2022 YEAR IN REVIEW A BETTER CITY TMA & ALLSTON BRIGHTON TMA

TELEVISION

INTRODUCTION FROM THE TEAM

Members of A Better City and Allston Brighton TMAs,

At A Better City, we think differently about how to approach sustainable Transportation Demand Management (TDM) practices in support of our members' – and metro Boston's – mobility goals.

For nearly three years, we have seen our traditional work and travel patterns endure massive and continuing disruption. We have been collectively challenged not only to react to real-time dynamics but to simultaneously predict and plan for the future. Through our Transportation Management Associations, we have used this disruption as a catalyst to develop new tools and ways of thinking not just about how we measure mobility, but how we value it.

We are thrilled to share with you this end of year report, a robust summary of the work we did together in 2022. Perhaps more importantly, we are excited for the innovations, outreach, and engagement in store for 2023. Thank you for being part of the effort to address our local, regional, and global challenges through sustainable mobility. I hope you read this report with pride of ownership because we could not have achieved so much without your engagement.

With gratitude,



RICK DIMINO President & CEO, A Better City

Kiokin Tom mo



SCOTT MULLEN TDM Director

Mull



MARISSA RIVERA Project Director - TMA Innovation & Engagement



CHRISTINE YI TMA Marketing & Program Coordinator



TABLE OF CONTENTS

GET TO KNOW OUR TEAM I

UPDATES AMONG OUR MEMBER COMMUNITY 2

Welcoming New Members 2Overview on Membership Engagement 2Celebrating Member TDM Successes 2

TRACKING CHANGES, DIVERSIONS, & DISRUPTIONS AT THE MBTA 3

MBTA Updates 3 Orange & Partial Green Line Diversions, Aug - Sept 4

INCLUDING BIKESHARE IN HOW WE THINK ABOUT TRANSPORTATION 5

Bluebikes During the Orange Line Shutdown 5 Bluebikes as a Site Mobility Strategy 5

COMMUTER SERVICES & ENGAGEMENT 6

2022 Bike Clinic Event Series 6 Quarterly Promotions 7 GoMassCommute Engagement 10

TDM PROJECTS & RESEARCH 10

Allston Brighton Neighborhood Link 10 Boston Commuter Survey 11 Employee Zip Analysis 11 Barr Grant & Framework for TDM Impact 12

GET TO KNOW OUR TEAM



SCOTT MULLEN TDM DIRECTOR

TRANSPORTATION DEMAND MANAGEMENT DIRECTOR SCOTT MULLEN has spent the last two decades promoting and delivering shared mobility offerings that help individuals and institutions 'think outside the car.' Mully is thrilled to bring innovative data analysis and digital program delivery methods to bear in 2023 and help guide our member companies to a more sustainable mobility future.

MARISSA RIVERA PROJECT DIRECTOR, TMA INNOVATION & ENGAGEMENT

PROJECT DIRECTOR, TMA INNOVATION & ENGAGEMENT MARISSA RIVERA loves connecting with members working on unique challenges and particularly enjoys looking for ways to strike the right balance of transportation fun, time, and cost for commuters & members alike. Looking ahead to 2023, she is excited to examine the TMAs' year-round program structure within the context of Metro-Boston's ever-shifting mobility landscape and hopes to find opportunities to make program and incentive offerings even more relevant, meaningful, and attractive to commuter networks.





CHRISTINE YI TMA MARKETING & PROGRAM COORDINATOR

TMA MARKETING & PROGRAMS COORDINATOR CHRISTINE YI enjoys working with commuters and discovering new ways to lower their barriers to sustainable commuting. It has been exciting to experiment and tailor resource round-ups and guides for commuters looking to enrich their commute routines in 2022, but in the new year, she is looking forward to expanding more interactive, research-based projects to uncover even more actionable and helpful information for commuters to access when planning their ways to get around town.

