



TRENDLAB+

Rethinking travel in light of demographic, economic and technology trends

Planning Horizons, February 2016

what. IS FP THINK



www.fehrandpeers.com/fpthink

FP Think is our latest initiative designed to enhance our clients' understanding of how disruptive forces in technology, demographics, and socioeconomics may affect their transportation planning decisions.



Transportation Aggregators



Electric Vehicles



Electric Bikes



Microtransit

roadmap.

- Travel trends past
- Travel trends present
- Travel trends future
 - Scenarios
 - Live poll
- Closing / Q&A

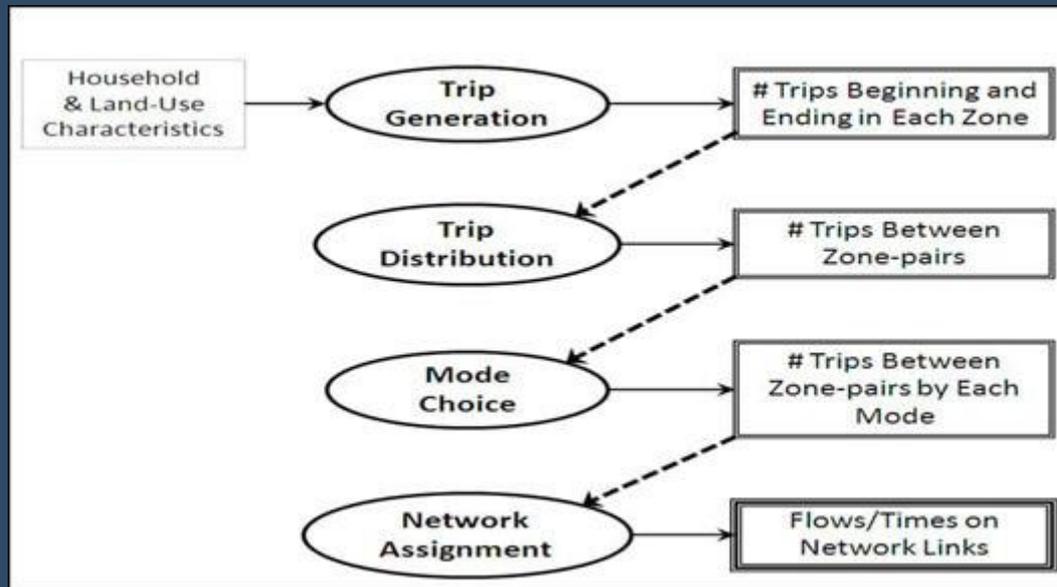
part 1

TRAVEL TRENDS PAST

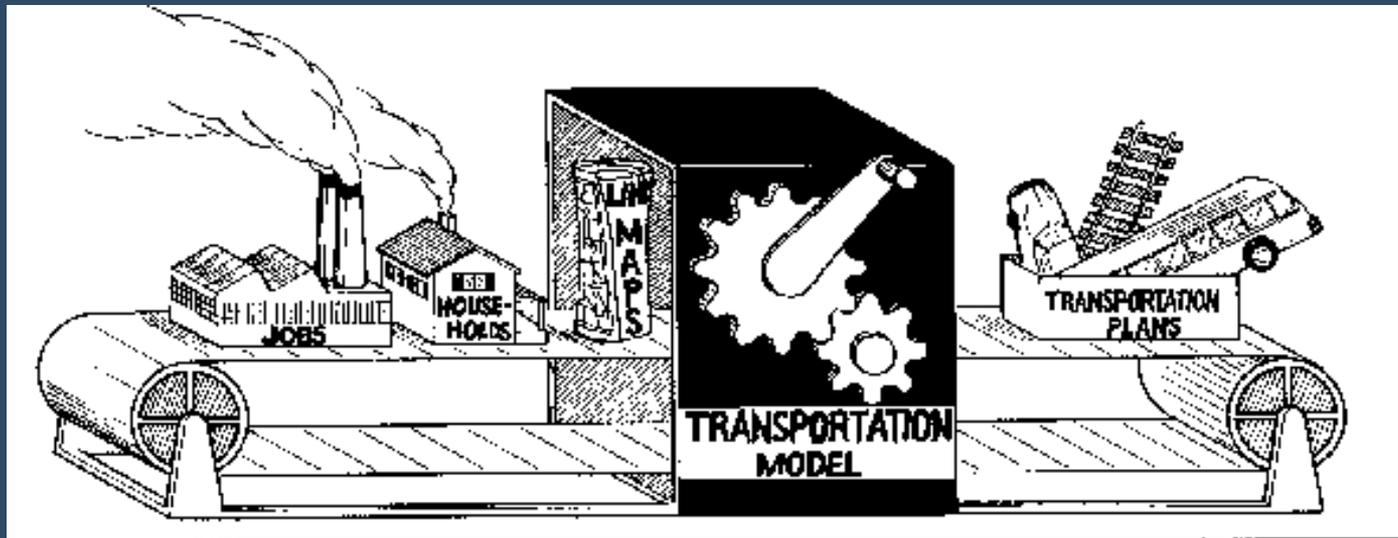


models ■ TRAVEL TRENDS PAST

- How did we start modeling travel the way we do?



