Phase 1
Summary Report

NORTH COAST CORRIDOR TRANSPORTATION
DEMAND MANAGEMENT PLAN

Report
March 2013
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DEMAND MANAGEMENT PLAN

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## Contents

1. **Introduction** ................................................................................................................. 1  
   Background .................................................................................................................. 1  

2. **Summary of Phase 1 Research** ..................................................................................... 3  
   Market Research ........................................................................................................ 3  
   Employer Research ..................................................................................................... 3  
   Resident Research ...................................................................................................... 4  
   School Research .......................................................................................................... 5  
   Special Uses .................................................................................................................. 6  
   Existing Conditions Analysis ...................................................................................... 8  
   Best Practice Review ................................................................................................... 10  
   Market Segmentation ................................................................................................... 10  

3. **Opportunities and Challenges** .................................................................................... 15  
   Strengths, Weakness, Opportunities, and Threats Assessment .................................... 15  

4. **TDM Recommendations** ............................................................................................ 17  
   Summary ....................................................................................................................... 17  
   iCommute Organizational Change ............................................................................. 17  
   Overarching Initiatives ............................................................................................... 17  
   Reaching Communities .............................................................................................. 19  
   Reaching Workplaces ................................................................................................. 21  
   Reaching Schools ......................................................................................................... 22  
   Supporting Major Destinations ................................................................................... 23  
   Supporting Existing Transportation Infrastructure .................................................... 24  

5. **Partner and Project Coordination** .............................................................................. 27  
   Organizational Management ....................................................................................... 27  
   Key Projects ................................................................................................................. 29  
   NCC TDM Plan Coordination ..................................................................................... 30  
   Local Area Coordination ............................................................................................. 31  

6. **Next Steps** .................................................................................................................. 33
North Coast Corridor Context
Includes coastal communities between the County line and SR-52.

Legend
- North Coast Corridor
- Amtrak/COASTER
- SPRINTER
- I-5 Freeway
1. Introduction

Background

San Diego’s North Coast Corridor (NCC) Program encompasses a comprehensive package of highway, rail, transit, and environmental protection and coastal access improvements along the 27-mile Interstate 5 (I-5) corridor. Connecting the cities of Oceanside, Carlsbad, Encinitas, Solana Beach, Del Mar and San Diego, the NCC provides access to important local and regional destinations including employment centers, coastal communities, beaches, universities, and military installations.

Current transportation deficiencies throughout the NCC have arisen with population and travel growth and physical constraints on transportation infrastructure and capacity. As detailed in the California Department of Transportation (Caltrans) Draft NCC Public Works Plan (2010), more than 40 highway, rail, transit and environmental projects, including infrastructure improvements to the I-5 and the Los Angeles-San Diego-San Luis Obispo (LOSSAN) rail corridor, are proposed or underway along the corridor as part of the $6.5 billion TransNet-funded NCC Program.

The NCC Transportation Demand Management (TDM) Plan is being developed in order to support the infrastructure and environmental program by reducing single-occupant vehicle (SOV) trips and encouraging more sustainable modes of travel. The project is jointly led by SANDAG, Caltrans and LOSSAN with stakeholder support from local jurisdictions, transit agencies and others. This report concludes Phase 1 of the project, which has included a significant amount of market research, background analysis and stakeholder consultation and has been carried out to inform the development of detailed TDM measures and an implementation plan in Phase 2.

The information in this report has been summarized from the detailed Phase 1 reports, including:

- Market Research Survey and Focus Group Results (Nov 2012 - Feb 2013);
- Special Uses Report (January 2013);
- Stakeholder Database (February 2013);
- Existing Conditions Report (February 2013);
- Partner and Project Coordination Plan (February 2013); and

The goals of the NCC TDM plan are to:

- Minimize construction-related traffic impacts by influencing how, when, where, and whether to travel;
- Influence sustained modal shift from single-occupancy vehicles to transportation alternatives (walking, biking, transit, carpool, and vanpool);
- Increase employer, agency, commuter, and school participation in iCommuter TDM programs and services;
- Complement the goals of the NCC Public Works Plan which seeks to create a programmatic approach for implementing rail, highway, transit, bicycle, pedestrian, and community enhancement projects to improve and maintain mobility and access to coastal recreational resources in the NCC; and
- Leverage and support other regional and local initiatives related to public health, active transportation, sustainability, climate change, Smart Growth, and Safe Routes to School and Transit.
University City
One of the region’s largest professional employment centers is located in University City, at the southern end of the NCC.
2. Summary of Phase 1 Research

Market Research
Extensive market research and a review of existing conditions in the NCC was conducted to provide insight into the potential for TDM within the NCC and to provide a basis for TDM Plan recommendations. The research and analysis targeted different types of trips (work-, school- and residential-based) and while it isn’t necessarily fact, it provides an understanding of the knowledge and perception of participants. Generally, there is a real lack of awareness of non-SOV alternatives and TDM programs. Alternatives are widely seen as inconvenient, unreliable or infeasible, which is sometimes true as many services are not well-coordinated. Information about alternatives is also lacking and not well communicated while the true cost of driving is misunderstood by both commuters and employers.

Employer Research
Research included 2 focus groups, each with 9-11 randomly selected employees in the NCC, and 100 telephone interviews with managers of NCC firms ranging in size (3 to 2000+ employees) and industry type.

» SOV is by far the most common way to get to work. Few employees travel in carpools or vanpools and very few use transit or other alternative modes.

» Commute distances tend to be long; about 20% of companies get most of their workforce from more than 20 miles away, about 40% longer than average.

» Though 36% of companies have no issues with transportation, traffic and parking are the most common concern of those that do and employee lateness as a result of traffic was a concern to 40% of them.

» Few employers have implemented TDM programs with the exception of supporting bike to work initiatives which are poorly used by employees.

» Where transportation programs have been implemented, they have been perceived as an employee benefit.

» Programs are usually stopped due to a lack of use by employees; employer costs were only attributed for 13% of cancelled programs.

» Over 65% of employers are willing to provide information about transportation alternatives to employees.

» Employers may be more likely to act if the loss of revenue due to traffic congestion were documented.
Those under 35 years of age are **30%** more likely to consider alternatives than 35-54 year olds and **86%** more likely than those over 55.

Alternatives perceived as “cool”:
- Trains (**79%**)
- Biking (**78%**)
- Walking (**72%**)
- Buses (**57%**)

**RESIDENT RESEARCH**

Research included 2 focus groups, each with 9 -11 randomly selected residents throughout the NCC, and an 800-respondent telephone survey of those who use the I-5 at least once per week for any purpose.