UPDATES AMONG OUR MEMBER COMMUNITY

WELCOMING NEW MEMBERS

In 2022, we were thrilled to welcome three new members to our growing community: UMass Boston in Dorchester, Hood Park in Charlestown, and Scape in Fenway.

OVERVIEW ON MEMBERSHIP ENGAGEMENT

Over the course of the year, we also connected with 42 new individual contacts among our 66 active member sites. Beyond role turnover, this figure reflects our efforts to engage with the wide variety of work areas that intersect with TDM goals and activities including HR, Sustainability, Community Engagement, and Transportation.



CELEBRATING MEMBER TDM SUCCESSES

Through 1:1 member workplan meetings and quarterly group membership meetings over the year, we were excited to learn about several inspiring TDM member successes:

- Boston University Charles River Campus launched a new parking system to give employees more flexibility and opened a new secure bike parking facility where folks can apply for access and once granted, can tap into the door to access the bike racks. The bike facility currently has capacity for 80 bikes and BU is looking to add more.
- Massachusetts General Hospital moved forward on several sustainable transportation initiatives:
 - Built an additional bike cage next to an existing bike cage on site and has seen an increase in bike commuters.
 - Raised employee MBTA subsidy from 30% to 50% to get employees back on the train.
 - Added their first EV charging station for the Charlestown campus.
- Fidelity executed a robust commuter survey to over 2,000 employees to understand current and anticipated commuting habits.
- Amazon installed <u>Dero Zap</u> to gather information on who is biking and inform messaging efforts identifying employee "champions" that can be workplace leaders encouraging others to bike.

If you have a TDM success you'd like to see highlighted in a future report or newsletter, please reach out to Marissa Rivera at <u>mrivera@abettercity.org</u>.

TRACKING CHANGES, DIVERSIONS, & DISRUPTIONS AT THE MBTA

MBTA UPDATES

As the New England construction season got underway in spring, several mobility disruptions began to cluster together: sections of the Green and Orange Lines were closed after April's tragic collapse at the Government Center parking garage, Blue Line service between the airport and downtown entered a planned diversion for ten days, new Orange Line cars were temporarily pulled from service, and the Sumner Tunnel began its planned 36-weekend closure. Meanwhile in other parts of the regional transportation system, new and expanded service options for ferries and commuter rail were taking shape.

While some of these disruptions and expansions could be found on the MBTA Alerts site, understanding the full picture would require reviewing multiple pages within separate sites hosted by the MBTA. MassDOT, and Keolis.

To keep our members and commuters informed of key changes during what has shaped up to be an action-packed year, we launched a new recurring section in our biweekly newsletter titled "MBTA & MassDOT Service Changes and Disruptions." Through this recurring update, we synthesize information from multiple regional transportation agencies to provide a one-destination snapshot of key service additions, disruptions, and planned diversions twice per month. See examples here, here, and here. If you are not already subscribed to our newsletter, please <u>reach out</u> to be added to our mailing list!

MASSDOT & MBTA SERVICE CHANGES AND DISRUPTIONS Updates week of 10/24

Green Line

· Shuttle buses replace D Branch service between Riverside and Kenmore through Oct. 28 for track and infrastructure upgrades. MBTA.com/GLDTrack

Orange Line

· Speed restrictions are in effect on some are of the Orange Line while the new tack and ballast settle, projected to last into December, Track engineers are monitoring, and will increase speeds when each section w track and ready. Please allow extra time for your commute

Red Line

 Shuttle buses replace Red Line service between Broadway and Ashmont the weekend of Oct 29 - 30 for trackwork. Train service will be operating between JFK/UMass and Braintree. MBTA.com/RLT

Sumner Tunnel

- Weekend closures of the Sumner Tunnel began on June 10 and will run for 36 weekends typically <u>excluding holidays</u>. The unnel will be closed from 11 PM Fridays
- In November, the tunnel will close over Veterars Day weekend between 11 PM on 11/11 and 5 AM on 11/14. It will remain open to accommodate Thankagiving holiday traffic the weekends of 11/18 and 11/25. MassDOT continues to remind drivers to plan
- for extra travel time during weekend closures, or consider alternatives to driving, which include: the Blac Line, Silver Line, and the East Boston Ferry, which resumed service on September 12, 2022. Drivers are also encouraged to stay informed by signing up for email updates through the project website.

