



## Interurban Transit Partnership

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### Planning & Technology Committee Members

Mayor Rosalynn Bliss

Jack Hoffman

Andy Guy

Terry Schweitzer (Chair)

Paul Troost

Citizen Members:

Ryan Anderson

Dave Bulkowski

## PLANNING & TECHNOLOGY COMMITTEE MEETING

Monday, July 17, 2023 – 8:30 a.m.

Rapid Central Station Conference Room (250 Cesar Chavez Avenue, SW)

### AGENDA

	<u>PRESENTER</u>	<u>ACTION</u>
1. PUBLIC COMMENT		
2. MINUTES REVIEW – May 8, 2023	Terry Schweitzer	Review
3. DISCUSSION		
a. Thriving (Transit Master Plan) Update	Nick Monoyios	
b. Transportation Demand Management (TDM) Update	Nick Monoyios	
c. APTA Tech Conference	Nick Monoyios	
4. ADJOURNMENT		

Next meeting: September 11, 2023



## Future Planning & Technology Committee Members

Mayor Rosalynn Bliss

Jack Hoffman

Andy Guy

Terry Schweitzer (Chair)

Paul Troost

Citizen Members:

Ryan Anderson

Dave Bulkowski

## PLANNING & TECHNOLOGY COMMITTEE MEETING MINUTES

Monday, May 8, 2023 – 8:30 a.m.

Rapid Central Station Conference Room (250 Cesar E Chavez Avenue, SW)

### ATTENDANCE:

#### Committee Members Present:

Terry Schweitzer, Dave Bulkowski, Paul Troost, Jack Hoffman, Andy Guy, Ryan Anderson

#### Committee Members Absent:

Mayor Bliss

#### Staff Attendees:

Steve Clapp, Nancy Groendal, Kris Heald, Deron Kippen, Linda Medina, Nick Monoyios, James Nguyen, Deb Prato, Jason Prescott, Andy Prokopy, Steve Schipper, Mike Wieringa, Kevin Wisselink

#### Other Attendees:

Bliss Dady (AECOM), Andrew Ittigson (AECOM), Natalie Kollig (AECOM), Clover Brown (GVMC)

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Mr. Schweitzer called the meeting to order at 8:33 a.m.

### 1. PUBLIC COMMENT

No Public Comments

### 2. MINUTES March 13, 2023

Chair Schweitzer asked for changes or corrections to the March 13, 2023, meeting minutes. There were none. The meeting minutes were approved as submitted.

### 3. Information

#### a. Transit Master Plan 20-Year Goals Activity

Mr. Monoyios started his comments by welcoming Mr. Andy Guy as the newest Planning & Technology Committee member.

Mr. Monoyios reminded the board that we went through an exercise in March, looked at the Guiding Principles, and developed what is important to you. For today, we want to review each of the guiding principles and look at samples of input we have received from Rapid Staff, Technical Advisory Committee (TAC), and Mobile GR and look with a twenty (20) year lens.

#### *Community:*

Mr. Monoyios wants to hear thoughts on what the plan will look like twenty years down the road.

Mr. Schweitzer stated when we talk about the community, we have now in the six-city area perhaps within that twenty (20) year horizon that community will grow out into the county and perhaps into other MPOs as we look at how services could be coordinated with the other entities.

Mr. Monoyios commented, good point. To ensure the integration of the array of communities we may not even know exist yet.

Mr. Hoffman wished to clarify, are you looking for feedback?

Mr. Monoyios replied, yes.

Mr. Hoffman's view is without no reform in transportation funding, at least at the state level, he feels a realistic plan is not feasible now and frankly not in twenty (20) years either. He strongly advocates for transportation funding reform. If in twenty (20) years, we have a comprehensive transportation budget of \$2B instead of \$300M statewide, this would be a great template to allocate our funds.

Mr. Anderson added he knows these were derived from feedback and principles. He feels the risk is The Rapid making all things for all people, which is tough. What jumps out to Mr. Anderson is, do we think The Rapid will lean toward broad stitching together of disport community like Laker Line or Micro Mobility? We could say it does both, but realistically the investment needed is going to lean one way or the other. Mr. Anderson wished to challenge the group, helpfully, it's ok to say there are some things it won't do, like The Rapid isn't going to do certain things. Maybe there will be a sweet spot for what The Rapid will do in this landscape of options.

Mr. Bulkowski added he truly supports what The Rapid does. It helps people with no options and no money. Even if we had \$2B from the state, people still wouldn't use it. People wouldn't use it mainly because our guiding task forgot to align with all six (6) master plans. Ridership has collapsed in the last ten (10) years. There have been some transit-oriented blocks that have been built out, but it's not on both ends. The community is sprawling like mad. Transit does not serve sprawl unless it's expensive per trip. GO!Bus trips used to be 45 minutes and now they are 1 ½ hours. What does that look like in twenty (20) years when everyone has an electric vehicle? Even if they are autonomous, it will still take an hour and a half to get across town if it's paratransit. In summary, The Rapid does not control its environment. The Rapid is out there on streets owned and controlled by somebody else. If we want this, then what can we do over the next twenty (20) years? Maybe it is two (2) or three (3) more Laker lines which we talked about twenty years ago. There was a Bus Rapid Transit (BRT) potentiality, but we don't have the density and the potential ridership except for one spot that met federal requirements with the Laker Line.

Mr. Anderson recommended from a process standpoint that we document this as critical contingency or attentions that are useful for then later saying we will choose this direction process. Funding scenarios would be one of those. It could go this way but also if we go toward a fifteen (15) minute city high-density small cellular structure it means something different. Some of these tensions will be a basis for decision-making. Ultimately, we cannot be all things to all people.

Mr. Monoyios added this fall into the convenience and adaptability guiding principles.

Mr. Hoffman wished to respond to Mr. Bulkowski's comments. In Mr. Hoffman's view, the cities are no more independent agents than The Rapid is. Both are caught up in transportation which, at the end of the day, supports the commercial trucking industry which is the largest subsidized beneficiary by far of any group of our current system. If someone can tell him why it is such a big secret. No one seems to want to talk about it. So, Mr. Bulkowski, I am hopeful, and your prophecies of dome are unfounded. We are in a good position to talk to the state. The whole system is broken. They can't even fix the roads. It must change, but it is out of our hands to a certain extent, but we can lend our voice to a hopeful new future.