› 40% of reported trips in the corridor were to get to/from work; leisure trips account for 16% of primary trips and 30% of secondary trips.
› The most important thing to drivers considering alternatives to SOV is convenience (time and effort).
› Younger drivers and drivers with shorter commutes are much more interested in getting out of their cars than seniors and those with longer commutes.
› Drivers who time-shift to avoid traffic are more likely to try alternatives.
› The more a transportation alternative is perceived to be “cool”, the more consideration it will get.

› Prior experience with alternative travel options makes a difference; moving a driver from little to some experience with alternative travel options will produce substantial gains.
› Those who think the I-5 is very or severely congested are over 30% more likely to consider alternatives than those who think it is not really congested.
› While survey participants from Encinitas and Carlsbad were more open to alternatives, market segmentation demonstrated the greatest potential in Oceanside, Carmel Valley and University City.
› People who identify themselves as environmentalists are about 44% more likely to try alternatives than those who don’t.
› Only 5% of commuters were familiar with iCommute and almost none of the commuters who were likely to try transportation alternatives had heard of iCommute.

**FIGURE 2.1 ALTERNATIVE FORMS OF TRANSPORTATION PEOPLE WOULD CONSIDER OR WOULD USE MORE**

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work from home</td>
<td>66%</td>
</tr>
<tr>
<td>Carpool / vanpool</td>
<td>57%</td>
</tr>
<tr>
<td>Train</td>
<td>52%</td>
</tr>
<tr>
<td>Bus</td>
<td>33%</td>
</tr>
<tr>
<td>Bike</td>
<td>31%</td>
</tr>
</tbody>
</table>
2. Summary of Phase 1 Research

SCHOOL RESEARCH

Research included 25 interviews with administrators at schools in the NCC with over 100 students, self-selected to represent a range of grades and types.

» The majority of students are driven to school, especially at private schools where almost all students travel by car.

» Walking is the second-most common mode of travel to school, more so in public schools.

» Administrators report on average only 3% of students use a bus or a bike to get to school. The majority of schools report abundant bicycle parking though.

» Congestion during school pick-up and drop-off times is the most significant transportation issue for schools, with over 1/3 of schools stating this.

» The majority of schools that have tried programs encouraging active transportation have continued these programs with significant increases in travel via sustainable modes.

» There is very low awareness of iCommute’s SchoolPool program and few schools have tried partnering with other organizations to promote sustainable travel.

» Administrators are most optimistic about the potential for programs encouraging carpooling and actively supporting more walking and biking.

Over 70% of schools are unaware of iCommute’s SchoolPool program

Over 75% of schools are promoting walking and biking; at those, it is estimated that about 30% walk or bike.
2. Summary of Phase 1 Research

SPECIAL USES

The NCC is home to a number of popular attractions that draw visitors from within the NCC, the wider San Diego region, Orange and Los Angeles Counties, and beyond. In addition, a number of institutional uses such as universities, airports, and military bases are located within the corridor, or in a location where many employees and visitors use the I-5 to access them. Some of the largest employers in the region are also based in the NCC, primarily in University City and Carlsbad’s Palomar Airport Road area. Tables 2.1 and 2.2 provide details on each of the major attractions and special uses within the study area.

KEY ISSUES FOR SPECIAL USES

Analysis of all special use sites and their travel patterns demonstrates that traveling by car is the dominant mode. However, at many sites (particularly visitor attractions) HOV rates are high due to the fact that families and friends typically travel together. Nevertheless, each site has a number of congestion and parking demand issues that stem from the volume of cars destined for those locations.

In spite of the traffic, parking and congestion issues, there is little use of transit, walking and cycling. The main reasons include:

» At some locations, such as beaches and airports, where visitors are likely to travel with baggage (i.e. luggage), alternatives such as transit, walking, and cycling are difficult or impractical;

» A number of the key visitor attractions have limited transit options. For many sites, this is due to the their location in relatively isolated places, making alternatives to the automobile infeasible and very inconvenient;

» There are a number of attractions that offer very detailed information regarding transit options available to visitors and spectators. While this information is readily available, use of transit and alternative modes is still relatively low; and

» Many sites have noted poor coordination between transit providers (NCTD and MTS) as a major barrier to encouraging visitors/staff to travel by transit. In many cases, such as service to San Diego International Airport, a lack of awareness due to limited marketing and promotion also contributes to poor use of available transit service.

Del Mar Fairgrounds and Racetrack is a major destination, especially in the summer months during the County Fair and horse races.
## 2. Summary of Phase 1 Research

### TABLE 2.1 NCC VISITOR ATTRACTIONS

<table>
<thead>
<tr>
<th>ATTRACTOR</th>
<th>STAFF</th>
<th>VISITORS</th>
<th>PARKING SPACES</th>
<th>ALTERNATIVE MODES</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEGOLAND Resort, Carlsbad</td>
<td>600 - 1,300</td>
<td>5,000 daily 2.8 million annually (70% during Summer)</td>
<td>Paid parking sufficient for demand</td>
<td>Very limited BREEZE service</td>
</tr>
<tr>
<td>SeaWorld, San Diego</td>
<td>2,500 - 4,000</td>
<td>4.2 - 4.6 million per year</td>
<td>8,000 paid for visitors 1,000 for staff</td>
<td>MTS bus from Old Town Station, private shuttles/water taxis Discounted staff transit passes BREEZE bus from Solana Beach Station BREEZE express bus from Escondido Transit discounts for staff and visitors</td>
</tr>
<tr>
<td>Del Mar Fairgrounds and Racetrack</td>
<td>175 full-time 1,800 seasonally</td>
<td>63,000 daily during Fair (Jun-Jul), 1.5 million annually 17,000 daily during Races (Jul-Sep), 650,000 annually</td>
<td>12,500 paid on-site 4,750 free off-site with shuttle connection</td>
<td></td>
</tr>
<tr>
<td>State Beaches</td>
<td>N/A</td>
<td>2 million per year (mostly Jun-Aug)</td>
<td>N/A</td>
<td>COASTER BREEZE buses MTS Trolley and bus SD Bay Ferry Water taxis Bike parking</td>
</tr>
<tr>
<td>Petco Park Baseball Stadium</td>
<td>1,500 on Padres game days</td>
<td>42,000 (capacity)</td>
<td>9,000 paid spaces in downtown area</td>
<td></td>
</tr>
<tr>
<td>Qualcomm Football Stadium</td>
<td>5,000 on Chargers game days</td>
<td>70,000 (capacity)</td>
<td>19,000 paid spaces</td>
<td>MTS Trolley from Old Town Station Special event MTS bus service</td>
</tr>
</tbody>
</table>