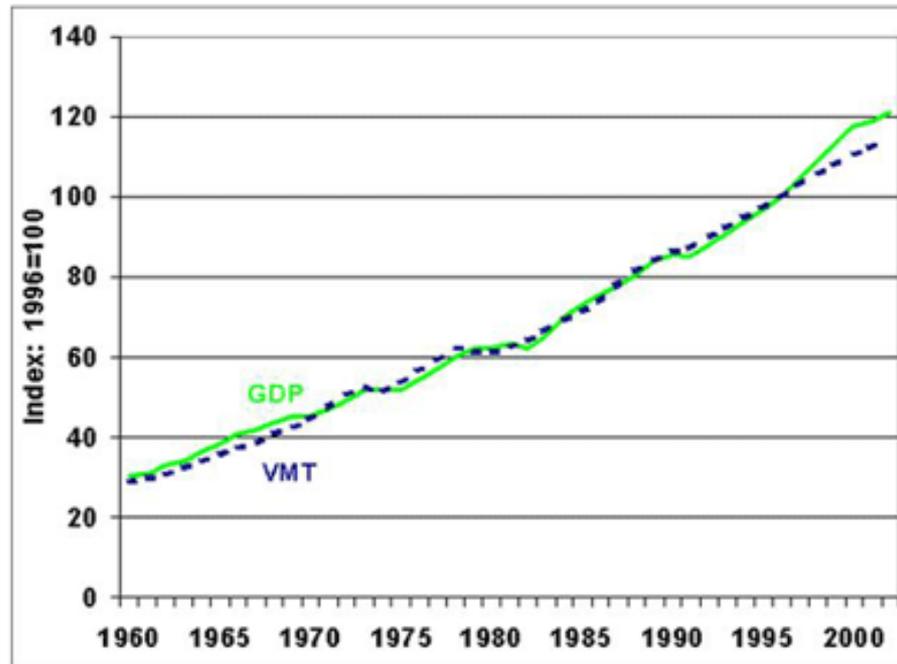
models ■ TRAVEL TRENDS PAST

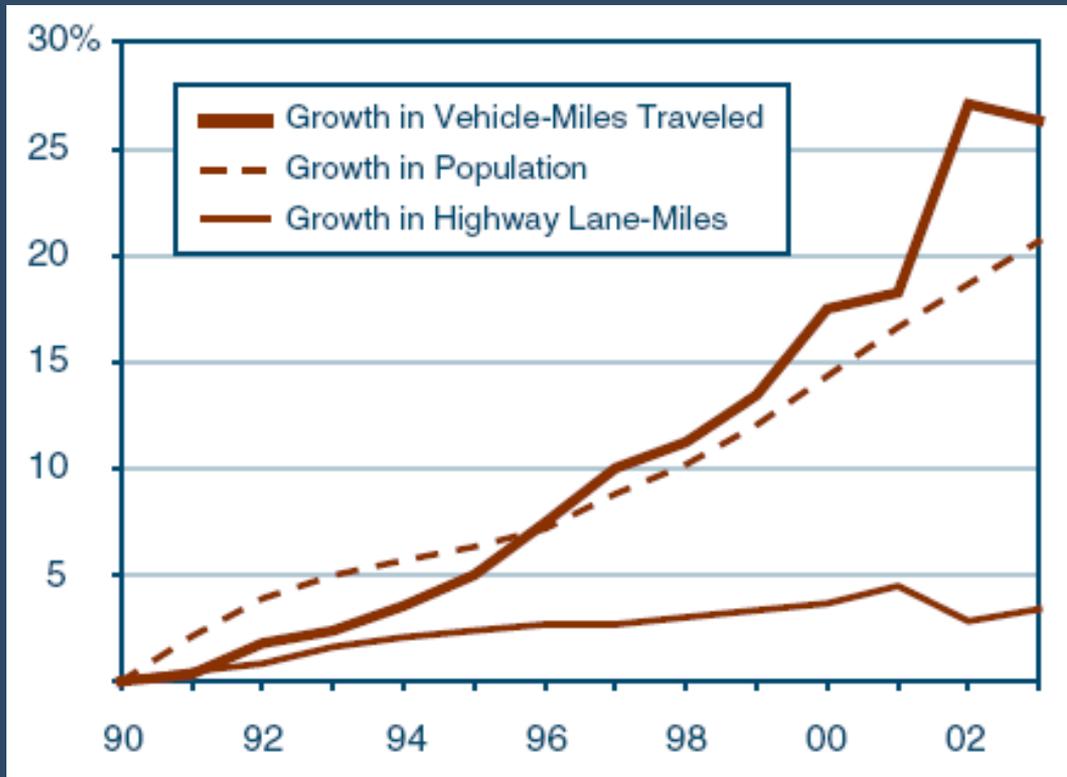


Fact #347: November 22, 2004

The Relationship of VMT and GDP

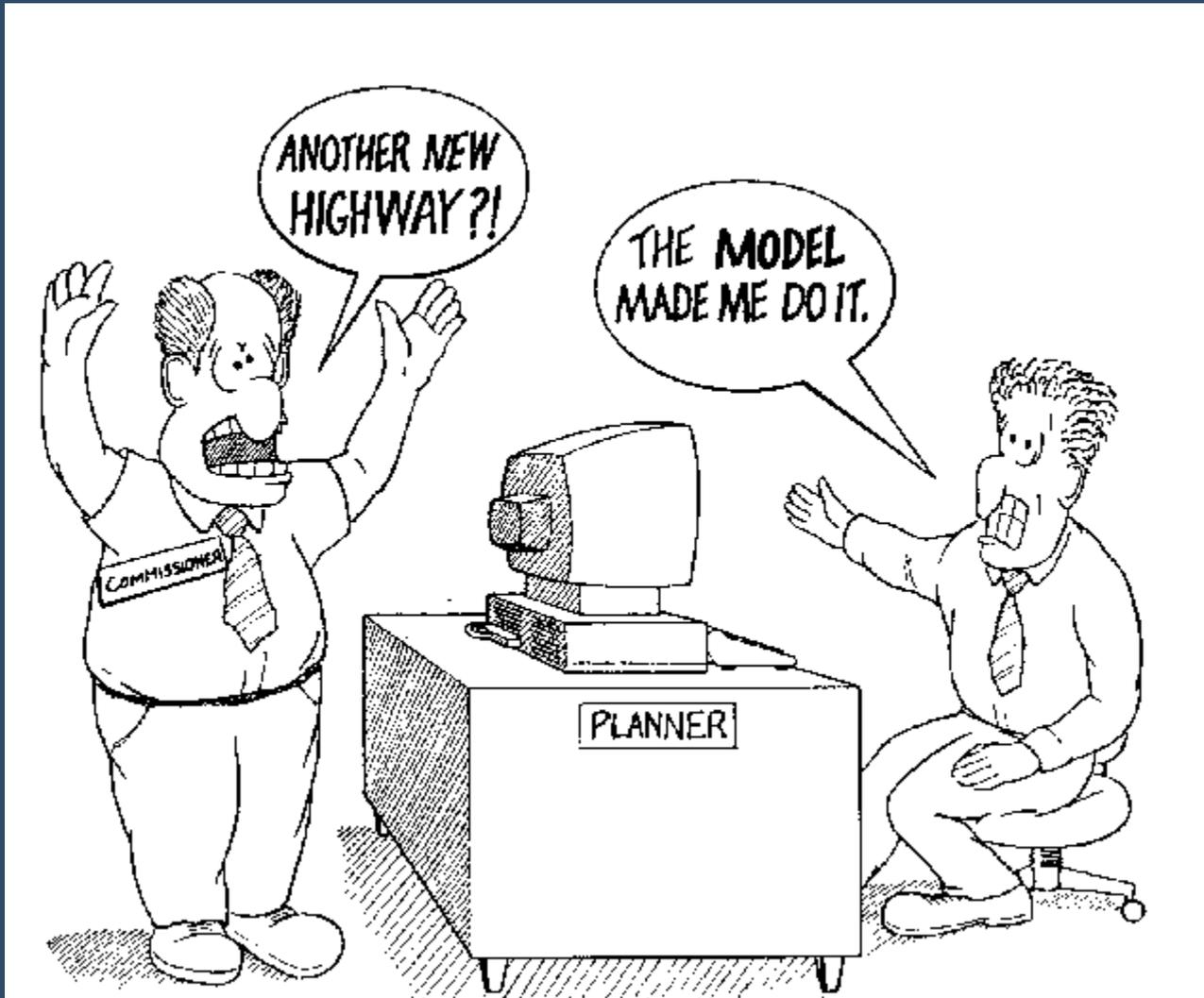
The nation's highway vehicle miles of travel (VMT) and the U.S. gross domestic product (GDP) reflect strikingly similar patterns, indicating the strong relationship between the nation's economy and its travel. The graph shows how closely the two data series track each other over the past four decades (Reproduced from http://www1.eere.energy.gov/vehiclesandfuels/facts/2004/fcv_t_fotw347.html).





Source: CA Legislative Analyst's Office

- What are the consequences?



“But even for roads, for half the projects the difference between actual and forecasted traffic is more than $\pm 20\%$. On this background, planners and decision makers are well advised to take with a grain of salt any traffic forecast that does not explicitly take into account the uncertainty of predicting future traffic.”

- Bent Flyvbjerg, Oxford University

part 2

TRAVEL TRENDS PRESENT



part 2

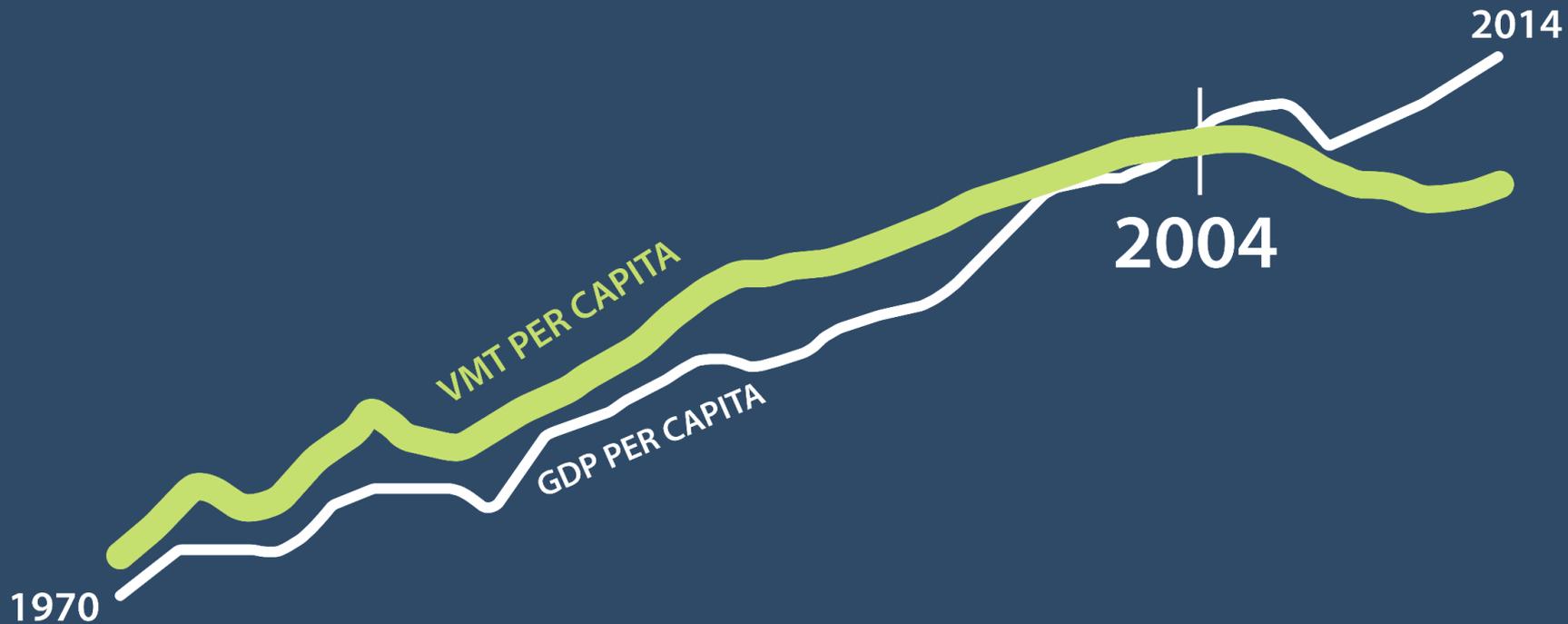
TRAVEL TRENDS PRESENT

DEMOGRAPHIC & SOCIOECONOMIC TRENDS

A number of recent changes in demographics and travel choices are impacting travel

