

2050 Puerto Rico 2030 Puerto Rico Plan de Transportación Multimodal a Largo Plazo

Appendix: Chapter 6- Transportation Demand Management (TDM)

What is a Transportation Demand Management Strategy and why is it needed?

Transportation Demand Management (TDM) is the application of strategies and policies to encourage the use of sustainable modes within a transportation network. A TDM Strategy is a plan for a region, city, neighborhood or site that seeks to deliver sustainable transportation objectives. It is articulated in a document that is regularly reviewed by the implementing organization, usually on an annual basis. It involves identifying an appropriate package of measures aimed at promoting sustainable travel and mitigating climate change impacts of transportation, such as greenhouse gases (GHG) and decarbonization, with an emphasis on reducing SOV trips, congestion, Vehicle Miles Traveled (VMT), and parking demand. It can also assist in meeting other objectives such as increasing the accessibility of different transportation options, improving access to economic options, improving health and safety, attracting, and retaining staff.

The TDM Strategy will support the implementation of the CMP and the 2050 LRMTP by enabling residents, employees, and visitors to make sustainable transportation choices given the suite of available options. The effective implementation of TDM strategies aims to reduce congestion in the focus areas of San Juan and Aguadilla TMAs, but also on the Island as a whole. In addition, it aims to reduce the demand for parking and will align with the Island's environmental goals of encouraging sustainable modes of transportation. It should be reviewed on an annual basis separate from the LRTP to ensure that adjustments can be made to the TDM Strategy if goals are not being met, this will assist in the entire LRTP meeting its goals.

TDM Goals

Given the opportunities, the main goals of the TDM Strategy are:

- **Congestion Management:** Reduce demand for parking and congestion on major highways, and urban areas by promoting alternative modes of transportation and off-peak travel, particularly in the San Juan and Aguadilla Transportation Management Areas.
- **Promotion of Travel Options:** Identify innovative and cost-effective solutions that encourage mode shift from single-occupant vehicles to more sustainable options.
- **Environmental Stewardship:** Reduce VMT and GHG emissions in Puerto Rico by supporting sustainable modes of transportation.
- **Collaboration:** Leverage and support other regional and local initiatives related to public health, active transportation, sustainability, climate change, and smart growth.

Existing Conditions and Opportunities

This section will provide an overview of the existing conditions in Puerto Rico with respect to TDM, with emphasis on the San Juan and Aguadilla regions due to these areas being densely populated. These regions can be used as pilot areas to test out potential TDM programs that can be expanded to the rest of Puerto Rico. It will include a brief overview of the areas of high congestion, current mode share, and a brief review of existing policies and programs that support TDM.



Congestion Problems and Needs

The San Juan region is the largest region of Puerto Rico with over one-third of the landmass and over 60% of the Island's population. It is also home to most of the Island's employers, containing over 60% of Puerto Rico's formal and informal sectors, making it the major commuter hub of the Island⁴. Being that it is the most populated area of the Island, it is the most developed in terms of transportation infrastructure, with the most complex road systems including highways, principal arterial roads, and toll roads-Figure 0-1. In addition, public transit in the area is also the most developed, albeit severely underutilized, with a combination of rail and bus networks.

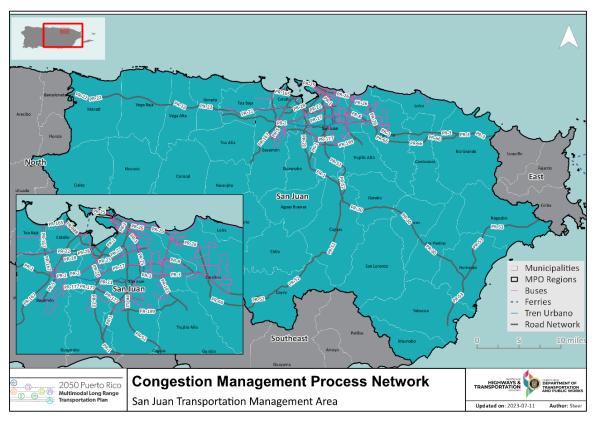


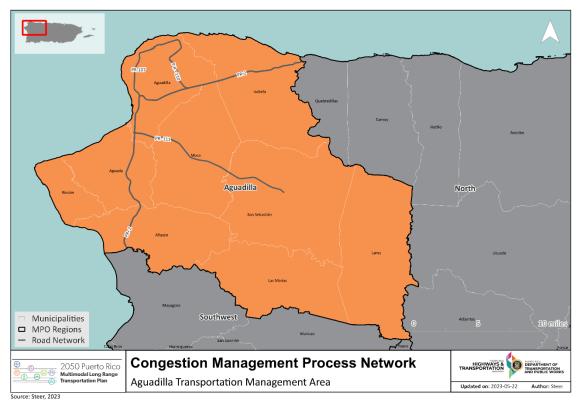
Figure 0-1: San Juan Region Transit and Road Network

The Aguadilla region is the 4th largest region in Puerto Rico, with over 8% of the Island's total population and just over 8% of the employment of the Island, making it the third largest employment region on the Island behind San Juan TMA and the South Regions. Even though the amalgamated South Regions have a higher population than the Aguadilla Region, they do not require a CMP as their individual municipal populations are below 200,000. Unlike San Juan Region, Aguadilla does not have a transit system, further compounding the congestion problem, giving residents and commuters less options to switch commuting modes-Figure 0-2.

⁴ 2045 Other Urbanized Areas Long Range Multimodal Transportation Plan (pr.gov)

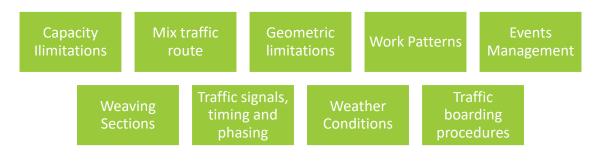


Figure 0-2: Aguadilla Region Road Network



Due to these regions being major population centers, they have congestion related challenges. As noted within the CMP, the major causes of congestion in Puerto Rico are listed in Figure 0-3.

Figure 0-3: Causes of Congestion



Source: Steer, 2023



Existing Mode Share

Mode share is the percentage of travelers or number of trips using a particular type of transportation type. The mode share in Puerto Rico is heavily car-centric, with over 80% of the commuting population driving alone to work, followed by Work from Home and Carpooling at 7.4% and 6.3% respectively⁵. The average commute time to work on the Island is 27.1 minutes, and data indicates that about 3.5% of the workforce in Puerto Rico have commutes in excess of 90 minutes⁶.

Mode Share by Geography⁷

Table 0-1 lists mode share in the San Juan and Aguadilla regions. Both regions have high Drive Alone rates consistent with data that show high rates of congestion. Amongst both regions, carpooling has the second highest mode share percentage, suggesting that there are opportunities to further promote carpooling as an alternative transportation mode. Public transit mode share is low across both regions with rates of 1% or lower, the low public transit mode share presents an opportunity to improve and promote public transit on the Island to ease congestion.