### TABLE 2.2 NCC INSTITUTIONAL USES

<table>
<thead>
<tr>
<th>SPECIAL USE</th>
<th>STAFF/STUDENTS/</th>
<th>VISITORS</th>
<th>PARKING SPACES</th>
<th>ALTERNATIVE MODES</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of California, San Diego</td>
<td>20,000 staff 28,500 students</td>
<td>41% SOV 93% of students live on campus</td>
<td>14,138 spaces 85-90% occupancy</td>
<td>NCTD and MTS Bus Subsidized transit for students and staff Shuttle to Sorrento Valley COASTER</td>
</tr>
<tr>
<td>US Navy, Coronado/North Island</td>
<td>16,000 personnel</td>
<td>Predominantly SOV</td>
<td>Free and sufficient for demand</td>
<td>Inrequent MTS bus Poor connections to COASTER and Trolley</td>
</tr>
<tr>
<td>US Navy, San Diego</td>
<td>25,000 personnel</td>
<td>Predominantly SOV</td>
<td>Provided free</td>
<td>MTS Trolley Connections from COASTER</td>
</tr>
<tr>
<td>US Marine Corps, Camp Pendleton</td>
<td>59,000 personnel</td>
<td>Predominantly SOV</td>
<td>Provided free</td>
<td>NCTD bus</td>
</tr>
<tr>
<td>San Diego International Airport</td>
<td>6,000 staff 50,000 daily passengers</td>
<td>60% SOV 1.2% transit (primarily employees)</td>
<td>12,000 pay parking spaces at/near airport 1,600 additional spaces for employees</td>
<td>MTS 992 bus connects to Amtrak, COASTER &amp; Trolley</td>
</tr>
<tr>
<td>McClellan-Palomar Airport</td>
<td>360 staff 43,000 annual commercial passengers</td>
<td>Predominantly SOV</td>
<td>Plentiful parking for staff (free) and visitors ($5/day)</td>
<td>NCTD bus</td>
</tr>
</tbody>
</table>

2. Summary of Phase 1 Research

EXISTING CONDITIONS ANALYSIS

The existing conditions analysis included a review of all existing transportation infrastructure, TDM programs and communications media in the NCC, as well as a best practice review of TDM programs in three other regions. Key findings from the analysis include:

» Traffic congestion and delays will continue to increase on the I-5, even with the planned increase in capacity on the freeway;

» There are concentrations of employment in University City, Sorrento Valley and Palomar Airport Road which include some of the largest employers in the region (and the market research noted that 44% of employers expect their workforce to grow);

» Park & Ride lots are at or over capacity in most places within the NCC, especially at COASTER stations;

» COASTER trains have significant available capacity;

» COASTER and Amtrak fares are not integrated, nor are fares between MTS and NCTD, making fare payment inconvenient;

» Schedules are not coordinated between connecting transit and rail services resulting in significant delays between services for travelers;

» There is a significant gap in service provision between the MTS and NCTD north of University City/Sorrento Valley, particularly east of the I-5, making it very difficult for NCC bus users to connect with the major employment centers of University City, Sorrento Valley and Mira Mesa;

» The functionality and effectiveness of Compass Card is not yet being fully realized with the absence of cash payments and third party integration;

» FLEX bus services (on-demand within Carlsbad, Encinitas and Solana Beach) are poorly used in the NCC but offer service throughout the day;

» Limited east-west crossings of the I-5 and coastal rail corridor, incomplete and poorly maintained infrastructure, and a challenging topography combine to make walking and cycling difficult in many parts of the corridor;

» Local jurisdictions have limited staff and financial resources to plan and implement TDM measures;

» Local jurisdictions and institutions also have limited capacity for marketing and communications, while special uses place much more emphasis on this in order to attract people to their site; and

» A multi-modal trip planner is currently not available for travel in the NCC, but is strongly desired.

<table>
<thead>
<tr>
<th>AREA</th>
<th>SOV</th>
<th>CARPOOL/VANPOOL</th>
<th>TRANSIT</th>
<th>WALK/BIKE</th>
<th>OTHER MODES</th>
<th>WORKED AT HOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Coast Corridor</td>
<td>75.4%</td>
<td>9.4%</td>
<td>3.5%</td>
<td>3.1%</td>
<td>1.2%</td>
<td>7.4%</td>
</tr>
<tr>
<td>California</td>
<td>73.2%</td>
<td>11.5%</td>
<td>5.1%</td>
<td>3.7%</td>
<td>1.3%</td>
<td>5.2%</td>
</tr>
<tr>
<td>United States</td>
<td>76.6%</td>
<td>9.7%</td>
<td>4.9%</td>
<td>3.3%</td>
<td>1.2%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, American Community Survey, 2010. Based on mode of travel to work “last week.”
2. Summary of Phase 1 Research

FIGURE 2.3 NCC PARK AND RIDE OCCUPANCY

Legend
- North Coast Corridor
- Amtrak/COASTER
- SPRINT

Park & Ride Occupancy
- 0% - 50%
- 50% - 60%
- 60% - 70%
- 70% - 80%
- 80% - 90%
- 90% - 100%
- Over Capacity

Amtrak/COASTER Park & Ride Occupancy
- 0% - 50%
- 50% - 60%
- 60% - 70%
- 70% - 80%
- 80% - 90%
- 90% - 100%
- Over Capacity

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2. Summary of Phase 1 Research

**BEST PRACTICE REVIEW**

Case studies from London (UK), Seattle, and Virginia that integrated TDM into major construction projects or traffic disruptions were reviewed to understand the keys to success and lessons learned. Some of the findings include:

» Employers are more likely to engage in TDM measures when travel disruptions are communicated as being acute, and threatening the efficient operation of the business (rather than as typical commuting congestion);

» Using multiple methods of communication, rather than focusing on a single type, is the most effective way to reach a wide spectrum of audiences;

» Reaching commuters with information about transportation alternatives at their residence can be as, or more, effective than reaching them at their workplace;

» Planning and implementing TDM plans for construction mitigation should start well in advance of construction (two years is ideal);

» Partnering with business- and community-based organizations to carry-out TDM initiatives can be an effective way to engage employers and the public; and

» An integrated approach to communications delivery is most effective through a single voice/brand/entity that unites the project and provides messaging on both travel disruptions and transportation alternatives.

**MARKET SEGMENTATION**

In order to better understand the types of people who might be responsive to the wide range of potential TDM measures, geo-demographic market segmentation was carried out using Mosaic, a nationally-available commercial dataset. Mosaic brings together information about household demographics, consumer behavior, attitudes and lifestyles from a wide range of data sources to build a more robust picture of the transportation attitudes and behavior of local area households. In San Diego’s NCC, 13 population segments make up 97% of the corridor’s population. Each segment can be analyzed to show its propensity to travel by non-SOV modes. Table 2.3 describes each segment and its propensity for non-SOV modes and Figures 2.1 to 2.4 illustrate the wider propensity geographically across the NCC. The propensity does not always correspond to the availability or convenience of alternatives but does highlight the potential for mode shift.