Bus

- SL1, SL2, and SL3 will operate at street level between Silver Line Way and South Station the weekend of Oct 29 30, beginning Friday evening at 8:45 PM for maintenance v cek.
- Routes B, 19, 43, 47: The bus stop at Tremont St @ Ruggles St is closed until further notice. Connections made at Ruggles Station or Ruggles St @ Cabot St (Route & OB, 19 OB, 47 IB) or Tremont St @ Melnea Casa Blvd (Route 43 IB).
- · See all bus service notifications here.

Ferry

- · Weekend service for F2H, which serves
- Weskered service for F2H, which serves
 Hingbarn, Hull, Logan Airport, and Long
 Wharf, ended on October 10.
 The MBTA implemented <u>new ferry service
 between East Boston at Lewis Mail and
 downiown Boston at Long Wharf
 as of
 </u> September 12. View the schedule here.

Commuter Rall

· All Lines: The new Fall-Winter Commuter Rail schedules went into effect on Monday, October 17th. The Fall/Winter schedule maintains the same frequent weekday servintroduced in Spring 2021, with a few changes to train times in order to factor in ity rail and snow. Learn more



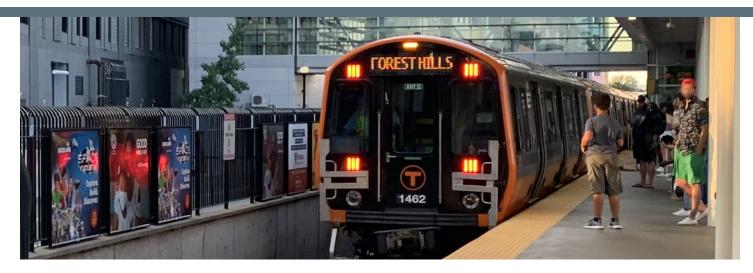
MBTA ALERTS

Commuter Rall (cont.)

- Fitchburg, Haverhill, Lowell, and Newburyport/Rockport Lines: The North Station Commuter Rail Fare gates became active on Saturday, October 1st. At this time passengers are required to tap, swipe or scan their fare to enter and exit the
- concourse through the gates. Framingham/Worcuster Line: Beginning 10/17, on weekdays from 9 am 3 pm, the main track at Worcester will close for construction. Branding will occur from the tracks adjacent to the 45 Shrewsbury Street parking lot. Plan ahead & allow for extra
- Havel time. <u>MBTA.com/UnionStation</u>
 Haverbill Line: Multiple planned service changes upcoming on select Mondays, Fridays, and weekends through December to support Merrimack River Bridge

to support Merrimack River Bridge improvement work. Vrist mhta.com/aleris/comnuter-rall for details. Newburyport/Bockport Line: On Monday, October 314, for Hallowen, the Salem parking garage will be closed between the second second second second second 6:00pm and 11:30pm due to the Halloweer events crowd at the station. Newburyport/Rockport Line: On Monday,

- October 31st, between 3:00pm and 7:00pm, Novburyper/Rockport passengers will experience long bearding lises at North Station due to the Halloween events in Salem. To avoid the queues, consider adjusting your travel plans. Newburyport/Rockport Line: From Friday,
- November 4th through Monday, November 7th, buses will replace weekday and weekend train service between Newburyport/Rockport and Salem for additional signal improvement work.
- Newburyport/Rockport Line: Effective October 1st, Lynn Station closed in order to be rebuilt as part of the Lynn Commuter Rail Station Improvements Project. A free shuttle bus service will be provided between Lynn and Swampscott until a
- bensen tym an swampice only a temporary platform is built. Newburyport/Rockport Line: From Saturday October 15th through Sunday, December 18th, huses will replace weekday and weekend train service between Rockport and Breerly to allow for signal improvem work. Regular train service will operate between Newburyport and North Station