Mode	San Juan Region	Aguadilla Region	Puerto Rico
Drive alone	79.6%	83.2%	81.7%
Carpool	6.9%	8.5%	6.3%
Public Transit	1%	0.4%	0.8%
Bicycle	0.1%	0.4%	0.1%
Walk	2.7%	3%	2.5%
Work from Home	8.1%	3.7%	7.4%
Other	1.6%	0.7%	1.3%

Table 0-1: Mode Share

Source: Steer, 2023

Existing Policies

2045 Puerto Rico Multimodal Transportation Plan⁸

The 2045 Long Range Multimodal Transportation Plan (LRMTP) is an update that builds upon recommendations and strategies developed in the 2040 LRTP. The 2040 LRTP largely focused on capital plans and projects, environmental justice and performance-based planning and programming. In addition to these strategies, the 2045 LRTP set out to emphasize non-motorized modes, complete streets, freight mobility, livability, and resilient infrastructure. The plan identified a number of TDM strategies such as telework programs, transit-oriented development and parking management that were integral to the Congestion Management Process (CMP).

⁸ 2045 Other Urbanized Areas Long Range Multimodal Transportation Plan (pr.gov)



⁵ Puerto Rico - Profile data - Census Reporter

⁶ Puerto Rico | Data USA

⁷ Census Reporter: Making Census Data Easy to Use

There are opportunities to expand on the TDM strategies identified in the 2045 LRTP, particularly in the area of TDM policies and regulations, hybrid and telework programs.

Comprehensive Bicycle and Pedestrian Plan for Puerto Rico 20189

The bicycle and pedestrian plan set out to promote and increase cycling and walking in Puerto Rico. The plan was developed through analysis of existing conditions, census, municipal survey, and open houses. The objectives of the plan were to:

Integrate cycling and pedestrian networks into the development of urban centers, Incorporate the development of projects and bicycle/pedestrian facilities into Transportation Plans, Improve bike and pedestrian infrastructure and accessibility for all road users, and Develop education programs for all road users.

The availability of a comprehensive bike and pedestrian plan provides opportunities to integrate TDM strategies into bike and pedestrian planning. This provides more opportunities for residents and commuters to access first/last mile transportation solutions such as safe and secure bike parking facilities.

Complete Streets¹⁰

The Complete Streets Guideline developed for the Puerto Rico Department of Transportation and Public Works (DTPW) and the Highway Transportation Authority (PRHTA) in 2018 focused on three main objectives:

- Guide state and local governments to improve access and mobility through the development of new transportation facilities, thereby improving quality of life for communities,
- Improve pedestrian and bicycle access to public transportation services and public spaces, and
- Provide safe and affordable access for all people of all ages and abilities.

Best Practices and Mobility Insights

This section provides an overview of TDM best practices from various jurisdictions with similar governmental structure, cultural identity and congestion problems to Puerto Rico, and provides mobility insights from stakeholder engagement processes. These best practices case studies will provide an insight into how best TDM can be developed in Puerto Rico and lessons learnt while implementing TDM. In addition, mobility insights will provide additional contexts for which TDM strategies might be most applicable to Puerto Rico through the analysis of the behavioral and travel survey that was part of the stakeholder engagement process.

¹⁰ PR-Complete-Streets-Plan-and-Design-Guidelines-Final.pdf



⁹ Bike-and-Ped-OCT262018-Final.pdf (pr.gov)

Best Practices Insight

San Diego Association of Governments¹¹

The San Diego Association of Governments (SANDAG) is a Metropolitan Planning Organization (MPO) and acts a as council of governments. SANDAG oversees transportation related issues in the San Diego area that has a population of over 3 million, and battles congestion and air quality related problems. As a region, SANDAG implements the Sustainable Transportation Services program which includes several initiatives, including:

- **Employer Commuter Program:** The provision of customized benefits programs that include benefits such as transit pass discounts, telework assistance, bike education classes and sustainable transportation awards recognition.
- **Guaranteed Ride Home:** Reimbursement program for commuters who regularly commute using a sustainable transportation mode in case of unexpected emergencies.
- **Vanpool:** A convenient way for groups of five or more to get to work.
- **E-Bike Incentive Pilot:** Incentive program for e-bikes to make it easier for people throughout their communities.
- **Park & Rides:** Located throughout the region, Park & Ride lots are free and a great place to meet your carpool or vanpool. Some lots also offer bike lockers or access to transit.
- Transit Youth Opportunity Pass: Anyone 18 and under can now ride transit for free.

The Commuter Program currently has over 190 active employers involved in the program on a voluntary basis. Participants have been able to reduce their greenhouse gas emissions from cars approximately 6 times faster than the regional average.

TDM Policies and Strategies in Latin America¹²

This study looked at the implementation of TDM in 12 cities across 5 countries in Latin America (Argentina, Brazil, Chile, Colombia and Mexico). TDM in these cities has been largely used to complement parking policies, reduce traffic congestion, and improve access to economic opportunities. The causes of traffic congestion in these cities include access to cheap gasoline through fuel subsidies, large parking areas and the prioritization of single occupancy vehicles. TDM policies that have been implemented to combat congestion challenges on a regional level include:

- License Plate Restrictions and Congestion Charges: Several studies have shown that this can reduce traffic levels by up to 35%¹³
- **Parking Pricing:** This disincentivizes driving and encourages people to use alternative modes if parking is priced at market rates and higher/same price as public transportation.
- **Car-free day:** An event that promotes the use of public transportation and sustainable mobility, such as cycling or walking. The Day also seeks to raise awareness of the negative effects of the excessive use of vehicles.

However, the study notes that there are opportunities to engage private businesses and the private sector in the implementation of TDM through the integration of developers and builders in land-use and

¹³ <u>A dozen effective interventions to reduce car use in European cities: Lessons learned from a meta-analysis and transition</u> management - ScienceDirect



¹¹ <u>SANDAG - Sustainable Transportation Services</u>

¹² Practical Guidebook- Parking and Travel Demand Management Policies in Latin America.pdf (wpengine.com)

parking policies development. Furthermore, there are opportunities to collaborate with the private sector on the development of commuter programs.

Greater Toronto and Hamilton Area (GTHA)

The GTHA is the most populated region in Canada with almost 7 million people. The region is made up of six regional municipalities and is home to much of Canada's economic opportunities. It is connected through a series of highways-427, 403, 401 and Queen Elizabeth Way and is served by various local municipal transit agencies as well as the regional transit agency GO Transit, which provides Bus and commuter rail services between municipalities.

Congestion is a major challenge for the region, particularly on the highways between municipalities. To combat congestion and to further integrate economic opportunities, the region has developed a number of TDM programs and policies such as:

- **Smart Commute**¹⁴: This is a community-based travel program across the GTHA that provides commuter services to employers such as carpool ride matching, first/mile last shuttle services, vanpool services and guaranteed ride home programs. The program has over 345 active employers participating and is working towards reducing traffic and improving air quality in the region. In turn it has a positive impact on economic opportunities as over 70% of employees involved in the program state that their commute experience directly impacts their overall job satisfaction.
- **TDM Guidelines for developers**: Some municipalities in the region have implemented TDM guidelines for residential and commercial developments. These guidelines provide details of measures that encourage mode shift to sustainable transportation that can help reduce congestion and improve quality of life¹⁵,¹⁶.