Market segmentation can help to identify which neighborhoods might be most likely to use non-SOV services such as COASTER.
### 2. Summary of Phase 1 Research

#### Table 2.4: Mosaic Population Segments and Non-SOV Propensity

<table>
<thead>
<tr>
<th>Segment Name</th>
<th>Description</th>
<th>NCC Population</th>
<th>Propensity For</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Elite</td>
<td>The wealthiest households in the US, living in the most exclusive neighborhoods, and enjoying all that life has to offer</td>
<td>22%</td>
<td>Transit</td>
</tr>
<tr>
<td>Booming with Confidence</td>
<td>Prosperous, established couples in their peak earning years living in suburban homes</td>
<td>19%</td>
<td>Transit</td>
</tr>
<tr>
<td>Flourishing Families</td>
<td>Affluent, middle-aged families and couples earning prosperous incomes and living very comfortable, active lifestyles</td>
<td>9%</td>
<td>Transit</td>
</tr>
<tr>
<td>Significant Singles</td>
<td>Middle-aged singles and some couples earning mid-scale incomes supporting active city styles of living</td>
<td>7%</td>
<td>Transit</td>
</tr>
<tr>
<td>Middle-class Melting Pot</td>
<td>Mid-scale, middle-aged and established couples living in suburban and fringe homes</td>
<td>7%</td>
<td>Transit</td>
</tr>
<tr>
<td>Golden Year Guardians</td>
<td>Retirees living in settled residences and communities</td>
<td>6%</td>
<td>Transit</td>
</tr>
<tr>
<td>Singles and Starters</td>
<td>Young singles starting out, and some starter families, in diverse urban communities</td>
<td>5%</td>
<td>Transit</td>
</tr>
<tr>
<td>Thriving Boomers</td>
<td>Upper-middle-class baby boomer-age couples living comfortable lifestyles settled in town and exurban homes</td>
<td>5%</td>
<td>Transit</td>
</tr>
<tr>
<td>Young City Solos</td>
<td>Younger and middle-aged singles living active and energetic lifestyles in metropolitan areas</td>
<td>5%</td>
<td>Transit</td>
</tr>
<tr>
<td>Suburban Style</td>
<td>Middle-aged, ethnically-mixed suburban families and couples earning upscale incomes</td>
<td>4%</td>
<td>Transit</td>
</tr>
<tr>
<td>Family Union</td>
<td>Mid-scale, middle-aged and somewhat ethnically-diverse families living in homes supported by solid blue-collar occupations</td>
<td>3%</td>
<td>Transit</td>
</tr>
<tr>
<td>Blue Sky Boomers</td>
<td>Lower- and middle-class baby boomer-aged households living in small towns</td>
<td>3%</td>
<td>Transit</td>
</tr>
<tr>
<td>Cultural Connections</td>
<td>Diverse, mid- and low-income families in urban apartments and residences</td>
<td>2%</td>
<td>Transit</td>
</tr>
</tbody>
</table>

- High Propensity to Switch
- Low Propensity to Switch
2. Summary of Phase 1 Research

**FIGURE 2.4 TRANSIT PROPENSITY**

Legend:
- North Coast Corridor
- Amtrak/COASTER
- SPRINTER
- Bus Routes
- I-5 Freeway

Transit Propensity:
- High
- Average
- Low

**FIGURE 2.5 BIKE PROPENSITY**

Legend:
- North Coast Corridor
- I-5 Freeway
- Bike Path or Trail (Class type 1)
- Bike Lane (Class type 2)
- Other Bike Facilities (Class type 3)

Bike Propensity:
- High
- Average
- Low
2. Summary of Phase 1 Research

FIGURE 2.6 TE莱WORK PROPENSITY

FIGURE 2.7 CARPOOL PROPENSITY

Legend

Telework Propensity
- High
- Average
- Low

Carpool Propensity
- High
- Average
- Low
Oceanside Transit Center

A key transit and multi-modal interchange for NCTD Breeze buses, COASTER, SPRINTER, Amtrak, Metrolink, and other transportation services.
# 3. Opportunities and Challenges

## Strengths, Weaknesses, Opportunities, and Threats Assessment

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment was undertaken, based on the market research and existing conditions analysis, to synthesize the key issues and opportunities facing TDM implementation as well as informing the development of the TDM Plan in the NCC, as shown in Table 3.1.

### Table 3.1 SWOT Analysis

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>S.1. Job clusters can be served as high-demand destinations.</td>
<td>W.1. Low density, dispersed land uses.</td>
</tr>
<tr>
<td>S.3. Regional commitment to investing in and promoting alternative modes through iCommute.</td>
<td>W.3. Lack of integration between service providers.</td>
</tr>
<tr>
<td>S.4. Active culture with many leisure walkers and cyclists.</td>
<td>W.4. Car seen as the most convenient and only viable option for travel.</td>
</tr>
<tr>
<td>S.9. NCTD and MTS are engaged in the NCC planning.</td>
<td>W.9. Park &amp; Rides are at or near capacity at most locations in the NCC.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>O.1. Expanding transit ridership beyond transit dependant riders.</td>
<td>C.1. Rail travel times are inconsistent which may serve as a deterrent.</td>
</tr>
<tr>
<td>O.2. Compass Card integration with third parties (e.g. bikeshare, bike lockers, carshare, Amtrak, UCSD ID card)</td>
<td>C.2. UCSD travel subsidies being phased out - mode share may shift back to SOV.</td>
</tr>
<tr>
<td>O.3. New infrastructure and services to promote.</td>
<td>C.3. Lack of infrastructure for first mile, last mile connections.</td>
</tr>
<tr>
<td>O.4. Promote transit and biking as viable alternatives to Park &amp; Ride at rail stations.</td>
<td>C.4. Travel time and convenience of car.</td>
</tr>
<tr>
<td>O.5. Sufficient capacity to grow COASTER ridership at current service levels.</td>
<td>C.5. Bus service gap north of University City/Sorrento Valley makes bus travel from the north coast difficult.</td>
</tr>
<tr>
<td>O.6. Targeted employer programs in cluster areas, including Sorrento Valley, University City, and Carlsbad.</td>
<td>C.6. Long commute trips reduce viability and convenience of alternative modes.</td>
</tr>
<tr>
<td>O.7. NCTD bus real-time information will be available in 2013.</td>
<td>C.7. Cycling infrastructure inconsistent and often provided on busy arterial roads only suitable for experienced cyclists.</td>
</tr>
<tr>
<td></td>
<td>C.9. Limited resources in local jurisdictions to implement TDM.</td>
</tr>
<tr>
<td></td>
<td>C.10. Free and plentiful parking throughout the NCC.</td>
</tr>
</tbody>
</table>
Solana Beach Station

COASTER services provide places for bicycles providing a good option for first/last mile connections.

