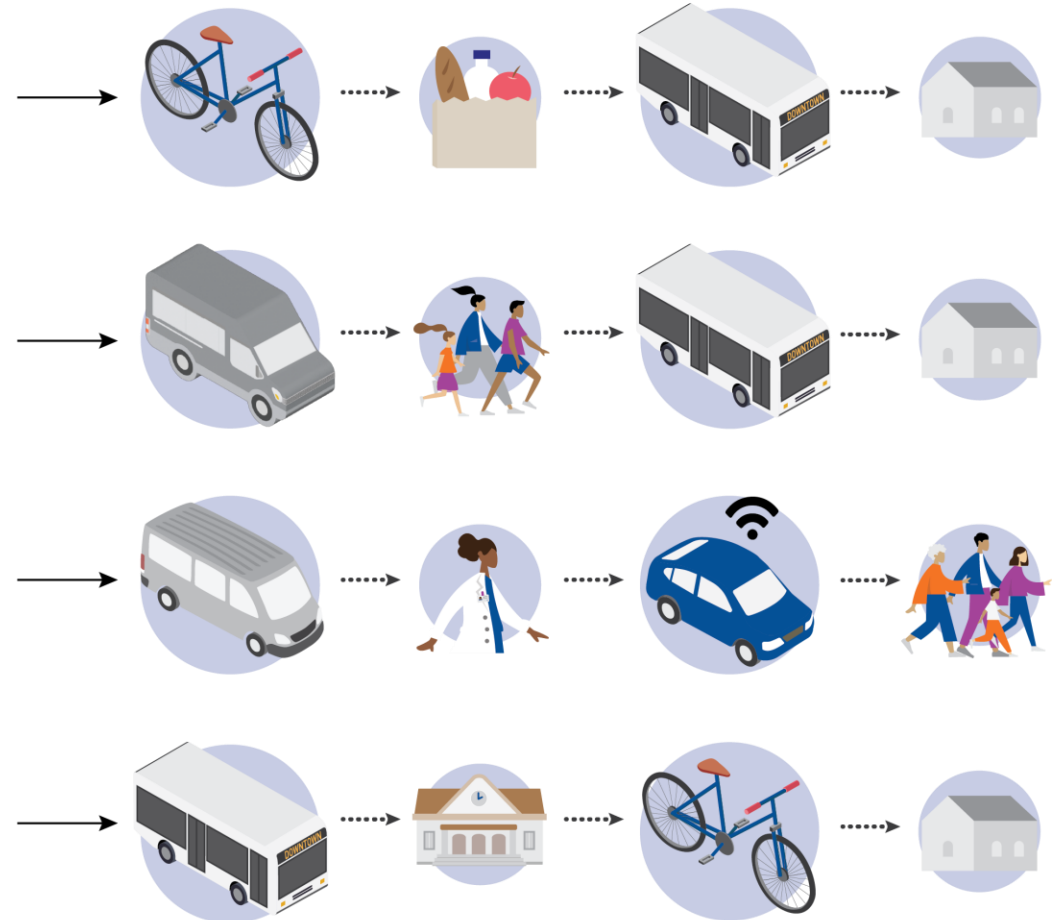
**A youth** that lives in Boise, and wants to travel to visit friends in Nampa. He has limited English Proficiency.

**A man** that lives in a care facility, and needs to see his doctor and his family in Kuna. He does not like to use mobile apps.

**A student** that lives in Boise, but has an afterschool job. She has no bank account.



A successful platform has:



# How do we Integrate Mobility in Treasure Valley?

In order to reach these goals, the Integrated Mobility Plan addresses the following strategies, grouped into three categories with a regional focus:

## Communications and Branding

1. A broad plan for mobility collaborations (like City Go in downtown Boise) across the region that includes:
  - A neighborhood and partner toolkit with flexible “best practices” that meet the unique mobility needs of each neighborhood/collaboration.
  - Draft recommendations for coordinating the unique needs of neighborhoods across cities and the region.

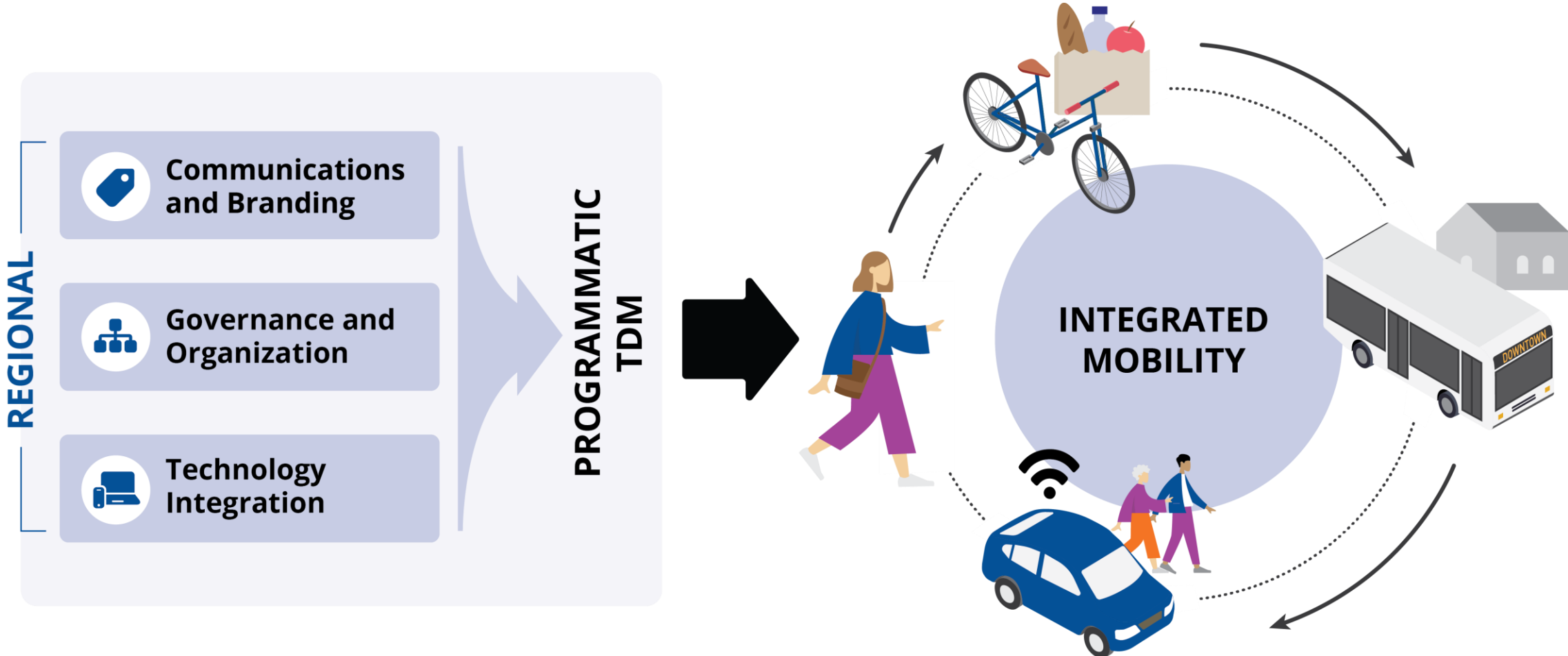
## Governance and Organization

1. Regional TDM strategies to address the current and projected increases in daily vehicle trips and congestion.
2. Coordinated regional first/last mile approaches that provide support for people to get to and from bus stops and park-and-rides.
3. A plan for a regional, comprehensive “one-stop shop” for mobility needs that provide consistent, easily accessible customer supports across the region and across different modes.

## Technology Integration

1. Enhanced multimodal, real-time trip planning capabilities to improve usability across modes and build capacity within the public transportation system.
2. Seamless service to all people through service integration and consolidation of customer supports (i.e., customer service, payments, information, educational materials, and access methods).
3. Recommendations on what technology innovations are needed to make VRT’s integrated mobility vision a reality.

# Integrated Mobility Plan Components

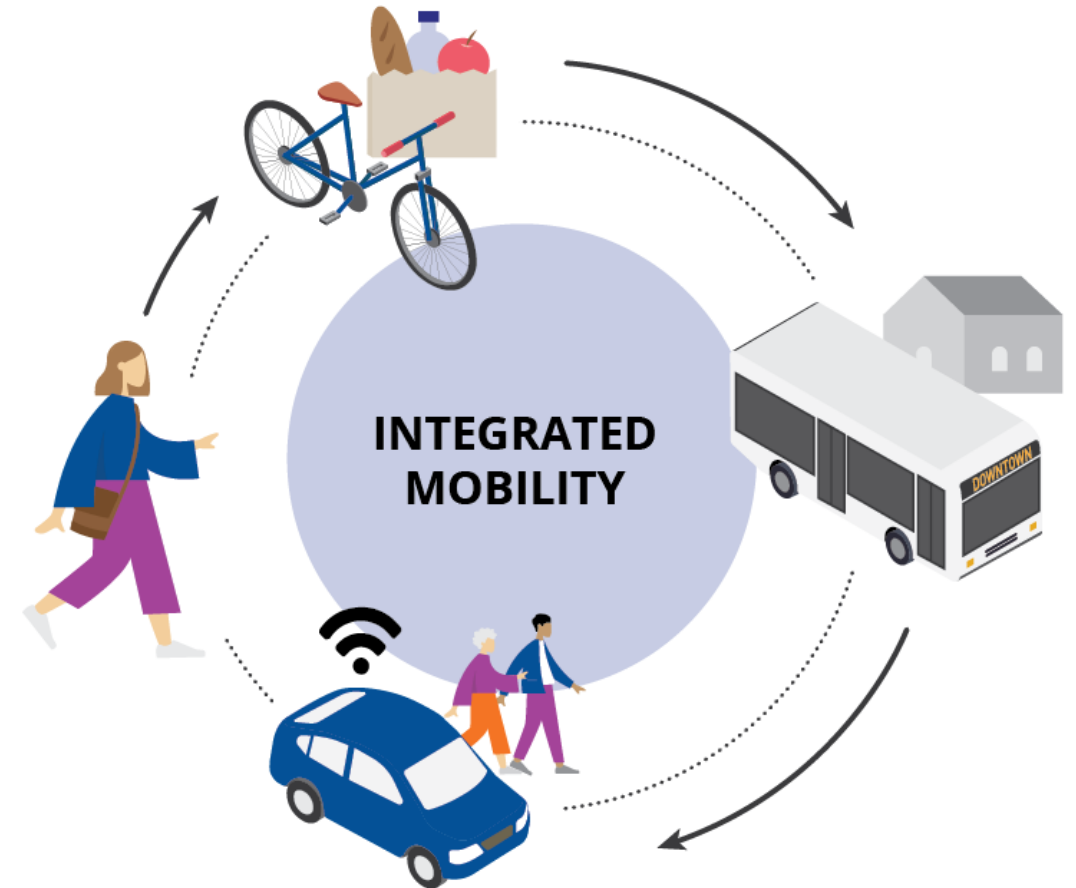


## SECTION 3

# **CURRENT STATUS: MOBILITY OPTIONS AND TDM PROGRAMS IN TREASURE VALLEY TODAY**

# MOBILITY OPTIONS AND PROGRAMS TODAY

- Access to vehicles and services varies across the region, providing some with multiple options for mobility and others with limited ones.
- The best way to encourage employees and residents to leave their personal vehicles at home is to provide **reliable, safe, accessible, and affordable** non-driving options that are easy to navigate.
- This section reviews VRT's and other regional services and programs to assess gaps and opportunities, laying the foundation for proposed improvements.



# General Public Services

Name of Service	Service Type	Who It Serves	Service Area	Service Span	Managed By
<b>VRT Fixed-Route Bus</b>	Fixed-route	General public	Boise, Caldwell, Eagle, Garden City, Meridian	Varies	VRT
<b>VRT On Demand</b>	On-demand	General public	Caldwell, Nampa	Mon-Fri, 6am-8pm	VRT
<b>Lyft Transit Connection</b>	On-demand trips to/from bus stops	General public	To/from select bus routes in Boise and Garden City	Mon-Fri, 6am-9pm Sat, 7:30am-6pm	VRT in partnership with Lyft
<b>Boise State University's Bronco Shuttle</b>	Fixed-route	General public	Boise	Mon-Fri, 7am-10pm	Boise State University
<b>Commuteride Club Red Vanpool</b>	Vanpool (job access)	Workers	Boise, Caldwell, Eagle, Emmett, Kuna, Melba, Meridian, Mountain Home, Ontario, Nampa	Varies	ACHD Commuteride
<b>Park &amp; Ride</b>	N/A	General public	N/A	N/A	ACHD Commuteride; Idaho Transportation Department; VRT. 15 designated Park & Ride areas in the Treasure Valley with additional informal P&R areas.

# Specialized Services

Name of Service	Service Type	Who It Serves	Service Area	Service Span	Managed By
<b>VRT ACCESS</b>	ADA complimentary Paratransit	People with disabilities	Boise, Caldwell, Eagle, Garden City, Meridian	Ada: Mon-Sat, varies Canyon: Mon-Fri, varies	VRT
<b>VRT Late Night (with Lyft)</b>	Job access	Low-income workers	Boise, Garden City, Nampa	Mon-Sat, 9pm-6am	VRT in Partnership with Lyft
<b>VRT Rides2Wellness</b>	Non-emergency medical transportation	General public	Boise, Eagle, Garden City, Meridian, Star, Nampa Caldwell	Mon-Fri, 7am-6pm	Third-party vendor
<b>Metro Community Services</b>	Paratransit	Seniors, people with disabilities	Canyon County (Nampa, Caldwell, Middleton)	Varies	Third-party vendor
<b>VRT Village Van</b>	Job access	Low-income	Boise, Eagle, Kuna, Meridian, Star	Varies	VRT
<b>Harvest Transit</b>	Paratransit	Seniors, people with disabilities, veterans	Meridian	Mon-Sat, 9am-3pm	Third-party vendor
<b>Partnerships with Senior Centers</b>	Paratransit	Seniors, people with disabilities	Eagle, Kuna, Parma, Star, Meridian	Varies	Third-party vendor
<b>VRT Volunteer Driver Program</b>	Paratransit	Seniors, people with disabilities	Ada and Canyon counties	24/7	VRT
<b>SHIP</b>	Paratransit	Seniors, people with disabilities, veterans	Boise, Garden City,	Mon-Fri, 7am-6pm	Third-party vendor
<b>Treasure Valley Transit</b>	Scheduled non-emergency medical transportation	Seniors, people with disabilities	Canyon, Owyhee, Payette counties	Mon-Fri, 6:30am-5pm	Treasure Valley Transit

# Mobility TDM Programs

TDM		Description	Managed By
<b>Vall-ebike</b>	City of Boise	Electric-assist bicycles (provided by Drop Mobility) are located throughout Boise. The program is currently running as a pilot from July 2022 – October 2022.	VRT
<b>Scooter Share</b>	City of Boise	Bird, Lime, and Spin e-scooters are available for rental throughout Boise.	Participating Cities: Boise, Garden City, Meridian. Caldwell
<b>Fare Integration</b>	Regional	Automated fare collection and mobile ticketing systems make travel more seamless and convenient. Users pay for mobility services with stored value using the City Go Smartcard or the Umo App. VRT and City Go staff are working with mobility providers to integrate payment across the region further.	VRT



# Mobility TDM Programs – Employer Benefits

TDM	Description	Managed By
<b>VRT Employer Benefits</b>		
<b>Commuter Benefits Package</b>	City Go works with employers to create <a href="#">commute benefit packages</a> that include bus passes, parking benefits, vanpool access, etc. Employees receive discounted passes	VRT
<b>Regional Pass Program</b>	VRT’s <a href="#">Regional Pass Program</a> provides deeply discounted bus passes for groups including businesses, multi-family residential housing, and human resource agencies	VRT
<b>ACHD Commuteride Employer Benefits</b>		
<b>Share the Ride Idaho</b>	Statewide rideshare platform managed by ACHD Commuteride. Platform facilitates ride matching by pairing nearby residents and employees traveling to nearby destinations. The platform rewards commuters who log smart trips in the system. ACHD staff work with businesses to set up “employer networks” in the system to help manage commute benefit programs by business	ACHD Commuteride
<b><u>Commuteride Works</u></b>	ACHD staff provides support to businesses to develop commuter benefit programs	ACHD Commuteride
<b>Commuter Coordinators &amp; Certification Program</b>	ACHD Commuteride works with designated Commute Coordinators at area businesses to develop and implement commute programs. ACHD staff launched a Commute Coordinator certificate program to train new coordinators	ACHD Commuteride
<b>Workplace Mobility Grant</b>	Small business can apply to a mobility grant program to fund transportation and mobility improvements at their workplace (e.g., bike racks, transit passes, City Go memberships etc.)	ACHD Commuteride

# Mobility TDM Programs – Outreach

TDM	Description	Managed By
<b>VRT’s Educational Campaigns and Programs</b>		
<b>City Go Ambassador Program</b>	VRT runs educational programs including <a href="#">City Go’s Mobility Ambassador Program</a>	VRT
<b>City Go Engage</b>	An effort to share out and engage with the population about available programming. VRT recently launched <a href="http://engage.valleyregionaltransit.org">engage.valleyregionaltransit.org</a> - a hub to share information and collect feedback	VRT
<b>Safe Routes to School</b>	VRT sponsors SRTS to encourage students and families to travel to school by non-driving modes. The program works with schools in Boise, West Ada, Kuna, Nampa, and Caldwell to make biking, walking, and rolling a safer option	VRT
<b>General Business Outreach and Education</b>	VRT staff provides commute outreach / education with businesses throughout the year – e.g., onboardings, health fairs etc.	VRT
<b>Classes and Events</b>	Where’s My Bike Boise; transit tours, group travel trainings, and City Go Conversations	VRT

# Mobility TDM Programs – Outreach

TDM	Description	Managed By
<b>ACHD Commuteride Educational Campaigns and Programs</b>		
<b>Smart Trips Treasure Valley</b>	<p><b>Residential outreach:</b> The Smart Trips Program will launch Fall 2022. The program will be modeled after other Smart Trips programs (e.g., Portland) and will focus on targeted residential outreach to promote transportation options.</p>	ACHD Commuteride
<b>Classes and Events</b>	<p>ACHD Commuteride runs classes and events for businesses and the public. For example, <a href="#">RideBright</a> is an annual event to promote bike safety.</p>	ACHD Commuteride
<b>Business and Commuter Campaigns</b>	<p><a href="#">May in Motion</a> (Business-focused incentive / reward campaign)- annual campaign to support businesses / employees with their commute options and recognize businesses for their commitment to sustainable transportation.</p> <p>Ridetober – Annual public commute campaign in October to encourage the use of smart transportation modes. Through incentives, rewards and education.</p>	ACHD Commuteride

# Regional Gaps and Challenges

## Existing Gaps and Challenges

Mobility services are concentrated in Boise with limited services throughout Canyon and Ada counties

Growth in population has created increased demand for mobility options for travel between cities and counties, including populations who may not have access to private vehicles

Some integration, increased access, TDM and technology progress has happened, but confusion about access, technology, and options remains

Car-centric culture remains strong

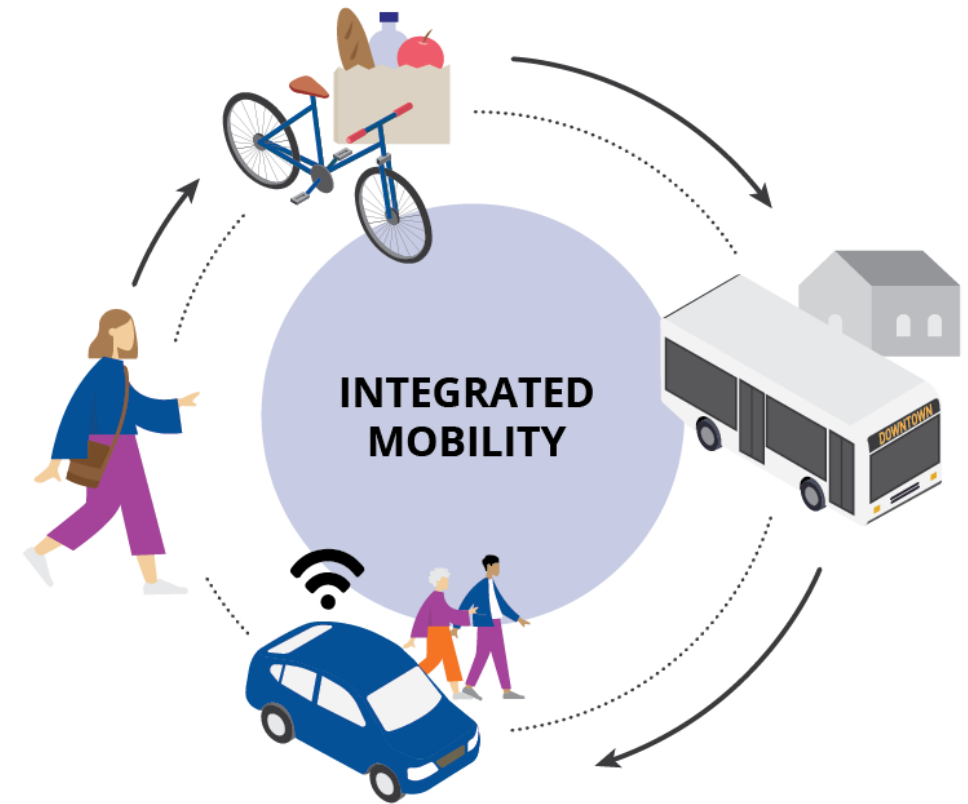
## SECTION 4

# Problem Statements:

**WHAT ARE THE BARRIERS TO SOLVING THE  
GAPS AND CHALLENGES?**

# PROBLEM STATEMENT

- Much progress has been made in Treasure Valley to improve mobility. The region is on the right track but there is more to do to become fully integrated.
- Conversations with city staff, partnering agencies, and the stakeholder advisory group, help to identify gaps in the implementation of existing mobility options and programs.
- This section outlines the problem statements in three, interrelated, categories, with special attention to Programmatic (TDM) needs: **governance and organization, communications and branding, and technology.**





## ***Programmatic (TDM)***

- (1) Inequities in TDM program design.** Existing programs are inequitably distributed across the region and as a result, some employees and residents of Treasure Valley do not receive the same transportation benefits as others.
- (2) Gaps in regional TDM programming and policies.** Currently, Treasure Valley does not have a TDM policy or program that guides the region in meeting vehicle trip reduction goals.
- (3) Lack of TDM programs directed towards Treasure Valley residents.** Existing programs are focused on improving the commute-trip; however, there are opportunities to direct programming to residents to encourage travel by non-driving modes for non-commute trips as well.