Mobility Insights (Behavioral Survey & Data Collection)

Mobility Insights data were derived through an Island-wide behavior survey and desktop research such as Census Reporter, and previous LRTPs. The behavior survey was used to gain insight into why people make the commute choices that they do and how best to motivate individuals to change their travel patterns. Additionally, it was used to provide context to data from desktop research, particularly for students and retirees as there is limited information on their commute patterns. It should however be noted that the survey is not a true statistical representation of the Island due to the low response rate.

Survey Process

Figure 0-1 explains the survey process, including who the survey was sent to, how it was distributed, and the timeline for completing it.

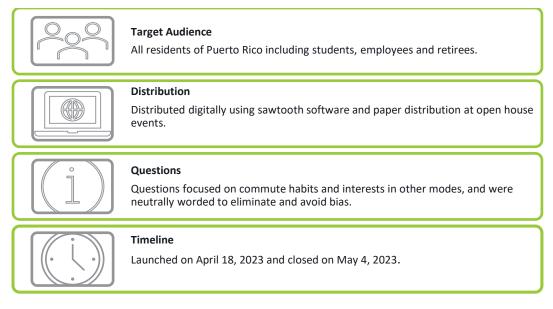
¹⁶ pedpolicies-transit-demand-mgmt-guidelines.pdf (hamilton.ca)



¹⁴ Smart Commute

¹⁵ Transportation Demand Management Guideline | City of Vaughan

Figure 0-1: Survey Process



The survey received a total of 208 responses, with the most responses coming from employees, followed by students and retirees. To account for demographic and geographic differences across each respondent group, the survey responses were sorted by demography and geography, and analyzed separately as well as cumulatively to give overall picture of commuting patterns in Puerto Rico.

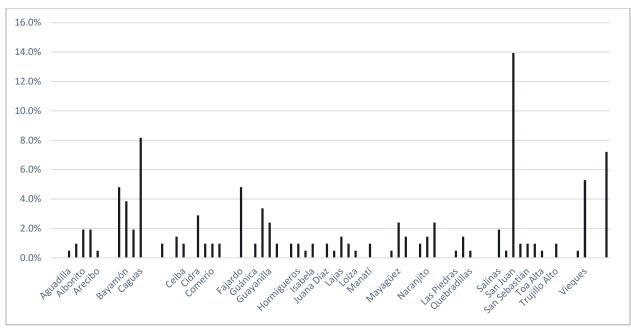
Analysis

Demographic Trends and Geography

In terms of geography, most responses from the survey came from respondents within the San Juan TMA; San Juan, Caguas, and Yauco-Figure 0-2. 69% of respondents indicated that they are employed fulltime, 17% are retired, 10% are unemployed, and 4% are students. Figure 0-3 shows a split between the industries from which the employed respondents work.

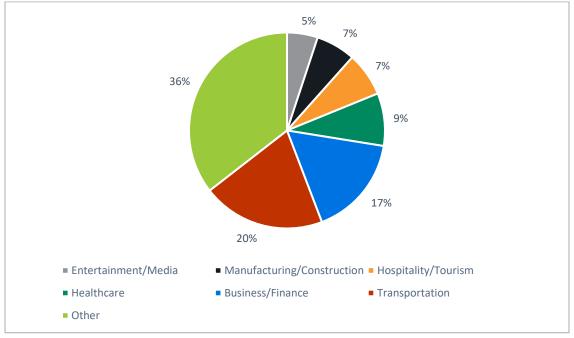


Figure 0-2: Location of Respondents



Source: Steer, 2023

Figure 0-3: Employment Industry



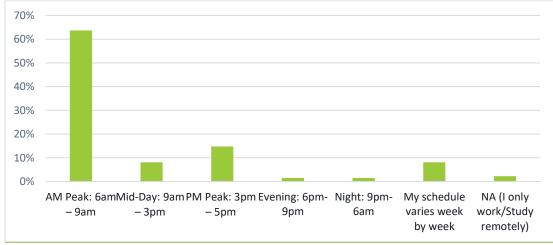
Source: Steer, 2023

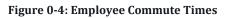
Twenty percent (20%) of employees that responded to the survey work in transportation, the most popular response from the survey was "other" at 36%. Of those that responded "other," the most popular responses were government, education and customer service.



Commute Patterns

Eighty-seven percent (87%) of employees who responded to the survey indicated that they work fully in-person, while 6% work on a hybrid schedule, and 4% are fully remote. Finally, 2% indicated that they currently work remotely, but are planning to work in-person in the future. As shown in Figure 0-4, 64% of respondent employees commute between 6-9am, during the AM rush-hour peak, and the second most popular commute time is between 3-5pm during the PM rush-hour peak.





According to the survey responses, 75% of respondent students indicated that they study in person, while the other 25% indicated that they are hybrid. Figure 0-5 provides a breakdown of students' commute times, the commuting times for students slightly differ from the employed, suggesting that they have shorter "working hours." They typically commute during the AM Peak and Mid-Day.

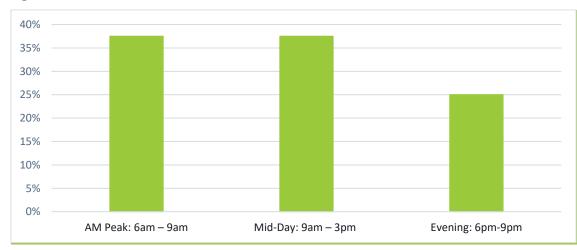


Figure 0-5: Student Commute Times

Source: Steer, 2023



Source: Steer, 2023

For the retired and unemployed, they have very varied travel times. Their top travel destinations were to grocery stores, medical centers and retail centers. Other destinations included church, dropping kids at school and visiting family shown in -Figure 0-6. This presents an opportunity to promote and provide alternative transportation solutions in the form of shuttles, carpooling and transit to these highly frequented locations particularly for retired residents.

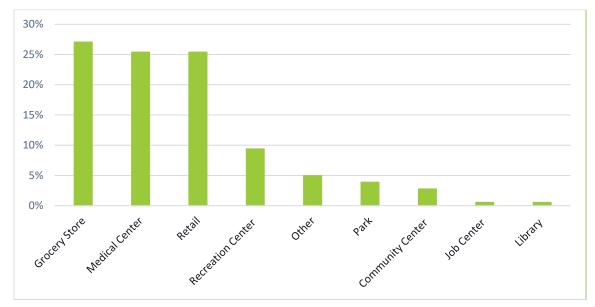


Figure 0-6: Retired and Unemployed Travel Destinations

Source: Steer, 2023

Perceptions on Commute Experience

As shown in Figure 0-7, 76% of survey respondents drive alone 5+ days a week. The second most popular commute choice over a 5-day period is walk at 23%, followed by public transit at 11%.



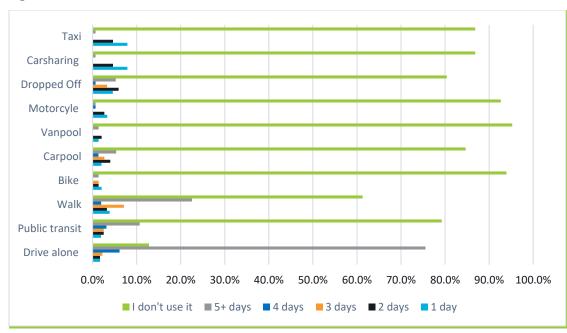


Figure 0-7: Commute Mode

Source: Steer, 2023

Figure 0-8 shows the top factors affecting commute choice. Convenience at 22% was rated the top factor followed by Time at 21%. To encourage residents and commuters to change their commute, there has to be an emphasis on efficient and effective transportation options. The lowest priority factor was environmental impact with only 5% of respondents choosing that option. For respondents that selected "Other," responses were accessibility, distraction, and quality of service.