Source: Beach Cruiser (flickr)
4. TDM Recommendations

Summary

This section provides high level insight into the overall structure of a potential TDM program for the NCC. It identifies the types of TDM measures that may have the highest potential for attracting participation and effectively achieving the NCC TDM Plan goal of shifting travelers to more sustainable modes.

iCommute Organizational Change

Many of the recommendations set out below will require organizational change to enable them to be implemented. At a very basic level this will include a significant step change in the resourcing capacity of the iCommute team. The emphasis of many of these recommendations is implementing TDM in a more localized and direct way rather than with a higher-level, regional approach. The market research has suggested that many target groups, including employers and schools, require more direct assistance in developing and implementing programs, and monitoring their progress. New forms of direct marketing, such as Personal Travel Planning, can also be highly effective ways of influencing travel behavior.

Overarching Initiatives

The market research found there is currently very low recognition of iCommute among those traveling in the NCC. As such, there are a number of TDM measures that should be developed which would not only increase the presence of iCommute but also improve information and knowledge about non-SOV travel. Web-based information, mobile applications and social media are also effective platforms for providing real-time information.

» NCC Web Portal: a stand-alone NCC TDM web portal would provide a single point of reference for all travelers in the corridor. The site would provide information about traveling in the NCC as well as impacts and changes as a result of construction. The site could also be customized for each user, showing only the areas that affect them with customized alerts, construction update maps and mode-specific information.
4. TDM Recommendations

» **Multi-modal trip planner:** the market research showed that travelers in the NCC would use a multi-modal trip planning application (online and for mobile devices) which would encourage people to plan trips by different modes more effectively. Multi-modal trip planners can also illustrate the differences between modes on the same screen giving users insight into the time, costs and benefits of different modes, as well as information such as calories burned, emissions created and distance traveled. Users could also log-in for additional functionality including logging trips on TripTracker and saving favorite trips.

» **Ridematching system:** though a system already exists, it needs significant additional promotion through employer, school and major destination TDM programs to raise awareness of its benefits. Functionality improvements should include allowing people to join user-generated groups (e.g. neighborhoods) as well as carpooling for recurrent or one-off events (e.g. County Fair, Chargers, Padres). Dynamic or real-time carpooling, where ridematching is facilitated via web and smartphone applications, is a new and emerging technology which should be explored.

» **Active traffic management:** in order to support TDM programming and most effectively communicated with drivers in the NCC, consideration should be given to developing a strategy for how demand management technologies or ITS (e.g. advanced traveler information, shoulder use, junction and lane control, dynamic message systems, and comparative travel time information) can be integrated with the TDM Plan.

Brighton in the UK provide a multi-modal trip planner than combines text- and map-based results, as well as trip options by several modes.
4. TDM Recommendations

» **Social media presence:** word of mouth was stated as the second most prevalent means of communication by commuter survey respondents and social media is its 21st century successor. Developing an iCommute and/or NCC-specific presence would take advantage of a currently untapped form of media. Creating better linkages between NCC agencies such as the transit providers, local jurisdictions, Caltrans and others through Facebook and Twitter (including mentions and retweets) can maximize the distribution of information and attract new users with fewer required resources. Other social media outlets that could be considered include Foursquare, LinkedIn, Flickr, Instagram, and Pinterest.

» **Gamification:** this concept uses interactive, social media-style online and smartphone games as a TDM platform. These games could be hosted on the iCommute website or the NCC web portal (or both) and would require the user to sign-in to an account to track game progress, store rewards, and manage friends, amongst other things. It could also allow users to join ‘communities’ (e.g. their employer, school, neighborhood, recreational club) where groups of people compete with each other for rewards and incentives. Rewards could be provided in the form of virtual items (badges, achievements or other things that enhance gameplay) or points that could be redeemed at participating retailers or with iCommute programs (e.g. transit passes, SD Fair tickets, coffee, movie tickets).

» **Detailed TDM program monitoring:** detailed monitoring should include:
  • Developing key performance indicators;
  • Baseline travel behavior surveys with key employers, special uses and schools;
  • Follow-up travel surveys with key employers, special uses and schools to track progress; and
  • Participant satisfaction surveys to gauge how participants feel about TDM programs.

**REACHING COMMUNITIES**

The market research has identified that many of the people regularly traveling along the I-5 are not doing so for work (55%). An essential component of the TDM program will therefore be a series of measures that are targeted at residents of the NCC.

» **Targeting and prioritization:** given the high number of residents in the corridor (525,000), it will be essential to target neighborhoods where we can expect residents to be most receptive to travel behavior change and which also have convenient multi-modal options.

» **Developing local area maps:** customized printed and online resources that promote travel by non-SOV modes, targeted to local community areas, including:
  • Transportation links: illustrating key transit/rail stations and stops, bike facilities and safe walking routes within walking or cycling distance; and
  • Community Guides: information about local facilities and services within walking and cycling distance, potentially partnering with local businesses to provide discounts and incentives.
4. TDM Recommendations

» **Personal Travel Planning:** a team of travel advisers would visit residents at their homes to offer information, incentives and advice about how they could travel in alternative ways tailored specifically to their needs. Trained advisers would visit all households in a targeted geographic area to have a tailored conversation about their travel needs and how the NCC TDM program could help. Examples of targeted initiatives that would be promoted in this way include:
  - Non-SOV mode access to COASTER stations;
  - Taking bikes on trains;
  - Downtown carsharing and bikesharing as COASTER last mile connection;
  - NCTD FLEX services in Carlsbad, Encinitas and Solana Beach;
  - Incentives such as free trial transit passes and first month free for new vanpools;
  - Ongoing targeted marketing to registered participants, based on their preferences and requests; and
  - Carpooling, RideMatcher and Park & Rides.

» **Participating in existing community events:** promoting non-SOV travel, including providing incentives such as free bike maintenance or training sessions and bus passes.

» **Organizing new community events:** regular led rides or walks to encourage people to start walking or cycling for leisure which, as evidence shows, can lead to more commute walking and cycling.

» **Supporting key smaller destinations within target communities:** engaging with destinations such as doctors’ offices and community groups to understand how they and their customers/members can participate in promoting non-SOV travel. For example, doctors may be willing to prescribe ‘active travel prescriptions’ to promote walking and cycling as part of a healthy lifestyle.

Teams of travel advisors carry out Personal Travel Planning in local communities to encourage residents to travel by non-SOV modes.
4. TDM Recommendations

**REACHING WORKPLACES**

The market research showed that the effectiveness of TDM programs is more important than their cost; therefore, a key area of opportunity for iCommute is helping employers become more effective at delivering programs and incentives.