## ***Governance and Organization***

**(1) Difficulty in coordination:** Decisions are made at different departments that require implementation across agencies.

**(2) Lost opportunities:** Big, innovative ideas with potential partners, such as senior centers or development, are difficult to pursue, due to difficulty in coordination across departments. This includes coordination with outside partners, such as developers for large scale programs, as well as internal coordination across departments, such as planning and development.

**(3) Funding and financing:** Various funding streams for VRT and project partners make integration difficult, and most funding is in Boise. This presents the biggest challenge in coordination across partners for regional or collective programs, such as regional TDM programs. The ability to fund more programs outside of Boise may require more funding from partners in those regions, or a regional funding stream.

**(4) Regional TDM policy and funding program gaps:** Funding priorities are not consistently applied in the development of different department budgets. The lack of a regional TDM policy and associated funding stream creates gaps in programs across the region, where opportunities may otherwise exist for promoting greater TDM and integrated mobility.





## ***Communications and Branding***

**(1) Lack of clarity:** The mix of TDM programs available in the region, by VRT and partners, are branded differently, and it is often unclear which programs use which mobility services and where they may be available. Users are not sure what TDM benefits and programs they may have access to, and what types of services those connect to.

**(2) Various levels of information across multiple platforms create seemingly broken trips:** Lack of a common real-time trip planning system across platforms makes services seem disconnected, limiting understanding of how various modes operated by VRT, as well as partners, may be coordinated for a seamless trip across various platforms.

**(3) Missed opportunities for targeted messaging, education, and engagement:** Different communities interact with mobility, technology, and public entities in different ways, and multiple communication strategies are needed to maximize potential across demographics.



## ***Technology***

**((1) Technology patchwork.** Due to constraints, diversity in providers and partners, and geographic span, VRT has made a patchwork of technology investments to advance integrated mobility at an elemental level. But when viewed as a portfolio of investments, the technologies can create silos and incompatibilities that impact the rider experience and impede truly integrated mobility.

**(2) Piecemeal delivery of VRT's vision for integrated mobility.** -Without a technology roadmap to coordinate goals and technology options, VRT's ongoing investment in technology will continue to create piecemeal representations of integrated mobility.

**(3) Missed opportunities to connect with the community.** While there are multiple avenues of connection and engagement possible and needed for improving mobility choices, there are limited rider features on the technology side that influence daily user habits, incentivize use, generate revenue, and connect with the community, such as travel rewards and business partners. Growing programs such as Share the Ride Idaho's incentives and campaigns may help engender transportation behavior that aligns with VRT's vision.



## **Technology**

**(4) Barriers to integrating specialized transportation services (STs).** There are no payment, booking, or trip planning integrations with specialized transportation services, and baseline data and technological capacity presents significant barriers to integration with other services.

**5) Inability to unlock transit vehicle supply.** VRT seeks to make it easier for people to use available transit supply by disconnecting service silos from the vehicle stock. Disconnecting silos allows ridership optimization and right sizing, by providing the most appropriate and available vehicle for any service at any time, rather than requiring specific vehicles for specific services. VRT lacks the system integrations needed to solve the empty vehicle problem. This requires front-end customer solutions that integrate booking and payment, but also back-end integration across vehicles and agencies.



## **Technology**

**(6) Over-reliance on technology can exacerbate inequity.** The broad suite of mobility technologies and services have not yet been integrated to fully consider the needs of underserved and disabled users (e.g., ADA compliance, unbanked populations, etc.). The disconnected nature of technology platforms results in vulnerable populations needing to piece together how to navigate services and their supportive digital tools. As stated by one stakeholder,

**(7) No framework to evaluate technology trajectory.** VRT does not have a framework or criteria to regularly evaluate VRT's various technology platforms, including Umo (trip planning and booking/payments for the bus) and Via. It is unclear how to prioritize technology updates, or to determine when technology shifts are necessary to advance integrated mobility.

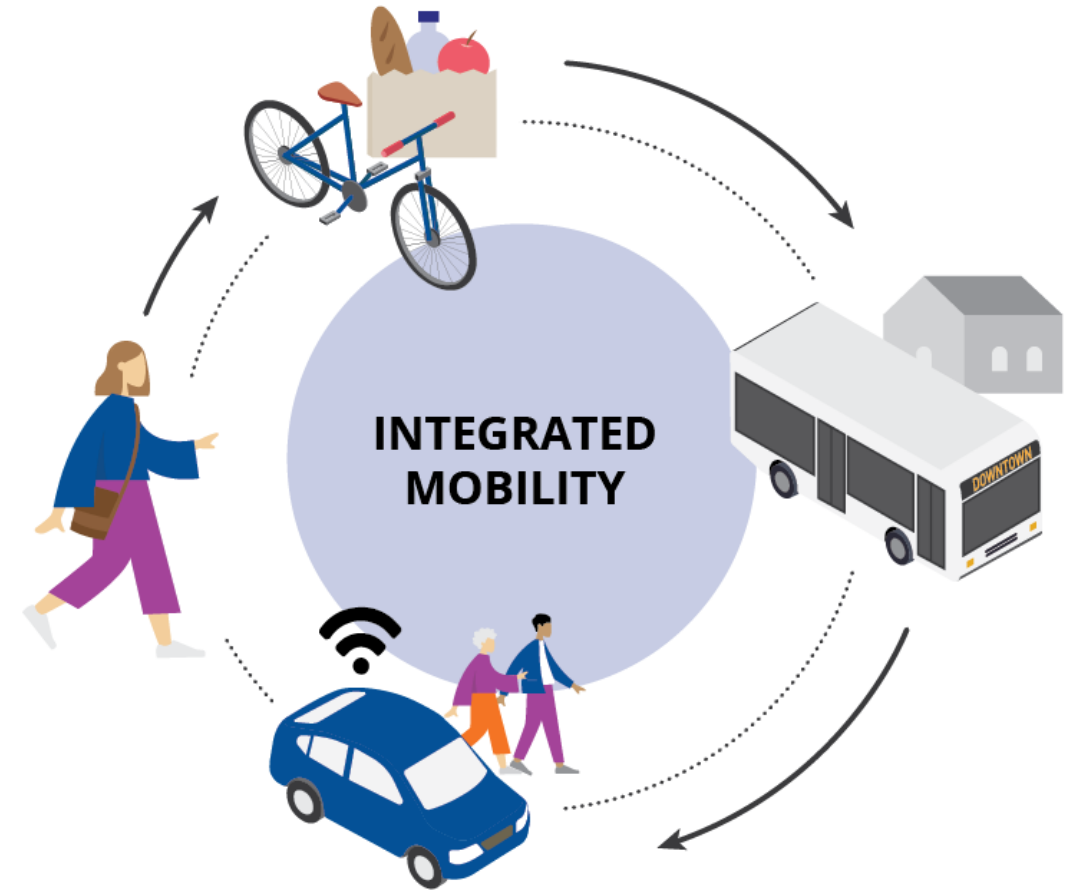
*Digital access is not viable for many of our clients. The biggest issue is getting in touch with people, and they're not always digitally literate. The best way to contact them is by phone or text or by physically meeting them.*

## SECTION 5

# Recommendations: HOW TO ADDRESS THESE PROBLEMS?

# RECOMMENDATIONS

- Building on existing efforts and strong relationships, opportunities for integration exist at the local and regional level.
- This section outlines the recommendations in three, interrelated, categories, all meant to be coordinated at a regional level: **governance and organization, communications and branding, and technology.**
- Each set of recommendations is **followed by case studies** to demonstrate specific examples of recommendations and considerations for implementation.





## ***Governance and Organization – Recommendations***

- (1) Consider modifications to existing organizational chart** to improve coordination and ensure longevity of TDM programming through new and enhanced roles and responsibilities
- (2) Standardize routine working groups** to ensure all decision-makers have buy-in about long-term planning – this includes operations and development teams
- (3) Improve external coordination opportunities**, including through regional efforts and policies and public private partnerships
- (4) Set a regional TDM policy and funding plan** to be better positioned for funding opportunities
- (5) Introduce public-private partnership opportunities** to bring partners into the decision-making process to expand the pool of participation and engagement and identify alternative revenue streams

# Governance and Organization

Program	Overview
Move Pittsburgh (Move PGH)	Move PGH is a program aiming to improve access to multimodal transportation in Pittsburgh, both digitally through the Transit app and physically through Mobility Hubs across the city. Move PGH demonstrates how a public-private partnership can improve coordination, provide funding, and increase the range of services offered.
One Regional Card for All (ORCA)	ORCA is an integrated fare payment platform that brings together seven different transit agencies onto one contactless card and app. ORCA demonstrates how separate agencies can come together with a joint decision-making body and workgroups for implementation.
MetroBike	MetroBike is Austin's bikeshare program, formed through a partnership between CapMetro, the City of Austin, and Bikeshare of Austin. MetroBike demonstrates how independent organizations can collaborate, delegate responsibilities, and develop a shared brand.
Scoop Technologies, Inc. (Scoop)	Scoop is an app that matches carpool drivers and riders, and has partnered with multiple public and private organizations to incentivize carpooling. Scoop's collaboration with local agencies demonstrates how public-private partnerships can leverage existing technologies and encourage linkages to transit.
Tahoe Truckee Area Regional Transportation (TART) Connect	TART Connect is TART's free, on-demand, curb-to-curb shuttle service connecting passengers and destinations that are off of the TART Bus service route. TART Connect demonstrates how an agency can integrate micromobility shuttles into their TDM policies in a low-density area.



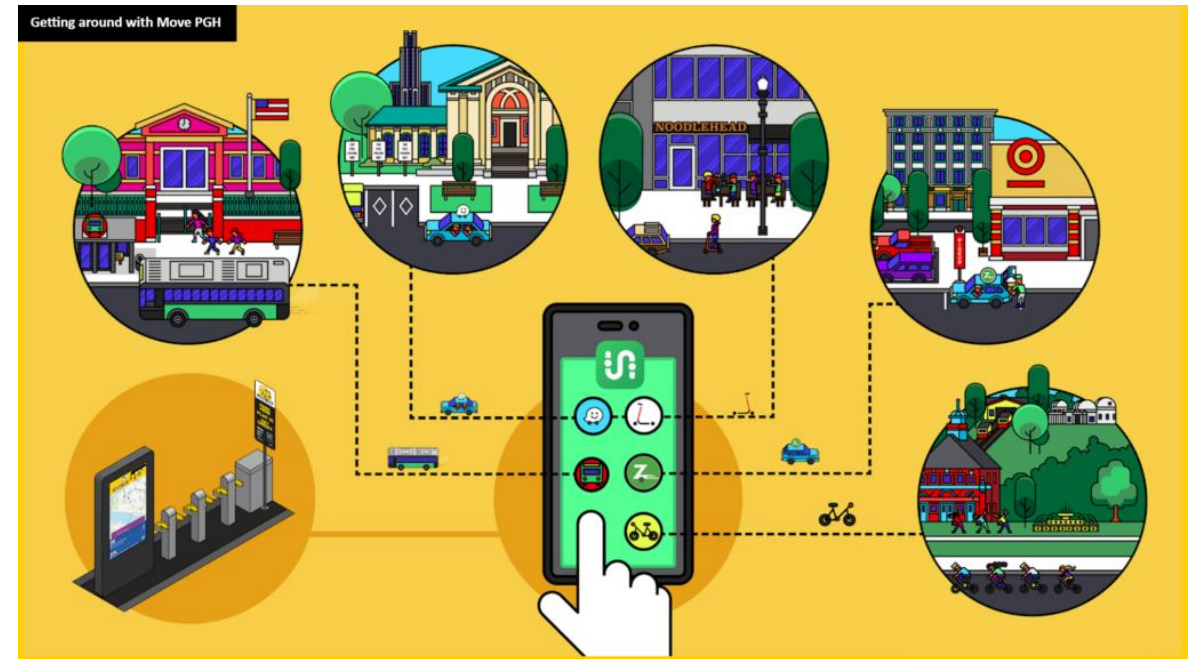
# Governance and Organization - Move PGH

- Move Pittsburgh (Move PGH) is a public-private partnership aiming to improve access to multimodal transportation. It is led by the Pittsburgh Mobility Collective (PMC), a collective of public agencies and private companies led by the City of Pittsburgh's Department of Mobility and Infrastructure (DOMI).
- DOMI released an RFP to pilot new mobility, and proposing teams submitted concepts to operate and work mutually with DOMI. The proposal focused less on funding and more on "cooperation," or creating a partnership between local government and stakeholders.
- The current team includes a broad range of partners, including service providers such as Pittsburgh Regional Transit, Spin, POGO, and Zipcar, technology providers like the Transit app, and technical assistance providers like NUMO, an urban mobility think-tank.



# Governance and Organization - Move PGH Funding

- Although Move PGH is led by DOMI, it has no public funding source.
- Most of Move PGH's funding comes from the mobility providers' revenue, as well as a two-year grant from the Richard King Mellon Foundation. The Foundation awarded a two-year grant to prepare and launch pilots for the mobility hubs, and to fund the Guaranteed Basic Mobility Program (more details on slide 60)
- Spin, the scooter partner, is providing additional funding for research at Carnegie Mellon University and Urban Institute to evaluate the program.



# Governance and Organization-ORCA Leadership Model

- Led by a Joint Board consisting of one executive from each of the seven agencies. The seven agencies entered an Interlocal Agreement to establish this board.
- Managed by a Regional ORCA Operations Team (ROOT), whose director reports to the ORCA Joint Board but is classified as a Sound Transit employee.
- Joint Board also designates specific agencies to perform regional functions as Regional Service Providers. The public sees one connected, multimodal network available to them through Orca, regardless of provider.
- Each agency has an equal vote on policy and implementation decisions, but the two largest agencies, King County Metro and Sound Transit, provide greater administrative and financial supports than the other operators.



# Governance and Organization-ORCA

## Financing Structure

- When ORCA was first launched, Sound Transit subsidized the capital costs of ORCA implementation for smaller agencies and covered the first two years of ORCA operating expenses.
- ORCA program costs are classified as either “agency-specific” or “regionally-shared” costs. Regionally-shared costs are determined based on agencies’ ridership projections through 2021.



# Governance and Organization-Capital Metro and MetroBike, Austin, TX

- Rebranded from "b-cycle" to "MetroBike."
- Integrated bike-share and transit trip planning in the Capital Metro mobile app
- Bundled passes for access to both transit and MetroBike with a single digital pass.
- Capital Metro and City of Austin share operating costs evenly.
- Roles and responsibilities:
  - Capital Metro: branding, planning, and programming
  - City of Austin: right of way management, including wayfinding and bike paths, and educational workshops
  - Bike Share of Austin: daily operations



# Governance and Organization- Carpool Incentive Program – Scoop

- The Scoop app (Scoop Technologies, Inc.) can be used to connect drivers and riders in nearby areas.
- Users can download the Scoop app on the App Store and Google Play and use the app to connect with drivers/riders and pay for rides.
- Public agencies have partnered with Scoop to incentivize riders, though many programs ended during the COVID-19 pandemic.



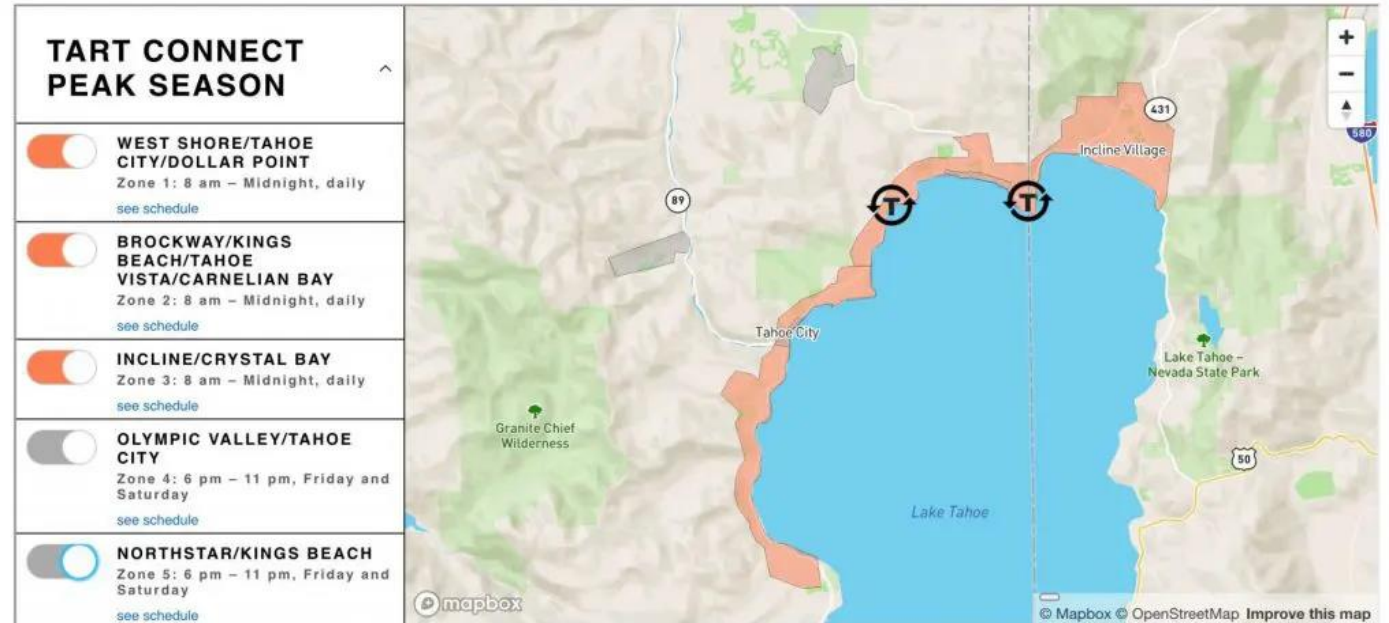
# Governance and Organization- Carpool Incentive Program - Scoop

- C/CAG of San Mateo:
  - In 2017, the City/Council Association of Governments of San Mateo (C/CAG) offered a \$2/ride incentive to drivers and riders who used Scoop to carpool during peak commute hours.
  - In 2020, C/CAG offered \$10,000 in subsidy funding to up to 30 employers who purchased Scoop's Managed Carpool Program and shared data via Commute.org.
  - While these partnerships no longer exist, C/CAG continues to encourage commuters to use Scoop (and Waze carpool) by offering up to \$100/per year to drivers who carpool and record their carpooling on the STAR platform.
- MTC: The Metropolitan Transportation Commission guaranteed parking at certain BART stations until 10am for Scoop users. Users could also pay for parking at BART stations using the Scoop app.