Mr. Guy added that he appreciates all the comments, especially Mr. Bulkowski's comments about control by our environment, and it is just one reason why he advocates for the organization to have a more intentional and aggressive role in the real estate space because that is one area where this organization can use its flexibility, its authority and its partnerships with development, particularly in key corridors to establish more control over its environment and maybe generate some revenue as well.

Mr. Guy asked the question, when we speak to multi-modal transit, have we established a vision yet for The Rapid's role in that space?

Mr. Monoyios replied it is acknowledging the scale. Where The Rapid fits into what geographies and communities have not been determined yet.

Mr. Hoffman said we tend to think of public transportation, he prefers the term Comprehensive transportation which includes all the other options.

Mr. Troost added he appreciates Mr. Hoffman's hopeful response to the dome and gloom comment, however, he does not disagree with Mr. Bulkowski's comments. He feels nobody uses The Rapid unless they must. Do we see that changing in twenty (20) years? Probably not. Mr. Troost agrees that it is out of our control in terms of funding. We can't predict what future modes of transportation or vehicles we will have. He feels the future is in smaller, electric vehicles, and perhaps farther than twenty (20) years it will be all automated. Perhaps our niche may be more in connectivity between bigger cities and counties such as between Grand Rapids and Holland or Kalamazoo.

Mr. Anderson added that we know the commercial sector is moving toward autonomous fleets of smaller vehicles. He agreed with Mr. Troost's comments.

Mr. Monoyios suggested moving through the rest of the guiding principles.

*Growth:* TOD land movement.

*Convenience:* How do we optimize convenience for transit use? One of the best ways to incentivize it. There is no congestion here and parking is cheap. The external cost of driving is achievable by most people. How can we outdo that?

*Internal Workforce:* This was originally Workforce; it was suggested to change to specify internal because of more departmental internal composition and the structure of our organization to be prepared to achieve all the movement from the TMP outcomes.

*Adaptability:* Anticipate what is needed in contingency planning.

Mr. Anderson wished to highlight one critical contingency which rests on the Grand Rapids City master plan and that is the availability of parking. One-third (1/3) of the city of Grand Rapids has surface-level parking. There needs to be more repurposing of that toward more commercial and private endeavors. That may be a good thing for The Rapid in the long term if we don't see parking available. It may give us a demand spike in unexpected ways.

Mr. Hoffman added along with Mr. Anderson's thinking. What is the capacity of our environment to accommodate cars, parking, and road use? Since Henry Ford invented the motor vehicle, we have created more lanes for faster and faster traffic. There is a finite amount of space that can be covered by traffic.

Mr. Monoyios added we thought building around the scale and speed of the car for decades was the way to go but let's not do that. We should build around the speed of people. We are seeing the benefit of not doing that.

Mr. Hoffman added if you read MDOT literature. It acknowledges all that. I believe there are people in transportation government service to recognize the reality.

Mr. Bulkowski said so much of transit is built for the work commute. In twenty (20) years is there any work commute? Who is still coming downtown? The focus should be on creating a vibrant center downtown.

Mr. Anderson added we are engaged in looking at the future of cities in 2035. The impacts of remote working have spiked toward suburban growth among people in their 30s and 40s which is opening more affordable options to live in other cities. He believes people will come to the city for cultural attributes instead of work opportunities.

Mr. Guy wished to offer some affirmations for these principles given all the scenarios and uncertainty. He feels these principles are very accurate for what we want to do. Regarding 131, he feels after the funding question we seem to have a consensus on trying to find a way to solve it. The significant investment lining up in the 131 corridors over the next ten (10) to fifteen (15) years is probably the number two priority as it relates to the big picture of the transportation ecosystem in this community. We need to have a significant voice in this plan. We should explore all scenarios for that corridor if we want to align with the Master Plan.

Mr. Hoffman appreciated that info.

**b. Transit Master Plan Update – AECOM Team**

Mr. Andrew Ittigson gave an update on the TMP to date. In terms of remote work, they are finding that the youngest staff members are the ones who prefer working in the office and the social setting.

- Word bubbles were done for each of the guiding principles on what is the most important to people.
- Stakeholder Engagement: full public involvement will be coming in the Fall.
- We meet monthly Technical Advisory Committee (TAC). The conversation is interesting on 131. There was high-capacity transit on 131.
- We met with the Steering committee and went through the same process of goals. One thing we learned is that they wanted to learn more about the current service. Nick and the team are working on a one-page briefer for this committee. We will be back on June 5.
- We will have focus groups starting in June. Usually, 6-10 people for approximately 1 ½ hours per meeting.

Mr. Anderson asked if AECOM will be including potential riders who are not current customers.

Mr. Ittigson replied yes.

Project Status:

- Public involvement is key to this project and will be ongoing.
- The draft of the market analysis of the existing and future conditions has been completed.
- In early summer we will put together future scenarios.
- West Michigan Express is still in process. The feasibility study is complete.
- Next spring will be joint development and implementation.

Mr. Hoffman inquired about funding. Is that funding the planning or the program?

Mr. Ittigson answered the program.

Mr. Ittigson shared that some of the items learned from the existing future conditions report where the BRT is serving some of the higher ridership areas and understanding the market. We found basic coverage in your service area.

Future scenarios: We see this as a teared approach. Not just 40 ft buses. After today, there is a lot to think about.

Market Analysis: This is a deep dive into the graphics. It is being reviewed now. Understanding the market with the growth and how best to serve it.

West Michigan Express: There are two (2) parts to this project. The feasibility study is complete. Step one is Park N Ride lots. Looked at the strength of the market. Very specific on how we focus on this. There may be TOD on how to incorporate WMX.

The last task is Peer Analysis: this is also a two (2) tear approach. El Paso was very similar to The Rapid.

Aspirational Peers: we are not looking at traditional national transit databases, we are looking outside the box. Sustainable funding is always #1.

Mr. Hoffman said he would be interested in a comparable system in Illinois and his reason is Illinois does generate through existing user tax and much higher per capita and what they do with the extra funds.

Mr. Bulkowski asked if we are looking north of the border. Years ago, they were doing more transit than us. (Ottawa vs Toronto)

Mr. Ittigson replied we have not identified that, but we will investigate it.

We will look at cities that are similar in size, and which ones have a successful mode split. (Walking/biking)

Innovative communications and marketing.

Success in regional expansion and partnerships.

Implementation of emerging technologies.

Affordable housing development success.

Mr. Guy asked, is there a reason why?