» **Targeting and prioritization**: carrying out a thorough targeting exercise to prioritize employers for TDM engagement based on characteristics such as size, location, opportunities for use of non-SOV alternatives, and expected disruption due to construction.

» **Employee Transportation Solutions Team**: resource additional staff to provide direct support to employers willing to develop TDM strategies customized for their workplace. This team would not only be available to provide information, but also directly support the planning and implementation of company initiatives to ensure the success of new programs. Examples of the types of programs the Team would lead include:
  • Providing travel planning and commute support services for employees;
  • Coordinating participation in bike programming;
  • Facilitating tax incentives for businesses and employees;
  • Liaising with business associations and chambers; and
  • Coordinating employer participation in TDM events and corporate challenges.

» **Transportation Management Associations (TMAs)**: iCommute could subsidize, facilitate or lead (through a ‘Transportation Coordinator’) the formation of new TMAs in Sorrento Valley, University City and Palomar Airport Road (Carlsbad).

» **Implement Bicycle-Friendly Business District Programs**: such programs would aim to engage with smaller businesses, particularly in commercial areas.

» **Personal Travel Planning**: a team of travel advisers would be available to provide customized information to employees about non-SOV travel to their workplace. The team would be trained in how to facilitate a conversation about travel behavior change with employers and employees (as opposed to pure promotion of alternative modes). Examples of existing services which would be promoted in this way include:
  • Free MTS bus services at Sorrento Valley COASTER Station;
  • Alternative mode access to COASTER stations; and
  • High frequency bus routes within University City.

» **Teleworking and flexible working support**: there is huge potential within the largest population segments in the NCC as well as a significant desire by residents to work from home (70% of commuter survey respondents). Efforts to promote teleworking and flexible work arrangements could include:
  • Developing employer education campaigns via business associations and Chambers;
  • Facilitating teleworking via management training, company policy development and technology management;
  • Promoting more flexible “9-80s”; and
  • Promoting off-site working (e.g. COASTER/vanpool during commute, communal work ‘hubs’ close to the employee’s home).

» **Vanpool advertising at Park & Rides**: existing carpoolers may be perfect candidates for vanpools that need riders and can be conveniently picked up at Park & Rides.

» **Promotion and subsidization of pool bikes at employers**: communal bikes that staff could use during lunch breaks or for local business trips could help to reduce the need for a car during the day, and therefore the need to commute by SOV.
4. TDM Recommendations

**REACHING SCHOOLS**

The market research on schools identified that most students drive or are driven to school and there is rarely an identified person leading transportation-related initiatives. Schools that have tried active transportation programs have been successful so iCommute’s key opportunity may be to help facilitate the effective management of transportation programs promoting non-SOV modes.

» **Targeting and prioritization:** carrying out a thorough targeting exercise to prioritize schools for TDM engagement based on size, location, opportunities for use of non-SOV alternatives, expected disruption due to construction, and existing participation in Safe Routes to Schools (SRTS) programming.

» **School Transportation Solutions Team:** SANDAG’s SRTS Strategic Plan suggests the creation of a SRTS coordinator position. It would be most effective to place this position within iCommute to leverage the wider TDM knowledge within that group.

Staff would also be able to increase the level of engagement with schools and enable appropriate ongoing engagement beyond initial programming. Examples of the types of programs the team would lead include:

- Coordinating school surveys and annual monitoring;
- Identifying infrastructure improvements and supporting State and Federal SRTS grant applications;
- Developing school curriculum resources related to sustainable travel;
- Coordinating bicycle training and maintenance for students and parents;
- Coordinating participation in events and challenges;
- Developing student peer leadership groups; and
- Developing walking and cycling area maps for schools.

Children participate in a sustainable travel fair which included student bicycle training and transit education.
4. TDM Recommendations

SUPPORTING MAJOR DESTINATIONS

Within and adjacent to the NCC, there are several major destinations (as shown in Table 4.1) that attract large volumes of trips for both work trips, visitor trips, and delivery/service trips. Supporting major destinations through TDM initiatives can have a higher impact because of the high number of trips destined for individual locations.

<table>
<thead>
<tr>
<th>TABLE 4.1 TDM SUPPORT FOR MAJOR DESTINATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAMP PENDLETON, NAVAL BASE SAN DIEGO &amp; NAVAL BASE CORONADO</td>
</tr>
<tr>
<td>» Provide support and advice for more flexible working and teleworking.</td>
</tr>
<tr>
<td>» Partner with the base to develop a marketing and promotion initiative for the Transportation Incentive Program (TIP) subsidy, vanpool program and other transit services.</td>
</tr>
<tr>
<td>» Promote site-specific RideMatcher portals for personnel to facilitate carpooling and explore the opportunity for real-time ridesharing.</td>
</tr>
<tr>
<td>» Facilitate on-base carsharing and/or bikesharing.</td>
</tr>
<tr>
<td>» Explore within SANDAG opportunities to simplify the purchase of transit passes through the TIP subsidy.</td>
</tr>
<tr>
<td>LEGOLAND</td>
</tr>
<tr>
<td>» Partner with LEGOLAND to develop an educational attraction (similar to their driving school) which teaches kids how to use transit.</td>
</tr>
<tr>
<td>MCCLELLAN-PALOMAR AIRPORT &amp; SAN DIEGO INTERNATIONAL AIRPORT</td>
</tr>
<tr>
<td>» Partner with Airport Authority management to develop a staff and passenger survey to better understand travel patterns to/from the airport so TDM programs could be targeted appropriately.</td>
</tr>
<tr>
<td>CALIFORNIA STATE PARKS</td>
</tr>
<tr>
<td>» Establish a relationship with Parks staff to understand site-specific transportation needs and constraints.</td>
</tr>
<tr>
<td>» Partner with State Parks staff to develop a visitor survey to understand travel patterns to/from NCC beaches.</td>
</tr>
<tr>
<td>» Partner with State Parks and local jurisdictions to develop parking management strategies around NCC beaches.</td>
</tr>
<tr>
<td>DEL MAR FAIRGROUNDS</td>
</tr>
<tr>
<td>» Explore a real-time ridematching service for employees.</td>
</tr>
<tr>
<td>» Identify and promote carpool lots where visitors and staff can meet to carpool to the fair.</td>
</tr>
<tr>
<td>» Support collaboration with other partners to provide bicycle parking on site.</td>
</tr>
<tr>
<td>UCSD</td>
</tr>
<tr>
<td>» Bring stakeholders together to support a University City Transportation Management Association (TMA).</td>
</tr>
<tr>
<td>» Enable Compass Card integration with the future UCSD ID card.</td>
</tr>
<tr>
<td>» Integrate UCSD into iCommute’s RideMatcher portal as part of a private UCSD network.</td>
</tr>
<tr>
<td>» Provide Personal Travel Planning or Transportation Solutions Team services to major employers near the university, such as the VA Medical Center.</td>
</tr>
<tr>
<td>SAN DIEGO CHARGERS/QUALCOMM STADIUM</td>
</tr>
<tr>
<td>» Partner with Chargers staff to promote non-SOV modes through the ticketing process, potentially via season ticket holder packages or online purchasing (e.g. Ticketmaster).</td>
</tr>
<tr>
<td>» Provide support and expertise for promotional campaigns for carpooling or transit (e.g. special memorabilia for fans with transit tickets, special VIP access to sponsor promotions for carpoolers).</td>
</tr>
<tr>
<td>SEAWORLD</td>
</tr>
<tr>
<td>» Establish a relationship with SeaWorld staff to understand site-specific transportation needs and constraints.</td>
</tr>
<tr>
<td>SAN DIEGO PADRES/PETCO PARK</td>
</tr>
<tr>
<td>» Partner with the Padres, NCTD and MTS to develop and promote group transit passes for games that compete with the cost of parking (e.g. group of four one-day passes for $10 with Padres tickets, a 50% discount).</td>
</tr>
</tbody>
</table>
4. TDM Recommendations