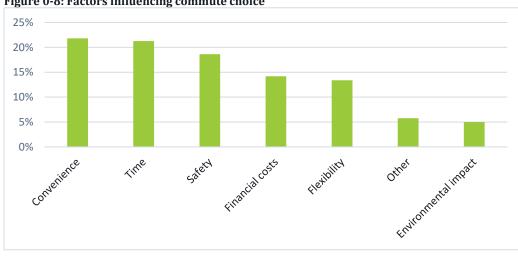


Figure 0-8: Factors influencing commute choice

Source: Steer, 2023



Willingness to Try Alternative Transportation Options

The survey results showed there is a general interest in alternative transportation options; however, the interest is dependent on awareness, education and improved efficiency of transportation systems (supporting the importance of convenience and time in travel choices), particularly for those outside of San Juan. According to survey results, more public transportation is needed as well as an increase in transportation routes and frequency as well.

"Collective transportation is inaccessible to people outside of San Juan. Many people outside the Metro Area need options to get to the Metro Area in an easier way."-respondent comment.

Displayed in Figure 0-9, respondents indicated that they will be more willing to take alternative transportation options in general, if there were educational awareness about commute options available to them, guaranteed ride home and connections to first/last mile options. Other responses included the provision of wayfinding, trip planning and contests and promotions.

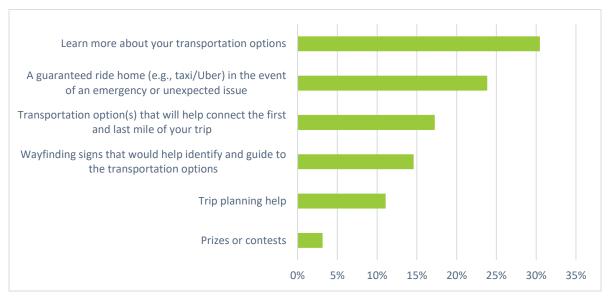


Figure 0-9: Willingness to Try Transportation Options

Source: Steer, 2023

Throughout the survey, particularly through the comments section, respondents stressed that inadequate public transportation amenities were a major challenge to them exploring alternative transportation modes, they also indicated safety concerns, lack of bike infrastructure and commute times being too long as some of the reasons they choose to drive.

"It is urgent and imperative to increase public transportation routes, improve their frequency of passage, provide real-time information on schedules, and improve street safety."- respondent comment.



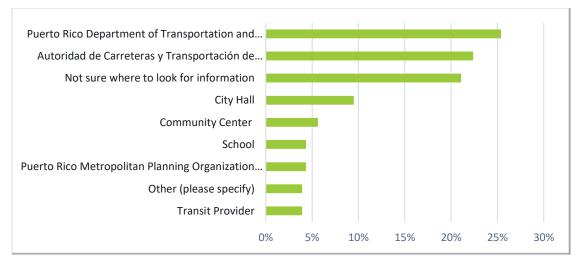
Familiarity with Puerto Rico's Transportation Programs

Survey results suggest that most respondents get their transportation information from Puerto Rico Department of Public Works and Puerto Rico Highway Authority (PRHTA). However, survey results also show that some (21%) respondents do not know where to look for this information, as shown in-

Figure **0-10**. This further emphasizes the need to provide more educational and awareness programs on transportation options available to residents and commuters. In addition, 39% of survey respondents indicated they are not aware of any transportation benefits program being offered by the State, which demonstrates a lack of awareness towards transportation options-Figure 0-11. Of the transportation benefits program that respondents were aware of, free parking was the most popular, followed by transit subsidy.

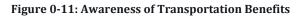
"More publicity should be given in traditional methods as well as in social networks."-respondent comment

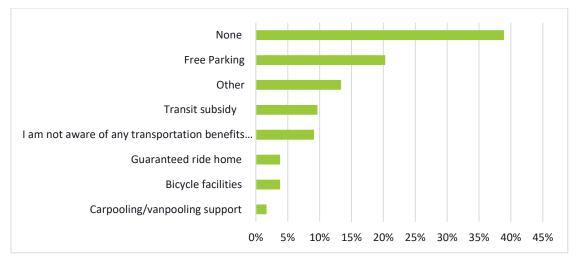
Figure 0-10: Transportation Information Provider



Source: Steer, 2023







Source: Steer, 2023

Potential TDM Strategies Recommendations

This section presents potential TDM strategies for San Juan and Aguadilla regions taking into account the diverse needs and behaviors of different types of travelers. The San Juan and Aguadilla regions could be used as pilot areas, providing a framework for TDM to be expanded to other areas of Puerto Rico. To address the unique requirements of these regions, a customized list of TDM measures has been developed. These measures were strategically identified based on existing conditions, best practices insight, and stakeholder engagement (through open houses and travel survey analysis). Each strategy has been described according to the following criteria:

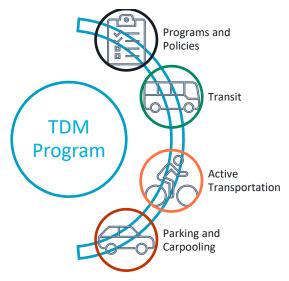
- Strategy: why the TDM strategy was chosen
- **Estimated Timeframe:** the timeline for implementation of the TDM strategy, whether it will be a one-time implementation or on-going (monthly, semi-annual, or annually)
- Implementing Party: the responsible party in charge of implementing the TDM strategy
- **Performance Measure**: the measurement to determine the impact of the TDM strategy
- Funding: who will be responsible for providing funding for the TDM strategy

Recommended Strategies

The recommended strategies are organized into the categories Identified in Figure 0-1



Figure 0-1: Recommended TDM Strategies



Source: Steer, 2023

Summary of TDM Strategies

Table 0.1: **S** presents a summary of all the recommended TDM Strategies that could contribute towards mitigating congestion challenges in the San Juan and Aguadilla regions. The following sections will describe each strategy in more detail. The strategies detailed in this section are strategies that can potentially be implemented at a regional or MPO level.

Mode/Program	Strategy
Policies and Programs	Advisory board at regional level-TDM Regulations
	Regional collaboration and Leadership- TMA/Commuter program
	Voluntary Employer Commute Program
[= 8]	Congestion Charges
	Multimodal Information
	Policy on Hybrid/modified Schedule
	New Hire Packages
	Support Strategies: guaranteed ride home, multi modal wayfinding, personal trip planning
Transit	Expanded Transit Network
	Transit Education and Awareness Integration and Collaboration
	Transit Subsidy
Active Transportation	Secured Public Bike Parking + Support facilities



Mode/Program	Strategy	
\sim	Provision of Funding and Grants for Cycle Tracks	
	Provision of Funding and Grants for Shared Micromobility	
	Bike Education	
Carpooling and Parking	Carpool and Ride Matching Program	
	Priority Carpool Parking + Carpool Lanes-advisory role	
LO01	Parking Fees	

Source: Steer, 2023

Policies and Programs

This section focuses on programs and policies that will set the stage for the implementation of the full TDM program and will provide support for the program implementation. Policies and programs help to set expectations for TDM at different scales. Best practices research has also shown that the development of TDM policies and regulations are integral to the success of TDM programs.