Mr. Ittigson replied affordable housing is getting more expensive.

Mr. Monoyios inquired if we could label 'affordable' differently.

Mr. Bulkowski added this anecdotal comment; when we say affordable housing, we mean poor black people and the racial reality of West Michigan is so well hidden in our niceness. We very infrequently talk about the racial negativity that keeps developing from South Division. Affordable housing is those people we don't want in our neighborhood. Transit is for the poor, seniors, and people with disabilities. These are the myths we have guiding our true value guides in our transit community.

Mr. Hoffman is interested in what can public transportation do under existing federal and state rules. He is interested in mode split.

Mr. Ittigson said we will refine that. Housing is a large part of transportation.

Next Steps:

We will be meeting with the bus supervisors of The Rapid. Tomorrow we are meeting with the maintenance staff. On June 5 we are meeting with the Steering Committee and Focus groups June 5-6. Strategic communications plan. TMP.

**c. Transportation Demand Management (TDM) Study Status**

Mr. Monoyios gave a high-level TDM update.

- 90% of the region drives in a car.
- Growth we are anticipating cannot be sustained.
- TDM looks at policy changes, and coordination look at other options. How will all of this be funded? TDM study is working parallel with TMP.
- a planning and environmental linkage study is going on 131 for over a year. It is looking at 131 from Burton into downtown.

**d. 131 Planning & Environmental Linkage (PEL) Study Status**

We have looked at four (4) different options for 131.

- What if we made it a boulevard. This did not pass.
- Three of the four options put Wealthy at grade.

Mr. Hoffman inserted this is great. He was at a meeting where the people at Studio Park were upset about Wealthy being at grade. Have their issues been satisfied?

Mr. Monoyios said there would be an interchange of Wealthy.

Mr. Hoffman added a Boulevard is not realistic on 131. MDOT is willing to pay money to make it better than what it is.

**e. Grand Rapids Community Master Plan Status**

Mr. Monoyios reported there were 762 voices heard from an array of platforms.

Some of the themes were:

What were the big ideas, and what were your concerns. Overall, we heard that mobility is the biggest concern. Along with housing. Public transportation was highly regarded. Another workshop coming up in a couple of weeks.

**f. Contactless Fare Payment**

This item was not discussed.

**g. APTA Transit Board Membership Conference**

July 15-18 there is a Transit Board and Board Administrator Meeting held in Birmingham, AL.

**4. ADJOURNMENT**

This meeting was adjourned at 9:46 a.m.

The next meeting is scheduled for July 17, 2023

Respectfully submitted,



Kris Heald, Board Secretary



**THE RAPID**

**AECOM**

**MKSK**

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CLARK  
COMMUNICATIONS

# The Rapid Transit Master Plan

Planning & Technology Committee Meeting

July 17, 2023

Delivering a better world



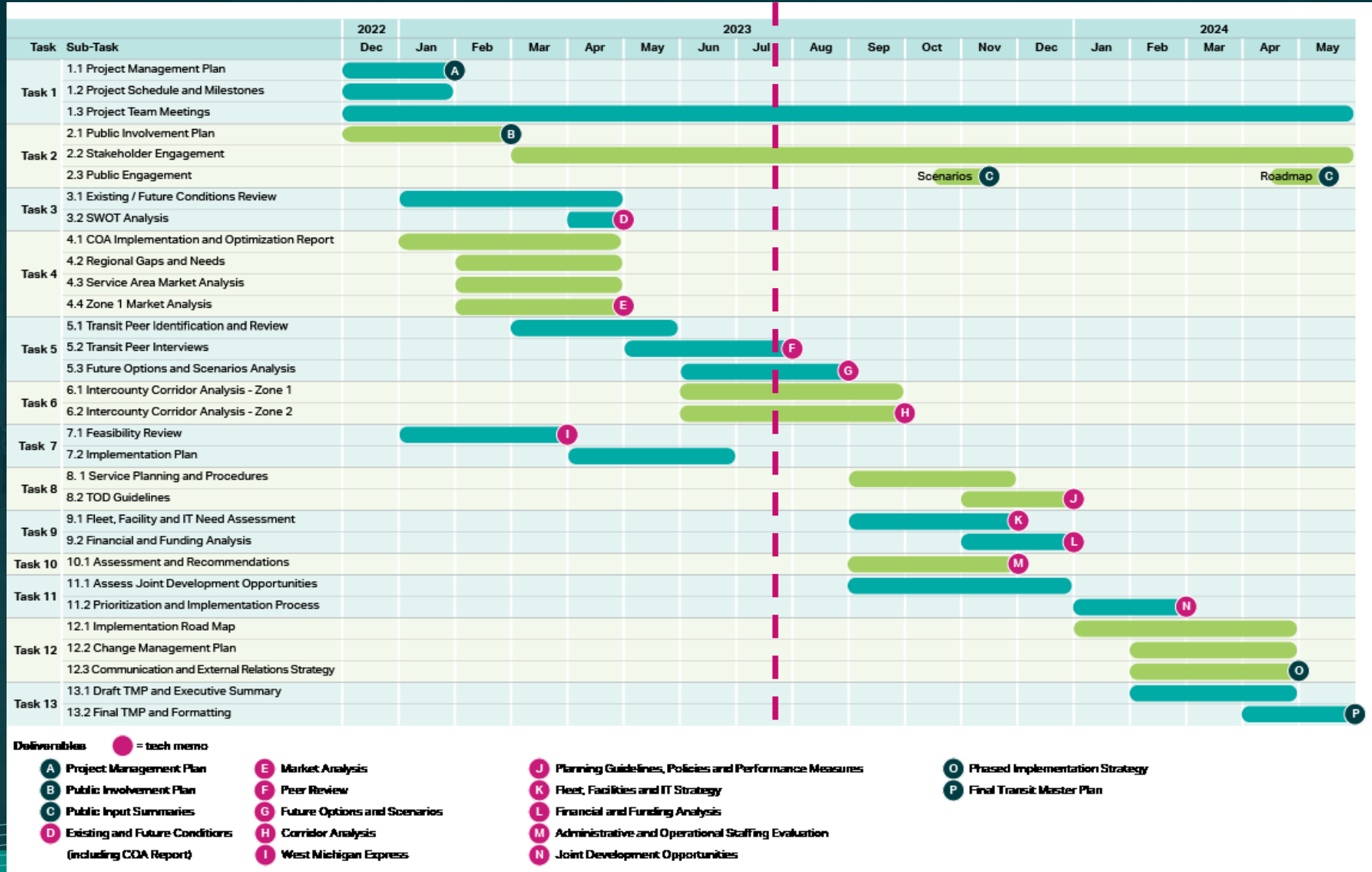
# Agenda

## Project Review/Status Update

- Schedule
- Technical Tasks Update
  - Existing and Future Conditions
  - Market Analysis
  - West Michigan Express
  - Peer Review
- Public Involvement

