EXECUTIVE SUMMARY

PROJECT PURPOSE

The Park City Transportation Demand Management project is focused on reducing vehicle miles traveled (VMT) and related traffic and environmental impacts of Single Occupant Vehicles (SOV) during peak days and peak hours. This reduction will be accomplished through a focused Transportation Demand Program that is targeted at those groups who show the highest



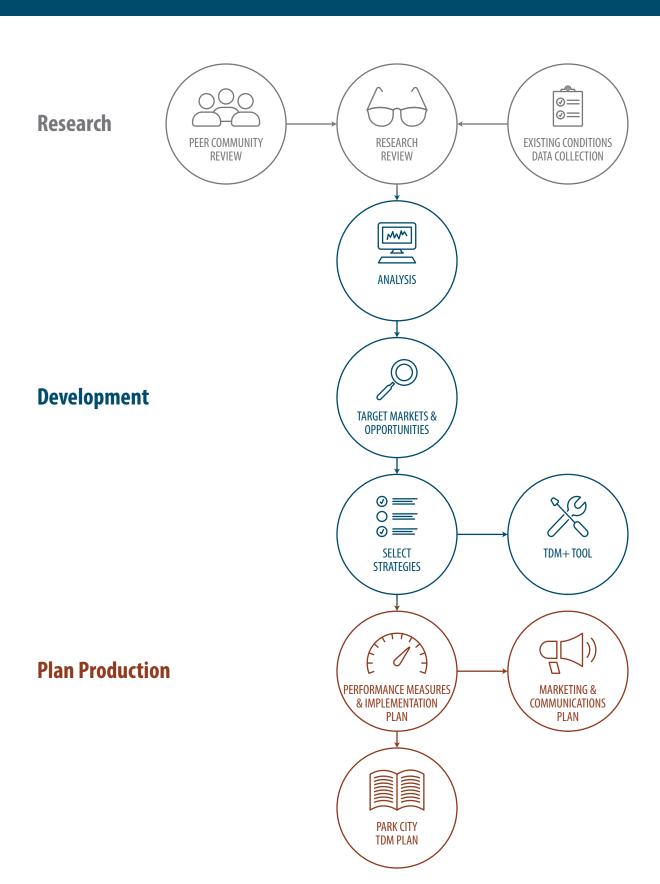
propensity to make travel choices other than the SOV.

DOCUMENT PURPOSE

The purpose of this document is to summarize the existing transportation conditions in the Park City area, highlight peer community and national research on TDM strategies, and provide a shortlist of strategies, performance measures, and next steps to implement a TDM program for Park City. The following flow chart provides an overview of the plan development process.

Park City TDM Plan

PROJECT OVERVIEW & PROCESS



KEY FINDINGS

Peer Community & National Research

- Collaboration is key between public agencies and private employers
- The most successful programs provide a variety of TDM strategies and alternatives to driving alone
- The unique conditions in resort towns require that TDM program managers adapt typical TDM strategies to user needs
- Ongoing monitoring is essential to ensure that TDM programs respond to changing user needs over time

Target Audience Segments & Opportunities

- Five segment groups within the Park City area to focus TDM strategies on
 - o Residents Living in Park City
 - Primarily use their car to get around, but they are willing to use alternative modes
 of transportation such as transit or biking, as long as it is convenient and time
 effective.
 - Part–Time Residents own a second home in Park City
 - While their car is their main mode of transportation, they are more likely to carpool then to drive alone and are willing to try transit and biking to get around.
 - Commuter work in Park City but live outside of Park City
 - Like others in Park City, their car is their main mode of transportation and they typically drive alone. They are willing to try alternatives modes as long as they are convenient and time efficient, meaning they are more willing to carpool than to take transit.
 - Visitors / Tourists
 - Their car is their main mode of transportation to and from Park City, but they are likely to carpool to get in and out of town. Inside of town, they will walk or take transit to get around.
 - o Employees
 - They prefer to have access to their car during the day, whether it is needed or not. Convenience is a motivating factor in their travel choices, however they are

willing to consider taking transit, biking, or carpooling, particularly if their employer offered an incentive to do so.