Table 0.2: Policies and regulations

Strategy	Estimated Timeframe	Implementing Party	Funding				
Advisory Board-TDM Regulations	Ongoing	МРО	мро				
Strategy: The integration of TDM into the fabric of municipal development policies including existing developments can further encourage the use of sustainable transportation. TDM guidelines and regulations can set a minimum trip reduction target across developments of a certain size and land-use type. This can be enabled through the implementation of TDM strategies at site level and articulated in document as a site TDM Plan. This can enable the uniform development of TDM throughout the Island.							
instituted to discuss the appetite	Implementation: An advisory board constituted of members from the different municipalities should be instituted to discuss the appetite for TDM guidelines and regulations in the region, who the guidelines will affect, how TDM can be implemented, and what educational/awareness on sustainable transportation should be provided						
Performance Measure: N/A- b achieved.	ut without TDM r	egulations, impact of TDM mea	sures is unlikely to be				
Regional collaboration and Leadership-Educational programsOngoingMPOMPO/municipalities							
Strategy : Collaborative approach to implementing TDM strategies and commuter programming across both regions to effectively leverage partnerships to help reduce congestion.							
Implementation : The San Juan identify opportunities where eff education and promotion of TDI implementation in both regions.	orts can be conso M. The MPO shoul	lidated and how each party car	n take on a role for the				



Strategy	Estimated Timeframe	Implementing Party	Funding			
Performance Measure : Number of programs launched, Number of collaborative efforts formed and sponsored between agencies and municipalities,						
Voluntary Employer Commute Program	Ongoing	МРО	MPO/Municipalitie Employers	es/		
		e assistance to employers in the as, ride-matching and education	•			
Organization (TMO) or a volun onsiderations for the structur	tary commuter pro e of the TMO/com	letermine the viability of a Tran ogram in the region. The feasibil muter program; government-lea als and objectives of the intende	lity study should include d or board of directors,			
Performance Measure: Mode	share, Number of	active participants, Emissions re	eduction			
Congestion Charges	Ongoing	MPO/Municipalities	-			
Strategy: This is a dynamic pricing policy that is designed to regulate driving in the most congested areas of cities. Charges can vary between peak hours and non- peak hours. The revenue generated from congestion pricing can be used to improve and develop other sustainable modes of transport.						
mplementation: Develop con roups.	gestion pricing po	licy in collaboration with munic	ipalities and stakeholde	r		
Performance Measure: Mode	Share, Traffic Cou	nts, Emissions Reduction, Rever	nue generated			
Aultimodal Ongo nformation						
 venefits will increase awarenes Website/ Mobile App - F virtual location makes it e should provide information Transportation Managem schedules, bike and pedes employees, residents and available to them. Newsletters - Include TE of sustainable travel optice Social Media Channels - media channels such as Fa mplementation: Create a well vebsite and includes information TDM incentives and servi Resources for trip planning Guaranteed Ride Home Safe Routes to School proportion Transit information Cycling Information 	ss of mobility optio lave all transporta asy and convenier on about relevant s ent Organizations train paths, and ot tourists to these re OM messaging in ne ons, upcoming ever Promote transpor acebook, Instagran opage or APP that b on on: ces ng grams	tation options and updates via e	e. Strategies include: sources available in one r travel options. The wel m outside agencies (such ups), nearby transit rout illy be helpful for new transportation options inform and update mem engaging posts on social rell individual municipality etters and social media p	bpage h as tes and ibers ities'		



Strategy		stimated meframe	Implementing Party	Funding
Hybrid/modified Schedu Policy Guidelines	ile Ong	going	MPO/ Municipalities/ Employers	мро
compared to when they ar from home ^{17'18} . Employers need to commute into the employees commute to the as opposed to 5 days / 8 ho	e on site. A s can be end office. Mod e office. An ours per da	ccording to couraged to ified or flexi example of ty, thereby r	research, some employees ar implement hybrid or modifie ble work schedules involve r chis is allowing employees to educing employee commute	work 4 days / 10 hours per day
Human Resources and Tel	ework polio municipalit	cy. The guid	edule guidelines that employe elines should stipulate the re • incentives to workplaces to	
Performance Measure: N	lumber of e	mployees w	orking from home, Employee	e satisfaction
New Hire Package Guidelines	Ongoing	MPO/ Em	ployer	мро
jobs or move homes becau should be developed provi	ise there is iding detail	a renewed f s of local tra	ocus on learning how to get a nsportation options and sum	
packages should provide in	nformation transporta routes ortation rela	all transpon ation easier. ated ameniti	tation options available to en The packages should include es	sign New Hire packages. These nployees as well services that :

Source: Steer, 2023

Public Transit

According to the survey data and existing conditions reports, congestion problems in the San Juan and Aguadilla Regions are compounded by lack of efficient transit services. From the survey results, respondents were most interested and willing to try transit (41%), the highest of alternative transportation options, with information about transit routes and schedules most needed. Below are the strategies that can be used to shift single-occupancy trips to transit trips.

¹⁸ Report: Remote work in the age of Covid-19 | Slack



¹⁷ State of Remote Work 2021 | Owl Labs

Table 0.3: Strategies for transit services

Strategy	Estimated Timeframe	Implementing Party	Funding
Expanded Transit Network	Ongoing	Municipalities/ Transit Agencies	MPO/ Municipalities
		ges more people to use transit l workplaces and providing mo	
Implementation: San Juan determine priority areas of	_	unicipalities and workplaces s	hould work together to
Performance Measure: Tr	ansit ridership, Transit m	ode share	
Transit Education and Awareness Integration and Collaboration	Ongoing	MPO/ ACT/ Municipalities/ Transit Agencies	MPO/Municipalities
Strategy: The coordination to strategize transportation		lepartments involved in transp Id education programs	oortation and transit planning
Implementation: The San J transportation planning to s		e the different departments in t d awareness campaigns	he region involved in
Performance Measure: Nu	umber of transportation a	wareness campaigns, non-SOV	mode share
Transit Subsidy- Youth	Ongoing-monthly	MPO/Transit Agencies	МРО
might still opt to drive some	etimes. As shown Figure (sit system, particularly in	can provide added flexibility fo)-1 in the Congestion Problems the northeast area, these areas	and Needs section, San Juan
to all youths in both regions students at the University o subsidized transit passes to	s. The Puerto Rico Metrop f Puerto Rico, the MPO ca the youths.	subsidy program being offere olitan Bus Authority currently n provide grants and funding t	offers transit discounts to the o transit agencies to provide
would have to fund a transi	t subsidy program for the	idy program to interested emp ir employees. The employers s oach, ideally the incentive app	hould liaise with transit
on employee usuge.			