# Project Schedule

we are here





# Project Status & Internal Engagement

## IN PROGRESS



**Public Involvement**  
Building partnerships  
(throughout the process,  
public workshops targeted  
for Fall 2023 and Spring  
2024)

## COMPLETE



**Market Analysis**  
Transit demand, travel  
patterns, mobility needs  
(Jan-April 2023)

## ON DECK



**Future Options  
and Scenarios  
Analysis**  
Who and where  
to serve? How?  
(April-June 2023)



**Existing and Future  
Conditions Analysis**  
Strengths, weaknesses,  
opportunities, threats  
(Jan-April 2023)



**Peer Review**  
Best practices from similar  
and aspirational mobility  
providers  
(March-June 2023)

## COMPLETE

## IN PROGRESS

# Project Status & Internal Engagement

## IN PROGRESS



### West Michigan Express Planning

Reassess feasibility, develop implementation plan  
(Jan-June 2023)



### Planning Guidelines, Policies and Performance Measures

How to measure and ensure success?  
(Sept-Dec 2023)

## ON DECK



### Administrative and Operational Staffing Evaluation

How to staff?  
(Sept-Nov 2023)



### Corridor Analysis

Connections to places outside current service area  
(June-Sept 2023)



### Fleet, Facilities and IT Strategy

How to support?  
(Sept-Nov 2023)



# Project Status & Internal Engagement



## Joint Development Opportunities

How to shape what happens next to transit?  
(Sept 2023-Feb 2024)



## Phased Implementation Strategy

(Jan-April 2024)



## Final Transit Master Plan

(April-May 2024)

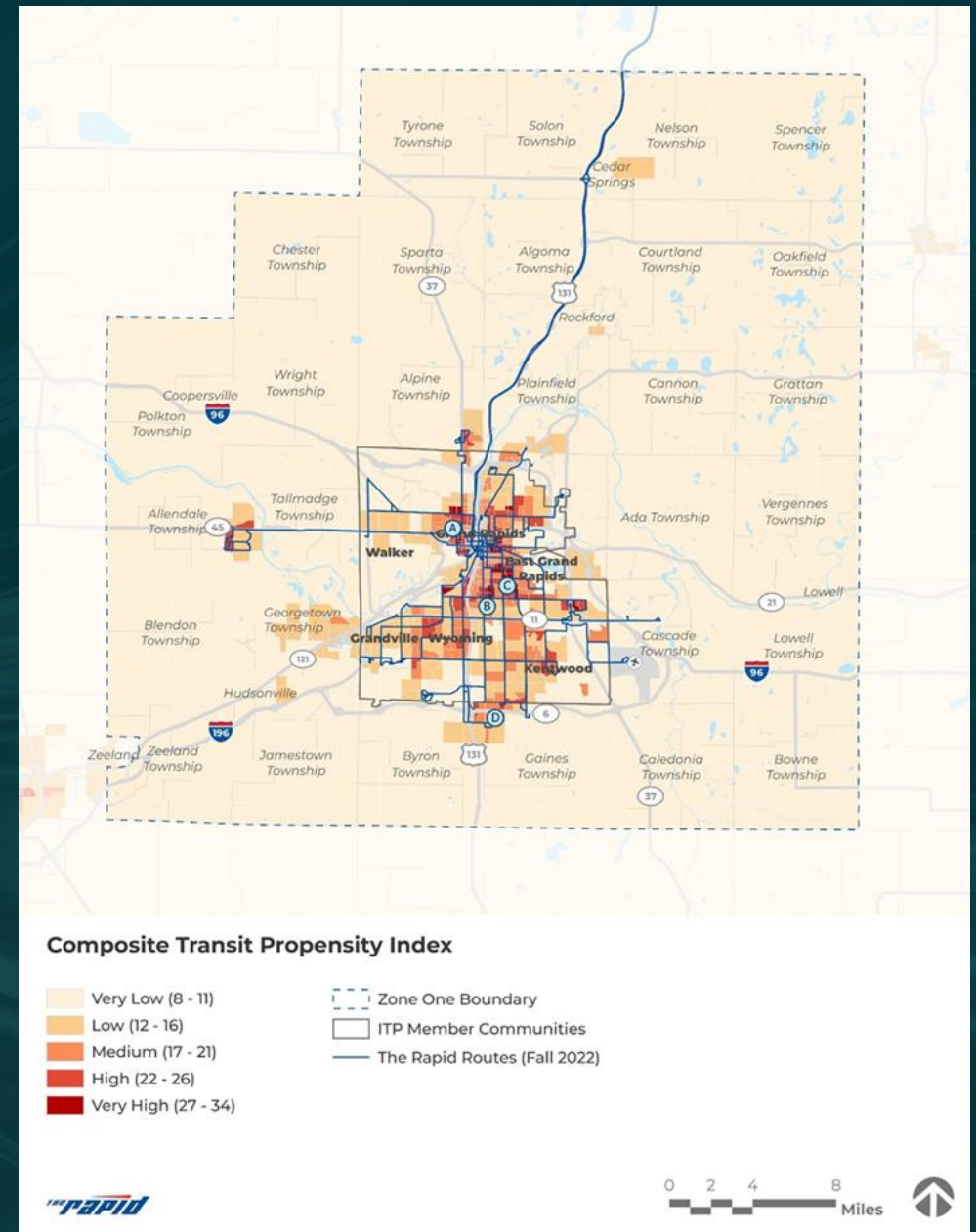


## Financial and Funding Analysis

How to fund?  
(Nov-Dec 2023)

# Existing and Future Conditions

- Draft report completed
- Review of recent planning efforts and studies
- Demographics and land use
- Transit network conditions and service quality
- SWOT analysis