TDM STRATEGY SHORTLIST

Strategies were developed through review of academic and peer community research, review of existing conditions, and coordination with Park City staff. Strategies were also stratified to each target audience segment to demonstrate which strategies would be most effective for each group. These are described in the following pages.

















TRANSIT



DEMAND MANAGEMENT







FOCUS RANGE OF REDUCTION IN IMPLEMENTATION COSTS AREA **VEHICLE MILES TRAVELED (VMT) IMMEDIATE STRATEGIES** Walking/Biking School Bus SALARY & BENEFITS OF HALF TIME STAFF COORDINATOR (APPLIES TO SCHOOL TRIPS ONLY) STARTUP COSTS \$5,000 - \$10,000 **School-Oriented Carpools** (APPLIES TO SCHOOL TRIPS ONLY) \$24,000 - \$48,000 ANNUAL OPERATING COSTS CAPITAL COSTS \$1,200,000 **——** : [: : : : [: : : : [: : : :] **Increased Transit Frequency to Kimball Junction** \$425,000 ANNUAL OPERATING COSTS **NEAR-TERM STRATEGIES Bike Repair Stands** \$800 - \$1,500 PER STAND **Bike Share System** \$1,500,000 -CAPITAL & OPERATING COSTS \$2,500,000 USING E-BIKES **School Parking Management** \$8 - \$13 PER PERSON (APPLIES TO SCHOOL TRIPS ONLY) **Tailored Information & Promotions = 1** - - - - **1** - - - - **1** - - - - **1** PER PERSON (APPLIES TO WORK TRIPS ONLY) 6 5% 10% 15% 20% \$150 - \$300 PFR SPACE **Carpool/Vanpool Parking — Transit Jump Queue Lanes Transit Vehicle Signal Preemption** LONG-TERM STRATEGIES **TDM Requirements for New Developments or Redevelopment** POLICY **Density Bonus for Parking Reduction** POLICY **Parking Demand Management ONGOING STRATEGIES**

\$400 - \$700

PER RACK

(A)

Bike Parking at Developments & Transit Stops















TRANSIT









RANGE OF REDUCTION IN VEHICLE MILES TRAVELED (VMT)

IMPLEMENTATION COSTS

IMMEDIATE STRATEGIES

Increased Transit Frequency to Kimball Junction



FOCUS

AREA



\$1,200,000 \$425,000

CAPITAL COSTS ANNUAL OPERATING COSTS

NEAR-TERM STRATEGIES

Bike Repair Stands





\$800 - \$1,500

PER STAND

Bike Share System

USING E-BIKES



\$1,500,000 -\$2,500,000

\$8 - \$13

CAPITAL & OPERATING COSTS

Tailored Information & Promotions







\$150 - \$300

PER PERSON

PER SPACE

Carpool/Vanpool Parking

Transit Jump Queue Lanes





= 1 - - - - - **1** - - - - - **1** - - - - - **1**

Transit Vehicle Signal Preemption



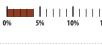


LONG-TERM STRATEGIES

TDM Requirements for New Developments or Redevelopment POLICY

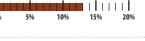
Density Bonus for Parking Reduction













Parking Demand Management

POLICY





ONGOING STRATEGIES

Bike Parking at Developments & Transit Stops





\$400 - \$700

PER RACK





















FOCUS AREA

RANGE OF REDUCTION IN VEHICLE MILES TRAVELED (VMT)

IMPLEMENTATION COSTS

IMMEDIATE STRATEGIES

Increased Transit Frequency to Kimball Junction





\$1,200,000 \$425,000

CAPITAL COSTS ANNUAL OPERATING COSTS

NEAR-TERM STRATEGIES

Bike Share System





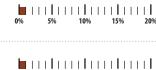
N/A

\$1,500,000 -\$2,500,000

CAPITAL & OPERATING COSTS

Additional Evening Recreation Opportunities & Amenities





Real-Time Information Gathering & Messaging





Efficient Parking

JOINT, FLEX, SATELLITE, AND SPACE-EFFICIENT PARKING

Tailored Information & Promotions



\$8 - \$13

PER PERSON

Carpool/Vanpool Parking

(APPLIES TO WORK TRIPS ONLY)