ORANGE & PARTIAL GREEN LINE DIVERSIONS, AUG – SEPT

The tone set in the spring continued to characterize the regional transportation system through the summer, eventually escalating to the unprecedented total shutdown of the Orange Line and overlapping partial shutdown of the Green Line over the four weeks leading up to and following Labor Day.

Our parent organization, A Better City, launched a response effort including preparation of an alternative diversion plan, monitoring of actual diversion services, and analysis of the shutdown's regional impact.

To support TMA members, ABC + AB TMAs curated a webpage summarizing transportation options by mode, linking key resources from the City of Boston & MBTA, and outlining TMA services & programs supporting potential alternate modes. Our team updated the site each weekday, adding new developments and removing stale information to provide maximum value.

In addition to the webpage hosted on our site, our team developed further commuter-focused resources on the shutdown including official announcements on service changes alongside tangible and actionable community resources to help diversify individuals' mobility options. These efforts provided the valuable service of compiling information in real-time and presenting it in an easily digestible format.

ALTERNATIVE TRANSPORTATION OPTIONS DURING THE ORANGE & GREEN LINE SERVICE CHANGES Friday, 8/19 through Sunday, 9/18

MBTA ALTERNATIVES

COMMUTER RAIL

- South-side Providence Line trains will make additional stops at Forest Hills, Ruggles, Back Bay, & South Station
- South-side Needham Line trains will make additional stops at Forest Hills, Ruggles, Back Bay, & South Station
- North-side Haverhill Line trains will make additional stops at Oak Grove, Malden Center, & North Station
- Zone 1A, 1, & 2 fares can be paid by showing a CharlieCard or CharlieTicket on ALL Commuter Rail lines

SHUTTLE BUS SERVICE Free shuttle bus service will serve

- riders between: • Oak Grove - Government Center
- Copley Forest Hills
 Government Center Union Square

ALTERNATIVE BUS ROUTES

- SL5: Park St. Downtown Crossing
 39: Forest Hills Back Bay
- CT2: Ruggles
 92 & 93: Sullivan Sq. Downtown

LEARN MORE FROM THE T

- mbta.com/RiderGuide
- mbta.com/OLTrack
 mbta.com/GLXShuttle
- mbta.com/BBT2022



INCLUDING BIKESHARE IN HOW WE THINK ABOUT TRANSPORTATION

BLUEBIKES DURING THE ORANGE LINE SHUTDOWN

One positive outcome of the Orange Line shutdown was the opportunity for the City of Boston to test and prove meaningful investments in active transportation. In addition to putting up several quick-build bike and bus lanes to support diverted Orange Line riders during the closure, the City secured financial support to make free 30-day Bluebikes passes available between 8/19 – 9/18. A staggering 58,862 free passes were redeemed during that period, resulting in a surge of 298,788 Bluebikes trips logged. TDM Director Scott Mullen helped bring the story to light and elucidate its impact in an Op-Ed to be published on the <u>A Better City blog</u> at the end of the year.



BLUEBIKES AS A SITE MOBILITY STRATEGY

Though Bluebikes utilization during the Orange Line shutdown was an eye-catching demonstration of the power of bikeshare, the system has functioned as a reliable part of our regional transportation network for over ten years. Boston's public bikeshare system has long been a meaningful resource for commuters looking to make connections to transit, enjoy the flexibility of cycling for one-way trips, and access a nimble transportation option without owning a bicycle.

Employers and property managers play a major role in guiding how their employees, tenants, and residents move to and from their sites. Bluebikes offers a variety of flexible options for both employers and property managers to provide varying degrees of support ranging from financial incentivization to investment in bike station infrastructure.