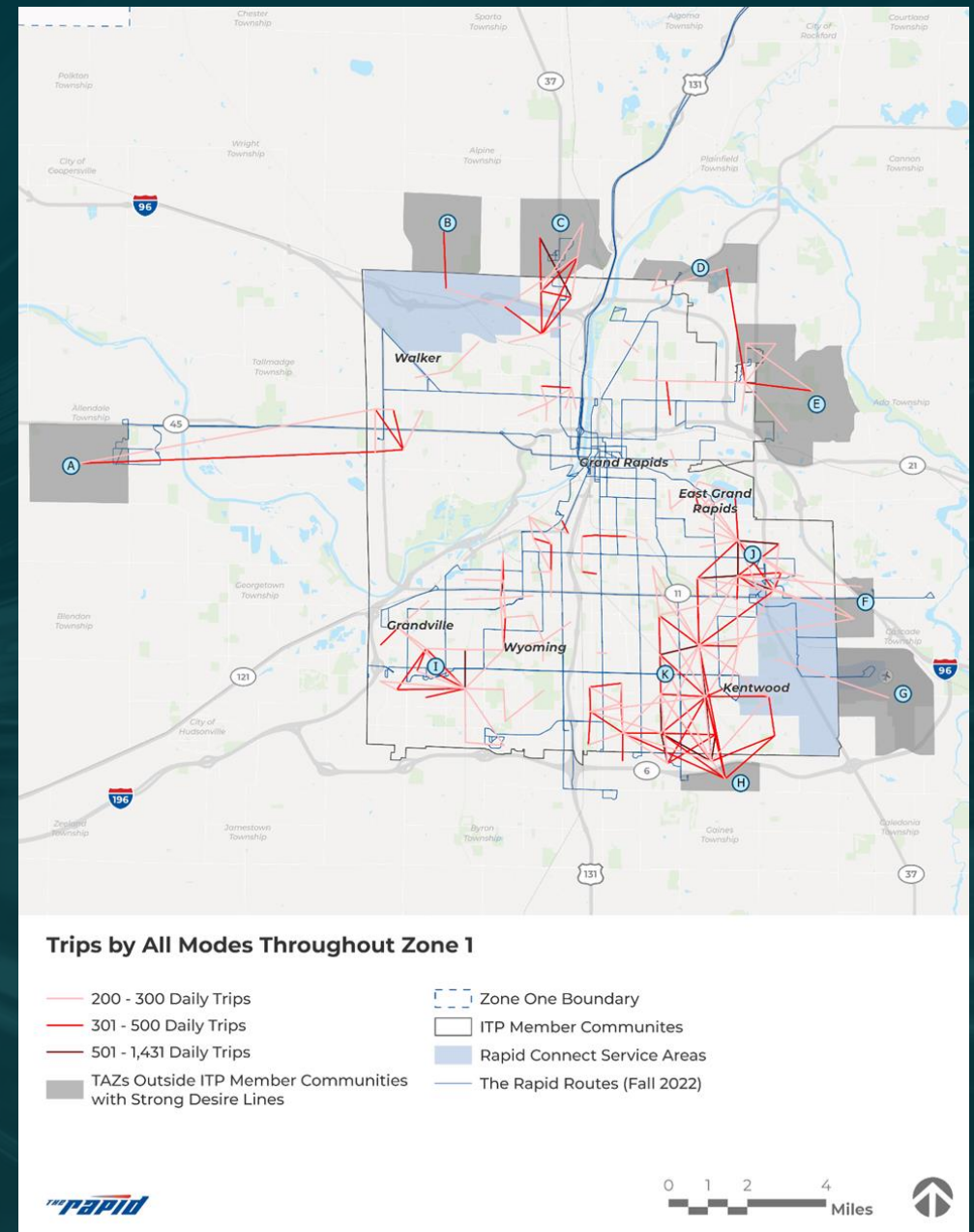




# Market Analysis

Current 6 member cities and surrounding areas that intersect the Census-designated urbanized area

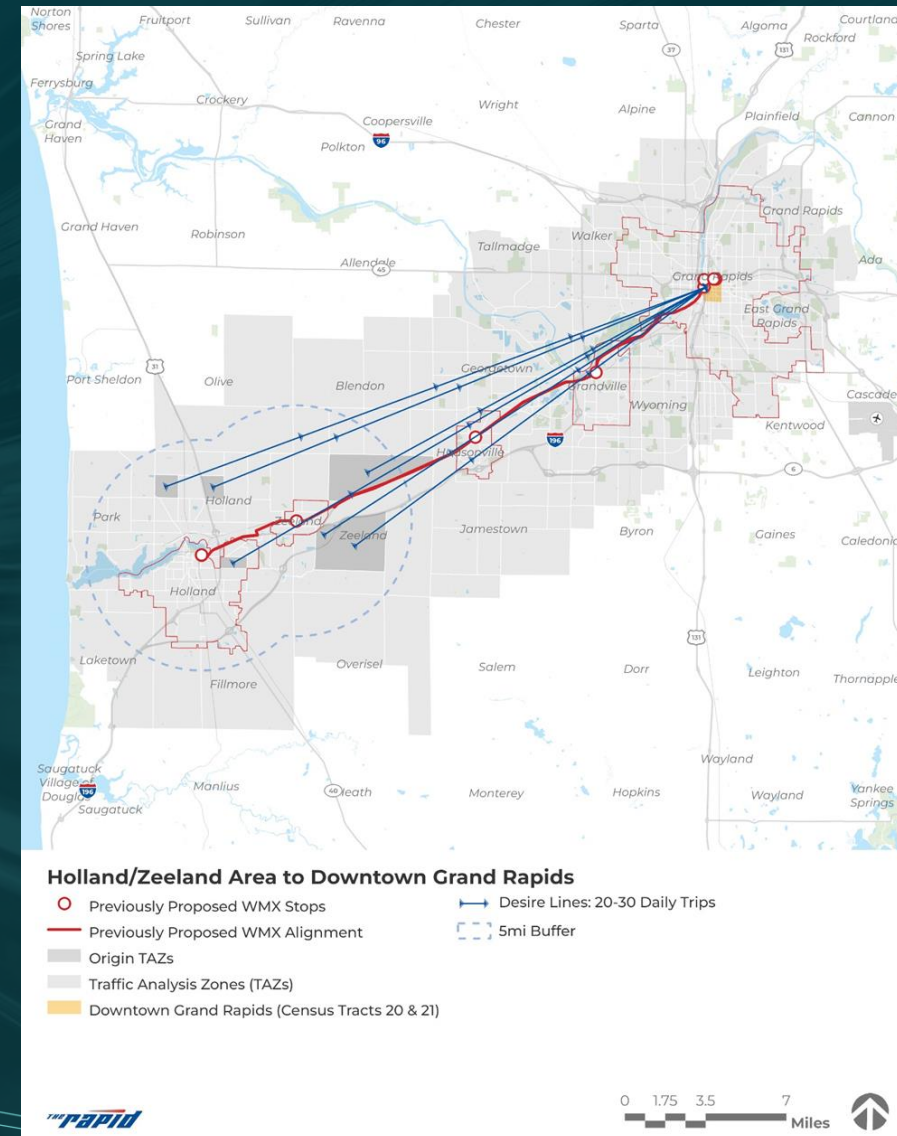
- Draft report completed
- Trip characteristics
- Origin-destination desire lines
- Transit market
  - Where should transit go?
  - Which locations should be connected to each other by transit?
  - What kind of transit / mobility options should connect locations?