# Governance and Organization- Micromobility Shuttles – TART Connect

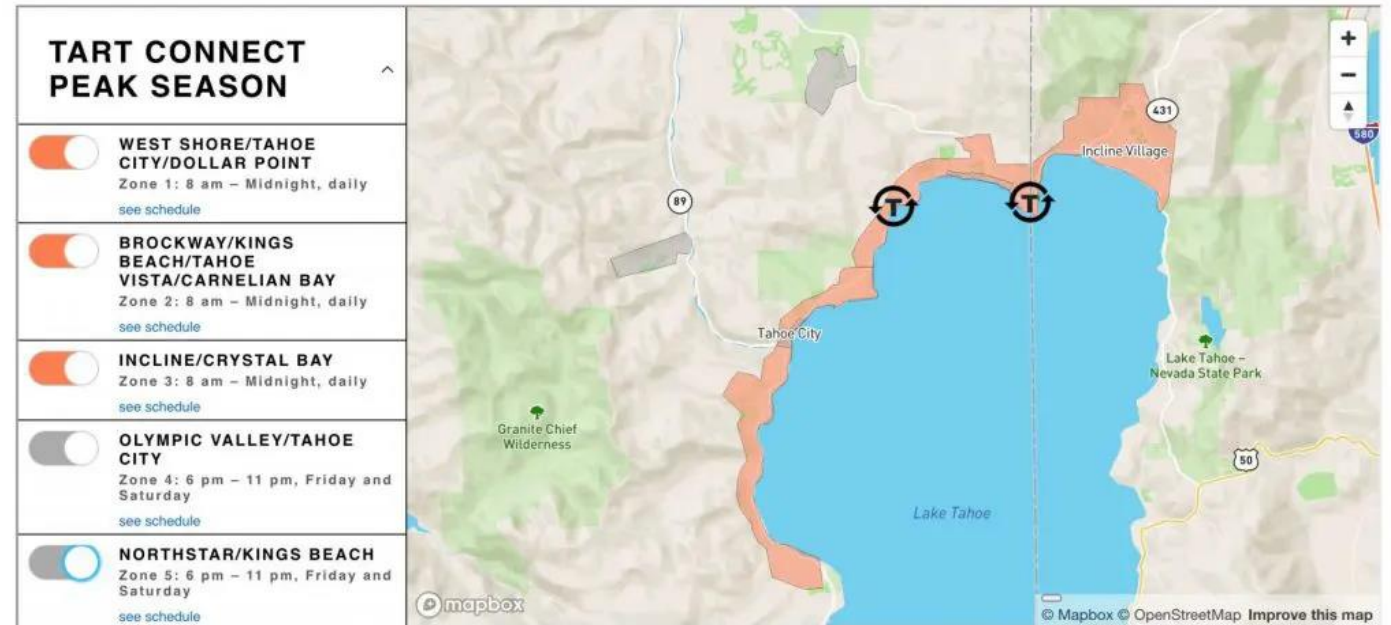
- TART Connect provides free, on-demand, curb-to-curb service that connects users to restaurants, shopping, recreation, and transportation, including the TART Bus.
- TART Connect is run by Tahoe Truckee Area Regional Transportation (TART), which provides public transportation in the Truckee – North Lake Tahoe region. TART is a program of Placer County.





# Governance and Organization- Micromobility Shuttles – TART Connect

- TART Connect operates on a seasonal schedule, with higher service during the busier summer months.
- In the winter, TART Connect operates daily in the evenings in three zones. In the winter, it operates daily from 8am – midnight in three zones, and then on weekend evenings only in two additional zones.
- Users can arrange a pickup through the TART Connect app (available on the App Store or on Google Play) or by calling the TART Connect phone line. Riders are picked up within one hour or less of requesting the ride.





## ***Communications and Branding***

- (1) Create a service simplification strategy across all VRT programs and services with potential for co-branding.** While respecting the needs of individual service providers, a strategy for consolidating and simplifying activities across providers can help streamline and improve customer experience. As is, the public is not clear on (1) all the available services and (2) who has access.
- (2) Update information gateways and create a shared language,** used across all platforms.
- (3) Revise the City Go website to be more inclusive of other geographies.** The existing City Go website is Boise-centric. To move towards a more regional program, revise the website to communicate that City Go is available across Treasure Valley.
- (4) Partner with local community-based organizations.** To more deeply understand what residents need regarding near-term and long-term mobility, VRT and City Go teams should travel to Treasure Valley communities for listening sessions and to speak with local leaders to understand gaps that go beyond what the quantitative data identified.
- (5) Utilize physical infrastructure to bring together options,** such as the bus stops, transit centers, or mobility hubs. While bus stops, transit centers, and mobility hubs present numerous potential opportunities, including integration across technologies, increased options and ease for the public, and potential alignment with goals such as decreased SOV usage, they also present a clear, visual, co-branding and communication opportunity.

# Communications & Branding

Program	Overview
Metro Transit	Metro Transit is the transit agency for Minneapolis-Saint Paul, and demonstrates how an agency can create a comprehensive, cohesive brand across all of its services. The Metro Transit brand remains visually cohesive across other connected services with differ, such as unique regional systems.
San Miguel Authority for Regional Transportation (SMART)	SMART is the Regional Transportation Authority that serves the City of Telluride, the Town of Mountain Village, and the R-1 School District of San Miguel County, providing transit services and promoting multimodal transit systems. SMART demonstrates how a consistent brand can tie together unique services – here, bus and vanpool – and can be displayed on vehicles, the website, and any other collateral materials.
Move PGH Mobility Hubs	Move PGH's Mobility Hubs are locations that bring together a range of multimodal transportation options, allowing riders to select whichever option best fits their needs. The Mobility Hubs demonstrate how physical infrastructure and proximity of multimodal options can increase awareness and ridership of different types of vehicles.

# Communications & Branding

## Metro Transit, Minneapolis | St. Paul, MN

- Metro Transit's Transit Brand Identity and Style Guide outlines colors, logos, and guidance to visually connect all of its regional transit services.
- While regional services have unique names and some are operated through different agencies, they are connected through common colors and naming conventions.



### Brand Family

#### Metropolitan Council Regional Transit Brands

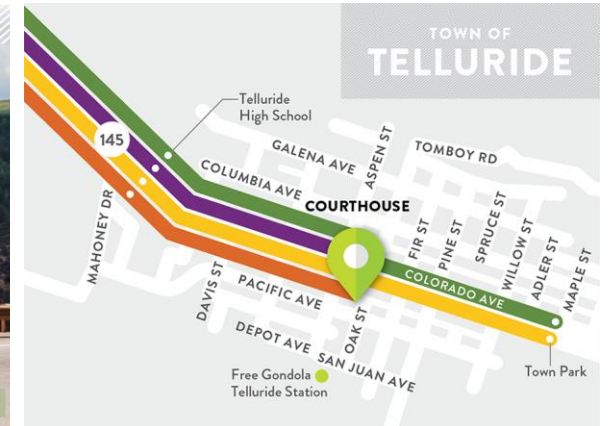
Service Type	Name	Logo
LRT & BRT	METRO	
Local, Limited, Express Bus	Metro Transit	
Commuter Rail	Metro Transit Northstar	
Regional ADA	Metro Mobility	
Regional Dial-A-Ride	Transit Link	
Regional Vanpool	Metro Vanpool	

Note: All use the regional transit blue and red.

# Communications & Branding

## SMART Regional Transit | Telluride, CO

- Regionally branded bus system
- Recognizable brand: vehicles, website, collateral
- Brand ties together bus and vanpool
  - Ride Smart
  - Smart Vanpool

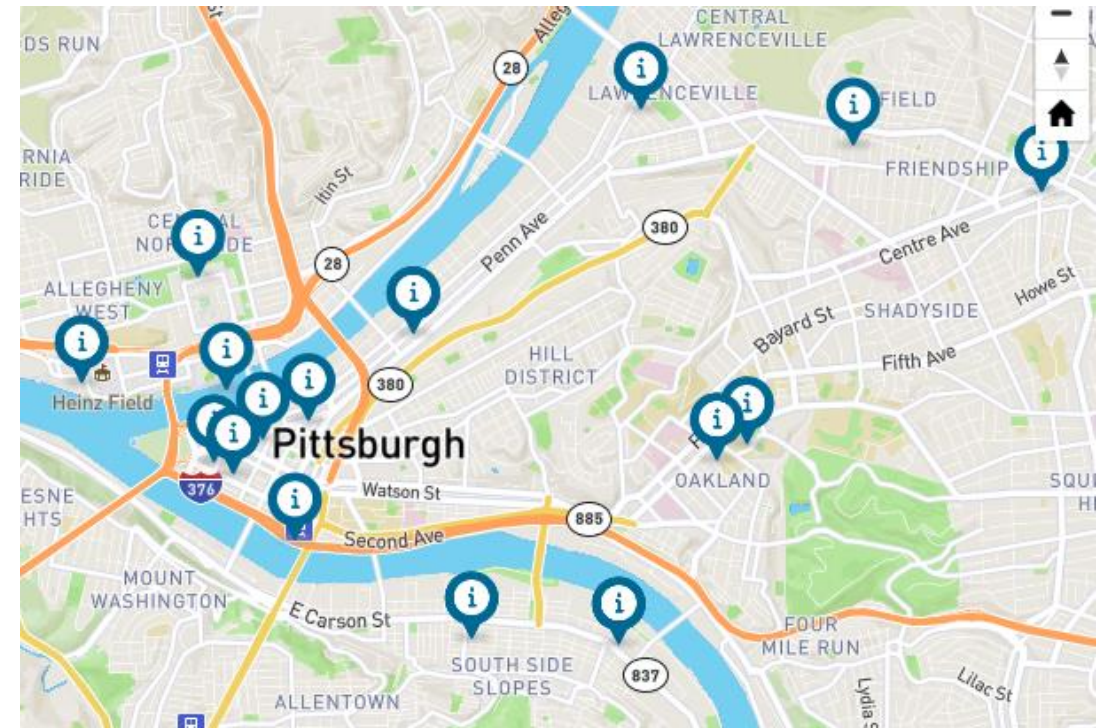


Photography by Abie Livesay

# Communications & Branding

## Mobility Hubs – Move Pittsburgh

- Mobility hubs are locations where riders can rent a transportation option that is most optimal for their travel needs. Mobility hubs bring together services across various providers through clear, physical communication and branding. Connecting services in one location provides an opportunity to connect services psychologically, in addition to potential partnerships and co-branding strategies.
- Corridors for mobility hubs were selected based on a city-wide analysis that considered demographic and population characteristics, existing transportation access, and equity concerns.
- Specific sites were selected by community groups in collaboration with DOMI, Spin, the Port Authority, and others. In July 2021, 20 mobility hubs were installed during the first year of the pilot, with more being installed in the summer of 2022.
- In Pittsburgh, transportation services located at mobility hubs are connected and managed by the Transit App, a digital platform publishes real-time arrival data and online payment.





## ***Technology***

- 1. Ensure that mobility data are open and enable future open architecture for payment and booking.** VRT should adopt and maintain open mobility standards so riders understand when their next ride is arriving, where mobility services are available, and how much their fare will be. VRT should standardize transit and, specifically, on-demand mobility data to better coordinate and deliver services and mobility information so that providers and integrated mobility vendors can build products based on open and standard data.
- 2. Center trip planning tools on the needs and experience of riders.** Take steps to leverage, align, and coordinate the City Go, VRT, and Share the Ride Idaho trip planning platforms. These may include branding and communication strategies in the short term, deep links between platforms in the medium term, and fully open systems in the long term.
- 3. Clarify the Umo Mobility app product roadmap.** VRT should work with its Umo Mobility app vendor—Cubic Transportation Systems—to define the product roadmap for the Umo platform specific to VRT’s integrated mobility vision.
- 4. Build lasting connections with riders and the broader community through travel rewards and reward partnerships.** VRT should unlock travel rewards with community partners and building a robust ecosystem of reward partners. Travel reward programming should deepen community and rider connections, daylighting VRT as a community anchor that can attract more “traffic”, providing unique opportunities for travel training, forging business partnerships, and identifying customer feedback in new ways. Partnerships should be supported by targeted engagement with community partners.



## ***Technology***

**5. Explore dynamic service allocation opportunities and specialized transportation service (STS) integrations.** VRT has a unique opportunity to unlock underutilized transit vehicle supply to serve a variety of service needs. VRT should work with current vendors to identify current and potential data aggregation opportunities between fare collection, scheduling/routing, and automatic passenger counting (APC)/automatic vehicle location (AVL) platforms. VRT should also work with the region's STSs to determine the data and technology investments to enable integrated mobility amongst STS providers. Operational costs should be considered in analysis of options as changes are examined.

**6. Continually evaluate current and future technologies against VRT's vision for integrated mobility.** VRT should develop and apply a rolling evaluation framework to measure the performance of technologies, partnerships, and integrations and whether/how they advance the integrated mobility vision.





## Technology

**7. Center equitable access and human-centered plan-book-pay solutions.** With VRT's aim to expand mobility to vulnerable populations across a variety of different modes, the integrations themselves need to serve the most vulnerable—including cash-based options, accessibility mapping and other features, and digital integrations that make trip making easier for the system's low-income and diverse ridership. VRT should invest in and maintain payment and booking solutions that meet the needs and limitations of underserved and disabled users. This could include added product functionality to enable cash-based fare payment and digital integrations that aid vulnerable populations make more multimodal trips, but also creating a community sounding board to ensure feedback results in meaningful integrated mobility product updates.

***“We are definitely seeing [refugee] arrivals who are tech savvy and would be able to use the City Go wallet, whereas others in the community struggle with technology. Debit/Credit cards would be difficult. You could offer: preloaded cards by an agency or cash-based, reloadable smart cards, [as] everything has to be tracked at the resettlement agencies.”***

# Technology

Program	Overview
One Regional Card for All (ORCA)	ORCA's integrated fare payment system currently consists of a contactless smart card that can be reloaded via retail stations, website, or app. Next year, ORCA plans to roll out direct payment via app. ORCA demonstrates how technology can improve the rider experience by creating a seamless payment process across multiple transit systems. ORCA also demonstrates how transit agencies can consistently integrate new technology to best serve riders; ORCA initially grew out of a paper ticket system, and was updated this year to provide instant card reloading and to launch an improved website and app.
Move PGH Guaranteed Basic Mobility Program	Move PGH integrates universal basic mobility principles and is piloting a Guaranteed Basic Mobility program, demonstrating how an agency can center equitable access for all riders. It applies UBM principles by providing discounted fares for certain services and ensuring that booking and payment alternatives exist for riders who cannot access banking or smartphones. The Guaranteed Basic Mobility pilot takes UBM one step further, providing free access to multimodal services to 50 low-income individuals.

# Technology Integration-Integrated Fare Payment - ORCA

- ORCA is a contactless smart card that can be utilized for fare payment on seven public transportation providers in the four-county Central Puget Sound region.
- In 2022, Next Gen ORCA launched. This new ORCA system features a mobile app that can be used to manage and reload cards, instant reloading, an updated website, and more retail locations to buy cards and add value. Direct payment via app is slated to roll out next year.
- Users can purchase and reload ORCA cards at retail locations or can order a card online and receive it in the mail.
- ORCA is available to everyone, and provides discount programs for seniors, youth, people with disabilities, and people with low-incomes.



# Technology Integration-Universal Basic Mobility (UBM) – Move PGH

UBM encapsulates a range of programs to improve affordability and remove barriers to transportation.

These programs can include: free transit, subsidized micromobility rides, subsidized car share and bike share, and/or free transit.

Move PGH incorporates UBM by offering discounts for low-income riders and alternatives for those without credit cards or smartphones, as well as with a Guaranteed Basic Mobility pilot.



# Technology Integration-Universal Basic Mobility (UBM) – Move PGH

DOMI is piloting a Guaranteed Basic Mobility program of Move PGH's bundled services to 50 low-income individuals.

Participants receive a free annual bus pass, 30-minute bikeshare rides, 30-minute e-scooter rides (max. 5 per day), e-moped use (max. 100 mins. per month), carshare use (max. 6 hrs. per month), and certain allowances for carpool reimbursements. These benefits are estimated at \$500+ worth of services per month. ([Source](#))



## SECTION 6

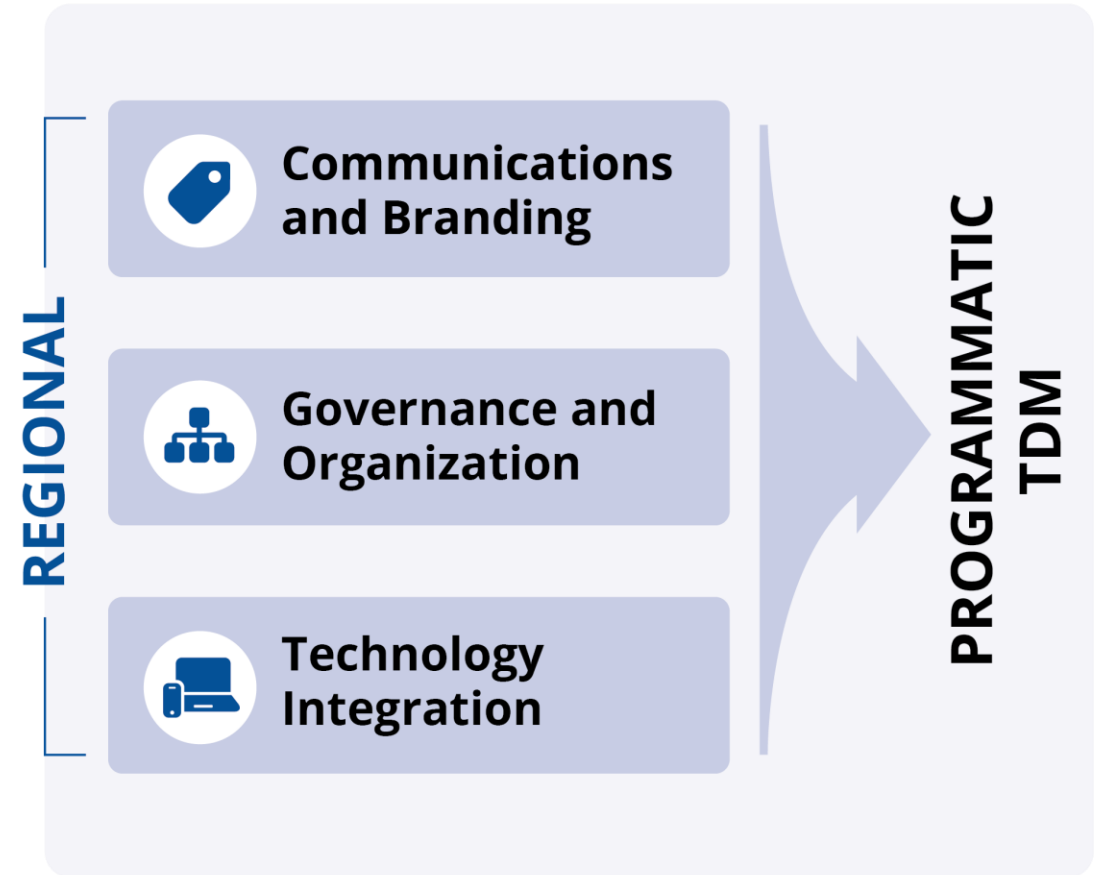
# **Evaluation and Metrics: HOW WILL WE KNOW WE'RE SUCCESSFUL?**

# MOBILITY AND TDM TODAY

- Successful mobility services and programs require the three key operational elements presented in the introduction, along with regional coordination, programmatic TDM, and evaluation :



The following section evaluates existing operational elements to recommend how to make improvements.