Source: Steer, 2023

Active Transportation

Below are the strategies that can be used to shift single-occupancy trips into active transportation trips, i.e., biking, walking, and rolling either via micro mobility such as scooters/rollerblades or transportation mobility devices. Active transportation strategies can specifically be targeted at students and the retired because they tend to make shorter trips to destinations within their neighborhoods such as grocery store, community centers and schools. It can also be promoted in conjunction with transit for commuters as a form of first/last mile transportation.



Safety is major issue for biking in Puerto Rico, 87% of participants in a questionnaire indicated their concerns about distracted drivers, while another . 83% indicated concerns about the speed of vehicles.¹⁹

Table 0.4: Strategies for an active transportation system

Strategy	Estimated Timeframe	Implementing Party	Funding
Secured Public Bike Parking + Support facilities	Ongoing	MPO/ Municipalities	MPO/ Municipalities
Strategy: The provision of long term encouraging biking. Bike parking showith protection from rain and other showers, change rooms, and basic bi	ould be placed in well-li weather elements. In ac	t, visible, and pedestrian ac dition to bike parking, end	cessible locations, ideally of trip amenities such as
Implementation: A big concern for that took part in a questionnaire for stolen when parked ²⁰ . Municipalitie easily accessible and safe locations i	the Bike and Pedestriar s can provide public bik	n Plan expressed concerns a e parking, lockers and locat	bout their bikes being
Performance Measure: Bike mode	share, bicycle facilities	usage, number of new cyclis	ts
Protected Bike Racks	Ongoing	MPO/ Municipalities	MPO/Municipalities
Strategy: These are dedicated bike from vehicular traffic by a buffer zon sidewalk or elevated.	_		
Implementation: The San Juan MPC should ideally be along streets with with high bike volumes. For information	few driveways and cros	s streets for smooth flow of	
Performance Measures: Bike mode	e share, number of new	cyclists, reduction bike acci	dents
Shared Micro Mobility Funding	Ongoing	MPO/Municipalities/ local vendor	MPO/ Department of Transportation and Public Works
Strategy : The provision of shared be lowering the barrier of entry, since i replace short trips under 5 kilomete kilometers.	ndividuals do not have t	to procure their own bikes.	Bike trips could easily
Implementation: If available, partn commuters. There is also the potent transport modes interact, providing	ial to expand shared mi	cromobility to into mobility	-

¹⁹ Bike-and-Ped-OCT262018-Final.pdf (pr.gov) ²⁰ Bike-and-Ped-OCT262018-Final.pdf (pr.gov)

²¹ 2012guidance_raisedcycletrack.jpg (2621×1080) (nacto.org)



Strategy		Estimated Timeframe		Implementing Party		Funding
Bike Education	Ongoing-Biannually		MP	0	MF	0
Strategy: Bike education and workshops can be a means to boost bike participation. The regions can partner with bike advocacy groups and TMOs to host bike safety workshops to educate residents and commuters on the basics of cycling and share educational resources such as maps of nearby bike amenities (such as bike facilities at transit stations) and bike routes.						
Implementation: Partner with local bike advocacy groups, bike shops and TMOs to organize bike training courses, webinars, and/workshops.						
Performance Measures: Bike Mode Share, number of new cyclists						

Source: Steer, 2023

Parking, Carpool and Car share

Carpool and parking strategies will be vital to reducing drive alone rates and congestion in the two TMAs, particularly Aguadilla Region, due its lack of public transportation services. Best Practices Research have shown that parking strategies have a significant impact on mode shift and congestion.

Respondents from stakeholder engagement activities expressed interests in carpooling as an alternative transportation solution. According to the behavioral survey, carpool strategies that garnered the most interest from respondents were cheaper parking for carpoolers, priority parking for carpoolers and help with finding carpool partners. Respondents also had interests in the provision of carsharing discounts. Below are the strategies that can be used to shift single-occupancy trips into shared vehicle trips, i.e., carpooling, vanpooling and car sharing.

"I Would Use A Ride Sharing System As Long As I Ensure It Is Safe And Reliable, Is Available Until Midnight And Has A Reasonable Average Price OR Offers A Government System"

Strategy	Estimated Timeframe	Implementing Party	Funding			
Carpool and Ride Matching Program	Ongoing	MPO/ Municipalities	МРО			
Strategy: If available, the provision of a ride matching portal to residents and commuters in these regions can encourage individuals to carpool. To further encourage a shift to shared rides, municipalities within these regions can also partner with ride hailing services such as Uber to provide subsidies to commuters and residents.						
Implementation: The MPO can provide funding and guidelines for the development of a regional carpool and ride matching program (in collaboration with a TMO) to encourage residents and commuters to carpool. A ride match portal can be developed, or a partnership can be formed with existing ride matching software developer to encourage residents and commuters to find ride match partners. In addition, municipalities/ employers can host ride match events to promote and connect employees/residents with the same travel route and times.						
Performance Measure: Mode share, number of active carpoolers, number of active carpool groups, number of daily carpool trips						



Priority Carpool Parking + Carpool Lane	Ongoing	MPO/ Municipalities	MPO / Municipalities				
Strategy : Dedicated parking spots reserved only for carpools that will prioritize these modes over single-occupant car trips. In addition, to ease congestion priority carpool drive lanes should be dedicated to cars with 3 or more carpoolers.							
Implementation: The MPO can advise on the development of priority carpool parking and carpool lanes as part of regional transportation parking policies.							
Performance Measures : Mode share, number of active carpoolers, number of active carpool groups, number of daily carpool trips							
Park and Rides	Ongoing	MPO/Municipalities	MPO/ Municipalities				
Strategy: The provision of large parking lots along major highways and metro stations that allows commuters to park their cars and use sustainable modes of transportation to complete the remainder of their journey.							
Implementation: The MPO can provide guidelines and funding for the development of park and ride lots. When developing the guidelines, considerations should include: Paid vs free park and ride lots Suburban vs urban park and ride lots Design for multimodal connections							
Performance Measure: Mode s	hare, Parking lot ut	ilization					
Parking Fees	Ongoing	Municipalities/Employ ers /Property Management	-				
Strategy: Parking fees in the form of daily parking permits can be used to dissuade people from driving. Employers are encouraged to implement daily parking permits as opposed to monthly parking permits. Alongside the same idea, municipalities can increase the number hourly parking stations in highly congested areas of the region. This creates the idea of having to spend more everyday for parking and encourages employees/tenants to explore other sustainable transportation options.							
Implementation : Mandate employers and property managers through regulations or guidelines to provide parking spaces at market rates.							
Performance Measure: Mode S	hare, parking fees o	collected, parking lots utiliza	ation				

Source: Steer, 2023

Monitoring

Inventory of Data Sources

Being that there is currently no TDM program in Puerto Rico, it is important to conduct an inventory of data that is readily available through other programs such as the CMP, traffic modelling, and traffic data. The review of existing data provides the opportunity to streamline data being collected and allows for the uniformity of data collection across all municipalities, if and when a TDM program is implemented.

Annual Commute and Parking Survey

The implementation of a Voluntary Employer TDM program could provide a baseline for metrics that indicates how a pilot TDM program is performing and identify areas to improve in the TDM program. It can be a low-cost resource to assess TDM strategies at both site, aggregated municipal or even Island-wide scale. In addition, if instituted TDM Regulations can mandate sites to conduct annual TDM surveys



to assess how TDM programs are performing at their individual properties. The metrics can be collected through an annual commute survey.