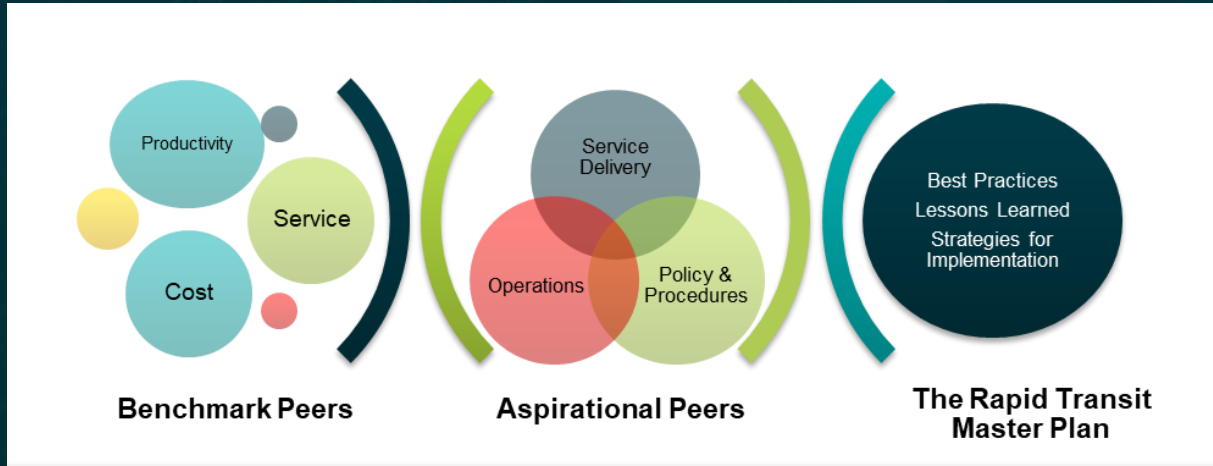


# West Michigan Express (WMX)

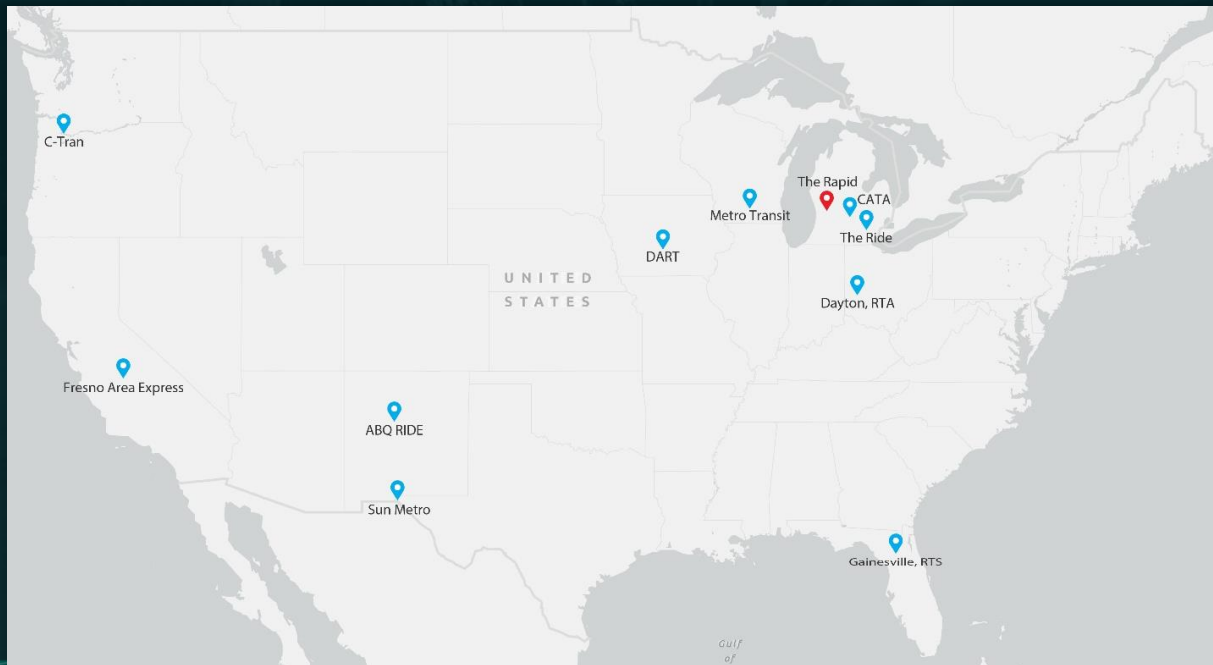
- Draft Feasibility Report completed (*pending final WMX Task Force review*)
- Review of previous planning
- Feasibility Review
  - Benchmarked against an express bus route with similar characteristics
  - Distance and time from downtown
  - Density
  - Travel patterns and ridership estimates
  - Recommended service model
- Implementation Plan (*In progress*)
  - Stops and alignment (P&R locations)
  - Schedule and service span
  - Cost estimates and funding



# Peers Analysis - Benchmark Peers



- Relative peers based on operational and financial characteristics
- Compared by National Transit Database (NTD) data
- Service efficiency, service, cost-effectiveness and funding sources



## Benchmark Peers:

- C-Tran
- Fresno Area Express
- ABQ RIDE
- Sun Metro
- DART
- Metro Transit
- CATA
- The Ride
- Dayton, RTA
- Gainesville, RTS