# Criteria for Success

## EVALUATION CRITERION

## DEFINITION



**An equitable mobility network that serves all users.**

A mobility program that operates evenly across the region -- offering frequent and dependable services, despite economic and geographic differences.



**An easily navigable mobility network.**

A mobility program that uses analogue and digital means to effectively communicate programs and services to all users.



**A reframing - "mobility is for everybody."**

A mobility program that advocates for inclusivity and the promotion of public transportation in various forms for all users, despite mobility ability, economic, and geographic differences.



**A well-managed mobility program.**

A holistic program of mobility services that are organized and utilized efficiently and effectively, intuitively incorporating modes and functions (transit, emerging mobility, TDM, etc.) to meet diverse mobility needs.



**Opportunities for partnership and collaboration.**

A mobility program that engages and collaborates with each service and the community to improve the city and its mobility system collectively.



# Mapping Gaps & Opportunities to Outcomes

Evaluation Criteria	Definition	Communications and Branding	Governance and Organization	Technology Integration
<b>An equitable mobility network that serves all users.</b>	A mobility program that operates evenly across the region -- offering frequent and dependable services, despite economic and geographic differences.	A network of options that is easily understood and accessed regardless of location or mode.	Coordinated, collaborative structures that provide a seamless experience for users, regardless of mode or access point.	Ability to use all tools- including trip planning, payment, and tracking- in an easy to use format accessible to those with disabilities, limited English proficiency, limited access and comfort with technology, and the unbanked.
<b>An easily navigable mobility network.</b>	A mobility program that uses analogue and digital means to effectively communicate programs and services to all users.	Clear public understanding of various options available and how to access them based on their personal comfort level.	Backend coordination and governance is organized to provide simple front-end experience.	Platforms that work easily and seamlessly together, regardless of access point or method.
<b>A reframing - "mobility is for everybody."</b>	A mobility program that advocates for inclusivity and the promotion of public transportation in various forms for all users, despite mobility ability, economic, and geographic differences.	Clear examples and explanations of specific services for various populations and how to access them with unified messaging.	Clear coordination and collaboration across providers and services to provide specific options to users based on needs across all organizations.	Platforms that include easily accessible formats for all users, including those with disabilities, limited English proficiency, limited access and comfort with technology, and the unbanked.
<b>A well-managed mobility program.</b>	A holistic program of mobility services that are organized and utilized efficiently and effectively, intuitively incorporating modes and functions (transit, emerging mobility, TDM, etc.) to meet diverse mobility needs.	User understands the various options available to them and how to complete an unbroken trip regardless of origin, destination, or mode.	Clear definitions of roles and procedures, including collaboration and coordination points across agencies, services, and providers.	Platforms that enable and promote and incentivize shared, efficient travel behavior.
<b>Opportunities for partnership and collaboration.</b>	A mobility program that engages and collaborates with each service and the community to improve the city and its mobility system collectively.	Treasure Valley residents and visitors have the ability to travel through the region safely, reliably, and affordably through a variety of modes.	Regional organization that provides space for coordination and regional programs.	Trip planning, payment, and tracking include multiple modes and trip types, giving the user easy options using the same system across the region.

# Metrics for Consideration

Metric	Related Goal	Notes	Example
Number of employers providing commute benefit	<ul style="list-style-type: none"> <li>• Opportunities for partnership and collaboration</li> <li>• An equitable mobility network that serves all users</li> </ul>	Set targets based on existing employer base, locations, and estimated growth. Provide guidance for employers and developers to create programs.	<ul style="list-style-type: none"> <li>• An increase of xx employers per year</li> <li>• xx% of total employers offer TDM programs</li> </ul>
Reduction of SOV usage in region	<ul style="list-style-type: none"> <li>• A reframing – “mobility is for everybody”</li> <li>• An equitable mobility network that serves all users</li> <li>• An easily navigable mobility network</li> </ul>	Set targets based on current SOV usage in region. Align reduction goals with available options.	<ul style="list-style-type: none"> <li>• Reduce SOV usage in transit rich areas by xx%</li> <li>• Shift mode-share by xx% with each mobility improvement implemented in a region</li> </ul>

# Metrics for Consideration

Metric	Related Goal	Notes	Example
Public awareness and understanding of programs	<ul style="list-style-type: none"> <li>• Opportunities for partnership and collaboration</li> <li>• A well-managed mobility program</li> <li>• A reframing – “mobility is for everybody”</li> <li>• An equitable mobility network that serves all users</li> <li>• An easily navigable mobility network</li> </ul>	May be tracked by number of events, participation in events, surveys following events, partnerships, or even characteristics of participants	<ul style="list-style-type: none"> <li>• Number of engagement activities completed in foreign languages</li> <li>• Participation at engagement events by demographics</li> <li>• Increase participation in travel training programs by xx%</li> </ul>
Access to free or reduced fares	<ul style="list-style-type: none"> <li>• An equitable mobility network that serves all users</li> <li>• A reframing – “mobility is for everybody”</li> </ul>	Targets may be set based on geography or demographics, or across the region	<ul style="list-style-type: none"> <li>• Number of reduced or free fares in xxx city/county</li> <li>• Utilization of free/reduced fares by service</li> </ul>
Regional partnerships and programs	<ul style="list-style-type: none"> <li>• Opportunities for partnership and collaboration</li> <li>• A well-managed mobility program</li> </ul>	Rather than focusing on number of partnerships, connect the partnerships to outcomes and goals sought	<ul style="list-style-type: none"> <li>• Number of collaborative programs allowing access across services</li> <li>• Regional policies implemented by partners</li> </ul>

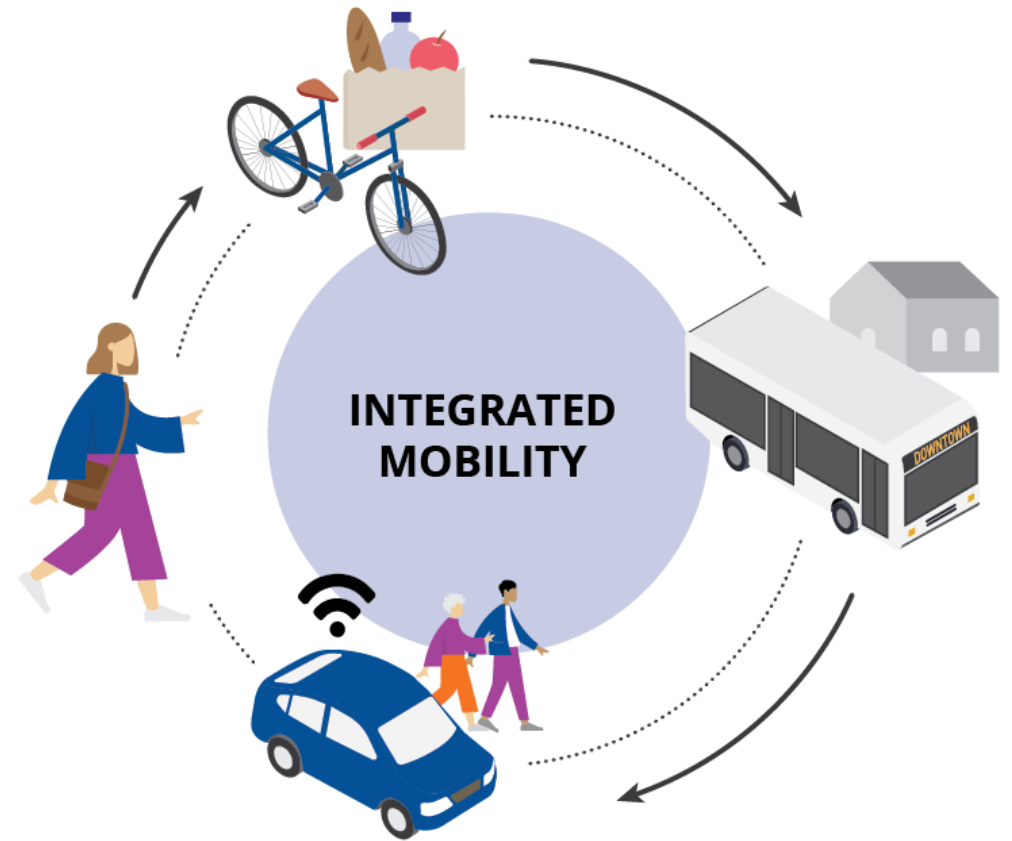
## SECTION 7

# Mobility By City Toolkit

## WHAT ARE THE NEEDS OF TREASURE VALLEY CITIES?

# MOBILITY BY CITY TOOLKIT

- VRT and partner agencies have implemented various services and programs to help employers and residents travel to and from their destinations.
- The following section profiles **BOISE, EAGLE, MERIDIAN, NAMPA, KUNA, AND CALDWELL** to illustrate how the demographics of a place have implications for which services and programs to implement.
- Each city profile includes recommendations aligned with the overall recommendations and case studies listed in the previous section.



# City Profile Data Inputs

To develop the City Profiles, we used the following inputs:

- **Replica data** to understand travel trends with an emphasis on all trip types
- **City Comprehensive Plans** to understand observed and anticipated shifts in demographics and future development patterns
- **Community-based organization interviews** to understand key challenges experienced by their clients and customers
- **Regional planning documents** including:
  - *Treasure Valley Transportation Habits & the Impact of the COVID-19 Pandemic (2022)*
  - *VRT Transportation Development Plan (2021)*
  - *City Go Equity Framework (2021)*
  - *COMPASS Communities in Motion 2040 (2018)*
  - *Valley Connect 2.0 (2018)*
  - *City of Boise Transportation Action Plan (2016)*
  - *Ada County Highway District Strategic Plan 2035 (2016)*

**Data from all inputs other than Replica and City Comprehensive Plans are aggregated at the County level.**

# County Data and Trends

- Of the 600 Treasure Valley residents who responded to the 2022 *Treasure Valley Transportation Habits & the Impacts of COVID-19 Travel Survey*, 44% report their access to transportation was impacted by the COVID-19 pandemic, with growth being perceived as having had a great impact on Treasure Valley Traffic.
- Only 30% of commuters in the survey's sample indicate their commute brings them into downtown Boise, while the remaining respondents commute elsewhere in Treasure Valley.
- Boise residents are more likely to cite walking (63%), bicycling (48%), ridesharing (46%), and riding transit (21%) compared to those living outside of Boise (walking 57%, bicycling 42%, ridesharing 38%, and riding transit 15%) for all forms of travel.
- Of those who indicated they were not open to sustainable modes of transportation and live outside of Boise and Meridian, 31% cited distance and the spread-out nature of rural areas. Twenty-five percent of respondents from Boise and twenty-six of respondents from Meridian note "preference" as being their top reason for driving a car

# Regional Trends

- While there is interest in using sustainable modes, Treasure Valley is predominantly car-centric. The level of interest in using sustainable modes also varies between cities. Survey results demonstrate that customers may be open to alternative modes of transportation given more reliable options. 52.8 % of survey respondents stated that they would be “open to walking, biking, or public transit to get around the Treasure Valley ,” while 43.7% stated they are unlikely to use those modes. The main reasons cited were distance (everything is too far away) and 2) access to and preference for personal vehicles.
- Boise residents in particular are more likely to use sustainable transportation modes (37%) than other areas of Treasure Valley (17%), which may be the result of the availability of different mobility options. Lack of bus stops near a person's residence is a more pronounced reason for not using alternative modes for those who live outside of Boise and Meridian.

*The Treasure Valley is very much a driving culture – lots of people have personal vehicles.*

*- Stakeholder*



# Regional Trends

- Across the region, the unreliability, lack of awareness, negative perceptions of transit service, and proximity to transit remain key barriers to utilization.
- People are generally moving farther away from job-rich centers like Boise and Meridian to access more affordable housing options at the cost of increased household transportation costs, social isolation, and lack of opportunity. These costs may be greater for marginalized populations, such as refugees.
- Proximity to transit is a challenge for refugees due to housing availability and affordability. Refugee placements are occurring more frequently in distant areas like Caldwell and Nampa where there are less jobs that are accessible by transit compared to Boise and Meridian.

**1**

**BOISE**

# Who Lives in Boise?

Boise's population is rapidly growing. By 2040, Boise will grow to 317,000 residents from 226,000 in 2019. Much of the existing influx is driven by educated millennials moving for employment opportunities.

## FAST FACTS



Population: **226,115**



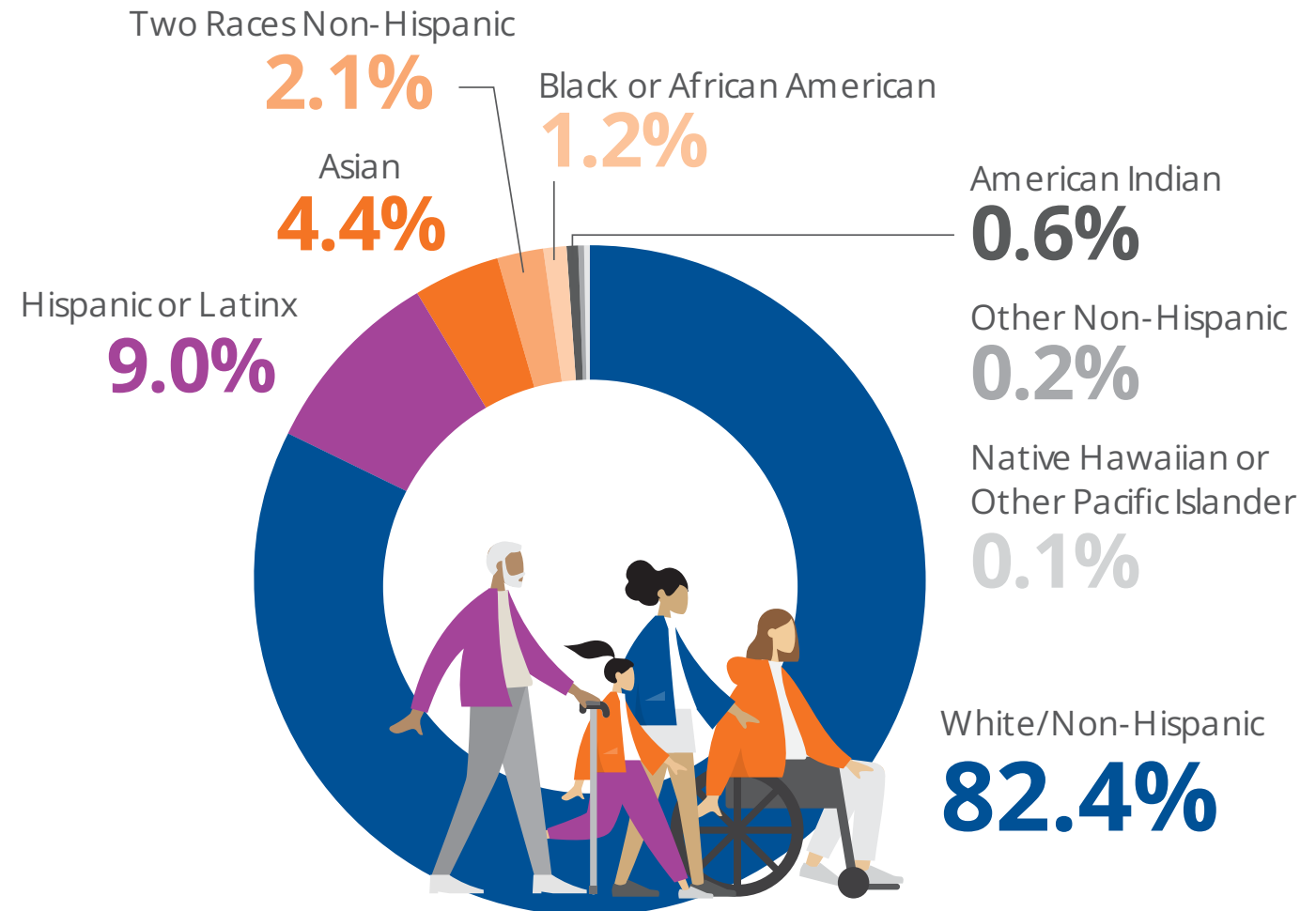
Average Housing + Transportation Costs % Income: **50%**



Median Household Income: **\$65,463**



Median Age: **38**



# What are the Services?

Boise has access to:

## GENERAL PUBLIC SERVICE

- Lyft Transit Connection**
- Club Red Vanpool**
- VRT Late Night**
- VRT Fixed Route**
- Treasure Valley Transit**
- VRT OnDemand**
- Safe Routes to School**

## SPECIALIZED SERVICE

- Access**
- Ride2Wellness**
- Senior Transportation Services**
- SHIP**
- Village Van**
- Harvest Transit**
- Metro Community Services**
- Volunteer Driver Program**

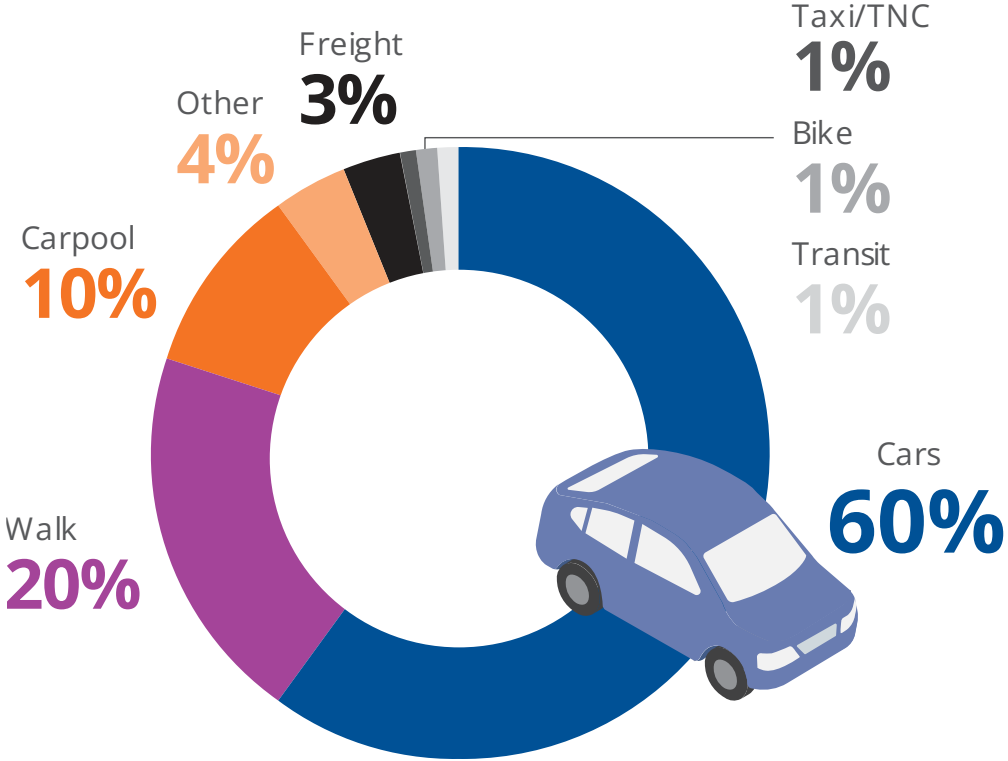
## TDM PROGRAMS

- Employer Programs**
- Education and Travel Trainings**
- Fare Integration**
- Bike Share**
- Car Share**
- Schedule Integration**
- Scooter share**
- Incentives/ campaigns**
- Rideshare platform/carpool matching**

# Boise Travel Trends

Boise has access to affordable fixed-route, on-demand, and specialized transportation programs, but nearly 98% of Boise households have one or more cars and residents rely heavily on their vehicles for most trips.