PER SPACE

\$2,000 - \$4,000

PER COMMUTER PER YEAR

Shuttle Bus Service

Transit Jump Queue Lanes



—

Transit Vehicle Signal Preemption



LONG-TERM STRATEGIES

TDM Requirements for New Developments or Redevelopment POLICY





Parking Supply Management



ONGOING STRATEGIES

Charter Buses for Large Events

(APPLIES TO EVENT TRIPS ONLY)





\$500 - \$1,500















TRANSIT







LAND USE



FOCUS RANGE OF REDUCTION IN IMPLEMENTATION COSTS AREA **VEHICLE MILES TRAVELED (VMT) IMMEDIATE STRATEGIES** \$1,200,000 CAPITAL COSTS Increased Transit Frequency to Kimball Junction \$425,000 ANNUAL OPERATING COSTS **NEAR-TERM STRATEGIES** (A) **■** 111**1**11111**1**11111**1 Bike Repair Stands** \$800 - \$1,500 PER STAND **Efficient Parking** JOINT, FLEX, SATELLITE, AND SPACE-EFFICIENT PARKING **Tailored Information & Promotions** \$8 - \$13 PER PERSON (APPLIES TO WORK TRIPS ONLY) Required TDM/ETC Coordinators at Major Employers (APPLIES TO WORK TRIPS ONLY) \$5,000 - \$10,000 STARTUP COSTS Rideshare Program (APPLIES TO WORK TRIPS ONLY) \$24,000 - \$48,000 ANNUAL OPERATING COST MONTHLY OPERATING COST PER VAN Vanpool Program \$1,000 - \$1,500 MONTHLY OPERATING COST PER USER (APPLIES TO WORK TRIPS ONLY) \$125 **Expanded Commute Options** \$0 - \$1,200,000 CAPITAL COSTS IMPROVEMENTS TO REGIONAL TRANSIT SERVICE, PARTICULARLY TO HEBER CITY AND KAMAS \$48,000 - \$823,700 ANNUAL OPERATING COSTS (APPLIES TO WORK TRIPS ONLY) **Shuttle Bus Service** \$2,000 - \$4,000 PER COMMUTER PER YEAR **Transit Jump Queue Lanes Transit Vehicle Signal Preemption** LONG-TERM STRATEGIES TDM Requirements for New **- 1** - - - - **1** - - - - **1** - - - - **1 Developments or Redevelopment** POLICY **Parking Demand Management Parking Supply Management Subsidized Transit for Inter-City Commuters** \$1,000,000 - \$2,000,000 (APPLIES TO WORK TRIPS ONLY) **ONGOING STRATEGIES** (A) **Bike Parking at Developments & Transit Stops** PER RACK \$1,000 - \$2,500 PER LOCKER **Bike Showers/Lockers**















TRANSIT



DEMAND MANAGEMENT







RANGE OF REDUCTION IN VEHICLE MILES TRAVELED (VMT) **IMPLEMENTATION COSTS**

IMMEDIATE STRATEGIES

Increased Transit Frequency to Kimball Junction



FOCUS

AREA



\$1,200,000 \$425,000

CAPITAL COSTS ANNUAL OPERATING COSTS

NEAR-TERM STRATEGIES

Bike Repair Stands





\$800 - \$1,500

PER STAND

Efficient Parking

JOINT, FLEX, SATELLITE, AND SPACE-EFFICIENT PARKING



\$8 - \$13 PER PERSON

Tailored Information & Promotions (APPLIES TO WORK TRIPS ONLY)

Required TDM Coordinators at Major Employers



■ l **l** **l** **l** .

\$5,000 - \$10,000

\$24,000 - \$48,000

STARTUP COSTS

ANNUAL OPERATING COST

MONTHLY OPERATING COST PER USER

Rideshare Program (APPLIES TO WORK TRIPS ONLY)

Vanpool Program

(APPLIES TO WORK TRIPS ONLY)



\$1,000 - \$1,500 MONTHLY OPERATING COST PER VAN

Transit Jump Queue Lanes

(APPLIES TO WORK TRIPS ONLY)



0% 5% 10% 15% 20%

Varies

\$125

Transit Vehicle Signal Preemption





LONG-TERM STRATEGIES

Affordable Employee Housing POLICY

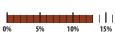




Parking Supply Management

Parking Demand Management





ONGOING STRATEGIES

Bike Parking at Developments & Transit Stops





\$400 - \$700

PER RACK

Bike Showers/Lockers



5% 10% 15% 20%

\$1,000 - \$2,500

PER LOCKER

On-site Day Care or Day Care Brokerage Services (APPLIES TO WORK TRIPS ONLY)





Employee subsidized







PERFORMANCE METRICS

Performance measures were also developed to track and monitor performance of TDM strategies. **Table 1** presents a list of proposed performance measures and data collection methods for the Park City TDM program as well as responsible parties for collecting this data.