# Peers Analysis - Aspirational Peers

*What does The Rapid want to be in the next 10-20 years?*



## Topics / Categories



# Peers Analysis - Aspirational Peers

## Transit Agencies

Topics	Metro Transit (Minneapolis)	King County (Seattle)	The Ride (Ann Arbor)	Indygo (Indianapolis)	CapMetro (Austin)	LA Metro (Los Angeles)
<b>Sustainable Funding</b>	✓		✓	✓	✓	
<b>Successful TOD</b>	✓	✓		✓	✓	✓
<b>Medium-Sized City Mode Split</b>	✓		✓			
<b>Innovative Marketing</b>			✓		✓	✓
<b>Affordable Housing</b>	✓	✓				✓
<b>Success with Regional Expansion</b>		✓			✓	






*Are there other peers you think excel in any of these categories?*

*Any other aspirational topics/categories to consider?*



# Guiding Principles

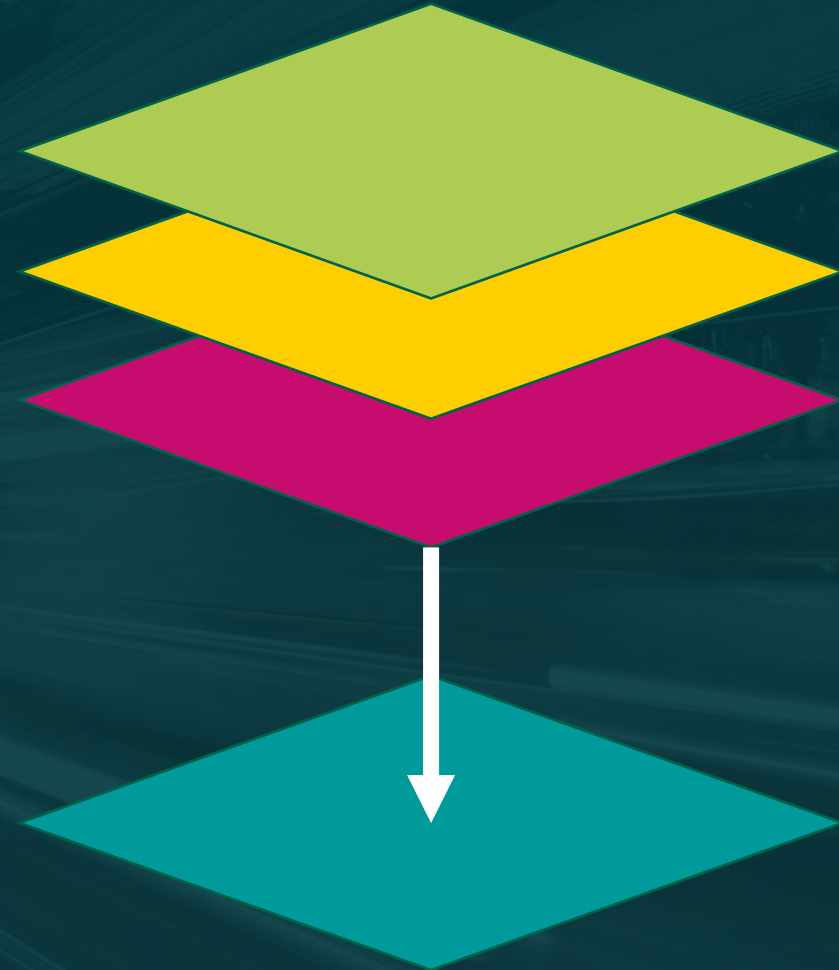
At The Rapid, we are the transportation provider of choice and convenience because...

-  **COMMUNITY | We reflect you and your needs.**
-  **GROWTH | We plan for action.**
-  **CONVENIENCE | We serve for user experience.**
-  **INTERNAL WORKFORCE | We value employee personal growth.**  
(Engaged and prepared to meet our future challenges)
-  **ADAPTABILITY | We're future-flexible.**



# Future Options and Scenarios

Existing and Future Conditions  
+  
Market Analysis  
+  
Peer Review  
=  
Future Options and Scenarios



# Public Involvement Update

- Past Committee Meetings update
- Upcoming Focus Groups feedback
- Website & Branding
- Fall Outreach Plan update



# Recap of Steering Committee Meeting

- Last meeting – June 5
- Exercise
  - Value of transit
  - Value of transit to my business or community
  - Observations and experience taking transit
- Highlights of feedback:
  - **Accessibility**: physical and informational
  - **Connections**: transit isn't always getting people where they want to go
  - **Convenience**: frequency, proximity to transit services, easy to understand and use, etc.
  - **Affordable**
- Next meeting – September 11