To help our members understand the support strategies best suited for their individual sites, the ABC + AB TMAs team invited Bluebikes to join us an overview of regional opportunities for biking as transportation, bikeshare subsidy options, and operational ways for the TMAs to support subsidy implementation. The resulting <u>meeting recording</u>, <u>notes</u>, and <u>Bluebikes subsidy cost calculator tool</u> continue to provide relevant guidance for members exploring adjustments to their site mobility offerings.

COMMUTER SERVICES & ENGAGEMENT

2022 BIKE CLINIC EVENT SERIES

We revamped our Bike Clinic series for 2022 by instituting a zone-based approach to the city with recurring events held at centrally located sites in <u>Back Bay</u>, <u>Brighton</u>, <u>Downtown</u>, <u>Fenway</u>, the <u>South End</u>, and the <u>West</u> <u>End</u>. This update proved to enhance the experience for commuters and member companies alike by expanding availability for appointments, creating flexible opportunities to match hybrid work schedules, and streamlining the sign-up process.

Through two dozen events held at the six recurring locations, we served 194 cyclists between May and September. Compared to previous years, participating cyclists had up to 24x more dates to choose from with no additional cost or planning lift for participating members. This new scalability resulted in an exciting 73% increase in the number of participating member properties compared to 2021.

VELOFIX DID GREAT THINGS FOR MY BIKE & I LOVED LEARNING MORE ABOUT A BETTER CITY TMA! LOVED HOW THIS WAS FREE & SO LOCAL

– Downtown Bike Clinic participant



QUARTERLY PROMOTIONS

CLEAN AIR PLEDGE

In February, we launched an updated version of our successful 2021 <u>Clean Air Pledge</u>, a yearlong promotion to challenge commuters to commit to sustainable commuting habits throughout the year and encourage others to join them in building better routines. This year, our promotion continued to support green commute habits while expanding on the opportunities to build community between participants. Between February and November, members of the cohort have logged 3,300 trips on GoMassCommute, 100% of which were through sustainable modes including biking (45.8% of all trips), transit (25% of all trips), and telecommuting (20.4% of all trips). At the midyear point, we were excited to reward and congratulate three six-month Super Commuters who demonstrated exceptionally consistent sustainable commute habits over the first half of the year.

THE TMA BIKE CHECKS, COMMUNITY RIDES, & RAFFLES/PRIZES MAKE BIKING FUN, ENVIRONMENTALLY FRIENDLY, & REWARDING

– Clean Air Pledge participant



MARTIN 100 Summer Street Commuter

MOTIVATION TO SIGN CLEAN AIR PLEDGE

To be more environmentally friendly and conscious of my actions

HIGHLIGHT OF THE COMMUTE

It's fun and peaceful, there are dedicated bike lanes for most of my route, and there is no need to wait in traffic or worry about parking

ADVICE FOR GREEN COHORT

Try experimenting with your route during the weekends when traffic is less hectic and people are "nicer"



BIKE MONTH

May brought the return of both National Bike Month and its statewide counterpart, Bay State Bike Month. Our first comprehensive cross-channel Bike Month campaign included a webinar series, a monthlong GoMassCommute challenge and raffle, and multiple in-person bike clinic events all designed to support and encourage novice, intermediate, and expert cyclists alike. The webinar recordings and their associated how-to guides are accessible on GoMassCommute and continue to provide educational value for new commuters finding their way to the platform. Throughout the monthlong challenge and raffle, where each bike triplog counted as a raffle entry, 806 bike trips were logged by 42 commuters. 4 lucky winners were awarded \$50 gift cards to their local bike shops to encourage and help build their bike commute habits.





MOVE GREEN, PLANT A TREE CHALLENGE

During Earth Month, take & log 4 green (non-drive alone) trips on GoMassCommute.com/AllstonBrightonTMA to earn a donation to plant 1 tree. Each set of 4 trips = 1

UPGRADE YOUR EARTH MONTH CELEBRATIONS: Sign the Clean Air Pledge & get a bonus tree planted!