Characteristics	Trip Information
Intra-city trips (within)	<b>72%</b> of all trips
Inter-regional trips	<b>16%</b> of all trips
Trips under 4 miles	<b>54%</b> of all trips
Most common destinations	<b>Meridian, Garden City, Nampa</b>
Proportion of SOV trips with people of low incomes	<b>66%</b>



There is vested interest in densifying development, creating mixed-use corridors, and creating programs to travel more freely without a car. Boise residents (59%) reported being more open to walking, biking, or riding transit than other areas of Treasure Valley (46%).

Sources: Replica Mode Split of trips from Boise City; City of Boise Transportation Action Plan (2016)

# Equity Concerns

- Existing transit service does not adequately serve non-traditional work schedules. People can get to work but struggle to get home.
- The lack of regional connections to and from Boise cause people to look farther west and move outside of Boise proper to find affordable housing. The shift west leaves many families and individuals without consistent access to jobs, healthcare, and other essential services.
- There are limited options to support transportation to after school programs and there is a general discomfort in having children use public transit, particularly for those that are elementary and middle school-aged.

***“Transit schedules are not great for people working non-traditional work schedules. People have been using work arounds for years.”***

*- Idaho Office for Refugees*

# TDM and Integrated Mobility Recommendations

- **Expand City Go Benefits across Boise** as population grows and shifts.
- **Pilot additions and integrations** in technology, services, branding, and communications in Boise, including modal integration and real time trip planning.
- **Enhance and increase partnerships and coordination with developers**, to ensure development growth includes TDM measures and enhancements for mobility (such as real time information for local mobility options) when possible as the region grows.
- **Consider a localized campaign that energizes the residents of Boise to travel by non-driving modes. Develop specific educational materials and travel trainings** to explain existing specialized transportation programs for specific populations, like Ride2Wellness, Access, and SHIP. Evaluate, expand, and build on successful and upcoming programs, such as the expansion of City Go and residential pass programs, and the upcoming Commuteride Smart Trips program, which will focus on residential outreach to promote the use of transportation options.
- Assess existing service hours of VRT Late Night and other programming, including off-hours programs for low-income residents, expansion of residential passes, and expansion of student passes, to supplement fixed-route service. Ensure local needs are prioritized by discussing transportation needs with the local community.

**2**





**EAGLE**

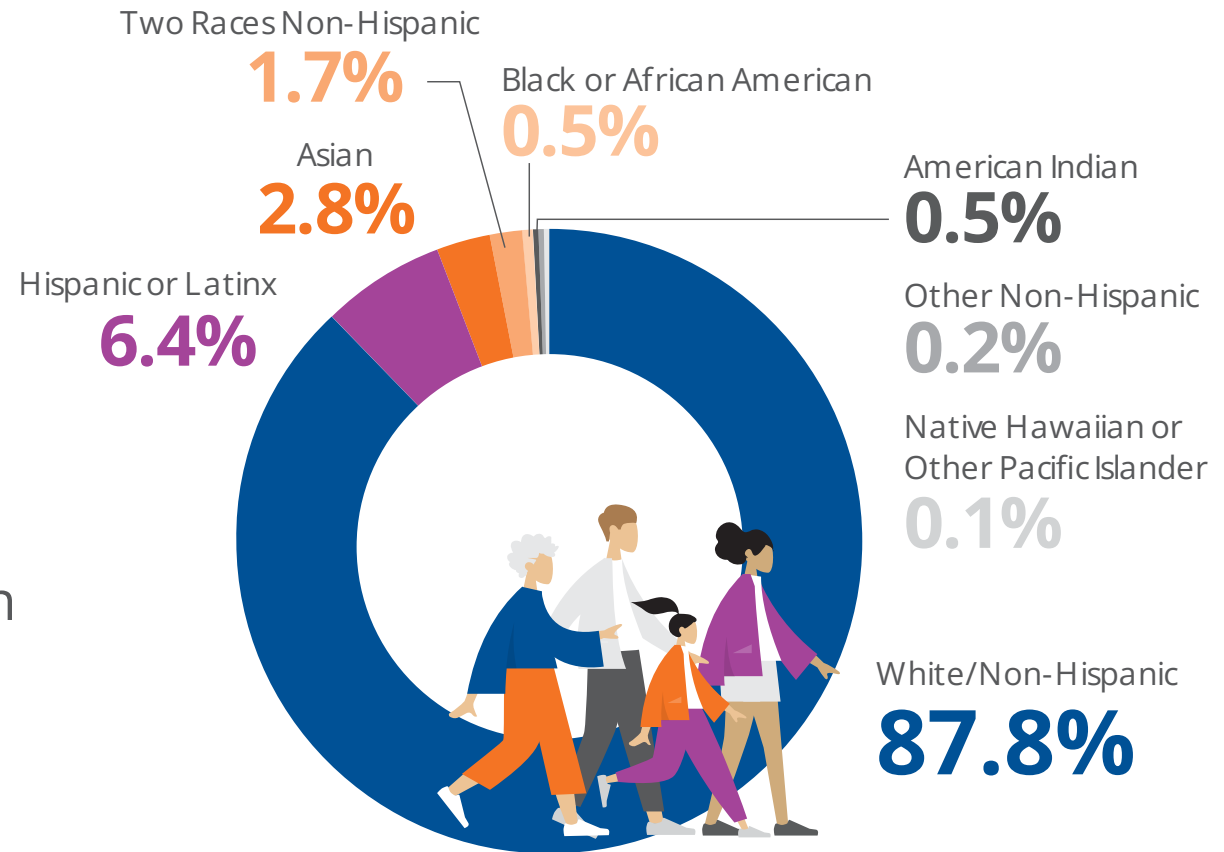


# Who Lives in Eagle?

Eagle has seen tremendous population growth. As shared in their Comprehensive Plan (2020), by 2040, Eagle's population will nearly triple to 73,300.

## FAST FACTS

-  Population: **26,514**
-  Average Housing + Transportation Costs % Income: **65%**
-  Median Household Income: **\$92,807**
-  Median Age: **47**



The median age is higher than both Ada County and the U.S.; people 65 and older make up 19% of the population.

# What are the Services?

Eagle has access to:

## GENERAL PUBLIC SERVICE

- Lyft Transit Connection**
- Club Red Vanpool**
- VRT Late Night
- VRT Fixed Route
- Treasure Valley Transit
- VRT OnDemand\*
- Safe Routes to School**

## SPECIALIZED SERVICE

- Access
- Ride2Wellness**
- Senior Transportation Services**
- SHIP
- Village Van**
- Harvest Transit
- Metro Community Services
- Volunteer Driver Program**

## TDM PROGRAMS

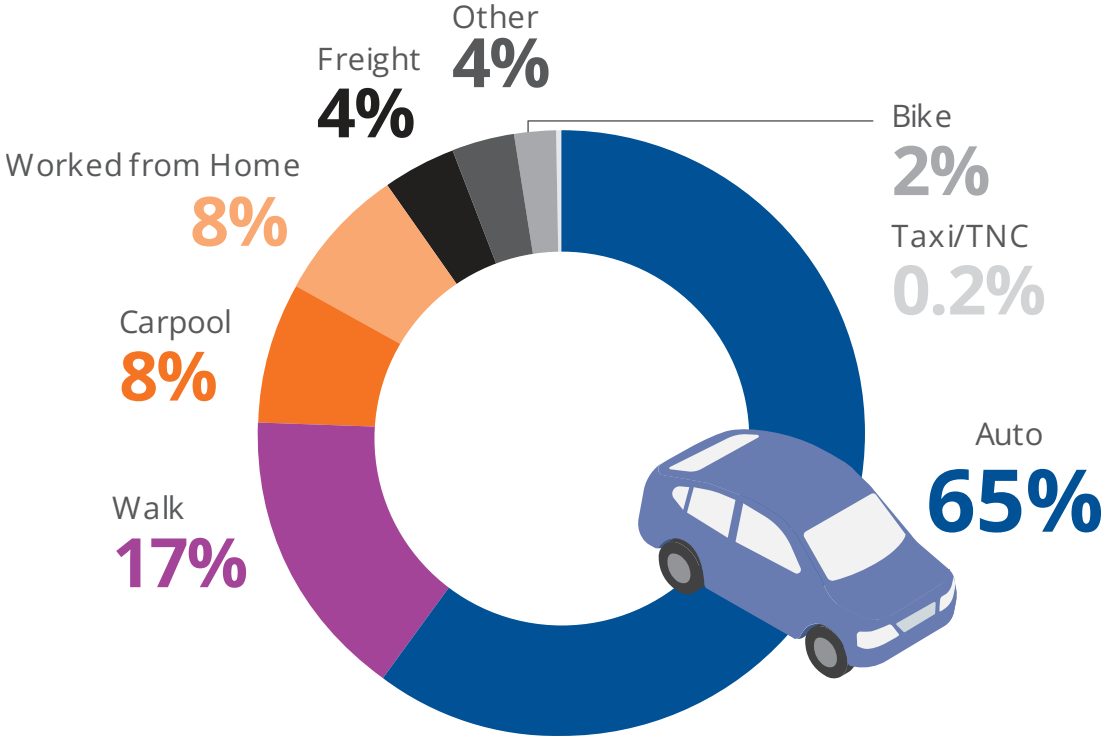
- Employer Programs**
- Education and Travel Trainings**
- Fare Integration
- Bike Share
- Car Share
- Schedule Integration

\*Available January 2023

# Eagle Travel Trends

There is currently no fixed-route transit offered in the city and any transportation services provided outside of commute peak hours is limited.

Characteristics	Trip Information
Intra-city trips (within)	<b>46%</b> of all trips
Inter-regional trips	<b>39%</b> of all trips
Trips under 4 miles	<b>52%</b> of all trips
Most common destinations	<b>Boise, Meridian, Garden City</b>
Proportion of SOV trips with people of low incomes	<b>70%</b>



People 65 and older rely heavily on cars for most of their trips (79%) and more than half of trips made by seniors are greater than 4 miles, with most trips connecting to Boise or Meridian.

# Equity Concerns

- With a large population of older adults who are heavily car-reliant, the need for new mobility options that cater to an aging population and are accessible via multiple modes will continue to increase.
- While the median household income in Eagle is above average, the combined housing and transportation costs are increasingly high, and there are disproportionate numbers of low-income people and seniors dependent upon personal vehicles for mobility due to the lack of access to non-driving options.

# TDM and Integrated Mobility Recommendations

- The population of Eagle leans older – the median age is 47 and people 65 and older make up almost 20% of the population. While Eagle has some specialized transportation services, residents rely heavily on vehicles to travel within Eagle. To encourage non-driving trips, particularly for short trips, it is recommended that the city explore ways to **expand specialized services, like Village Van, SHIP, and VRT On-Demand (available in early 2023),** to everyone rather than servicing a specific population.
- Additional options for connecting Eagle residents to existing services and resources could be piloted with interested partners, evaluated, and expanded as appropriate. These could include bike or scooter share programs designed with the population in mind (such as e-bikes), expansion of the on-demand program set to launch in 2023, or automated shuttles in select locations.
- There are opportunities for Eagle residents to **pilot more advanced carpool programs that use technology and incentives to match drivers and passengers** needing to travel to and from Eagle for work. Consider expanding efforts with Rideamigos, or piloting other third-party companies, like Scoop..
- Consider opportunities to expand VRT's City Go program to grow employee programming and partnerships in Eagle and improve access to employment centers outside of Eagle.

**3**

**MERIDIAN**

# Who Lives in Meridian?

Meridian is one of the top ten fastest growing cities in the nation, growing from 75,000 people in 2010 to more than 117,600 residents in 2020.

## FAST FACTS



Population: **117,635**



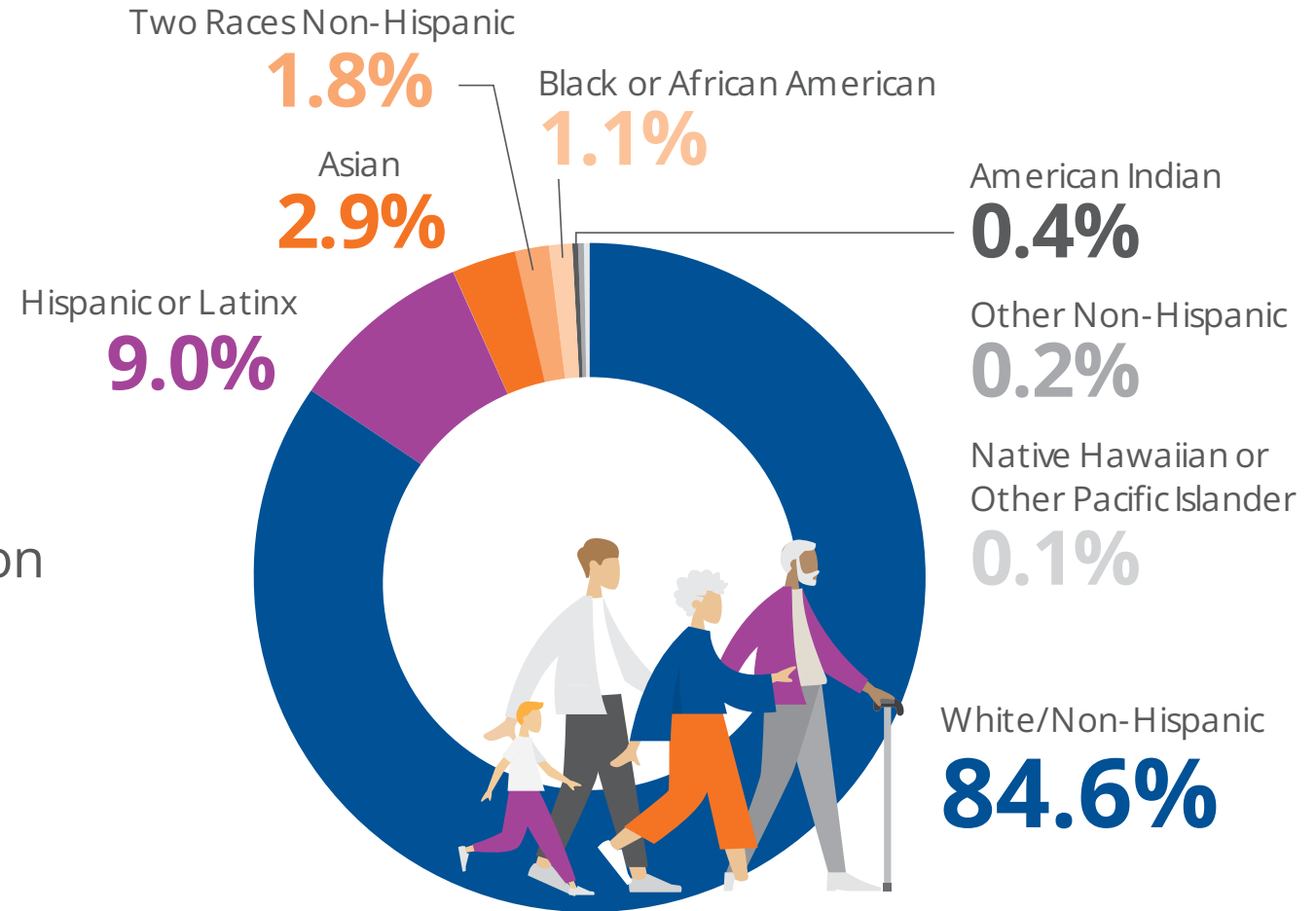
Average Housing + Transportation Costs % Income: **55%**



Median Household Income: **\$75,515**



Median Age: **36**



# What are the Services?

Meridian has access to:

## GENERAL PUBLIC SERVICE

- Lyft Transit Connection**
- Club Red Vanpool**
- VRT Late Night**
- VRT Fixed Route**
- Treasure Valley Transit**
- VRT OnDemand**
- Safe Routes to School**

## SPECIALIZED SERVICE

- Access**
- Ride2Wellness**
- Senior Transportation Services**
- SHIP**
- Village Van**
- Harvest Transit**
- Metro Community Services**
- Volunteer Driver Program**

## TDM PROGRAMS

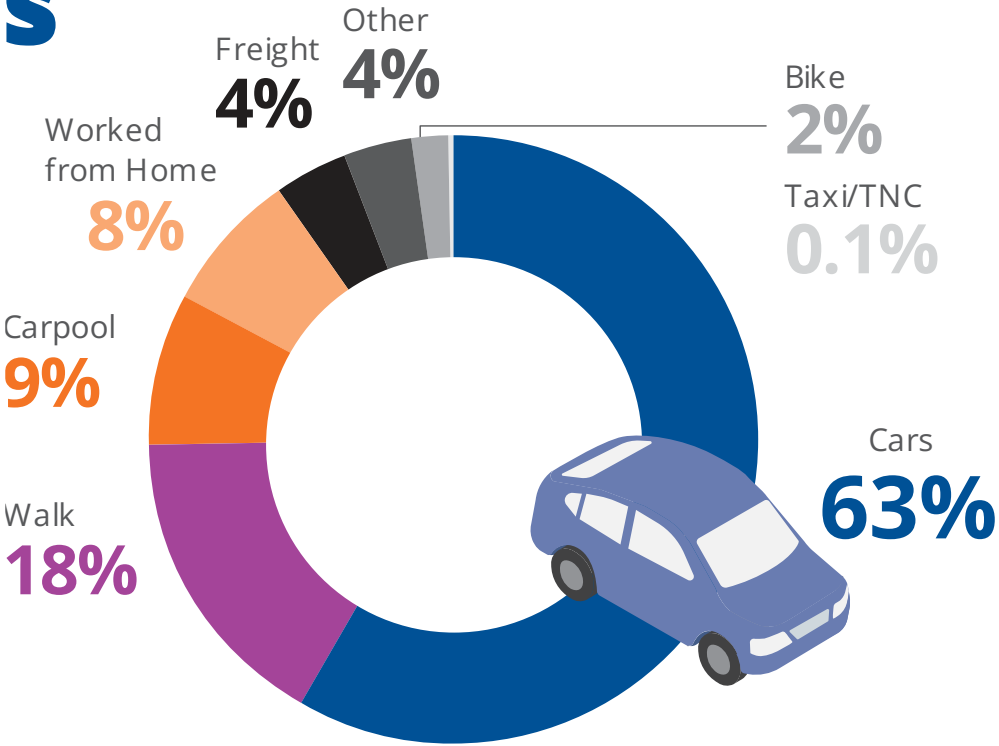
- Employer Programs**
- Education and Travel Trainings**
- Fare Integration**
- Bike Share**
- Car Share**
- Schedule Integration**



# Meridian Travel Trends

Meridian has access to several fixed-route, inter-county transit lines and specialized transportation services, but Meridian households rely heavily on their cars for most trips.

For the 29% of people in Meridian who earn less than \$50,000, 69% drive by car and more than half of those trips are greater than 4 miles.



Characteristics	Trip Information
Intra-city trips (within)	<b>50%</b> of all trips
Inter-regional trips	<b>45%</b> of all trips
Trips under 4 miles	<b>51%</b> of all trips
Most common destinations	<b>Boise, Nampa, Eagle</b>
Proportion of SOV trips with people of low incomes	<b>63%</b>

The City is interested in locating higher density housing in downtown and near corridors with existing and planned transit. Various data sources confirm the potential unmet demand for alternatives to driving. According to the Treasure Valley Transportation Habits & the Impact of the COVID-19 Pandemic Report (2022), for example, use of alternative modes is higher in Meridian (20%) than other areas of Treasure Valley but lower than Boise (37%).