Table 1: Performance Measures					
Goal	Metrics/Performance Measures	Collection Method	Responsible Party		
Reduce single- occupant vehicle (SOV) mode share	1. Reduction in drive-alone mode share for trips on gateway corridors	Vehicle occupancy counts on SR 248 and SR 224	City		
	2. Increase daily bus hours of regional transit service to and from Park City	Transit operator reports	Transit operator		
	3. Provide additional regional transit routes to neighboring communities	Transit operator reports	Transit operator		
	4. Increase in regional transportation ridership	Transit ridership reports	Transit operator		
	5. Increase in daily bus hours on local transit service	Transit operator reports	Transit operator		
	6. Increase frequency on Park City transit network.	Transit operator reports	Transit operator		
	7. Increase and maintain competitive transit travel time	Transit operator reports	Transit operator		
	8. Increase in local transit ridership	Transit ridership reports	Transit operator		
	9. Increase in visitor use of transit	Intercept surveys	City		
	10. Expand the number of intercept park-and-ride facilities on gateway corridors	City and/or transit operator report	City and/or transit operator		
	11. Increase in carpooling/vanpooling	Employee survey for major employers and resorts	Employers		
Reduce single- occupant vehicle (SOV) mode share	12. Increase and maintain competitive bicycle travel time to and from major destination areas	Field travel time assessment and report	City		

Table 1: Performance Measures						
Goal	Metrics/Performance Measures	Collection Method	Responsible Party			
Reduce single- occupant vehicle (SOV) mode share	13. Increase in bicycle use in summer months	Bike counts at major destinations Rail Trail – near Bonanza Drive Poison Creek Trail – near City Park and near Main Street McLeod Creek Trail – near Holiday Ranch Loop Road Farm Trail – near Thaynes Canyon Drive Park City Pkwy Trail – near Bonanza Drive	City			
	14. Increase in pedestrian access in summer months	Pedestrian counts at major destinations Rail Trail – near Bonanza Drive Poison Creek Trail – near City Park and near Main Street McLeod Creek Trail – near Holiday Ranch Loop Road Farm Trail – near Thaynes Canyon Drive Park City Pkwy Trail – near Bonanza Drive	City			
Reduce Vehicle Miles Traveled (VMT) per Employee and Resident	15. Shorter commute distances	Employee survey for major employers and resorts	Employers			
	16. Percentage of housing units within 1/4 mile of transit routes and paved multiuse trails.	GIS analysis	City			
	17. Local affordable housing options for employees	Review number of affordable housing units within the municipal boundaries that are provided to local employees below market rate	City			
	18. Reduction in parking utilization	Parking utilization counts at major employers and resorts	Employers			
	4. Increase in regional transportation ridership	Transit ridership reports	Transit operator			
	8. Increase in local transit ridership	Transit ridership reports	Transit operator			

Table 1: Performance Measures					
Goal	Metrics/Performance Measures	Collection Method	Responsible Party		
	9. Increase in visitor use of transit	Intercept survey of visitors	City		
	11. Increase in carpooling/vanpooling	Employee survey for major employers and resorts	Employers		
Reduce Vehicle Miles Traveled (VMT) per Employee and Resident	13. Increase in bicycle use in summer months	Bike counts at major destinations Rail Trail – near Bonanza Drive Poison Creek Trail – near City Park and near Main Street McLeod Creek Trail – near Holiday Ranch Loop Road Farm Trail – near Thaynes Canyon Drive Park City Pkwy Trail – near Bonanza Drive	City		
	14. Increase in pedestrian access in summer months	Biannual pedestrian counts at major destinations Rail Trail – near Bonanza Drive Poison Creek Trail – near City Park and near Main Street McLeod Creek Trail – near Holiday Ranch Loop Road Farm Trail – near Thaynes Canyon Drive Park City Pkwy Trail – near Bonanza Drive	City		
	19. Reduce per capita VMT and associated petroleum consumption and greenhouse gas emissions	Estimate reductions using Utah Household Travel Survey data, local mode share data, and VMT estimate from major gateway corridors	City		
Manage congestion on major corridors	20. Growth in traffic volume on gateway corridors (peak and daily) will not exceed the percentage growth in annual housing and employment growth	Cordon counts on SR 248 and SR 224	City		
	21. Growth in traffic volume on internal corridors (peak and daily) will not exceed the percentage growth in annual housing and employment growth	Cordon counts on Bonanza Drive and Park Avenue (entrance to downtown)	City		