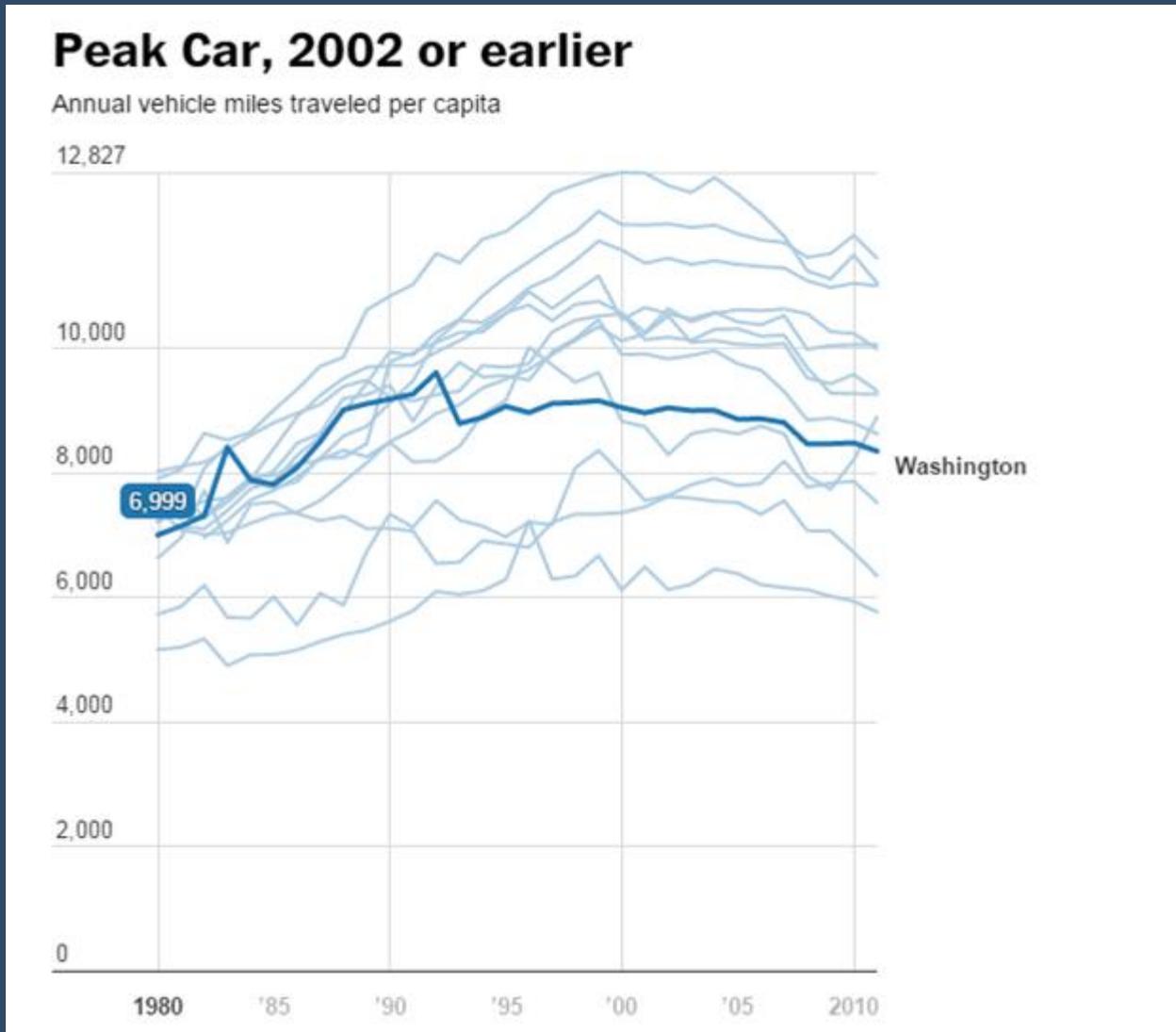
trends

2004 DECOUPLING OF VMT AND GDP



trends

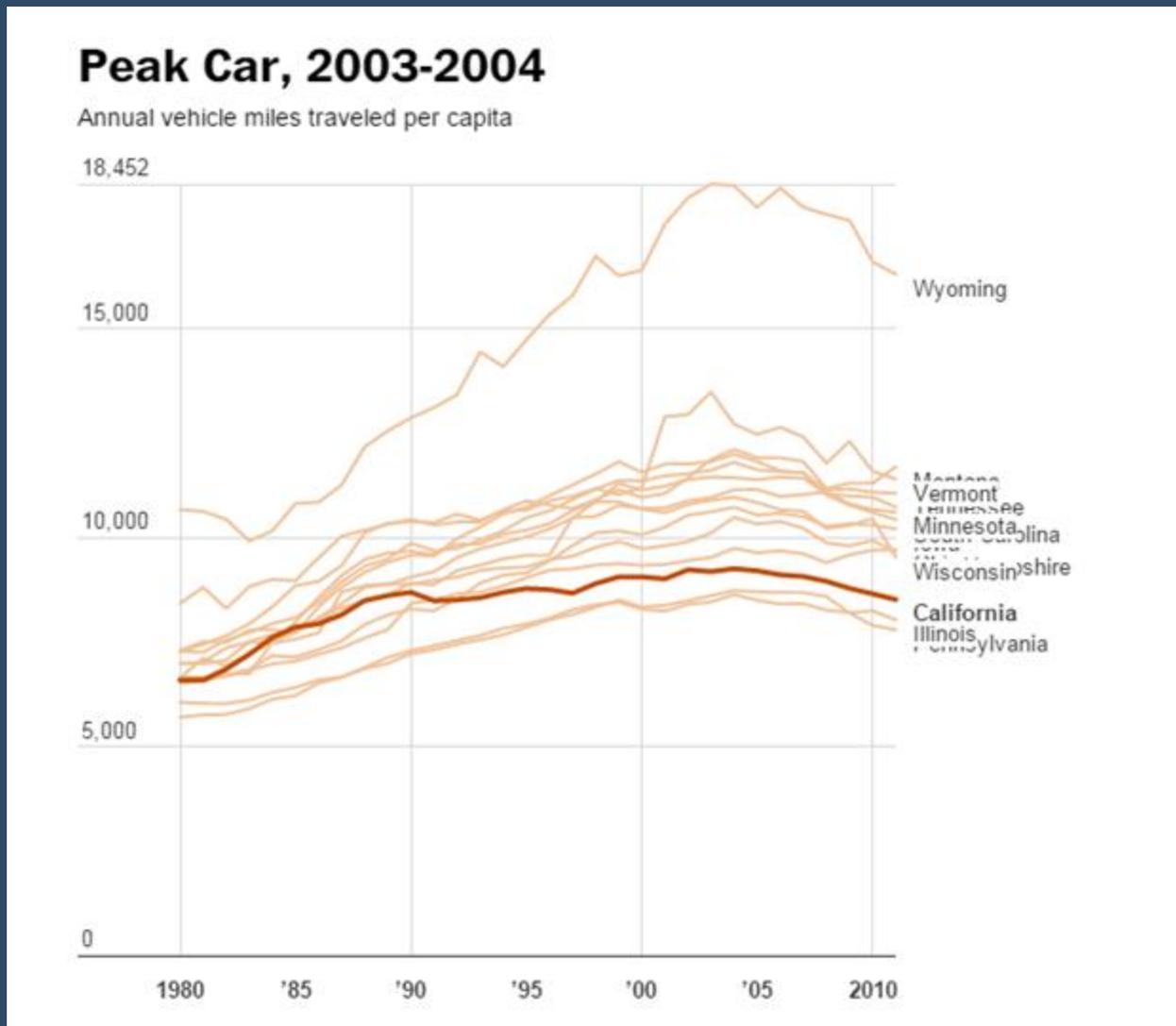
2002 OR EARLIER VMT PEAKS BY STATE:



Source: Timothy J. Garceau, Carol Atkinson-Palombo, Norman Garrick, University of Connecticut

trends

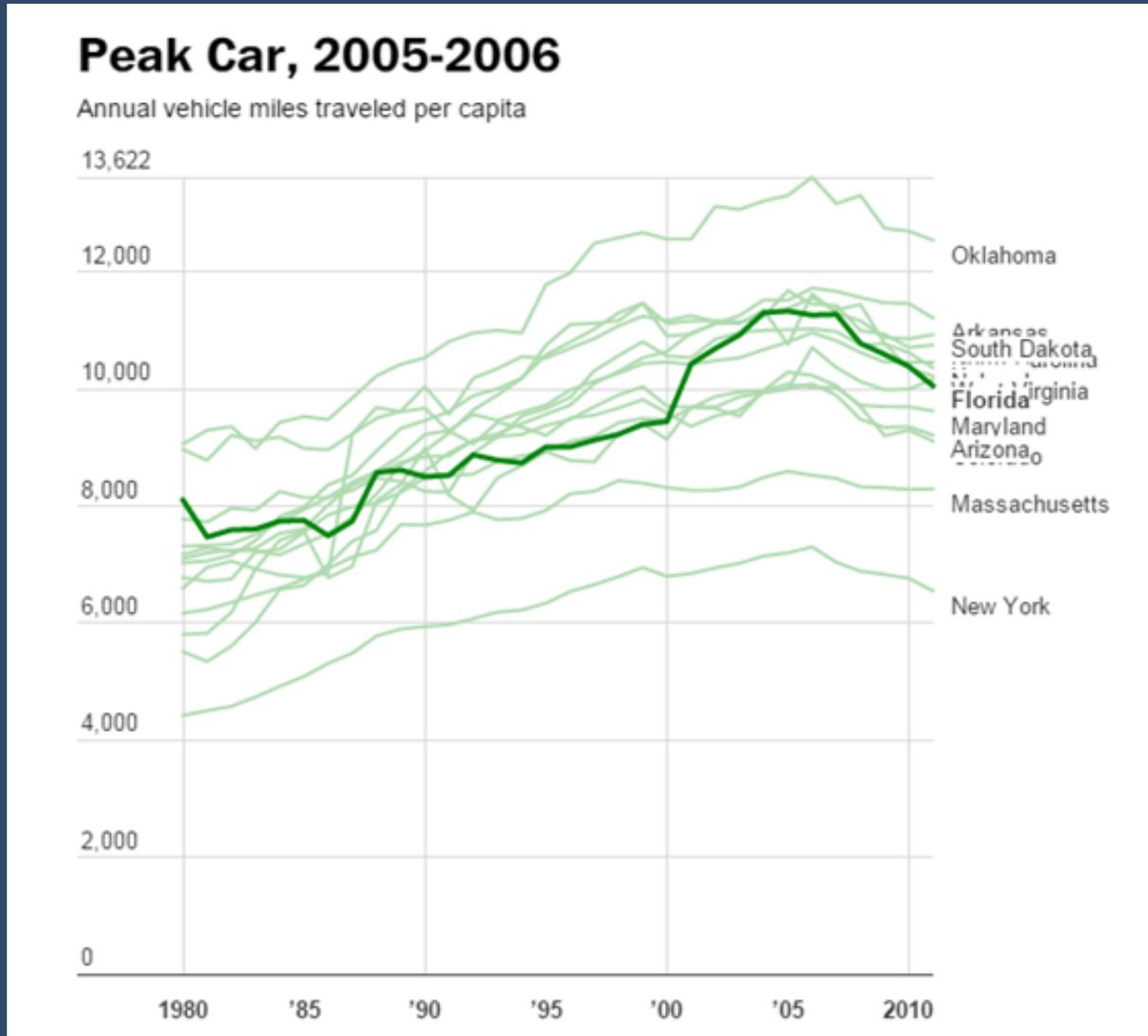
2003-2004 VMT PEAKS BY STATE:



Source: Timothy J. Garceau, Carol Atkinson-Palombo, Norman Garrick, University of Connecticut

trends

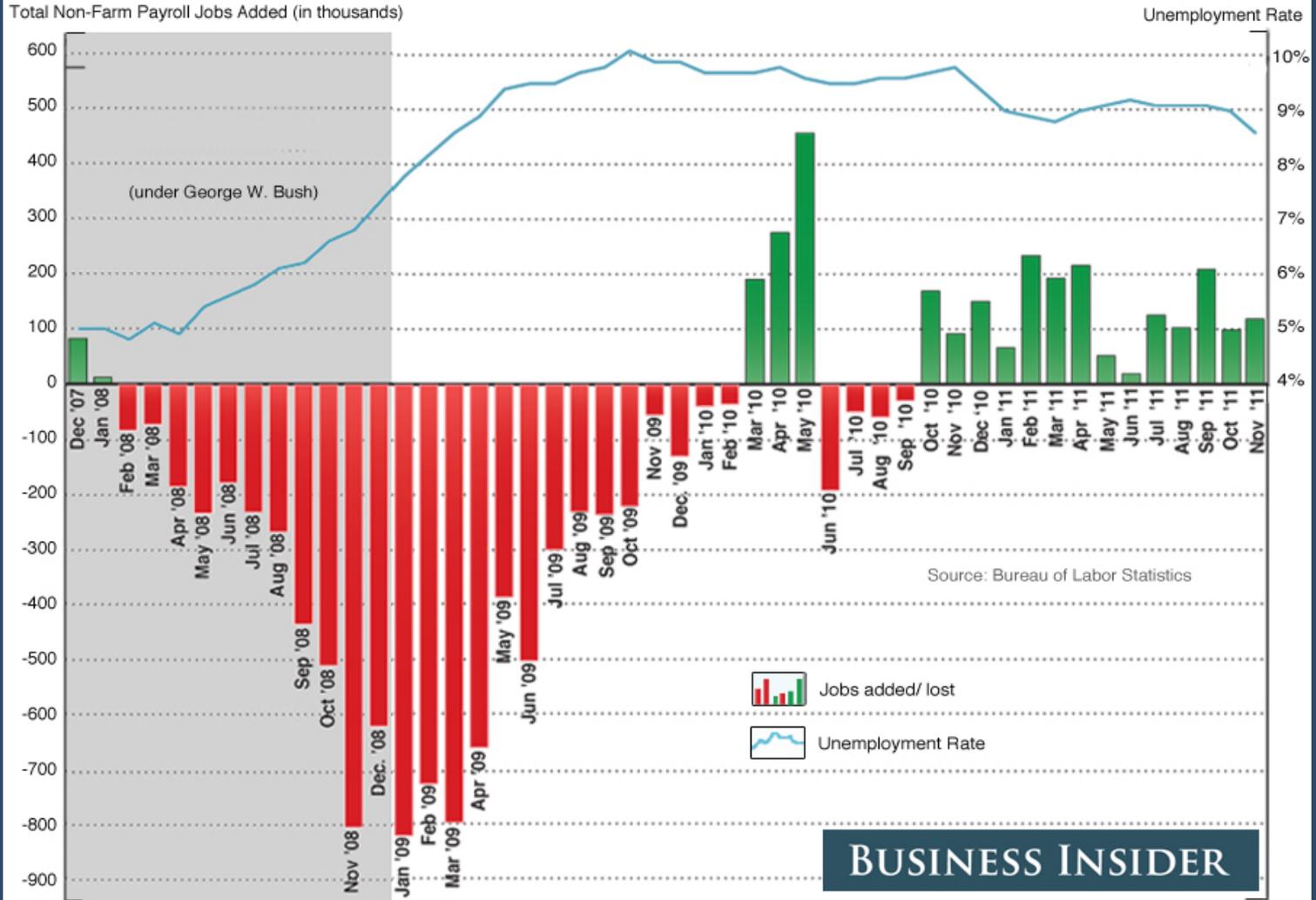
2005-2006 VMT PEAKS BY STATE:



Source: Timothy J. Garceau, Carol Atkinson-Palombo, Norman Garrick, University of Connecticut

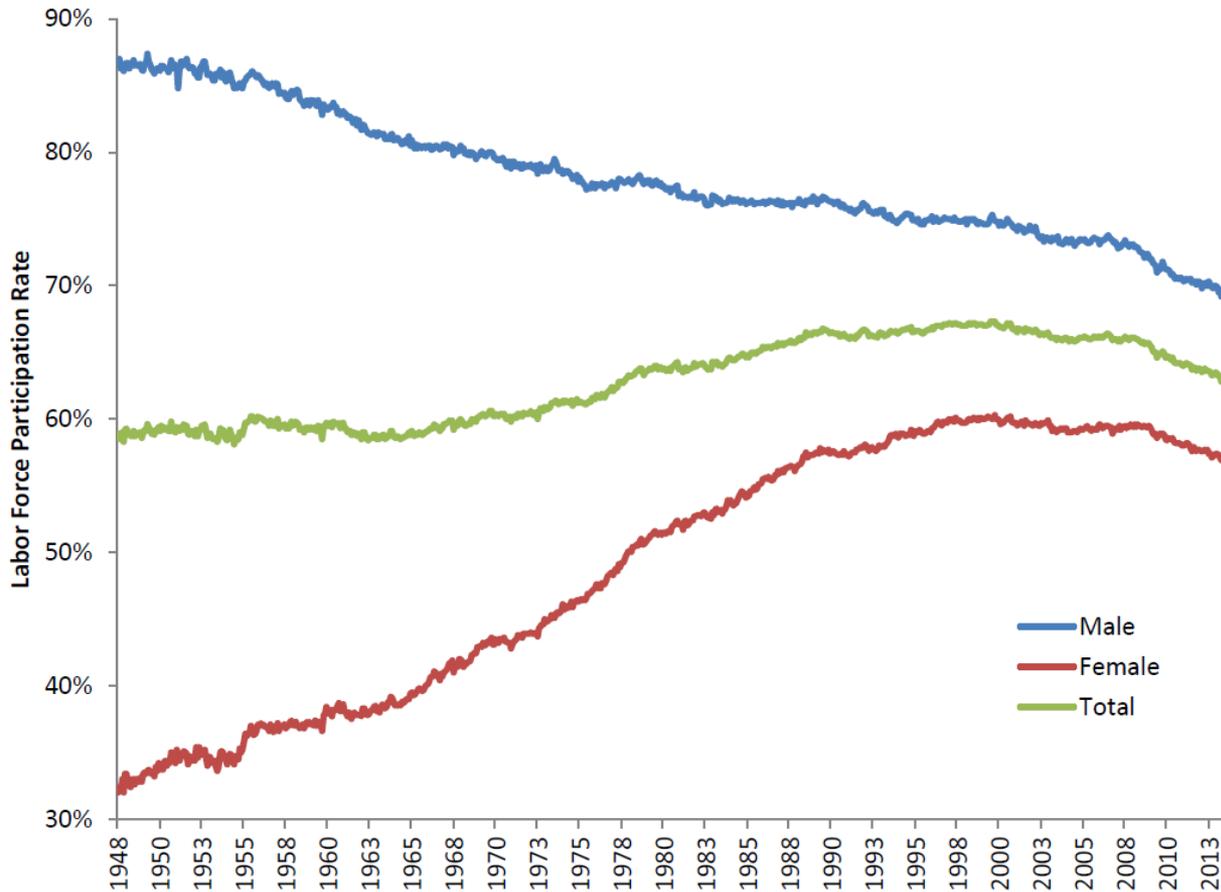
why?

Unemployment Rate, Jobs Added Since Start Of 'Great Recession'



labor force.

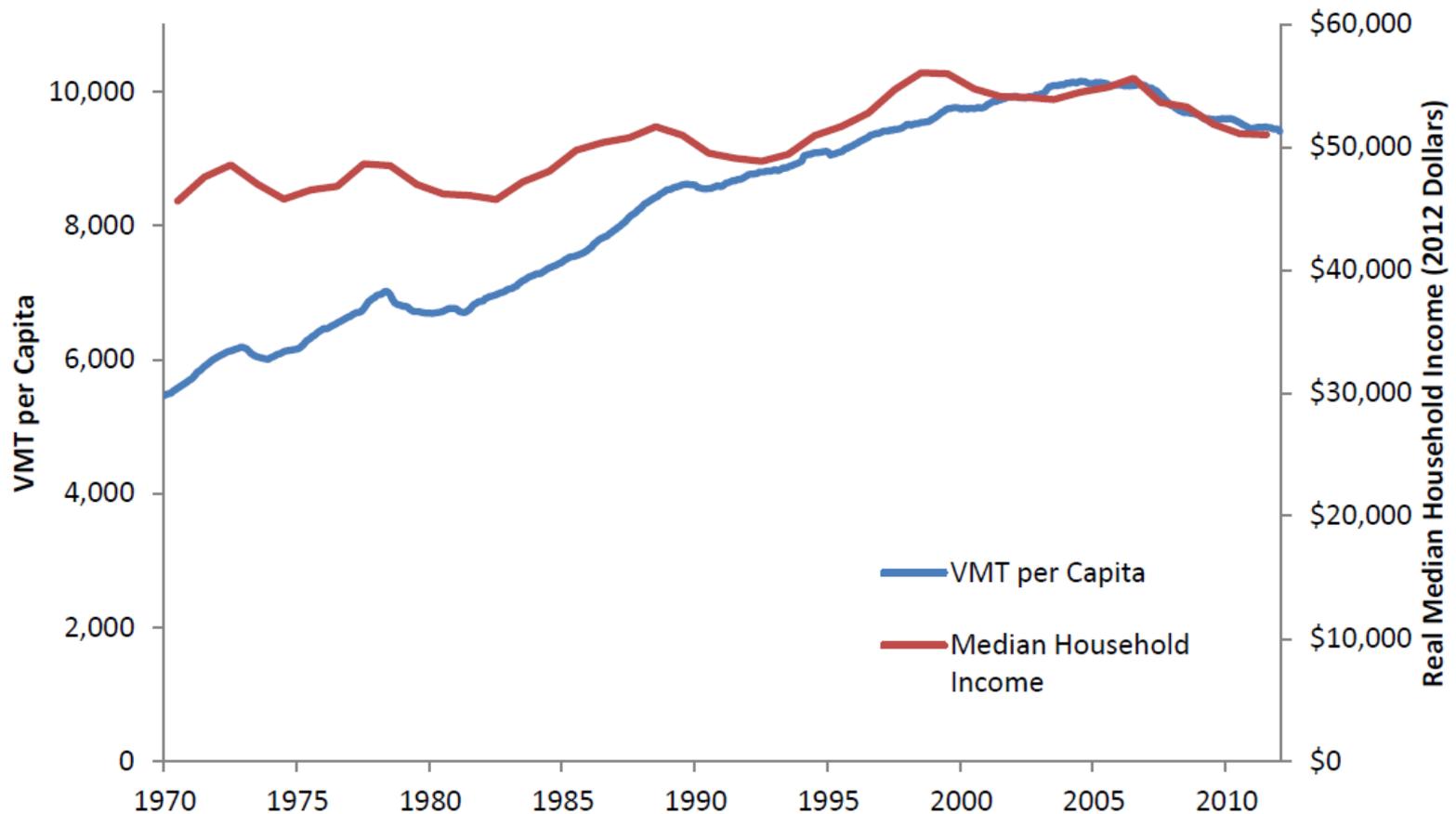
Figure 3: Male, Female, and Total Labor Force Participation Rates, 1948 – 2013



Source: Bureau of Labor Statistics.

income.

Figure 4: VMT per Capita and Median Household Income, 1970 – 2012



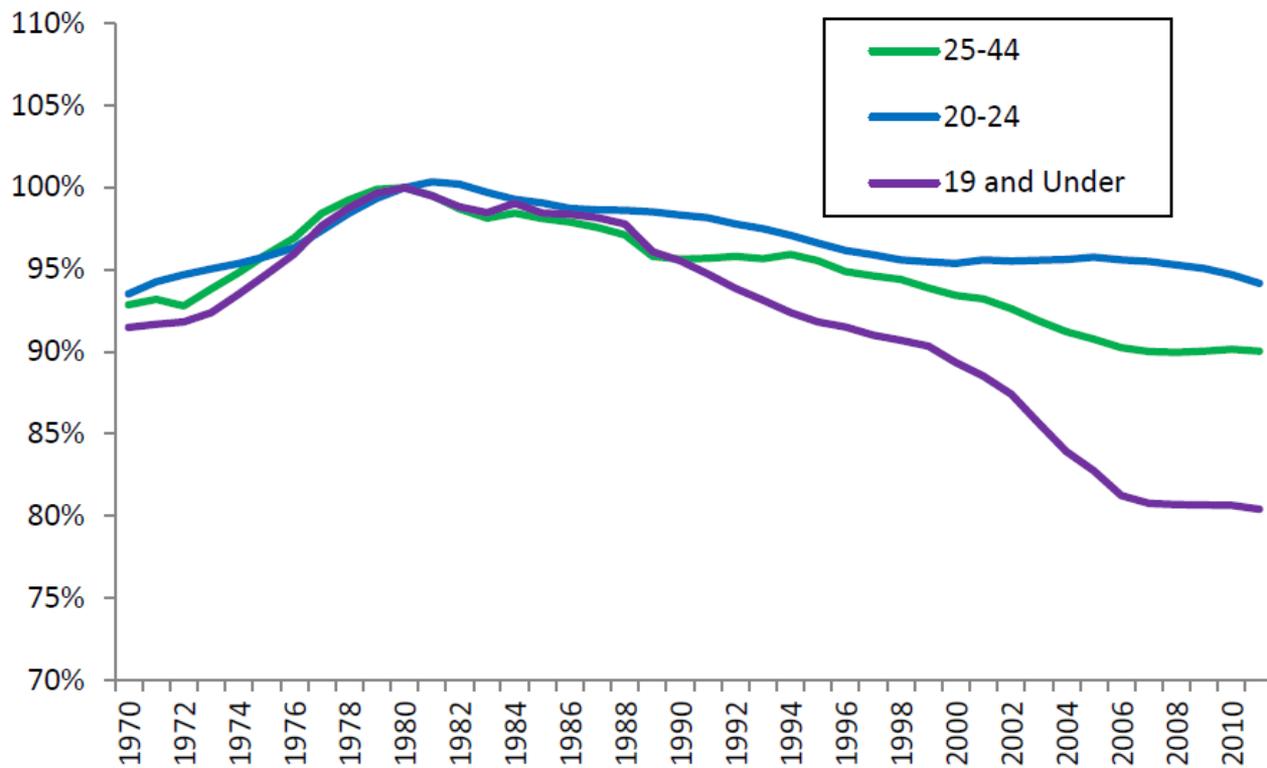
Source: Highway Administration Office of Highway Policy Information; U.S. Census Bureau.

millennials .



licensing.