Sources: Replica Mode Split of trips from Meridian

# Equity Concerns

- Amongst the COVID-19 Travel Behavior Survey respondents who reside in Meridian, 61% reported they do not currently use public transit because they do not live near a bus stop or station.
- 45% of trips are inter-regional. The current level of transit service makes it difficult to live without a personal vehicle. Moreover, an overwhelming majority of residents (80%) agree that public transportation is something this area needs.
- Refugee housing placements are occurring outside of transit rich neighborhoods and in surrounding communities like Meridian (Justice, 2021).

# TDM and Integrated Mobility Recommendations

- Based on the information gathered, Meridian residents seek improved access to public transportation. This includes finding opportunities to expand service and, from a TDM perspective, financial incentives.
- Consider piloting Universal-based mobility and expanding residential, employer, and human service agency pass programs in Meridian to help low-income residents travel more affordably between Meridian, Nampa, and Boise.
- Consider adding first and last mile solutions in Meridian, including bike share, scooter share, and Lyft Transit Connection. Study locations suitable for mobility hubs as potential co-location opportunities for multimodal travel in Meridian.
- Consider opportunities to expand VRT's City Go program to grow employee programming and partnerships in Meridian and improve access to employment centers outside of Meridian.
- Actively engage developers in employment and residential markets in expanding TDM programs as the region grows and densifies. Set goals and potential incentives for TDM programs aligned with expected growth.

*Currently, most refugee families who are living in these other communities are driving cars.*

*- Idaho Office of Refugees*

**4**

**NAMPA**

# Who Lives in Nampa?

Nampa is the second fastest growing city in the U.S. Its population is projected to grow to 150,000 people by 2040. Industries like advanced manufacturing and professional services are also expected to expand in the next decade.

## FAST FACTS



Population: **100,200**



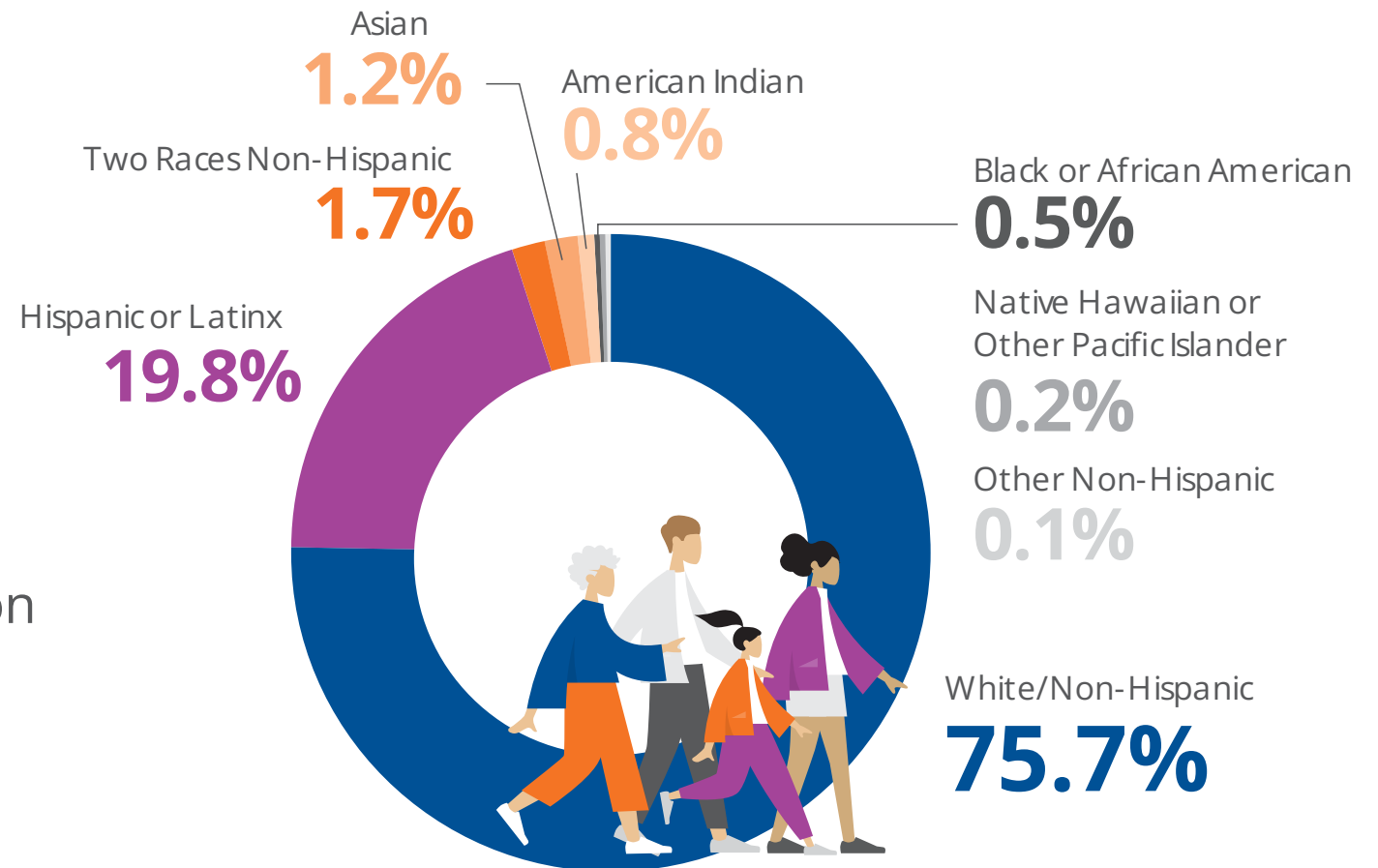
Average Housing + Transportation Costs % Income: **47%**



Median Household Income: **\$52,216**



Median Age: **33**



# What are the Services?

Nampa has access to:

## GENERAL PUBLIC SERVICE

- Lyft Transit Connection
- Club Red Vanpool
- VRT Late Night
- VRT Fixed Route
- Treasure Valley Transit
- VRT OnDemand
- Safe Routes to School

## SPECIALIZED SERVICE

- Access
- Ride2Wellness
- Senior Transportation Services
- SHIP
- Village Van
- Harvest Transit
- Metro Community Services
- Volunteer Driver Program

## TDM PROGRAMS

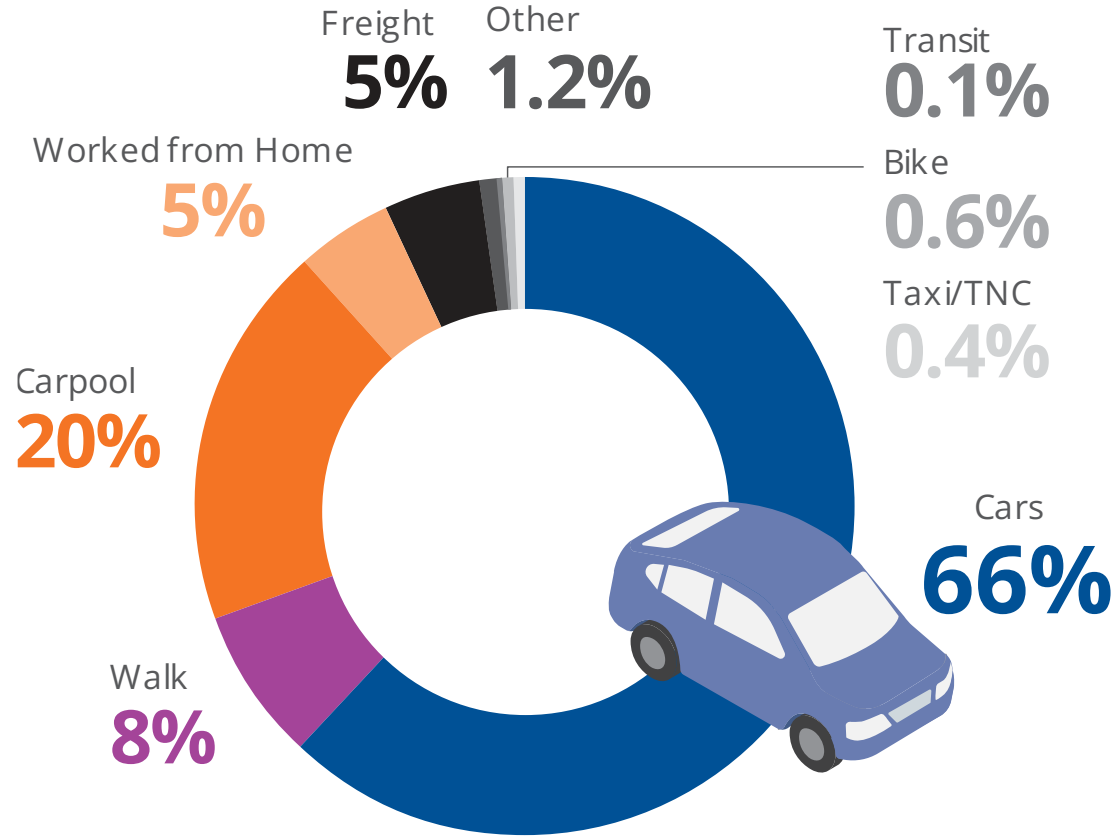
- Employer Programs
- Education and Travel Trainings
- Fare Integration
- Bike Share
- Car Share
- Schedule Integration

# Nampa Travel Trends

Nampa has access to a variety of fixed-route, on-demand, and specialized transportation programs, but 96% of Nampa households have one or more cars and rely heavily on their cars for most trips.

Over 27,000 of Nampa residents leave the city daily for work, while only 9,000 residents live and work within the city.

Characteristics	Trip Information
Intra-city trips (within)	<b>61%</b> of all trips
Inter-regional trips	<b>20%</b> of all trips
Trips under 4 miles	<b>55%</b> of all trips
Most common destinations	<b>Boise, Caldwell, Meridian</b>
Proportion of SOV trips with people of low incomes	<b>68%</b>



Nearly 58% of trips made by people with low incomes are under 4 miles.

# Equity Concerns

- More immigrants are being housed in Nampa but need connections to Boise and Meridian to access jobs, services, and amenities. Overall, more than three times as many residents leave Nampa daily for work than work within the city, requiring greater mobility access for residents to reach employment opportunities.
- The cost of traveling from Nampa to Downtown Boise is unaffordable for immigrants and low-income residents.
- Nampa School District reported that families with no vehicle sometimes have a hard time getting to community centers to access services like food boxes.

*Families, including those who access the resource center, may not be aware of VRT, the OnDemand system or how it all works.*



# TDM and Integrated Mobility Recommendations

- Consider a localized campaign that energizes the residents of Nampa to travel by non-driving modes. Develop specific educational materials and travel trainings that encourage use of vanpooling and transit to employer sites outside of Nampa and advertise specialized services. Expanding awareness of existing services is particularly important as Nampa expands.
- Consider adding first and last mile solutions in Meridian, including bike share, scooter share, and Lyft Transit Connection. Study locations suitable for mobility hubs as potential co-location opportunities for multimodal travel in Nampa.
- Actively engage developers in employment and residential markets in expanding TDM programs as the region grows and densifies. Set goals and potential incentives for TDM programs aligned with expected growth.
- Consider opportunities to expand VRT's City Go program to expand employee programming and partnerships in Nampa– improving residents' access to employment centers outside of Nampa.
- Consider piloting Universal-based mobility and fare-free pilots in Nampa to help low-income residents travel more affordably between Meridian, Nampa, and Boise. This should include outreach to youth and distribution of subsidized youth transit passes.







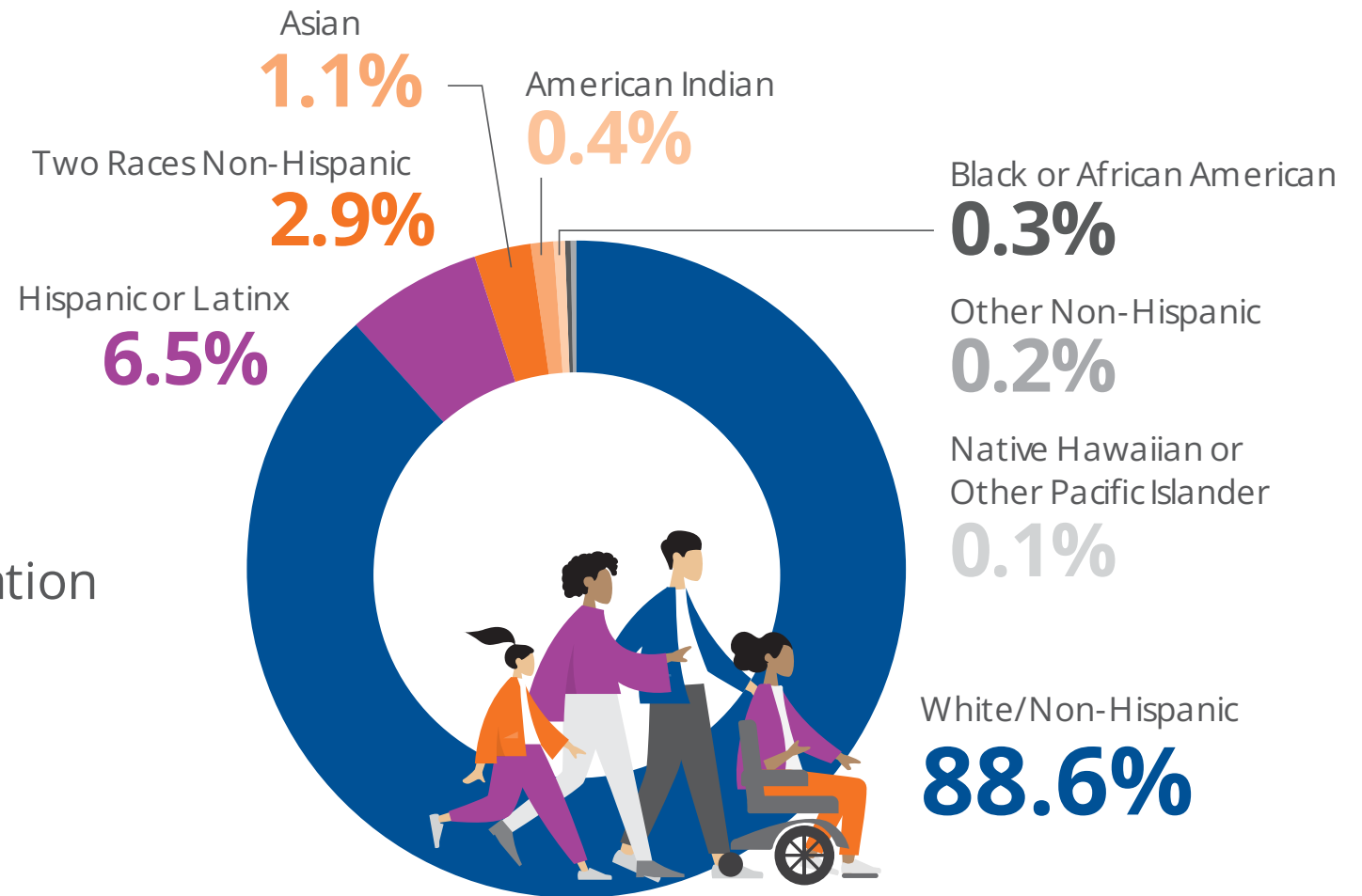
**KUNA**

# Who Lives in Kuna?

According to their Comprehensive Plan (2019), Kuna is expected to more than double in population size by 2040. Compared to other cities, Kuna has the highest proportion of youth (people  $\leq 17$ ).

## FAST FACTS

-  Population: **24,011**
-  Average Housing + Transportation Costs % Income: **54%**
-  Median Household Income: **\$68,017**
-  Median Age: **29**



# What are the Services?

Kuna has access to:

## GENERAL PUBLIC SERVICE

- Lyft Transit Connection
- Club Red Vanpool**
- VRT Late Night
- VRT Fixed Route
- Treasure Valley Transit
- VRT OnDemand
- Safe Routes to School**

## SPECIALIZED SERVICE

- Access
- Ride2Wellness
- Senior Transportation Services**
- SHIP
- Village Van**
- Harvest Transit
- Metro Community Services
- Volunteer Driver Program**

## TDM PROGRAMS

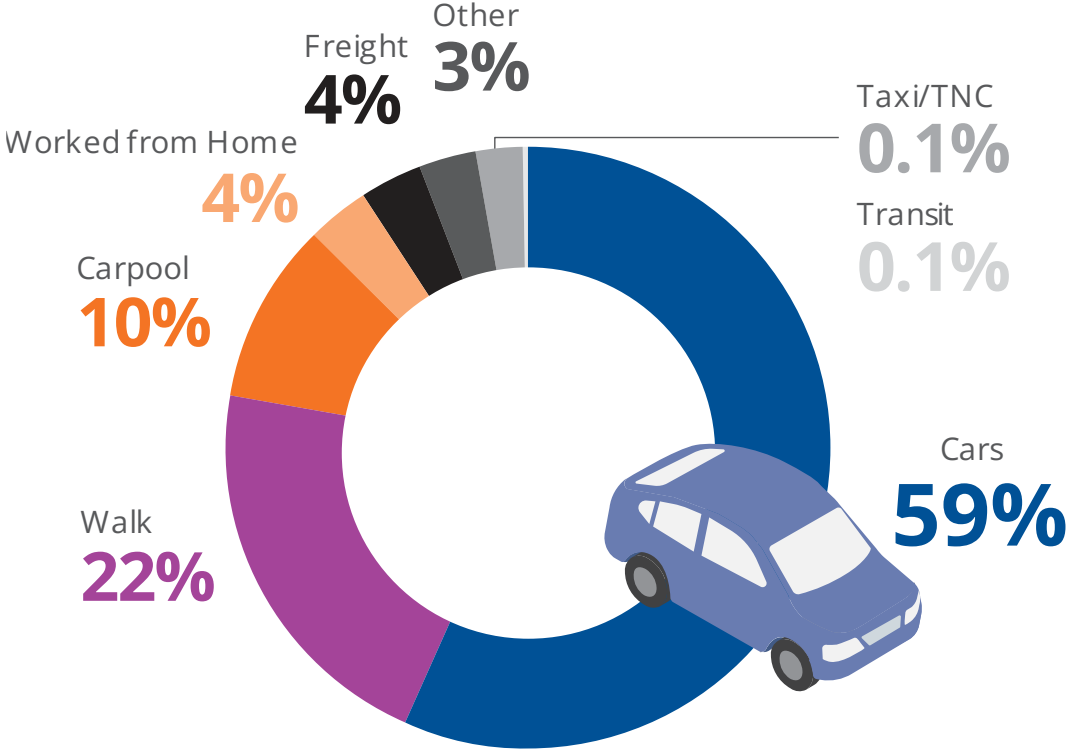
- Employer Programs**
- Education and Travel Trainings**
- Fare Integration
- Bike Share
- Car Share
- Schedule Integration

# Kuna Travel Trends

Most residents travel to work by car. There are seven Commuteride vanpools operating out of Kuna. Despite its prevalence in Kuna, Commuteride vanpools serve at most 90 commuters and only during weekday AM and PM commute hours.

For youth trips, 43% involve walking and 40% involving carpooling. The average distance for carpool trips is roughly 3 miles.

Characteristics	Trip Information
Intra-city trips (within)	<b>50%</b> of all trips
Inter-regional trips	<b>28%</b> of all trips
Trips under 4 miles	<b>54%</b> of all trips
Most common destinations	<b>Boise, Meridian, Nampa</b>
Proportion of SOV trips with people of low incomes	<b>66%</b>



Residents have limited access to locally-based post-secondary education and diverse job opportunities in Kuna.

# Equity Concerns

- Post-secondary education and diverse job opportunities are limited in Kuna, requiring residents to travel to other parts of Treasure Valley.
- More immigrants are being housed in Kuna but need connections to Boise and Meridian to access jobs, services, and amenities.
- With very limited fixed-route and specialized transportation options available, residents are forced to drive to access these opportunities.