The baseline survey and the subsequent annual surveys should ask questions to understand how residents, employees and community members travel for different types of trips and understand barriers to sustainable travel. To gain an insight into the tenant's travel characteristics and attitudes, the survey should identify the following key topics:

- Mode of travel by trip purpose (work, school, leisure, etc.)
- Work location
- Business travel requirements, if applicable
- Errands before and after work, if applicable
- Flexible working arrangements, if applicable
- Current barriers to commute alternatives
- Ideas for how to encourage walking, biking, carpooling and transit
- Car ownership
- Level of awareness of TDM amenities
- Feedback on amenities and services currently available
- Other services or amenities that are not currently offered which would encourage residents to try a different mode of travel

The survey results will allow municipalities to not only track program progress but also identify ways to adjust the program and further shift travel behavior towards more sustainable modes (transit, bike, walk, and carpool) over time.

Reporting

Based on the inventory of existing data, a standardized reporting system should be developed across all municipalities that collects a core set of data measuring the same metrics. This will enable the progress of TDM to be compared across various municipalities and provide opportunities for the data to be aggregated on a regional level. It also provides opportunities for the region to set region wide TDM targets to reduce congestion.

If instituted, TDM Regulations should encourage individual sites (of a certain number of employees or occupants) to develop annual compliance reports, which would include:

- **TDM Plan** describing the list strategies being implemented (how and where implemented) and projected impact.
- **Annual Travel Survey** to understand motivations and challenges to using TDM strategies, as well as impact.
- **Annual Monitoring Report** describing the status of TDM strategies and their impact on reducing congestion and parking demand.

The implementation of a Voluntary Employer Commute program further provides the opportunity for TDM metrics to be collected on a site level. The compliance reporting from sites in conjunction with the Congestion Management Process (CMP) can form the base of the monitoring strategy for the region. Municipalities in the regions are encouraged to develop annual TDM reports based on information from individual sites and other available metrics. This can be further amalgamated on a regional level.





2050 Puerto Rico Plan de Transportación Multimodal a Largo Plazo





AUTORIDAD DE CARRETERAS (TRANSPORTACIÓN ACT

Encuesta de Viajes

Introducción

Gracias por tomarse el tiempo de completar esta Encuesta de Viajes. La Autoridad de Carreteras y Transportación de Puerto Rico (ACT) está llevando a cabo una revisión exhaustiva de cómo la gente se desplaza en Puerto Rico. La información que usted provea hoy guiará las estrategias para mitigar y disminuir la congestión, así como avanzar en la sostenibilidad y el objetivo de reducción de gases de efecto invernadero, promoviendo y fomentando el uso de modos alternativos de transporte entre empleados, residentes y visitantes.

Como parte de este esfuerzo, a la ACT le gustaría conocer sus patrones de desplazamiento (commute) actuales, sus necesidades y qué tipos de servicios o comodidades le ayudarían a dejar el carro en casa.

Su privacidad es importante para nosotros. La información proporcionada será confidencial y sólo se utilizará para la elaboración del estudio.

Le agradecemos por su tiempo.

Información General

- 1. ¿En qué municipio vive?*:
- 2. ¿Cuál es su estatus profesional?* □ Empleado

Estudiante (Pase a la pregunta 7)

Empleados

3. ¿Qué describe mejor tu industria?* □ Entretenimiento/Medios de Comunicación □ Negocios/Finanzas □ Hospitalidad/Turismo

□ Desempleado (Pase a la pregunta 9) □ Retirado (*Pase a la pregunta 9*)

- □ Servicios de Salud
- □ Manufactura/ Construcción
- □ Transportación

Otro:	

4.	¿Cuál es su tipo de jornada laboral?*	
	 Trabajo a tiempo completo Trabajo a tiempo parcial Trabajo jornal (sin un horario fijo) 	 Disponible en cualquier momento (On-call) Otro:
-		

- ¿Cuándo usted típicamente sale para su trabajo?* □ AM Hora pico: 6:00 am – 9:00 am □ Tarde: 6:00 pm – 9:00 pm □ Mitad del día: 9:00 am – 3:00 pm □ Noche: 9:00 pm – 6:00 am
 - □ PM Hora pico: 3:00 pm 5:00 pm
- □ Mi horario cambia por semana

□ No Aplica (Yo trabajo de forma remota solamente)

- 6. ¿Cómo se distribuye su tiempo de trabajo entre el trabajo remoto y trabajo en persona?*
 - □ 100% en persona
 - 🗆 100% remoto
- 🗆 Híbrido

Estudiantes

- 7. ¿Cuándo usted típicamente sale para su lugar de estudio?*
 - □ AM Hora pico: 6:00 am 9:00 am
 - □ Mitad del día: 9:00 am 3:00 pm
 - □ PM Hora pico: 3:00 pm 5:00 pm
 - 🗆 Tarde: 6:00 pm 9:00 pm

- □ Híbrido/remoto, pero estén en
- transición a 100% en persona pronto
- □ Noche: 9:00 pm 6:00 am □ Mi horario cambia por semana
- No Aplica (Yo trabajo de forma remota solamente)

Desempleado/Retirado

- 8. ¿Cómo se distribuye su tiempo de estudio entre el aprendizaje remoto y en persona?*
 - □ 100% en persona
 □ 100% remoto
 □ Híbrido

Híbrido/remoto, pero estén en transición a 100% en persona pronto

Forma actual de desplazamiento

- 9. ¿Dónde usted viaja normalmente? (Seleccione todas las que apliquen).*
 - 🗆 Centro Comunitario
 - 🗆 Centro de Trabajo
 - □ Parque
 - 🗆 Librería
 - □ Centro Recreativo

□ Servicios Médicos

- □ Supermercados
- 🗆 Tiendas
- □ Otros, favor de especificar:
- 10. Según su conocimiento, ¿qué beneficios de transporte ofrece su empleador/escuela/centro? (Seleccione todas las que apliquen) *
 - □ Subsidio de transporte
 - □ Carpooling/vanpooling
 - □ Facilidades para bicicletas
 - □ Transporte a la casa garantizado
 - □ Estacionamiento gratis
 - 🗆 Ninguno

 No sabe de ningún programa de beneficios de transportación (Pase a la pregunta 12)

- □ Otro, favor de especificar:
- 11. ¿Cuál de los programas de beneficio de transportación usted utiliza actualmente? (Selecciones todas las que apliquen) *
 - □ Subsidio de transporte
 - □ Carpooling/vanpooling
 - □ Facilidades para bicicletas

- □ Transporte a la casa garantizado
- Estacionamiento gratis
- 🗆 Ninguno

12. En promedio, ¿Cuántos días a la semana se desplaza normalmente utilizando cada una de estas opciones? Si utiliza más de una opción en una semana normal, seleccione varias opciones (por ejemplo, 3 días en carro, 2 días en bicicleta). *

	1 día	2 días	3 días	4 días	5+ días	No lo utilizo
Guío o manejo solo						
Utilizo transporte público						
Camino						
Corro bicicleta						
Guío/viajo en pon						
Guío/viajo en vanpool						
Corro en motora						
Me lleva/recoge un familiar						
Utilizo taxi/Uber/Lyft						
Utilizo un servicio de carro compartido como Drive PR						
Trabajo desde la casa						
Otro, favor de especificar:						