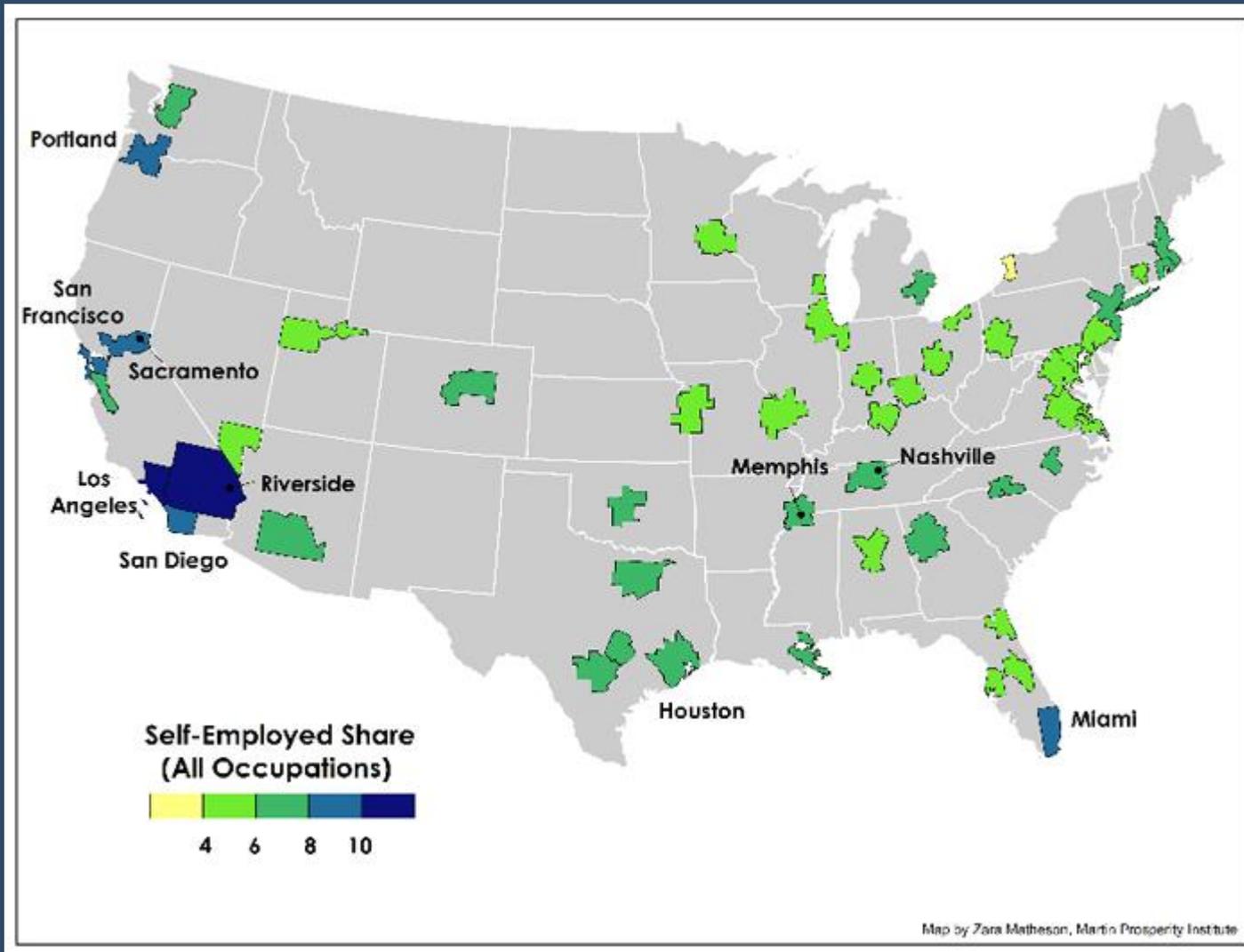
Figure 6: Index of Driver Licensure Rates by Age Cohort (Base Year = 1979). 1970–2010



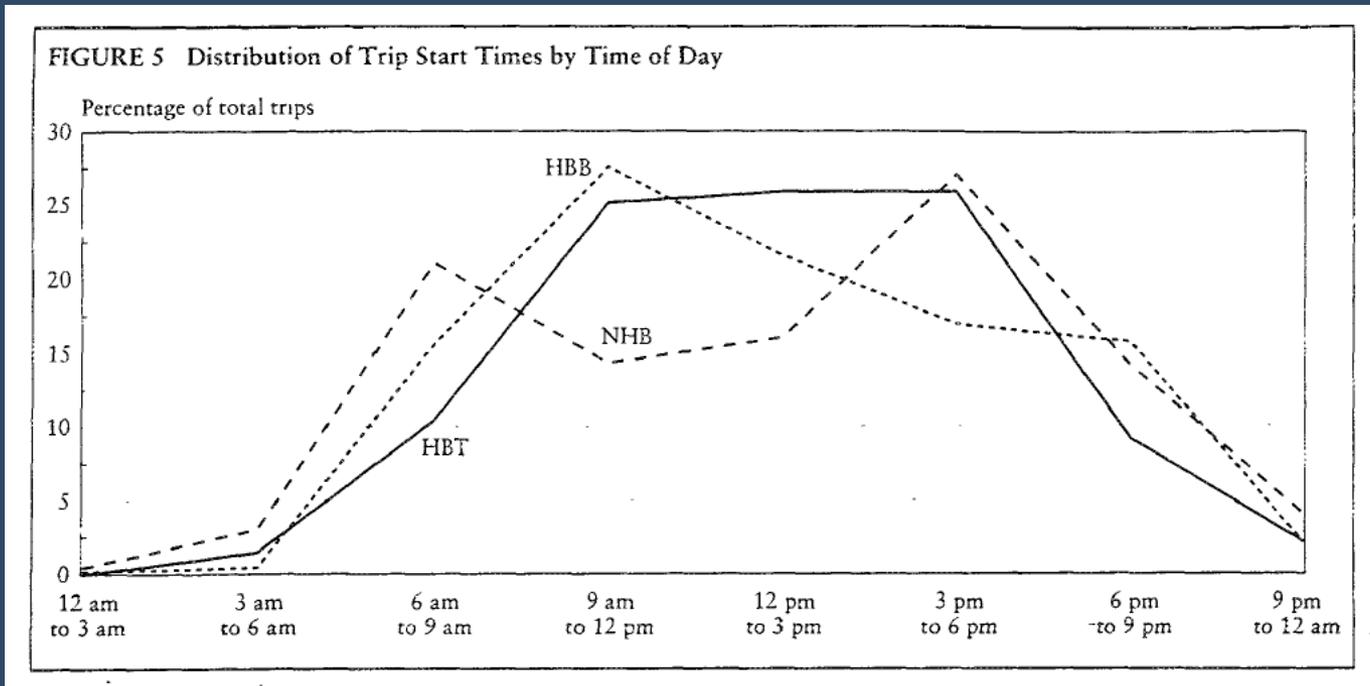
*Note: Licensure rates are the number of licensed drivers per capita, averaged over the preceding five years. The index pegs the rate in 1979 to 100% and reports percentage changes. For example, if the licensure rate for a cohort were 60% in 1979 and the 2002 value of the index would be 110%.

Source: U.S. Department of Transportation, Federal Highway Administration, *Highway Statistics*.

freelancing.

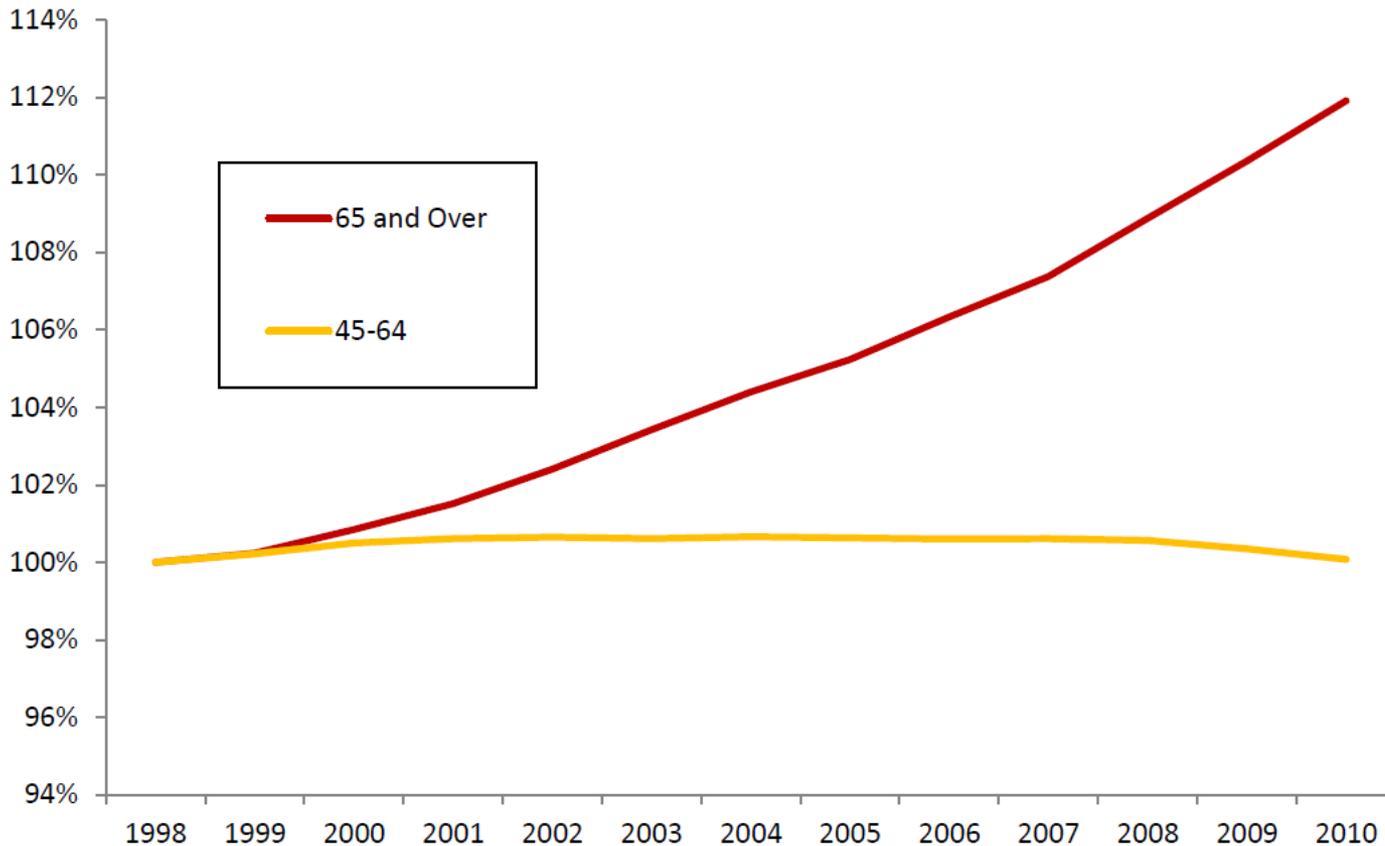


telecommuting.



age 65+ driving.