Table 1: Performance Measures					
Goal	Metrics/Performance Measures	Collection Method	Responsible Party		
	22. Manage congestion during festivals and special events	Review of Master Festival License or Special Event Permit Submittals	City		
Provide TDM program awareness and utilization	23. Number of potential users who are aware of programs and services	Employee survey for major employers and resorts	Employers		
	24. Number of participants in employer programs and services.	Employer report submitted by TDM coordinator	Employers		

IMPLEMENTATION

An effective TDM program involves building consensus among diverse constituents; communicating goals and values; consistent messaging and rigorous management, marketing and evaluation. It also requires developing a broad base of support and participation.

Park City has already taken steps to address some of these questions by forming a Transportation Management Association (TMA). The formation of the



TMA is a good beginning. However, it is recommended that a series of meetings to further process, educate and encourage full participation, and develop a clear plan with widespread support and enthusiasm for moving TDM forward. Several studies are either currently underway or recently concluded: the parking study, marketing plan, and the short-range transit study. The data from these studies, as well as the information contained in this report, should inform TDM planning.

MARKETING AND COMMUNICATION

The challenge facing the TDM program is to help Park City residents, visitors, and commuters understand the program's goals and strategies to the point that they actually change their travel behaviors. A communication campaign focused on raising public awareness of the program will nudge people living and visiting Park City and their employers to take their efforts to the next level

and start utilizing alternative modes of travel. Building a critical mass of program supporters will help grow the program into a mainstream effort. Ultimately, alternative travel can become a day-to-day norm that will make it easier to travel around Park City.

Consistent placement of messages will lead to greater awareness of alternative travel options and ultimately, adoption of alternative travel behaviors. Utilizing four main channels of communication will help disseminate the messages to the traveling public and Park City employers.

- Outreach
- Media Relations
- Grassroots
- Interactive

Channels create an informational pyramid for our key audiences. General awareness of the program is grown through outreach across various media (print, broadcast and outdoor). Audiences learn a little bit more about TDM goals and strategies through news stories that are thoughtfully placed with local media. At the grassroots level, we can interact with our audiences one-on-one and have the opportunity to customize messages to their needs and interests. Finally, on the interactive level, we can offer in-depth education about the program and its strategies and benefits though the proposed website and other online tools.

The following strategies and metrics have been identified for marketing and communication the TDM plan:

Strategies

- Educate the public on the available alternative travel options
- Create an outreach program to target and partner with large employers, encouraging the use of alternative travel options among their employees
- Partner with tourism groups to educate visitors on the available travel options
- Update city staff, including planning and development, on the TDM program strategies and solutions to keep messaging consistent

Metrics

• Employee research: A follow-up survey provided to employers and employees in the Park City area. Surveys and travel pattern data will be used to identify shifts in travel behaviors.



- Intercept survey: Administered in Park City during weekday and weekend events.
 Survey data will be used to identify awareness of alternative modes, as well as if people are changing their travel behaviors.
- Park City Transit ridership data: Ridership counts can be used to identify an increase in alternative travel use—specifically transit use.
- Traffic counts on SR-224 and SR-248: Traffic counts will be used to identify a
 decrease in the number of vehicles using SR-224 and SR-248 as well as occupancy
 counts to measure carpooling, vanpooling and ridesharing.
- Social media click rates: Will be used to identify an increase in awareness.
- Google analytics data for website visits: Can identify an increase in program awareness.