- 13. Si suele hacer alguna parada en su viaje al trabajo/colegio/otros, ¿por qué la hace? (Seleccione todas las que apliquen)
 - 🗆 Cuido de niños
 - Dejar estudiantes en la escuela
 - 🗆 Dejar un pasajero
 - □ Hacer diligencias

- □ No hago ninguna parada en mi camino al trabajo
- □ Otro, favor especificar:
- 14. Si suele hacer una parada en su viaje de regreso a casa, ¿por qué la hace? (Seleccione todas las que apliquen)
 - 🗆 Cuido de niños
 - □ Recoger estudiantes en la escuela
 - □ Dejar/recoger un pasajero
 - □ Hacer diligencias

- $\hfill\square$ Recreacional o social
- 🗆 No hago ninguna parada en mi
- camino a mi casa
- □ Otro, favor especificar:

15. ¿En general, cuán satisfecho se siente usted con su viaje al trabajo/escuela/otros en una escala del 1-5?*

Calificación:	1	2	3	4	5
Muy Malo					Muy Bueno

Interés en Opciones de Transporte

- 16. ¿Cuáles son los factores más importantes que influencian cómo usted decide hacer su viaje? (Seleccione todas las que apliquen)*
 - □ Conveniencia
 - □ Costos financieros
 - □ Tiempo

autobús)

□ Flexibilidad

Impacto ambiental
 Seguridad
 Otro, favor especificar:

- 17. ¿Qué otros medios de transporte usted estaría dispuesto a probar?*
 - Caminar
 Correr Bicicleta/bicicleta eléctrica
 Scooter eléctrico
 Transporte Público: Tomar el transporte público (tren ligero o
- Compartir Vehículo/Compartir
 Guagua/ Servicios de Carro Compartido
 como Drive PR
 Ninguno
 Otro, favor especificar:

18. Si ha utilizado algún modo de transportación diferente (caminar, correr bicicleta, transporte colectivo, pon (2 personas o más), guagua compartida (5 personas o más)), ¿Cuáles han sido sus dificultades? (Seleccione todas las que apliquen)*

- El tiempo de viaje era largo
 Tránsito poco accesible
 Demasiadas conexiones (por ejemplo: tomar demasiadas guaguas para llegar a su destino)
 Falta de rutas ciclistas que sean seguras
 No hay infraestructura para bicicletas alrededor del lugar de trabajo
 Mi horario varía con frecuencia
 Necesito un vehículo para trabajar
- Necesito transportar a mis hijos
 Temo quedarme atrapado en caso de emergencia o de horas extraordinarias no programadas
 Demasiado caro
 Na ha probada etra mada da
- □ No he probado otro modo de transporte que no sea manejando (guiando).
- □ Otro (favor de especificar):

19. ¿Qué le animaría a probar un modo de transporte distinto al de conducir solo (caminando/bicicleta/transporte/carro compartido/guagua compartida)? (Seleccione todas las que apliquen)*

General

 Obtener más información sobre sus opciones de transporte
 Ayuda para planificar el viaje
 Premios o concursos
 Un transporte garantizado a casa (por ejemplo, taxi/Uber) en caso de emergencia o imprevisto
 Señales de orientación que ayuden a identificar y localizar las opciones de transporte

□ Opciones de transporte que ayuden a conectar la primera y la última milla del viaje.

□ Infraestructura más segura para peatones como por ejemplo aceras accesibles que tengan lugares para sentarse y suficiente iluminación

Relacionado con el uso de bicicletas/bicicletas eléctricas/Scooter eléctricos

Mapas e información sobre rutas o carriles para bicicletas
 Infraestructura más segura entre mi casa y el trabajo
 Estacionamiento seguro para bicicletas, vestuarios, duchas y casilleros.

Relacionado al uso del transporte

□ Subvención/descuento del transporte público

- □ Ayuda/préstamo para comprar una bicicleta
- □ Uso compartido de bicicletas y Scooter
- □Formación y educación en materia de seguridad

 Información sobre rutas y horarios de transporte
 Ampliación de la red de transporte

Movilidad compartida

 Ayuda para encontrar personas con las que compartir vehículo
 Estacionamiento prioritario para los que comparten vehículo Descuento por compartir vehículo
 Estacionamiento más barato para vehículos compartidos

□ Autobuses a demanda o de ruta fija

Otro, favor especificar: _____

20. ¿Dónde acudiría o ha acudido para recibir información sobre sus opciones de transporte? (Seleccione todas las que apliquen)*

Centro Comunitario
 Alcadía Municipal (favor de especificar):

No sabe dónde buscar informaciónOtro (Favor de especificar):

Escuela

21. ¿Qué plataformas de comunicación utiliza a menudo para recibir información actualizada y de confianza? (Seleccione todas las que apliquen)*

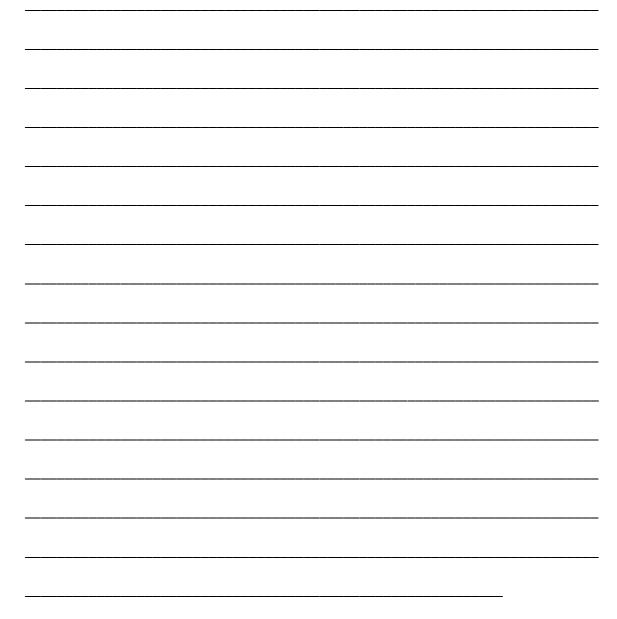
 Anuncio en el periódico
 Noticias en televisión
 Radio
 Página web
 Redes sociales: Facebook, LinkedIn, Twitter Publicidad por correo
 Publicidad exterior, como anuncios en el transporte público y carteles publicitarios (billboards)

- 22. ¿Cuáles de los siguientes programas de Puerto Rico usted conoce? (Seleccione todas las que apliquen)*
 - 🗆 Cooperativa Cultura Bicicleta
 - 🗆 Día sin carros en San Juan
 - 🗆 Ninguno

□ Otro (favor de especificar):



23. Por favor, comparta cualquier otro comentario o idea sobre su viaje al trabajo.



¡Gracias por tomarse el tiempo para completar la encuesta!

Su opinión es valiosa y ayudará al equipo del proyecto a realizar recomendaciones que respondan a sus necesidades de transporte. Si tiene alguna pregunta, póngase en contacto a través del correo electrónico **2050_PRLRTP@dtop.pr.gov** o puedes llamar al 787-721-8787 ext. 51653/51630/51651.