**SUPPORTING EXISTING TRANSPORTATION INFRASTRUCTURE**

Though it is beyond the scope of the TDM Plan to address incidences of relatively poor quality infrastructure and service issues, key elements are noted here and could possibly be brought forward in other programs delivered over the same period.

**COASTER**

- Improve visibility, safety, and security of bike facilities, including more electronic lockers or bike stations.
- Improve coordination with bus services to provide seamless connecting trips.
- Integrate ticketing between COASTER, Amtrak and Metrolink.

**BUS**

- Support MTS and UCSD shuttles in University City and Sorrento Valley with transit priority measures to improve reliability, such as signal priority at intersections, bus lanes and queue jumps.

**CARSHARING**

- Potential expansion to University City and possibly around COASTER stations.
- Provide more vehicles at Santa Fe Depot to enable promotion of the service as a first/last mile solution for COASTER and Amtrak passengers.

**COMPASS CARD**

- Enable stored cash value as soon as possible to enable quick, easy and convenient ticket purchase.
- Enable third-party access so Compass Cards could be used for bike locker access, bikesharing, carsharing, express lanes payment, Amtrak, Metrolink, and ferries.
- Consider expanding to mobile ticketing, using paperless or cardless payment via smart phone for transportation services.
- Expand MTS ECO Pass bulk discount program for employers to NCTD and enable integration with Compass Card.

**PARKING**

- Engage local jurisdictions in a discussion on parking management, parking fees, development standards and appropriate levels of parking (especially in Smart Growth Areas).
- Carry out parking studies in target areas to better understand parking utilization rates and inform residential, commercial and office parking standards for new development.
4. TDM Recommendations

**Figure 4.1** Total number of buses (peak) and areas of high employment

**Figure 4.2** Total number of buses (peak) and areas of high population

Legend:
- North Coast Corridor
- High Employment Areas (>1,371 jobs / m²)
- High Population Areas (>2,579 ppl / m²)

Total Buses (Combined Frequency)
Peak: 6-9 am
- Less than 6 (>30 min)
- 7 - 12 (16 - 30 min)
- 13 - 18 (11 - 15 min)
- 19 - 36 (5 - 10 min)
- More than 37 (<5 min)
The Advisory Group is a key component of working closely with partners and stakeholders to ensure the TDM Plan meets the needs of the NCC and has the greatest chance of success.
5. Partner and Project Coordination

Organizational Management

Though the NCC TDM Plan is being led by SANDAG, Caltrans and LOSSAN, they will rely on the partnership and input of many other local agencies and stakeholders for the Plan to be successful. Table 5.1 outlines key roles and responsibilities of the lead, partner and stakeholder agencies engaged in the Plan.
5. Partner and Project Coordination

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>ROLES AND RESPONSIBILITIES</th>
</tr>
</thead>
</table>
| Lead Agencies | Lead NCC and County-wide TDM programming  
Fund and coordinate specific projects  
Lead collaboration between partners  
Promote iCommute brand and programs |
| SANDAG | Construct NCC freeway, bicycle, pedestrian and coastal access improvement projects  
Provide up-to-date information on project status  
Support the incorporation of TDM into construction projects for mitigation  
Ensure non-SOV modes are considered in construction projects where applicable  
Political support |
| Caltrans | Plan and implement rail corridor improvements  
Provide up-to-date information on project status  
Support the incorporation of TDM into projects  
Ensure non-SOV modes are considered in construction projects where applicable |
| LOSSAN | Plan and implement rail corridor improvements  
Provide up-to-date information on project status  
Support the incorporation of TDM into projects |
| Key Partners | Implement TDM programs and policies for staff and the public  
Promote and participate in iCommute programs  
Identify opportunities for collaboration with iCommute and local stakeholders  
Provide resources and staff time where available  
Incorporate TDM into the planning and development review process |
| Local Jurisdictions and San Diego County | Implement service improvements  
Collaborate with local jurisdictions and special uses  
Support the incorporation of TDM into projects |
| Transit Agencies: NCTD and MTS | Implement service improvements  
Collaborate with local jurisdictions and special uses  
Support the incorporation of TDM into projects |
| Special Uses | Implement TDM programs for staff and visitors  
Promote and participate in iCommute programs  
Identify opportunities for collaboration with iCommute and local stakeholders  
Provide resources and staff time where available  
Support the incorporation of TDM into projects |
| Stakeholders | Promote and participate in TDM programs to/with target audiences  
Provide feedback on proposed TDM programs  
Identify opportunities for support and collaboration |
| Community-based Organizations | Implement or participate in TMAAs  
Promote and participate in TDM programs to/target audiences  
Provide feedback on proposed TDM programs |
| Business Groups and Employers | Implement or participate in TMAAs  
Promote and participate in TDM programs to/target audiences  
Provide feedback on proposed TDM programs |
| Schools | Promote and participate in school-related TDM programs and SRTS efforts  
Provide feedback on proposed TDM programs  
Identify opportunities for support and collaboration |
5. Partner and Project Coordination

KEY PROJECTS

Several key projects in the NCC currently have a TDM component or may be leveraged to incorporate TDM programming. These projects may be excellent opportunities to link new services and infrastructure with promotion, education and information provision to maximize the use of non-SOV modes associated with each project.