# TDM and Integrated Mobility Recommendations

- With limited fixed-route and specialized transportation options in Kuna, TDM programs that encourage shared rides will be important to implement. This includes the promotion of Club Red Vanpool.
- Moreover, there are opportunities to pilot more advanced carpool programs that use technology and incentives to match drivers and passengers needing to travel to and from Kuna for work. Consider expanding efforts with Rideamigos, or piloting other third-party companies, like Scoop.
- Consider opportunities to expand VRT's City Go program to expand employee programming and partnerships in Kuna – improving residents' access to employment centers outside of Kuna.
- Consider adding first and last mile solutions in Kuna, including bike share, scooter share, and Lyft Transit Connection. Study locations suitable for mobility hubs as potential co-location opportunities for multimodal travel in Kuna, especially in travel hubs around schools and youth-centric locations.







**CALDWELL**

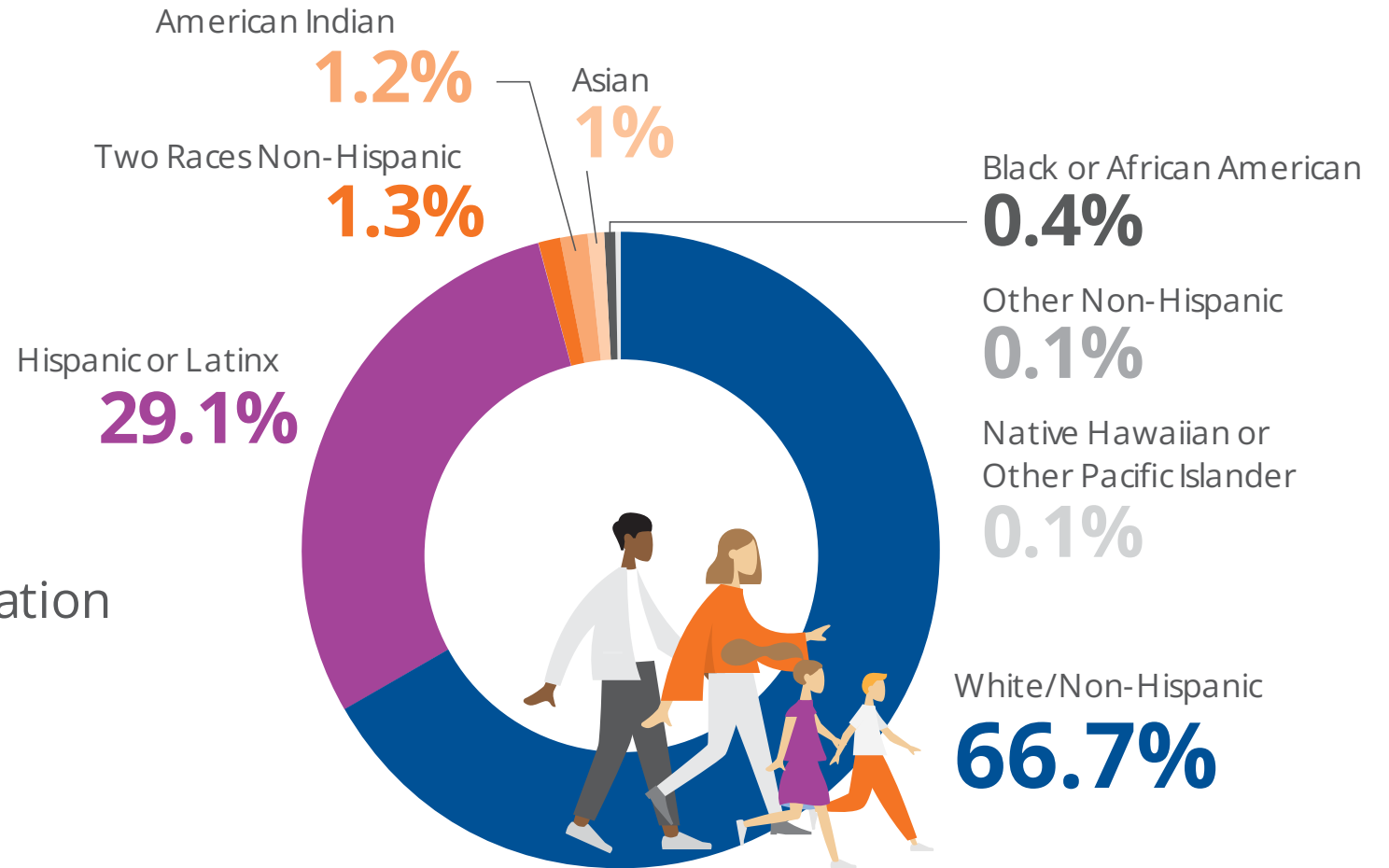


# Who Lives in Caldwell?

Caldwell has grown as an agricultural, trading, and educational center in the past decade. Caldwell's population is expected to increase by 43% by 2040, with the largest gains in the 50 and older age group.

## FAST FACTS

-  Population: **59,996**
-  Average Housing + Transportation Costs % Income: **46%**
-  Median Household Income: **\$49,046**
-  Median Age: **30**



# What are the Services?

Caldwell has access to:

## GENERAL PUBLIC SERVICE

- Lyft Transit Connection
- Club Red Vanpool**
- VRT Late Night
- VRT Fixed Route**
- Treasure Valley Transit
- VRT OnDemand**
- Safe Routes to School**

## SPECIALIZED SERVICE

- Access**
- Ride2Wellness**
- Senior Transportation Services
- SHIP
- Village Van
- Harvest Transit
- Metro Community Services**
- Volunteer Driver Program**

## TDM PROGRAMS

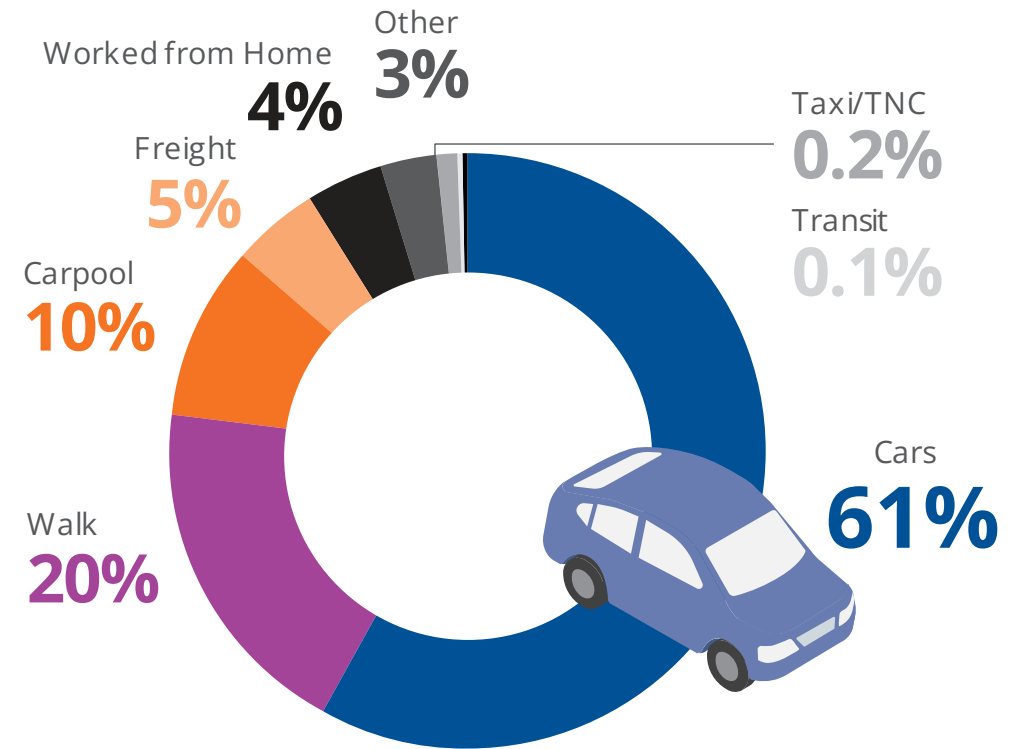
- Employer Programs**
- Education and Travel Trainings**
- Fare Integration**
- Bike Share
- Car Share
- Schedule Integration

# Caldwell Travel Trends

Transit options in Caldwell include fixed-route, on-demand, and shuttle services. Nearly half of drive alone trips are less than 4 miles. People with low incomes took 46% of those trips.

As reported in Caldwell’s Comprehensive Plan (2020), slightly more than half of Caldwell workers are employed within 10 miles of their home.

Characteristics	Trip Information
Intra-city trips (within)	<b>57%</b> of all trips
Inter-regional trips	<b>21%</b> of all trips
Trips under 4 miles	<b>57%</b> of all trips
Most common destinations	<b>Nampa, Boise, Meridian</b>
Proportion of SOV trips with people of low incomes	<b>65%</b>



Roughly 3,200 workers (16 and older) carpool to work. Carpooling is the second most common commute option and makes up a larger proportion of trips compared to other cities.

# Equity Concerns

- More immigrants are being housed in Caldwell but need connections to Boise and Meridian to access jobs, services, and amenities.
- The cost of traveling from Caldwell to Downtown Boise is unaffordable for immigrants and low-income residents.
- College students have difficulty accessing opportunities such as internships, employment, and services outside of Caldwell.

***“Underserved population is the population out in Nampa / Caldwell – it is expensive to get [to] downtown from these locations. People can afford homes out in Caldwell and work in downtown where the jobs pay better.”***

*- Old Boise LLC*

# TDM and Integrated Mobility Recommendations

- Consider piloting Universal-based mobility and fare-free pilots in Caldwell to help low-income residents travel more affordably.
- Consider piloting Universal-based mobility and expanding residential, employer, and human service agency pass programs in Caldwell to help low-income residents travel more affordably between throughout the Treasure Valley.
- Consider opportunities to expand VRT's City Go program to expand employee programming and partnerships in Caldwell – improving residents' access to employment centers outside of Caldwell in Nampa and Boise.

## SECTION 8

# Implementation

## SHORT, MEDIUM, AND LONG TERM ACTIONS

# Implementation Roadmap

## Short term (1-2 years)

Hold listening sessions with community members and CBOs to understand specific mobility needs and challenges

Identify gaps in TDM programs with community and employers

Establish a regional decision-making body that is inclusive of a diverse group of local stakeholders

Identify and scope priority TDM and integrated mobility projects based on recommendations and community needs

Utilize physical presence at bus stops to spread information about integrated mobility options

Create regional TDM and integrated mobility policy and funding plan, in coordination with COMPASS and local agencies. Provide guidance to local stakeholders

Baseline existing conditions across various modes and TDM programs, to identify specific gaps and opportunities for implementing recommendations

Consider recommended modifications to existing org chart to improve coordination

Create a service simplification strategy across all VRT programs and services and update website accordingly

# Implementation Roadmap

## Medium (3-5 years)

Implement pilot programs and track metrics for evaluation

Implement open data standards

Use information gathered from baseline analysis and community listening sessions to pilot trip planning and payment updates

Use regional funding strategy to seek funding and implement priority projects

Add staff to existing teams as needed

Introduce public-private partnership opportunities to fill gaps identified in community sessions

Plan and design mobility hubs in partnership with communities where they will be located

Create strategy for improving programs based on performance metrics and evaluations

Pilot UBM program aligned with equity framework and in partnership with community groups



# Implementation Roadmap

## Long term (5+ years)

Implement mobility hubs in designated locations with local and private partners

Consider integration guidelines or requirements for new mobility providers

Consider TDM requirements for new development and employers

Continue collaboration with communities and partners regionally

Utilize performance metrics and evaluations to report on goals and update programs as needed

## SECTION 9

# Appendices

## DETAILS FOR RECOMMENDATIONS

# TDM PROGRAM STRATEGY

## Problem Statements

**Inequities in TDM program design.** Existing programs are inequitably distributed across the region and as a result, some employees and residents of Treasure Valley do not receive the same transportation benefits as others.

**Gaps in regional TDM programming and policies.** Currently, Treasure Valley does not have a TDM policy or program that guides that region in meeting vehicle trip reduction goals.

**Lack of TDM programs directed towards Treasure Valley residents.** Existing programs are focused on improving the commute-trip; however, there are opportunities to direct programming to residents to encourage travel by non-driving modes for non-commute trips as well.

## Key Recommendations

Historically, TDM programs were designed to influence peak-direction travel away from the peak-congested times or toward non-driving modes that could ease roadway congestion. Over time, TDM has expanded to apply more broadly to policies and programs that support and incentivize healthier, more equitable, and more environmentally sustainable transportation behaviors. This broader focus now includes improving access for more than just white, suburban, white-collar commuters. By expanding its goals, TDM can and must expand who benefits by engaging often-marginalized communities, tailoring programs to serve them, and reinforcing that improving access for all benefits all. The following recommendations speak to how VRT and its partners can improve and expand the existing TDM program to address the above-mentioned problem statements.

### **Inequities in TDM program design.**

- (1) **Conduct an equity audit.** VRT and third-party vendors offer specialized services to people who cannot take standard fixed routes. However, the specialized services do not reach all corners of Ada and Canyon Counties. Building from the recently completed Coordinated Public Transit Human Services Transportation Plan, conduct an equity audit to assess existing service gaps to better serve all residents, visitors, and employees.
  - a. Identify VRT staff, regional partners, stakeholders, community-based organizations, and community members to be on the audit team.
  - b. Identify ways to collect information about access. Collection often includes community meetings, focus groups, surveys, and on-the-ground walk audits.

- c. Evaluate transportation needs with an equity lens. The Center for Transportation, Equity, Decisions, and Dollars (CTEDD) research group has built an equity scorecard tool for local and regional planning agencies to screen transportation projects and programs. The scorecard includes six categories including access to active transportation, transit access and services, and access to affordable transportation.<sup>1</sup>

- (2) Co-create equity based TDM programs for the region.** After an equity audit, VRT will have more information about existing gaps in TDM programming by city. To build a more comprehensive and equity based TDM program, implement a co-creation approach by inviting employees and residents to participate in the development of a regional program. Compensate participants for their time and keep them informed during the planning process. When possible, take opportunities to coordinate with community-based organizations and community partners to pilot new programs to test concepts.

### **Gaps in regional TDM policies and programs.**

- (1) Write an equity-based regional TDM policy.** A TDM policy is the foundation of a regional TDM program. It is the instruction manual for what employers and developers need to do to meet TDM goals or potential future reporting requirements. The following components should be considered when developing a policy.
- (2) Identify oversight agency.** Often TDM policies are established by a city or regional planning entity. For example, COMPASS could oversee a regional TDM program and coordinate closely with city-level planning staff in coordination with VRT, Commuteride, and city and county-level transportation and planning staff. The oversight agency would oversee the annual monitoring and reporting process and propose updates to the ordinance when needed
- (3) Set a regional mode shift requirement.** The Treasure Valley has a unique opportunity to bring together city and regional transportation planning staff to write an equity based TDM policy to reduce drive-alone trips. The goal of the policy is to communicate the importance of shifting modes, guide employers and developers on how to meet requirements, detailing which TDM strategies are shown to reduce drive-alone trips, and how to monitor participants' travel behavior.
- (4) Include residential requirements in the regional TDM policy.** Relying on market-rate housing developers and large employers to lead TDM implementation excludes low-wage and hourly workers who commute outside traditional peak hours. This disproportionately affects people of color. Mobility programs offered at market-rate residential developments and large employment

---

<sup>1</sup> Center for Transportation, Equity, Decisions, and Dollars (CTEDD) *Transportation Equity Toolkit*. (April 2021) . Retrieved from <https://www.cutr.usf.edu/wp-content/uploads/2021/09/CTEDD-Transportation-Equity-Toolkit-04212021.pdf>

sites should also be offered at public and affordable housing developments, and they should be made available to non-peak commuters. Diverse, efficient, and sustainable transportation options need to be within everyone's reach.

- (5) Metrics and Monitoring.** Most cities and regions with TDM programs use trip counts or travel surveys to track progress. San Francisco uses a point-based system such that developers must prove implementation of selected strategies. The oversight agency will be responsible for monitoring the annual reporting process. While a financial penalties-based approach has proven the most effective way to ensure compliance in other regions, an incentive-based approach may be more realistic in Treasure Valley. The regional survey facilitated by COMPASS could be an opportunity for coordination and setting a baseline.
- (6) Expand regional TDM programs.** Feedback from the focus group conversations, staff conversations, and technical advisory group workshops illuminates the need to expand or create more regional programming for Treasure Valley. In addition to existing studies and efforts, such as a potential flexible regional vanpool, the following strategies were identified.
- (7) Expand existing City Go TDM programs throughout the Treasure Valley.** VRT has created a strong foundation of TDM programming, materials, and offerings centered mostly in the Boise region. Expanding outreach and partnerships in quickly growing communities throughout the Treasure Valley, as well as increasing offerings for use cases beyond work and school commutes, can help support commuters, residents, and students alike. Initial expansions should focus on populations and trips that need increased access most based on location and travel patterns.
- (8) Identify new ways to promote carpooling and ride share.** To reach a more diverse participant pool, promote existing carpool and ridesharing programs through targeted branding campaigns. Seek support from local community organizations, non-profits, schools, etc. who can relay information to population groups, acting as liaisons to students, workers that traveling outside of the peak commute, seniors, and low-income, and refugees.
- (9) Coordinate with Commuteride and COMPASS to leverage the new regional Park-and-Ride Committee to advertise the existing Park and Ride program and expand first-and-last mile connections.** Share the current Park and Ride locations on the City Go app and on the website.
- (10) Explore a regional approach to school access.** Include transit in safe routes programs for areas with longer school commutes. Expand programming to include after-school and summer programs as needed.
- (11) Expand the Safe Routes to School program** to create a slow street network between residential neighborhoods, schools, and essential services.
- (12) Pilot free transit for youth** programs at a sub-set of schools across the region.

- (13) Support the expansion of Share the Ride Idaho** to provide more rewards and incentives to support smart travel habits.

**Lack of TDM programs directed towards Treasure Valley residents.**

- (1) Initiate listening sessions with resident groups.** In speaking with VRT staff and the technical advisory committee, there is consensus that existing TDM programs are geared toward the commute trip. However, particularly when more people are working from home and setting their schedules, it's crucial to incentive non-driving trips for all trips, like traveling to essential services and social engagements. Start by having conversations with a diverse subset of residents to learn how to incentivize traveling by non-driving modes.
- (2) Examine opportunities to establish a resident-based advisory committee for each city as part of residential TDM program development.** Include resident feedback at every stage of the planning and implementation process is critical because a resident-based TDM program is only successful when there is buy-in from the community. Therefore, consider the establishment of a resident-based advisory committee, task force, or sub-committee within an existing regional group that is available on a reoccurring basis to provide feedback on how to expand VRT's existing efforts and offer ideas for new, city-specific programming.
- (3) Facilitate conversations with homeowner associations and business improvement districts to expand City Go.** Team with existing associations to identify and implement community transportation benefits, like subsidized transit passes or a community shuttle that is funded through a parking district or a transportation management association (TMA).

# ORGANIZATION AND GOVERNANCE STRATEGY

## Problem Statements

**(1) Difficulty in coordination:** Decisions are made at different departments that require implementation across agencies.

**(2) Lost opportunities:** Big, innovative ideas with potential partners, such as senior centers or development, are difficult to pursue, due to difficulty in coordination across departments. This includes coordination with outside partners, such as developers for large scale programs, as well as internal coordination across departments, such as planning and development.

**(3) Funding and financing:** Various funding streams for VRT and project partners make integration difficult, and most funding is in Boise. This presents the biggest challenge in coordination across partners for regional or collective programs, such as regional TDM programs. The ability to fund more programs outside of Boise may require more funding from partners in those regions, or a regional funding stream.

**(4) Regional TDM policy and funding program gaps:** Funding priorities are not consistently applied in the development of different department budgets. The lack of a regional TDM policy and associated funding stream creates gaps in programs across the region, where opportunities may otherwise exist for promoting greater TDM and integrated mobility.