WATER TRANSIT MONTH

This July, we're bringing you photo contests with the Lower Mystic TMA & the Seaport TMA, double points on ferry trips for the A Better Commute program, & GoMassCommute resources to help you get on board!

LOG YOUR TRIPS ON GOMASSCOMMUTE.COM/ABCTMA TO ACCESS Even more perks for your sustainable trips!



To tie in with members' Earth Month celebrations in April, we ran the <u>Move Green, Plant A Tree</u> initiative to provide participants with the rewarding opportunity to amplify the environmental impacts of their sustainable commute choices. Every four sustainable (non-drive alone) trips logged by a participating commuter earned a donation funding one tree planted on their behalf. <u>More than 60</u> <u>commuters took part</u> and collectively logged 1,364 trips, leading to a donation funding the planting of 341 trees.

WATER TRANSIT MONTH

In July, we reengaged in <u>Water Transit Month</u>, our annual celebration of water transportation in Boston with partners Seaport TMA and Lower Mystic TMA. This year's promotion featured our signature <u>photo contest</u>, resource roundups, and double points on ferry trips for the <u>A Better</u> <u>Commute</u> program. To encourage commuters to explore water transportation, our team launched its first comprehensive roundup of both private and public water transit routes in Boston as well as a list of <u>waterfront events hosted during the month</u>. Throughout the month, 26 participants won prizes including tickets for the Boston Harbor Islands and Provincetown Ferry, passes for Paddle Boston, and a gift certificate to Encore Boston Harbor.



This November, swap the car for a green mode & get rewarded! Take & log 6 non-drive alone trips on GoMassCommute.com/AllstonBrightonTMA to earn a \$1 donation to a local organization fighting food insecurity. 6 trips = \$1!

LOG YOUR TRIPS ON GOMASSCOMMUTE.COM/ALLSTONBRIGHTONTMA TO ACCESS EVEN MORE PERKS FOR YOUR SUSTAINABLE TRIPS!

NOCARVEMBER

To round out our quarterly promotion cadence for the year, November marks the return of our popular social impact-themed fall commuter challenge. <u>NoCARvember</u> rewards participants who swap the car for a sustainable, non-SOV (single occupancy vehicle) mode with a donation made on their behalf. Every set of six sustainable (walking, biking, telecommuting, or transit) trips made and logged on GoMassCommute raises \$1 for a local organization fighting food insecurity. Results will be published in our biweekly newsletter in December.

GOMASSCOMMUTE ENGAGEMENT

Our seasonal promotions were an important part of our larger 2022 commuter engagement strategy, which also included regular member outreach regarding year-round programs, in-person interactions at many of our bike clinic events, social media presence, and communication via GoMassCommute. These efforts continue to yield strong engagement as measured by both new account creation and triplogs on GoMassCommute, with 901 new accounts created and 13,000 total trips logged as of November 1st.

As a reminder, GoMassCommute is a powerful online platform included in your membership that offers direct commuter services alongside robust reporting capabilities. Members with strong platform participation can administer in-house benefits, send transportation communications, measure scope three emissions savings, map key employee commute corridors using the tool's admin functions, organize a vanpool program, and more.

As part of our 2022 midyear outreach to members, we created customized one-page reports for each member site highlighting key engagement statistics for their dedicated GoMassCommute network along with benchmarks for each membership category. The data in these reports gives quick insight into what you can find as a network administrator in GoMassCommute. If you have not yet activated your network manager profile, please be sure to get in touch with us so we can help ensure that you are reaping the transportation planning benefits of this valuable member resource.

TDM PROJECTS & RESEARCH

ALLSTON BRIGHTON NEIGHBORHOOD LINK

In collaboration with the BPDA, BTD, the Allston Brighton Health Collaborative, and developers, institutions, employers, and residents across Allston Brighton, the Allston Brighton TMA team is leading efforts to coordinate and consolidate mobility services throughout this fast-growing neighborhood.