Figure 9: Index of Driver Licensure Rates by Age Cohort (Base Year = 1998), 1998–2010

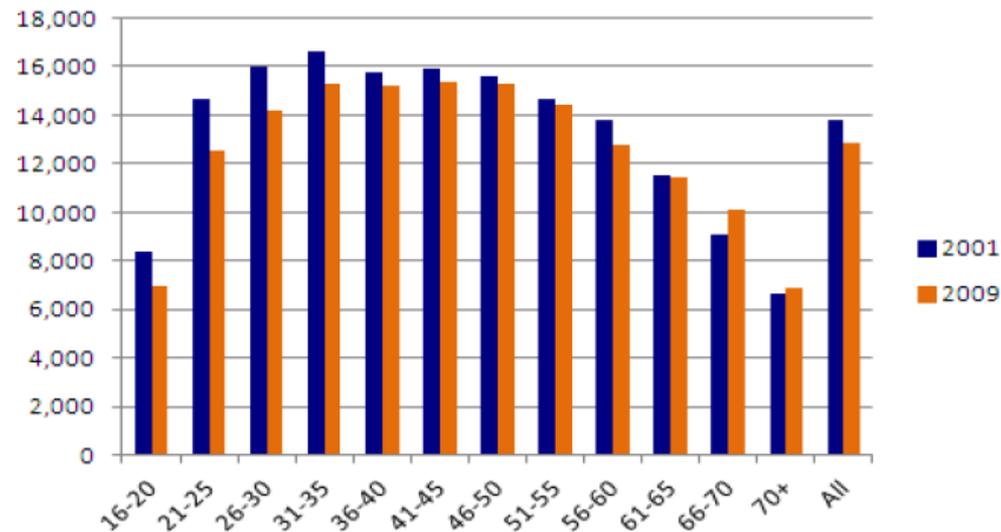


*Note: Licensure rates for the 65 and Over cohort were not available prior to 1998. Licensure rates are the number of licensed drivers per capita, averaged over the preceding five years. The index pegs the licensure rate in 1998 to 100% and reports percentage changes. For example, if the licensure rate for a cohort were 60% in 1998 and 66% in 2002, the 2002 value of the index would be 110%.

Source: U.S. Department of Transportation, Federal Highway Administration, *Highway Statistics*.
Executive Office of the President Council of Economic Advisers, *Economic Report of the President*, 2012.

VMT by age.

Annual Vehicle Miles Traveled/Driver by Age Group, 2001 and 2009



other trends .

- Transit use, bicycling and walking accounts for only a few percentage points of the decline in VMT
- Internet shopping accounts for only about 10% of all purchases, and many purchases generate VMT increases by delivery vehicles
- Resurgence in urban living is concentrated among higher-income adults without children, while the jobs and residence locations for the rest of the population continues to disperse
- It is still not clear whether trip sharing, car sharing and short-term rentals substitute for car ownership or supplement it

what else? ■

What else has been happening the last 5 years?

choice ■ 2010-2015



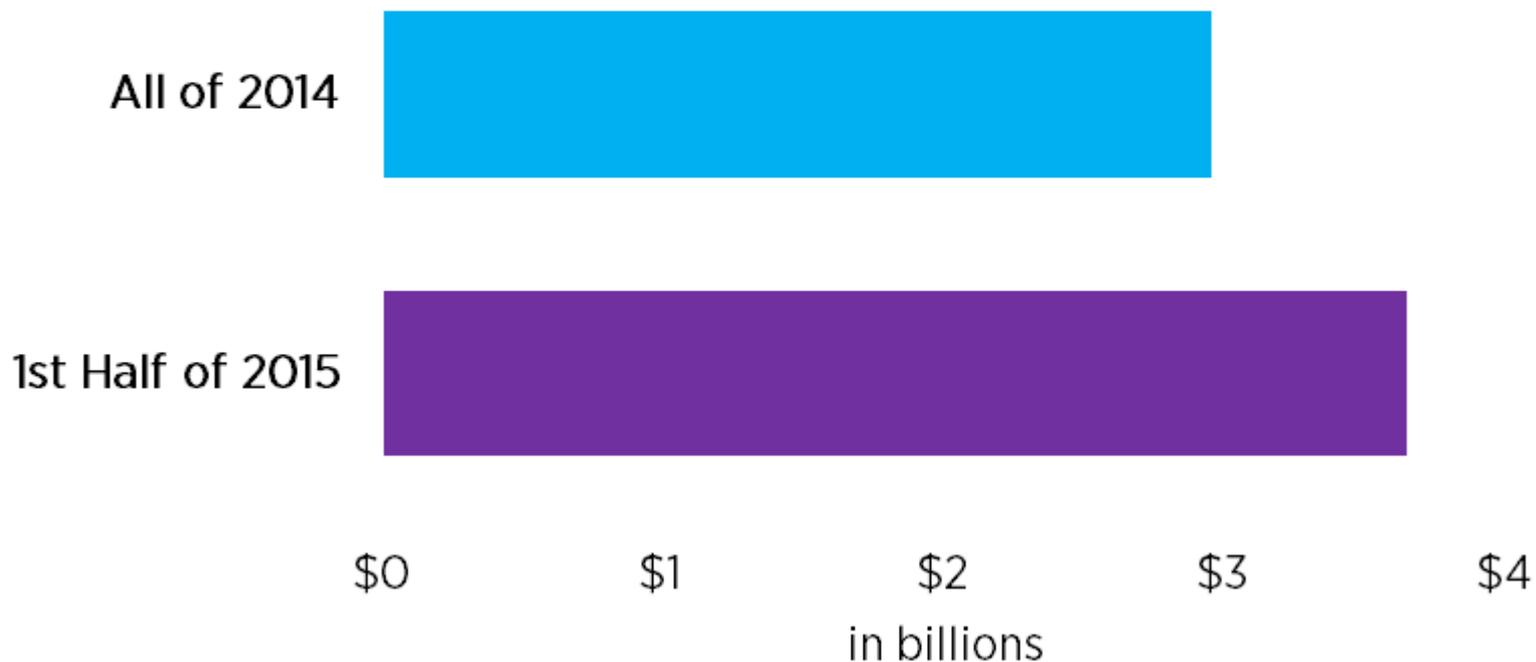
choice. 2010-2015



choice. 2010-2015



Uber's Gross Bookings



Reduce Congestion & Greenhouse Emissions

Congestion costs Americans living in cities an additional 5.5 billion hours and an extra 2.9 billion gallons of fuel.



60%

of passengers use their personal vehicles less because of Lyft



46%

avoid owning a personal vehicle entirely because of Lyft

Expand Transportation Access

Fewer than 50% of Americans report living within ¼ mile of a transit stop.²



25%

use Lyft to connect to public transit



54%

say Lyft allows them to get to places that are otherwise inaccessible

trends

FACTORS IMPACTING VMT

Labor Force
Participation

Driving Age
Population

Vehicle
Ownership

Licensing
Regulations*

Gasoline
Prices*

Congestion
& Time Use*

Non-Auto
Mode
Options*

GDP, Real
Income
Growth

Suburban
& Urban
Migration

Household
Formation

Goods &
Services
Delivery

Tele-
Commuting*

Social
Networking*

Internet
Shopping*

Trends marked with * actually work in the opposite direction of VMT change

trends

FACTORS IMPACTING VMT

1970-2004 - increase



trends

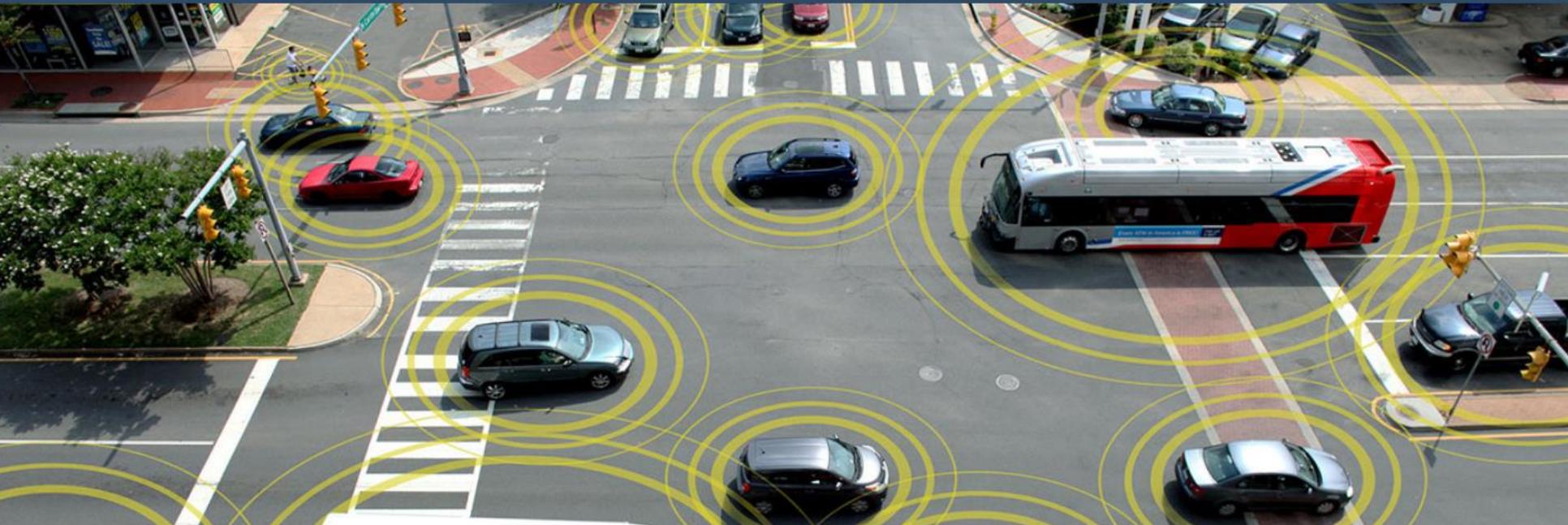
FACTORS IMPACTING VMT

2004 - 2014 - decrease



part 3

TRAVEL TRENDS FUTURE



part 3 TRAVEL TRENDS FUTURE

“Prediction is difficult, especially when dealing with the future”

Danish Proverb

uncertainty

TRAVEL TRENDS FUTURE

“Very smart people have very different opinions on the pace of implementation, market acceptance, and impacts of technology in transportation. But, folks are hungry for answers, and in the absence of information speculation is running rampant”