## Key Recommendations

**(1) Consider modifications to existing organizational chart to improve coordination and ensure longevity of TDM programming.** The Nelson\Nygaard team proposes the following revision to the organizational chart, to streamline coordination and build new roles:

We recommend the establishment of a core leadership team that together will oversee the components that are required to build and sustain an integrated mobility division at VRT. The core team will be led by a Director of Mobility – a designated point-person that oversees the division's vision and goals.

Alternately, **add staff or functions to existing teams.** Critical components of integrated mobility require additional capacity. We recommend that new tasks either be covered by existing staff, if capacity allows, or an expansion of the current team. The Nelson\Nygaard team suggests the following roles:

- a. Micromobility program management: Lead roll-out of new bikeshare program and any future emerging mobility programs (e.g., scootershare).
- b. Partnerships and non-capital programs: Lead internal coordination conversations across VRT teams as well as collaborations with Commuteride and future public – private partnerships.

- c. Mobility wallet integration: Lead expansion of mobility wallet, coordinating with modes across the region to integrate fare payment onto the Smartcard and Umo platform.
- d. Trip planner integration: Lead consolidation of VRT's trip-planner tools with the intention to have one tool for the public. Tool to include real-time data for all existing modes and integrated fare payment, when possible.
- e. Commuteride coordination: Lead conversations between VRT/City Go and Commuteride to streamline existing employer benefit programs, coordinate, and support existing TDM programs across agencies.
- f. User experience review: Lead technology advancements to improve the public's use of mobility in Treasure Valley.

**(2) Standardize routine working groups to ensure all decision-makers have buy-in about long-term planning – this includes operations and development teams.**

- a. Upon implementing the new organizational structure, which will require some existing staff to take on new titles and responsibilities, we recommend setting clear expectations and standards for meeting across teams at a frequent cadence.
- b. Precedents for successful working group conversations:
  - i. Scheduled quarterly meetings with the leadership team: Strategy and Planning, Administration, Mobility Programs and Operations. **Purpose:** to ensure transparency and equal buy-in of long-term planning investments.
  - ii. Scheduled bi-weekly meetings within Mobility Programs and Operations to be led by the lead staff for integrated mobility. **Purpose:** To ensure day-to-day programs are running smoothly; discuss upcoming roll-out of new pilots and programs; coordination regarding external marketing and public engagement.
  - iii. Scheduled weekly meetings within the Programs team. **Purpose:** Discuss updates to mobile and fare integration, advances regarding the trip planner and coordination with VRT TDM programs, and external third-party vendors. Meetings likely to include staff from Commuteride to ensure partnerships and non-capital programs are co-planned, as needed.
- c. Working groups may also collaborate through joint agreements, such as the Orca Interlocal Agreement<sup>1</sup> referenced previously and created

---

<sup>1</sup> [http://clerk.seattle.gov/~CFS/CF\\_321450.pdf](http://clerk.seattle.gov/~CFS/CF_321450.pdf)



between distinct agencies to formalize coordination, to formalize roles, responsibilities, expectations, and anticipated outcomes.

- (3) Improve external coordination opportunities.** Nelson\Nygaard's conversations illuminated duplications between multiple agencies. As such, we recommend clarifying roles and responsibilities between VRT/CityGo and ACHD Commuteride to target employers more effectively. While VRT and ACHD Commuteride have different operational models, there are opportunities to leverage and support each others' missions and reach without losing relationships or partners in the TDM space. Each agency could identify its key partners, potential partners, and user markets (such as hospitals, schools, housing developments, specific employer types, etc), as well as the level of engagement completed, and work together to form a strategy for offering a menu of services to them. Provision of services may be through ACHD Commuteride or VRT as appropriate but will provide access to full information and opportunity to new and existing stakeholders, and allow VRT and ACHD Commuteride to leverage each other's resources and relationships, rather than duplicate them.
- a. External coordination may also be with private partners or community organizations,** such as the Metrobike partnership in Austin. Working with available and interested partners to identify capacity, expertise, and resources can help establish discrete or regional opportunities for additional or expanded programs and services.
- (4) Set a regional TDM policy** to be better positioned for funding opportunities. By better aligning as a region more opportunities for state and federal funding will appear. This begins with setting a regional TDM policy that is inclusive of mobility operators, employers, residents, and the public. A regional TDM policy is the ticket to funding and opportunities and ultimately expanded programming. Compass, as the regional body, may naturally lead this effort, with strong participation from VRT, ACHD Commuteride, and local jurisdictions as appropriate
- (5) Introduce public-private partnership opportunities.** Consider opportunities to bring large employers into the decision-making process to expand the pool of participation and engagement and identify alternative revenue streams. Additionally, work with private mobility providers to enhance organizational capacity and provide additional functions to public. These may include open solicitations for pilots based on identified needs, incentives for employers or private partners to participate, or coordinated efforts to launch and align services and programs, such as Move PGH.

# COMMUNICATION AND BRANDING STRATEGY

## Problem Statements

**(1) Lack of clarity:** The mix of TDM programs available in the region, by VRT and partners, are branded differently, and it is often unclear which programs use which mobility services and where they may be available. Users are not sure what TDM benefits and programs they may have access to, and what types of services those use.

**(2) Various levels of information across multiple platforms create seemingly broken trips:** Lack of a common real time trip planning system across platforms makes services seem disconnected, limiting understanding of how various modes operated by VRT, as well as partners, may be coordinated for a seamless trip, even across various platforms.

**(3) Missed opportunities for targeted messaging, education, and engagement-** Different communities interact with mobility, technology, and public entities in different ways, and multiple communication strategies are needed to maximize potential across demographics.

## Key Recommendations

- (1) Create a service simplification strategy across all VRT programs and services with potential for co-branding.** Treasure Valley has 15 public and specialized services – from VRT Fixed Route to ACCESS paratransit and smaller senior service transportation options. The public is not clear on: (1) all the available services and (2) who has access. A simplification strategy that places VRT and City Go at the center of those options would present a more cohesive program to current and future users.

While respecting the needs of individual service providers, develop a strategy to consolidate and simplify activities across providers. VRT and City Go have a unique role in working behind the scenes to leverage the resources and interests of various service providers while also presenting a simplified user interface to the public.

Consistently utilize existing co-branding guidance among service providers. Following established standards with partners, including color choices, fonts, and styles across programs and services – similar to Metro Transit in Minnesota or SMART in Colorado – can help connect distinct options for the public. Ensure unique branding of new services does not further complicate the offerings available to the public.

Clarify fare offerings between VRT and City Go and consolidate fare options where possible to reduce confusion. Update the VRT website to reflect updated fare options and services and simplify messaging, including clarification on VRT

programs. Conduct website review for alignment with VRT Brand Book across offerings.

Update the VRT Brand Book and consolidate the naming and branding of all services and programs under VRT. Align the City Go brand as a brand of VRT that is the access point for the public for all information and payments across VRT services and all public transportation and mobility services across the valley. Additionally, provide guidance on when and where co-branding across agencies for marketing and communications is appropriate and set standards for co-agency branding. Work with partner agencies to align branding on services, according to updated Brand Book guidance, where possible, across platforms.

- (2) Update information gateways and create a shared language.** There are multiple paths residents have for accessing mobility information including the City Go and VRT websites and ACHD's Share the Ride Idaho. Unify online communication with equivalent, accurate information across platforms that house travel planning details about existing services and include regional trip planners with real time multi-modal options. This recommendation, alongside updated clarity in branding, provides the public with accurate and reliable information, in an easy to understand format, for all of their travel and TDM options, regardless of location or travel needs.

Additionally, platforms should use the same information, regardless of ownership. For example, a rider looking on Google Maps for travel options should have access to real-time information also available on the City Go website, giving the public clear access to available information regardless of their chosen platform.

To achieve this goal, VRT may integrate additional service offerings into the trip planner functions as real time data becomes available and offer their data to private providers for integration into their platforms as appropriate.

- (3) Revise the City Go website to be more inclusive of other geographies.** The existing City Go website is Boise-centric. While City Go currently serves Boise most, the card may currently be used for transit beyond Boise. Ultimately, as programs expand and technology across providers is more integrated and seamless, City Go will need to include more options and services beyond Boise. To move toward a more regional program, revisions to the landing page and throughout the website should be made to communicate that City Go is available across Treasure Valley, as a service of VRT. Moreover, consider creating city pages on the City Go website to provide clarity on which services and programs are available by place and what is on the horizon. Organize the website to easily find geography-based information, regardless of location in the Treasure Valley.
- (4) Partner with local community-based organizations.** To more deeply understand what residents need regarding near-term and long-term mobility, we encourage VRT and City Go teams to travel to Treasure Valley communities for listening sessions and to speak with local leaders to understand gaps that go

beyond what the quantitative data identified. Marginalized populations, the refugee population, and lower-income residents will provide guidance on how to make a regional policy and communication strategy more equitable. While some of this work has been done, specific program suggestions, additions, and communication strategies should be coordinated with communities as they are developed and implemented. This will allow VRT to understand what types of engagement, education, or training activities are needed to reach specific populations and communities, and tailor efforts accordingly. Consider partnering with ACHD Commuteride in engagement sessions, to improve coordination and provide comprehensive mobility resources for communities.

- (5) Utilize physical infrastructure to bring together options**, such as with bus stops, transit centers or mobility hubs. While bus stops, transit centers and mobility hubs present numerous potential opportunities, including integration across technologies, increased options and ease for the public, and potential alignment with goals such as decreased SOV usage, they also present a clear, visual, co-branding and communication opportunity. Implementing similar styles, integrated information sharing, and signage clarifying options at physical locations with multiple mobility options connects those options in the mind of the public and promotes usage for more seamless trips. Mobility hubs may begin small, in existing park and rides, transit centers, highly used bus stops or targeted areas with specific use cases, such as first and last mile connections. Over time, working with communities and partners, additional services and programs may utilize mobility hubs with consistent branding and information sharing standards.

## VRT INTEGRATED MOBILITY TECHNOLOGY STRATEGY

VRT envisions a future where people travelling across Treasure Valley can plan, book, and pay for a variety of public and private mobility services with as little friction as possible. As much as possible, the decision points and stage gates to take bus or a shared ride are simplified and easily understandable regardless of your age, ability, or background. Information about mobility options is updated in real-time and made available on-demand. Riders can tap their City Go Smartcard, use mobile payments, or even use cash to pay for their ride.

Technology and data are central to unlocking the potential of integrated mobility in Treasure Valley. VRT has made basic building block investments to unlock integrated mobility, including the recent roll out of the City Go Wallet, Umo Mobility app, automatic voice announcements (AVA), ETA SPOT GPS fleet management (CAD/AVL), or Via on-demand scheduling and routing software. However, the vision of integrated mobility requires a comprehensive technology roadmap. Arriving at a truly integrated mobility experience will depend on getting the best out of current technologies and making tactical investments in new technology building blocks.



Image from Valley Regional Transit

The following problem statements and corresponding recommendations serve as VRT's near-term (1-2 years) integrated mobility technology strategy with directional statements for long-term action (3-5 years). The technology strategy should be re-evaluated and refreshed at least every 2-3 years.

### Problem Statements

**(1) Technology patchwork.** Due to constraints, diversity in providers and partners, and geographic span, VRT has made a patchwork of technology investments to advance integrated mobility at an elemental level. But when viewed as a portfolio of investments, the technologies can create silos and incompatibilities that impact the rider experience and impede truly integrated mobility.

**(2) Piecemeal delivery of VRT's vision for integrated mobility.** Without a technology roadmap to coordinate goals and technology options, VRT's ongoing investment in technology will continue to create piecemeal representations of integrated mobility.

**(3) Missed opportunities to connect with the community.** While there are multiple avenues of connection and engagement possible and needed for improving mobility choices, there are limited rider features on the technology side that influence daily user habits, incentivize use, generate revenue, and connect with the community, such as travel rewards and business partners. Growing programs such as Share the Ride Idaho's incentives and campaigns may help engender transportation behavior that aligns with VRT's vision.

**(4) Barriers to integrating specialized transportation services (STSs).** There are no payment, booking, or trip planning integrations with specialized transportation services, and baseline data and technological capacity presents significant barriers to integration with other services.

**5) Inability to unlock transit vehicle supply.** VRT seeks to make it easier for people to use available transit supply by disconnecting service silos from the vehicle stock. Disconnecting silos allows ridership optimization and right sizing, by providing the most appropriate and available vehicle for any service at any time, rather than requiring specific vehicles for specific services. VRT lacks the system integrations needed to solve the empty vehicle problem. This requires front-end customer solutions that integrate booking and payment, but also back-end integration across vehicles and agencies.

**(6) Over-reliance on technology can exacerbate inequity.** The broad suite of mobility technologies and services have not yet been integrated to fully consider the needs of underserved and disabled users (e.g., ADA compliance, unbanked populations, etc.). The disconnected nature of technology platforms results in vulnerable populations needing to piece together how to navigate services and their supportive digital tools. As stated by one stakeholder, "Digital access is not viable for many of our clients. The biggest issue is getting in touch with people, and they're not always digitally literate. The best way to contact them is by phone or text or by physically meeting them."

**(7) No framework to evaluate technology trajectory.** VRT does not have a framework or criteria to regularly evaluate VRT's various technology platforms, including Umo (trip planning and booking/payments for the bus) and Via. It is unclear how to prioritize technology updates, or to determine when technology shifts are necessary to advance integrated mobility.

## Key Recommendations

- (1) Ensure that mobility data is open and able to enable future open architecture for payment and booking.** VRT should adopt and maintain open mobility standards so riders understand when their next ride is arriving, where mobility services are available, and how much their fare will be. VRT should standardize transit and, specifically, on-demand mobility data to better coordinate and deliver services and mobility information so that providers and integrated mobility vendors can build products based on open and standard data.

- **Near-term:** Formally adopt the [Mobility Data Interoperability Principles](#) to guide current and future data standards practices
  - **Ongoing:** Expand open data standards to include GTFS Flex, GBFS, and GOFIS, adding to VRT's existing open mobility data offerings like GTFS, GTFS-R, GBFS.
- (2) **Center trip planning tools on the needs and experience of riders.** Take steps to leverage, align, and coordinate the City Go, VRT, Share the Ride Idaho trip planning platforms.
- **Near-term:** Clarify the role and future of the three available public trip planning apps, determine strengths and gaps amongst the apps, and identify efficiencies where existing functionality can be leveraged. Advance co-branding standards (more in the communications and branding section)
  - **Mid-term:** consider deep links between services, using available functionality to embed links for services within platforms and apps, allowing users to use their app of choice, but be led to other apps as needed
  - **Long-term:** Consolidate trip planning apps and functionality around a single robust trip planning application, potentially accessible via various platforms as well as less tech-focused methods such as call centers and physical signage.
- (3) **Clarify the Umo Mobility app product roadmap.** VRT should work with its Umo Mobility app vendor—Cubic Transportation Systems—to define the product roadmap for the Umo platform specific to VRT's integrated mobility vision.
- **Near-term:** VRT should identify future change orders for optional (or value add) functionality should desired features or integrations not fit within their core roadmap. VRT should investigate expanded product functions, including:
    - Integrating specialized transportation systems for seniors and healthcare such as Well Ride into the Umo platform
    - Defining business rules and specific requirements for adding new modes into the City Go Wallet
    - Define specific equity access opportunities leveraging the Umo/third party electronic billing/payments partner (see below) to facilitate retail cash loading and rewards redemption
    - Working with Cubic to integrate mobile booking and payment across the portfolio of multimodal services (e.g., combining Boise Bike Share, Via on-demand services, and other services with Umo Mobility app mobile ticketing and trip planning)
    - Upgrading the Share the Ride Idaho static feed in the Umo trip planner
- (4) **Center equitable access and human-centered plan-book-pay solutions.** As more modes and services are integrated, plan-book-pay integrations that are designed for privileged riders will only compound the inaccessibility of the mobility system unless the integrations are human-centered and aligned with the needs of the most vulnerable. With VRT's aim to expand mobility to vulnerable

populations across a variety of different modes, the integrations themselves need to serve the most vulnerable—including cash-based options, accessibility mapping and other features, and digital integrations that make trip making easier for the system’s low-income and diverse ridership.

VRT should invest in and maintain payment and booking solutions that meet the needs and limitations of underserved and disabled users. This could include added product functionality to enable cash-based fare payment and digital integrations that aid vulnerable population make more multimodal trips, but also creating a community sounding board to ensure feedback results in meaningful integrated mobility product updates.

- **Near-term:** Develop a partnership with one or more community-based organization to build the needs of low-income, people of differing abilities, backgrounds, cultures, and identities, and immigrant communities into the design of equitable access programming. This partnership should be paid and result in a product roadmap that considers equity considerations in the design of integrated mobility technology solutions.
- **Near-term:** Investigate the product roadmap opportunities and technical limitations of implementing human-centered integrations derived from the community sounding board.
- **Near-term:** Procure the services of InComm, PayNearMe, Blackhawk, or other electronic billing and payments platforms to enable cash loading at retailers to City Go cards.
- **Long-term:** Investigate replacing GFI paper-based ticketing with a City Go/ UMO integrated replacement.
- **Long-term:** If open loop payments are adopted, consider a partnership with Cash App to allow the same.

**(5) Build lasting connections with riders and the broader community through travel rewards and reward partnerships.** VRT should unlock travel rewards with community partners and building a robust ecosystem of reward partners. Travel reward programming should deepen community and rider connections, daylighting VRT as a community anchor that can attract more “traffic”, providing unique opportunities for travel training, forging business partnerships, and identifying customer feedback in new ways.

Reward partners should range from small businesses, larger corporate sponsors, Boise State University, and other institutions. VRT should measure performance of rewards program, the rewards platform (administered through Umo), and the reward partnerships. VRT should accompany community rewards with higher touch community partner engagement to ensure reward opportunities are advertised for its network of community partners.

- **Near-term:** Explore Cubic’s capabilities to provide loyalty and rewards using the Validated platform.



- **Near-term:** Narrowing the Umo rewards pilot desired outcomes and align those with both the City Go Wallet functionality and overall product roadmap.
- **Near-term:** Develop an annual rewards partner program that identifies local business and institutional participants, service agreements, and expectations for marketing the rewards program.
- **Near-term:** Begin ongoing engagement with interested annual rewards partner program.
- **Near-term:** Allow participating retailers and business partners to reward customers by pushing value to their mobility budget associated with the City Go Wallet.

**(6) Explore dynamic service allocation opportunities and specialized transportation service (STS) integrations.** VRT has a unique opportunity to unlock underutilized transit vehicle supply to serve a variety of service needs. VRT should work with current vendors to identify current and potential data aggregation opportunities between fare collection, scheduling/routing, and automatic passenger counting (APC)/automatic vehicle location (AVL) platforms. The ultimate goal is to pilot dynamically allocated service in one or more community with poor transit service levels, but specialized mobility needs when demand is relatively low. This will require ETA vehicle location information and Umo mobile ticketing to sync with Via's routing platform. VRT should consider a financial incentive to encourage pilot participation.

Alongside potential service allocation opportunities, VRT should also work with the region's STSs to determine the data and technology investments to enable integrated mobility among STS providers.

- **Near-term:** Begin conversations with vendors and STS providers to understand opportunities, barriers, and levers for both dynamic service allocation and STS integrations.
- **Near-term:** Identify funding to support conversations with vendors to understand opportunities, barriers, and levers.
- **Long-term:** Pilot dynamic service allocation in one or two underserved communities with connections to key regional destinations.
- **Long-term:** Pilot STS integration in the Umo platform, prioritizing testing on the most technically advanced service providers.

**(7) Continually evaluate current and future technologies against VRT's vision for integrated mobility.** VRT should develop and apply a rolling evaluation framework to measure the performance of technologies, partnerships, and integrations and whether/how they advance the integrated mobility vision. This will establish the feedback loop that might lead to future change orders or new investments/procurements.

- **Near-term:** Establish the framework and evaluate each technology element according to whether it:

FINAL INTEGRATED MOBILITY TECHNOLOGY STRATEGY  
Valley Regional Transit

- Enables future open payments
- Is redundant or can be consolidated with other investments
- Enables multimodal integration
- Contractually bars integration with other systems
- Is cost prohibitive to enable or maintain integrations