After a year of stakeholder engagement, vendor selection, final contracting, and route planning, our team launched Consolidated Shuttle Service (CSS) operations in Allston/Brighton on July 5th. The CSS serves a large residential complex outside Brighton Center as well as a group of employers along the Guest St corridor, making connections to transit at Boston Landing (Commuter Rail) and Harvard Square (Red Line). This represents a huge achievement for the Allston Brighton TMA and serves as a basis for the broader Neighborhood Link planning effort which moved closer to conclusion in Q3. Based on the initial analysis completed in Q2, we developed a series of Route Concepts and conducted another round of robust public outreach, collecting feedback from more than one hundred participants across the neighborhoods. Final analysis and report are scheduled for public release at the Allston Brighton Transportation Expo in mid-November.



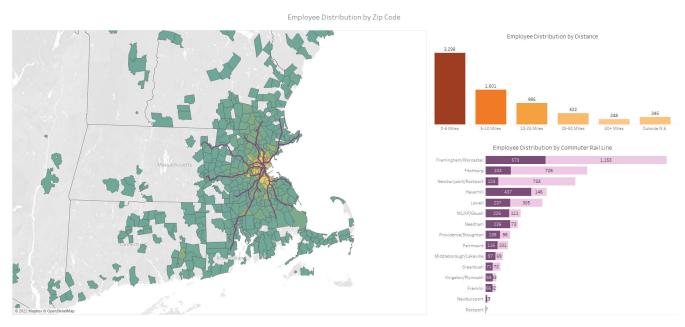


BOSTON COMMUTER SURVEY

In spring 2022, we were thrilled to have the opportunity to run a third iteration of the Boston Commuter Survey originally conducted in <u>summer 2020</u> and <u>spring 2021</u> using the Survey Monkey tool funded by the Energy Foundation. Promoting in conjunction with the City of Boston, we collected more than 1,400 responses and in July published our final report, which you can <u>access here</u>. These valuable results provide another set of data points that help chart the complicated path out of the pandemic from a mobility perspective. Broad trends from this effort demonstrate numerous opportunities that employers can act upon to influence healthier, more sustainable commute habits improving the economic vibrancy of our region.

EMPLOYEE ZIP ANALYSIS

We continued to refine and improve upon our commute analysis tool over the year, most recently adding a layer for Park & Pedal locations to help target those commuters living 25 miles or more from downtown. To date, we have processed more than 55,000 ZIP codes and developed <u>a robust</u> recommendation report tailored to each member that assesses key areas of opportunity and introduces site-specific measures to encourage a more sustainable workforce-wide mobility strategy, including the real cost of subsidizing MBTA Commuter Rail passes or Bluebikes memberships for those who can most directly benefit. An interesting trend that builds upon the commuter survey work we have done over the pandemic is that two-thirds of people analyzed live ten miles or less from where they work. Such clarity helps guide our programming and tailor our support for maximum impact.



BARR GRANT & FRAMEWORK FOR TDM IMPACT

A final huge milestone for the ABC + AB TMAs team was the successful completion of our two-year, \$175,000 TDM grant through the Barr Foundation, which was originally launched in the early days of the COVID-19 pandemic "to advance employer best practices in transportation demand management and decarbonization." We endeavored to stay nimble throughout the repeated setbacks of the Delta and Omicron variants, continued to publish tools and analysis in support of the grant, and made our work widely available at no cost to other TDM orgs and the general public in the region. These included many tools and projects noted above including our innovative <u>Vaccine</u> <u>Maps</u>, our <u>MBTA</u> and <u>Bluebikes</u> cost calculators, our ZIP code commute mapping tool, and more. In the end, we developed a Framework for TDM Impact that will guide our team's work in the coming years and seeks to evolutionize how TDM work is supported, delivered, measured, and valued.