TABLE 5.2  NCC TDM PARTNER PROJECTS

<table>
<thead>
<tr>
<th>PROJECT/OPPORTUNITY</th>
<th>LEAD STAKEHOLDER</th>
<th>PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term (2013-2014)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camp Pendleton TDM Plan</td>
<td>Camp Pendleton</td>
<td>NCTD, City of Oceanside</td>
</tr>
<tr>
<td>Carlsbad Village active transportation</td>
<td>City of Carlsbad</td>
<td>Urban Place, Carlsbad Village Association, WalkSanDiego, San Diego County Bicycle Coalition</td>
</tr>
<tr>
<td>improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COASTER service improvements</td>
<td>NCTD</td>
<td>Cities of Oceanside, Carlsbad, Encinitas, Solana Beach and San Diego, LOSSAN</td>
</tr>
<tr>
<td>Del Mar Fairgrounds TDM Plan</td>
<td>Del Mar Fairgrounds</td>
<td>NCTD, City of Del Mar</td>
</tr>
<tr>
<td>I-5/Genesee Avenue Interchange Project</td>
<td>Caltrans</td>
<td>SANDAG, City of San Diego, local area employers</td>
</tr>
<tr>
<td>I-805/Carroll Canyon Road Extension Project</td>
<td>Caltrans</td>
<td>SANDAG, City of San Diego</td>
</tr>
<tr>
<td>McClellan-Palomar Airport – Introduction</td>
<td>McClellan-Palomar Airport</td>
<td>NCTD, City of Carlsbad</td>
</tr>
<tr>
<td>of California Pacific Airlines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Coast Highway 101 Project</td>
<td>City of Encinitas</td>
<td></td>
</tr>
<tr>
<td>Safe Routes to Schools Program</td>
<td>City of Encinitas</td>
<td>WalkSanDiego, Encinitas Union School District</td>
</tr>
<tr>
<td>UCSD ID integration with Compass Card</td>
<td>UCSD</td>
<td>MTS, NCTD</td>
</tr>
<tr>
<td>Medium-term (2015-2016)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camp Pendleton – Potential new COASTER</td>
<td>Camp Pendleton</td>
<td>NCTD</td>
</tr>
<tr>
<td>station</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Del Mar Fairgrounds Seasonal COASTER</td>
<td>Del Mar Fairgrounds</td>
<td>NCTD, City of Del Mar</td>
</tr>
<tr>
<td>platform</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Del Mar Village pedestrian and</td>
<td>City of Del Mar</td>
<td>Del Mar Village Association</td>
</tr>
<tr>
<td>bicycle improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gilman Bridge Pedestrian/</td>
<td>UCSD</td>
<td>City of San Diego</td>
</tr>
<tr>
<td>Bicycle Connection over I-5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-Coast Trolley Project: Construction &amp;</td>
<td>SANDAG</td>
<td>MTS, City of San Diego, UCSD, Westfield UTC</td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Longer-term (after 2017)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COASTER extension to Convention Center/Petco</td>
<td>NCTD</td>
<td>City of San Diego, Padres, Convention Center</td>
</tr>
</tbody>
</table>
5. Partner and Project Coordination

NCC TDM PLAN COORDINATION

Coordinating the input of the lead agencies, partners and stakeholders will be important if all parties are to be actively involved. The implementation of TDM in the NCC should take place at three levels of influence.

TABLE 5.3 NCC TDM COORDINATION

<table>
<thead>
<tr>
<th>COORDINATION LEVEL</th>
<th>COMMITMENT</th>
<th>INVOLVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCC TDM Working Group</td>
<td>Updates and coordination between partners</td>
<td>Quarterly meetings</td>
</tr>
<tr>
<td></td>
<td>Progress reporting</td>
<td>Lead agencies and key partners</td>
</tr>
<tr>
<td></td>
<td>Opportunity identification</td>
<td></td>
</tr>
<tr>
<td>Sub-Area/Project Committees</td>
<td>Implementation</td>
<td>Monthly/bi-monthly meetings</td>
</tr>
<tr>
<td></td>
<td>Reporting back to Working Group</td>
<td>SANDAG, relevant key partners and stakeholders</td>
</tr>
<tr>
<td>Local Area Coordination</td>
<td>Enabling collaboration and coordination</td>
<td>Ongoing, as-needed basis</td>
</tr>
<tr>
<td></td>
<td>Implementation</td>
<td>SANDAG, relevant key partners and stakeholders</td>
</tr>
<tr>
<td></td>
<td>Capacity-building</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reporting back to Working Group and iCommute/SANDAG</td>
<td></td>
</tr>
</tbody>
</table>
5. Partner and Project Coordination

LOCAL AREA COORDINATION

In order to facilitate effective coordination of regional and local TDM programs and measures, iCommute could provide local jurisdictions with a Local TDM Coordinator(s) who would be employed by iCommute but work out of local jurisdiction offices. They would assume a key coordination role, building capacity at the local level while reporting back to and working as an integral member of the iCommute team. This role could be fulfilled by two or three coordinators, each serving two or more local jurisdiction areas (e.g. Oceanside/Carlsbad, Encinitas/Solana Beach, Del Mar/San Diego).

It is envisioned that Local TDM Coordinators could build a network of organizations and individuals willing to contribute to TDM programs at the local level. Some of the key tasks that would be led by the coordinators include:

» Developing TDM plans and programs for local jurisdiction employees;
» Developing local processes and best practice to incorporate TDM into the development process (planning policy/guidelines);
» Developing or facilitating TDM programs/initiatives for the public (e.g. SANDAG, employers, special use initiatives); and
» Providing training for local jurisdiction staff based on individual needs and requirements.

Local area TDM coordinators could effectively support local jurisdictions while also facilitating TDM programs with local stakeholders.
Coast Highway, Oceanside

Phase 2 of the NCC TDM Plan will develop targeted programs in communities throughout the corridor which have the most potential for using non-SOV modes of travel.
6. Next Steps

Phase 1 of the NCC TDM Plan has gathered a considerable amount of valuable information and insight on how people travel in the corridor and the opportunities for expanding the use of non-SOV modes. The recommendations presented in this report will form the basis for detailed TDM Plan development in Phase 2, which will consist of:

» TDM strategy development;
» Education, marketing and outreach plan;
» Performance measures and monitoring; and
» Final TDM Implementation Plan.

The TDM Plan will set out a program of TDM measures that will support the NCC Public Works Plan and encourage a reduction in SOV trips within the corridor. Due to the long-term timeframe of the infrastructure and environmental improvements within the NCC, the TDM Plan will focus on the short term (next 5 years), providing more detailed program management and implementation planning for this time horizon, while providing high-level TDM program planning over the whole project timeframe.

Upon completion and approval of the NCC TDM Plan in Fall 2013, TDM programs and measures will begin to be implemented.