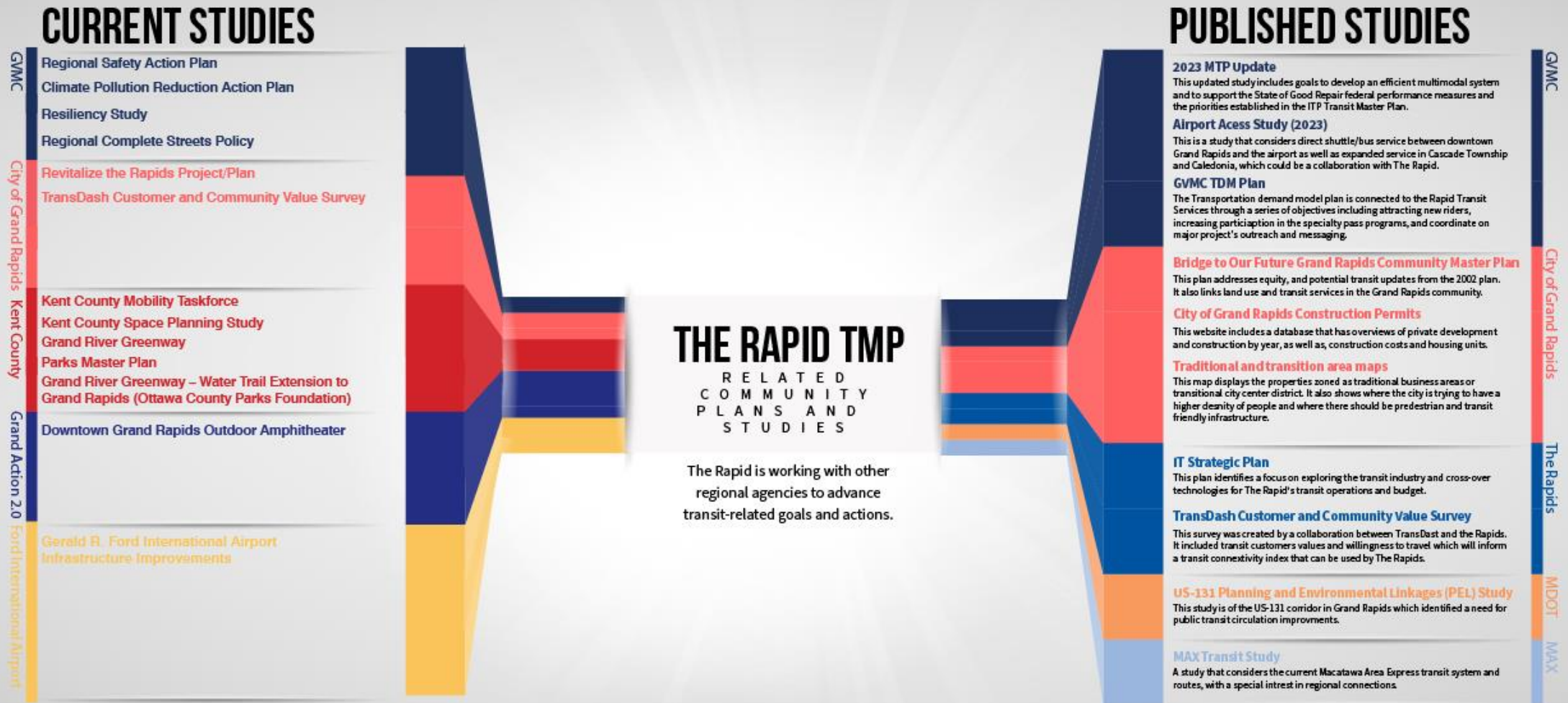


# Recap of Technical Advisory Committee (TAC) Meeting

## June Meeting

- Updates on technical products
  - Existing and Future Conditions
  - Market Assessment
  - West Michigan Express Feasibility Review
  - Peer Review
- Input on upcoming public involvement efforts
- Coordination with other regional planning efforts
- Next meeting – August 10

# Concurrent Planning Efforts





# Stakeholder Focus Groups – June 6, July 17 & 18

## Representatives include:

- Innovators (*June*)
- Disabled Community & Consumer Advisory Committee (*July*)
- Customers (*July*)
- Employers (*July*)
- Health institutions (*July*)
- State and Government Officials (*Fall*)
- Developers (*Fall*)
- Tourism (*Fall*)
- Local Communications (*Fall*)
- Non-Transit Riders (*Fall*)
- Students (*Fall*)



**Goal:** Solicit input and build relationships with the community to help the project team better understand concerns, needs, and opportunities for the transit system.

***Do you know of any organizations/have a contact that might be interested in participating in one of the above focus groups?***



# THRIVING

A framework for the future of connectivity.



# THRIVING

A framework for the future of connectivity.



# Website



<http://www.transitthrive.org/>



# Outreach Plan

## Completed

- Internal staff focus groups *Spring/Summer 2023*
- External focus groups *Summer/Fall 2023*
- Committee Meetings *Ongoing*

## Upcoming

- Public Announcement / Kickoff *August 2023*
- Fall Public Outreach Events *September – November 2023*
- Spring Public Outreach Events *February – May 2024*
- Final Plan Report Unveiling *May 2024*

# Next Steps

- Public Involvement:
  - Focus Groups – July 17 & 18
  - Technical Advisory Committee Meeting – August 10
  - Fall Public Outreach Kickoff – August 2023
  - **Planning and Technical Committee Meeting – September 11**
  - Steering Committee Meeting – September 11





Thank You!

Delivering a better world



## **Interurban Transit Partnership**

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**Date:** July 8, 2023  
**To:** Planning & Technology Committee  
**From:** Nicholas Monoyios – Planning Department  
**Subject:** TRANSPORTATION DEMAND MANAGEMENT (TDM) STUDY UPDATE

### **BACKGROUND**

As our region grows and population increases, we are seeing an increasing demand upon our roadways - more than 90% of commuters drive alone to work, while all commuters spend 1.2 million hours in freeway delays annually. Accommodating increasing demand with additional roadway capacity is not a sustainable solution. Therefore, several of the GVMC member agencies are emphasizing the need for a mode shift toward other forms of transportation and TDM strategies to help address this issue.

Since 2021, GVMC has led a project team with many member jurisdictions, including The Rapid, and has been working with a consultant group to determine the appropriate and effective process to develop implementation strategies for the identified TDM goals. Roles and responsibilities for implementing each selected strategy in the final plan will be assumed by an appropriate TDM study partner.

### **TDM GOALS & DRAFT STRATEGIES**

GVMC has identified regional goals in the 2045 Metropolitan Transportation Plan which supports the tenets of TDM strategies. These goals are:

- Enhance Safety & Reduce Congestion
- Ensure Equity, Access, and Mobility
- Protect and Enhance the Environment
- Identify mode shift opportunities.

As of July 2023, the TDM study team is considering draft strategy refinement, various implementation approaches, and the associated timelines.



The following draft strategies are identified below, and while The Rapid can provide a supporting role in the development and implementation of these strategies, The Rapid has been slated as a lead partner for the ***bold and italicized*** items.

DRAFT TDM STRATEGIES (as of July 2023)
1. Regional TDM program manager & regional working group
2. Comprehensive communications plan to develop awareness and unify implementation
<b>3. <i>Knowledge library with P&amp;R map, transit user guide for all audiences, and other resources</i></b>
<b>4. <i>Expanded staffing to implement employer/commuter outreach and regional campaigns &amp; a new technology platform (building on W. Michigan Rideshare)</i></b>
5. Regional commute survey
6. TDM scoring criteria for MPO-sponsored plans/projects
<b>7. <i>Identify new Park and Ride lots for carpooling and transit</i></b>
<b>8. <i>Equity Pass/Mobility Wallet</i></b>
9. Construction Project TDM Policy and Communications Framework
10. TDM in Land Use/Parking Toolkit & Webinar Training for municipalities, developers & funders
11. Employer Outreach Program for Downtown Employers focusing on hybrid work and transit
12. Access to Jobs Subsidy for Vanpooling or Wheels to Work

## **NEXT STEPS**

In the following months, the TDM study will collect community/public feedback, consider action plans for each finalized strategy, and develop an overall final draft plan.

A progress update will be presented at the September 2023 Planning & Technology Committee meeting.