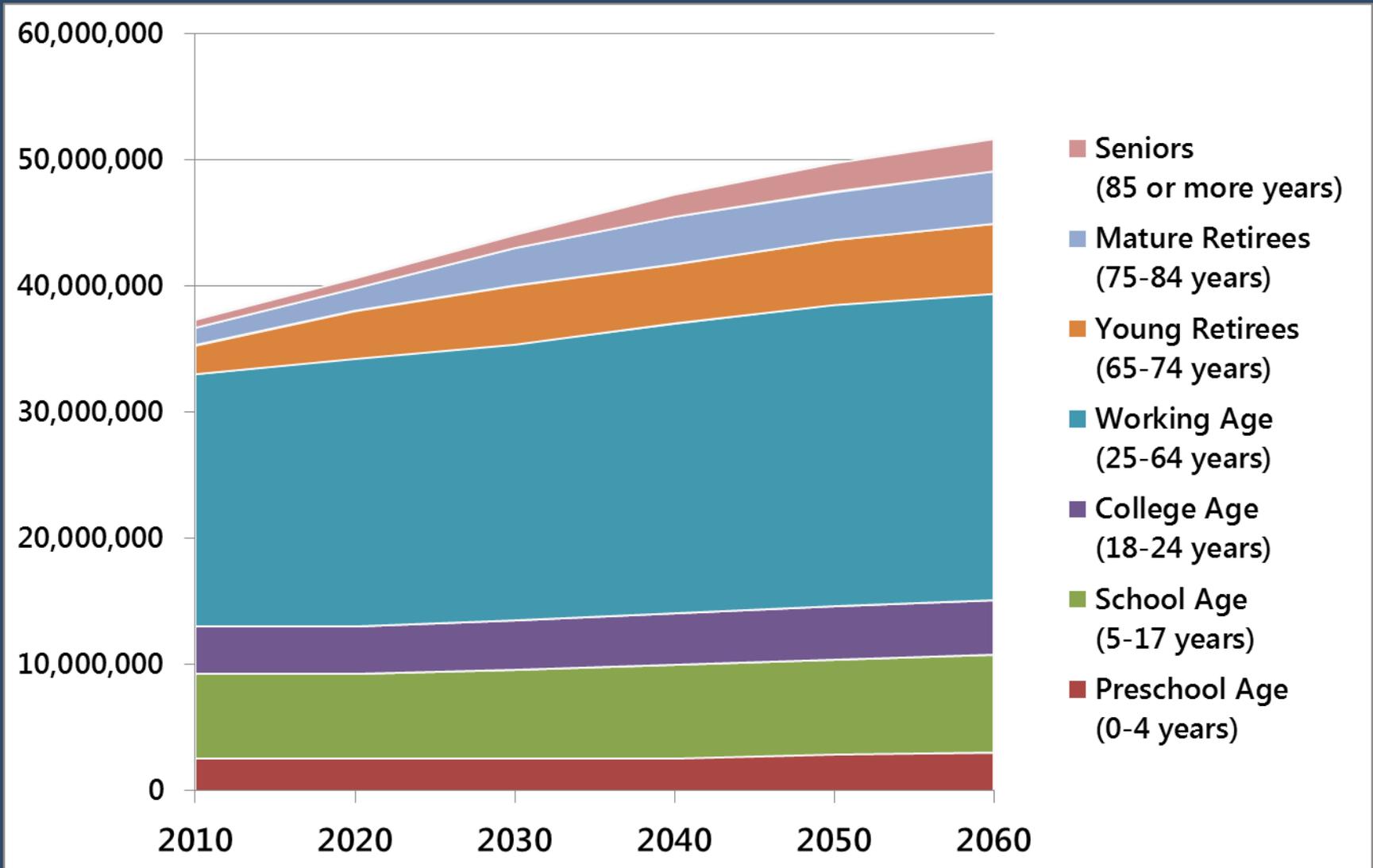
Steven Polzin, University of South Florida

Population (thousands) by Age Cohort



trends

CALIFORNIA POPULATION GROWTH



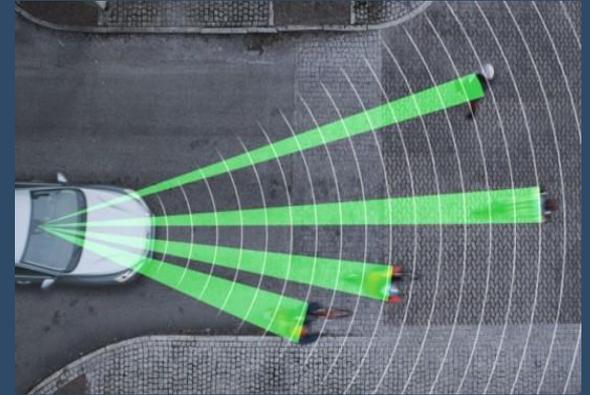
trends

FACTORS IMPACTING FUTURE VMT



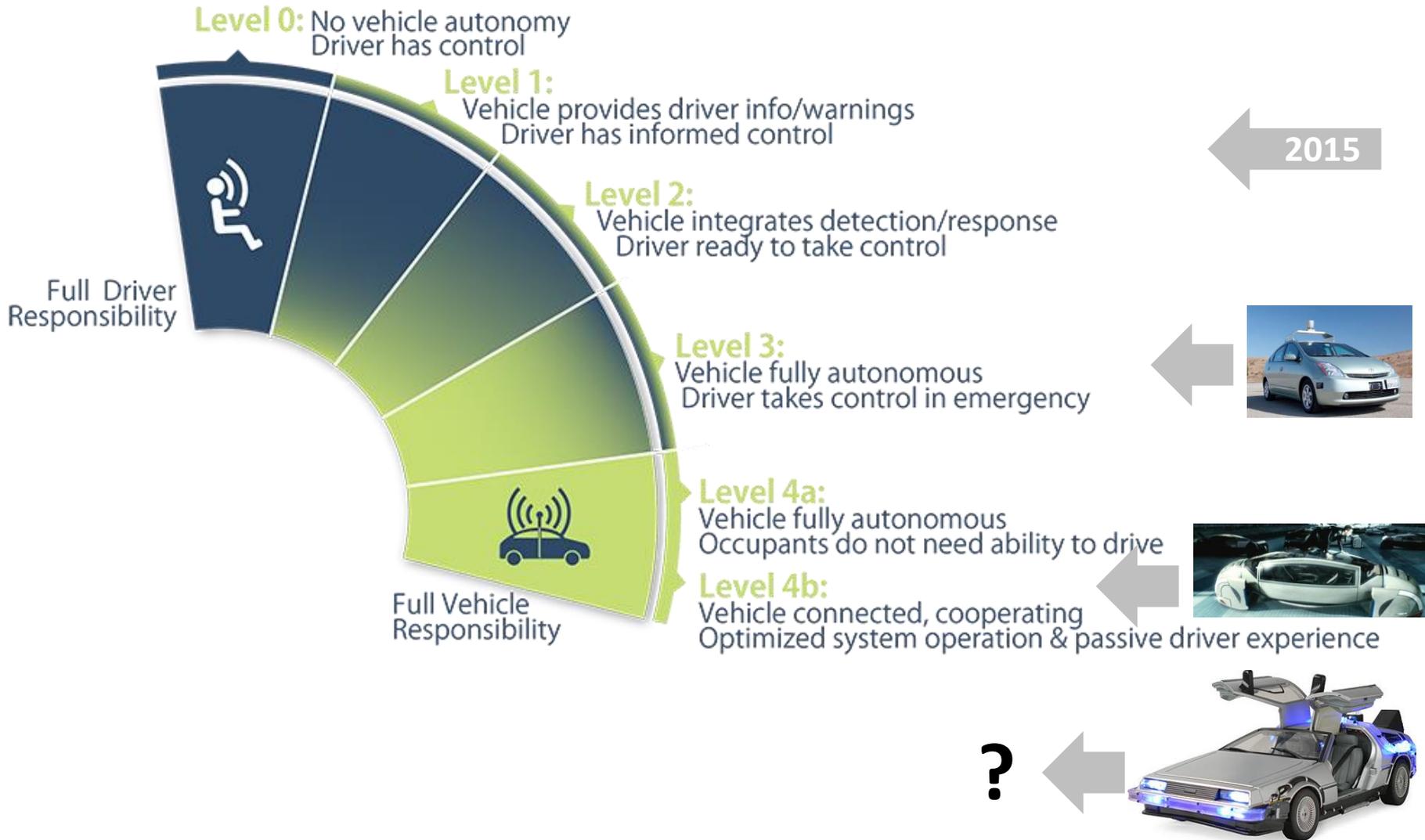
Trends marked with * actually work in the opposite direction of VMT change

next generation vehicles



vehicle evolution.

FLEET ABSORPTION



vehicle evolution.

FACTORS

Renault Nissan Boss Says Autonomous Cars Could Be Ready By 2018

BY VIKESH VEJAYESTHEBAN 442 words 06/12/14

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Neil Winton Contributor

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I cover Europe's car manufacturers, their business, tech, products full bio —

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Everyone Will Have Self-Driving Car By 2026, Analyst Says

Posted: 02/28/2014 9:20 pm EST | Updated: 02/28/2014 10:59 am EST

Autonomous Cars Like The Google May Be Viable In Less Than 10 Years

Comment Now Follow Comments

BRUSSELS, Belgium – President Barack Obama's motorcade, abetted by the limousine cavalcades of his G7 leader colleagues and non-stop rain, bought traffic to a standstill here this week, making those stranded in their cars or diving into the underground railroad system for relief wonder whether computer controlled cars might one day make this aggravation a thing of the past.

News of Google's autonomous car, which can transport two passengers around at speeds of up to 25 mph with the computer controlling the steering wheel and brakes, has set off speculation about just when this technology will be available.

Drive Safe & Save Time



Start \$14

Drive Safe & Save Time

Adam Jonas isn't Nostradamus, but the

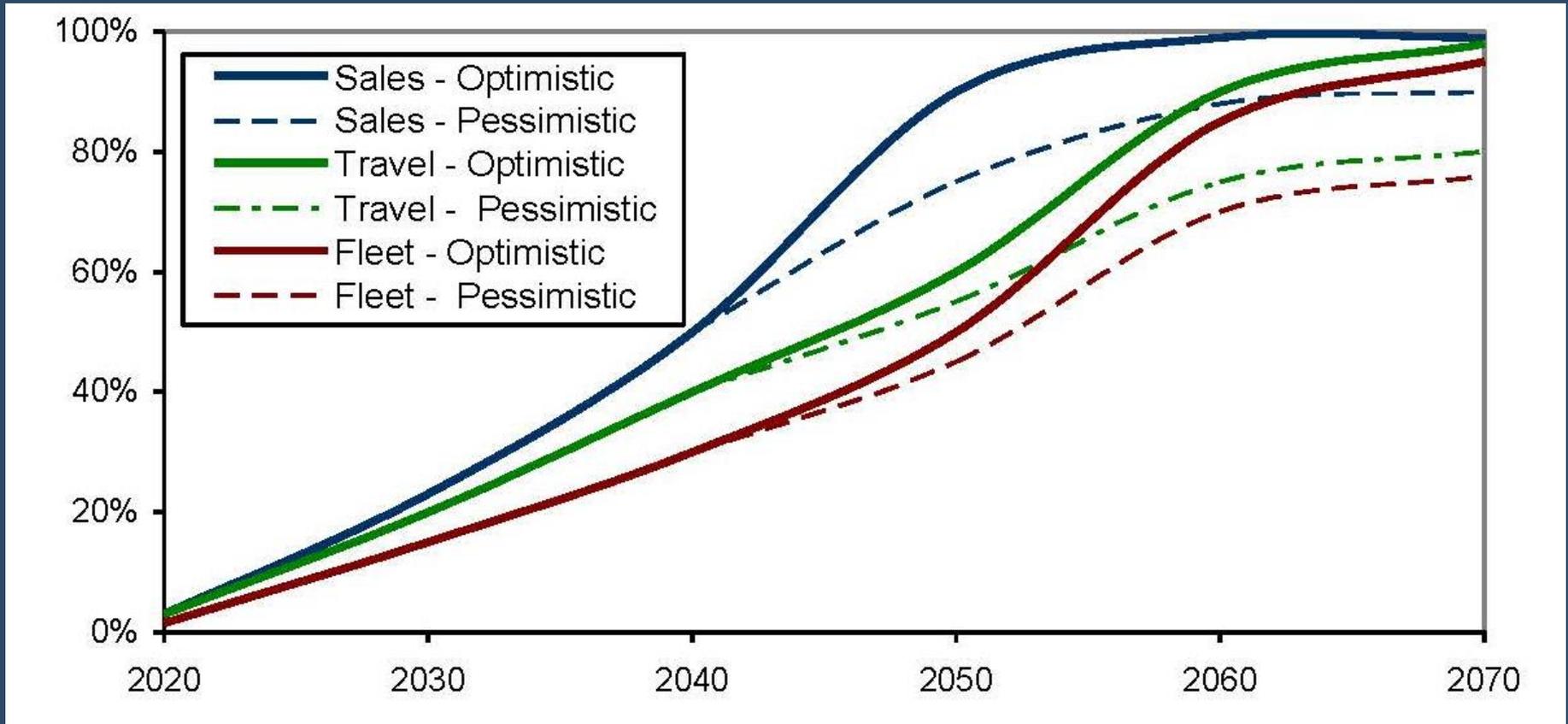
- Technology
- Licensing/Insurance
- Legal/Liability
- Privacy/Security
- Cost/Equity
- Popularity of cars as service

changes to come?

IMPACTS ON VMT

Factor	Reasons for VMT increase	Reasons for VMT decrease
Driver Experience	<ul style="list-style-type: none"> • Reduced stress • Multi-tasking and improved passenger position 	<ul style="list-style-type: none"> • Latent demand/congestion negates stress reduction
Safety	<ul style="list-style-type: none"> • Safety improvements reduce vehicle weight and costs • Incident-related congestion is reduced 	<ul style="list-style-type: none"> • Risk compensation • Liability concerns
Vehicle Cost of Ownership	<ul style="list-style-type: none"> • Reduced vehicle size decreases vehicle cost • Insurance costs reduced 	<ul style="list-style-type: none"> • Technology increases costs • Continued downward trend in ownership rates
Previous Non-Drivers	<ul style="list-style-type: none"> • Added population of new drivers (elderly, disabled, under 16) 	<ul style="list-style-type: none"> • Out of reach for low-income and many current non-drivers

possible autonomous vehicle trajectory ■



Source: VTPI, 2013

scenarios

2015 TO 2040: WHERE DO WE GO FROM HERE?



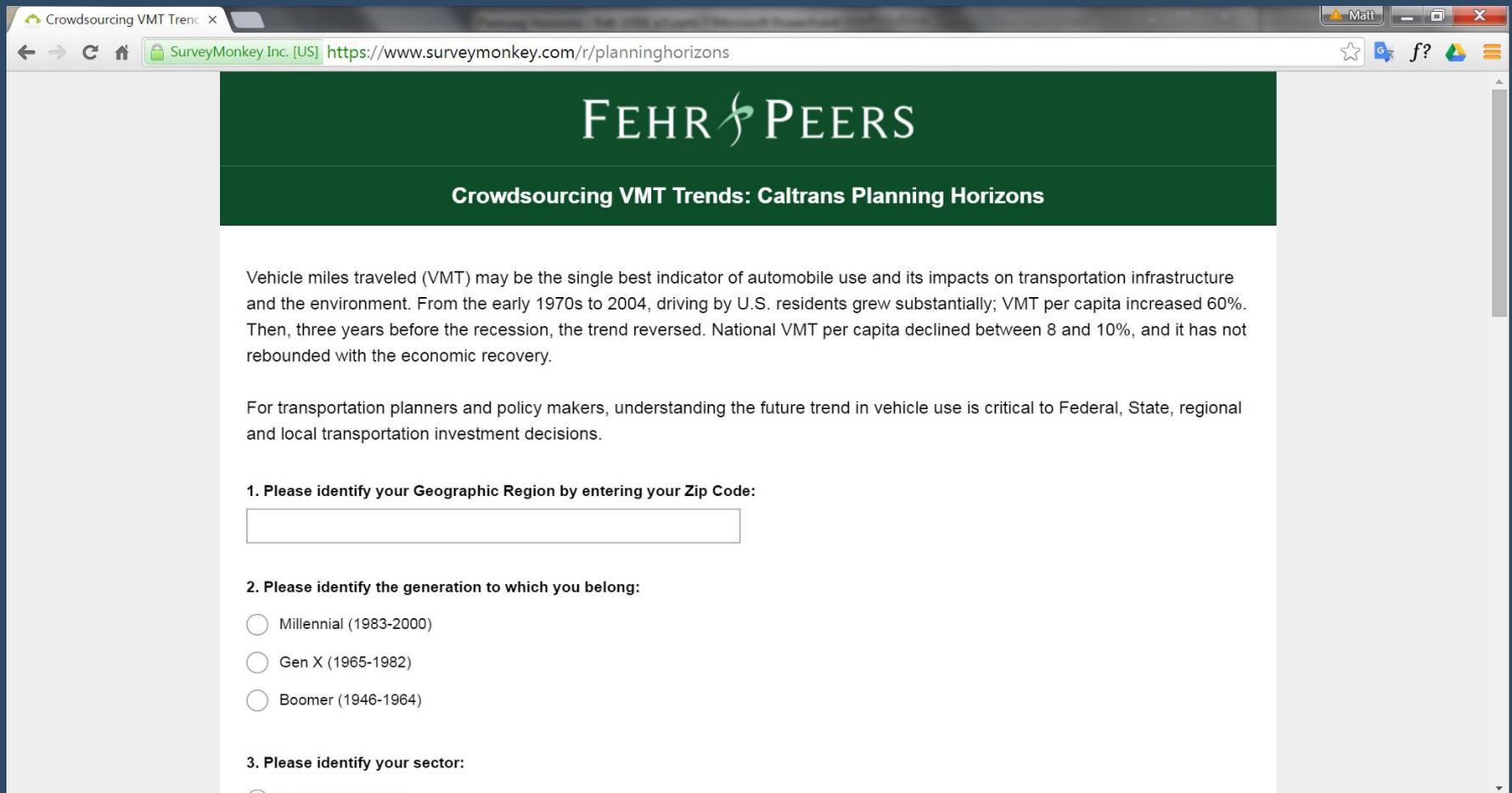
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survey.

www.surveymonkey.com/r/planninghorizons

scenarios ■ 2015 TO 2040

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Crowdsourcing VMT Trends: Caltrans Planning Horizons

FEHR PEERS

Crowdsourcing VMT Trends: Caltrans Planning Horizons

Vehicle miles traveled (VMT) may be the single best indicator of automobile use and its impacts on transportation infrastructure and the environment. From the early 1970s to 2004, driving by U.S. residents grew substantially; VMT per capita increased 60%. Then, three years before the recession, the trend reversed. National VMT per capita declined between 8 and 10%, and it has not rebounded with the economic recovery.

For transportation planners and policy makers, understanding the future trend in vehicle use is critical to Federal, State, regional and local transportation investment decisions.

1. Please identify your Geographic Region by entering your Zip Code:

2. Please identify the generation to which you belong:

Millennial (1983-2000)

Gen X (1965-1982)

Boomer (1946-1964)

3. Please identify your sector:

Local Government

scenarios ■ 2015 TO 2040

www.surveymonkey.com/r/planninghorizons

Crowdsourcing VMT Trends: Caltrans Planning Horizons

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Crowdsourcing VMT Trends: Caltrans Planning Horizons

* 6. For your region, please indicate which of the following you predict will trend upward, trend downward, or remain stable between now and 2040. Skip any on which you have no opinion.

*(Trends marked with * actually work in the opposite direction of VMT change. For example, an increased labor force participation corresponds with an increase in VMT per capita, whereas an increase in telecommuting results in a decrease in VMT per capita. Please indicate the direction in which you think the trend itself will move, regardless of its effects on VMT).*

	Trend Downward	Remain Stable	Trend Upward
Labor Force Participation Rate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driving Age Population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vehicle Ownership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stricter Drivers Licensing Regulation*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fuel Cost per Mile (all forms of fuel)*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Congestion*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Automobile Modal Options (transit, bike, walk)*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GDP and Real Income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suburban Migration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Household Formation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

scenarios ■ 2015 TO 2040

www.surveymonkey.com/r/planninghorizons

Crowdsourcing VMT Trends

SurveyMonkey Inc. [US] <https://www.surveymonkey.com/r/planninghorizons>

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GDP and Real Income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suburban Migration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Household Formation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goods and Services Home Delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telecommuting, Teleconferencing*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Networking in Lieu of Travel*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared Mobility Services*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autonomous Cars (with driver aboard)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driverless Cars (operating unoccupied on public streets)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

scenarios

■ 2015 TO 2040

Labor Force Participation

Details

Assumptions

Jobs recovery brings return of commuting, other travel

Effect on VMT: large-magnitude and direct

Possible Trend-Up Scenario

Recessions have occurred every 5-10 years since we've been tracking the economy, and recoveries have occurred at the same frequency. GDP is up, employment is up, and we're seeing strong signs that the Great Recession is ending.

Millennials enter workforce in larger numbers.

Boomers continue working beyond traditional retirement age.

Possible Trend-Down Scenario

A "jobless recovery" leads to stagnating employment.

Job skills of recent graduates will erode before jobs become available to them, and student loan repayment will diminish discretionary spending.

The trend of increasing female employment peaks.

scenarios

■ 2015 TO 2040

Driving Age Population

Details

Assumptions

Post millennials come of age, Boomers retire but remain active

Effect on VMT: medium-magnitude and direct

Possible Trend-Up Scenario

Boomers are more active, retiring later, living longer. As a result, they will continue to drive and remain mobile via their cars.

Demographic effects in total return to 2004 levels, but will not increase due to travel time budgets.

Possible Trend-Down Scenario

Boomer retirements represent the biggest outflow from the labor force in history.

Considering all cohorts (Boomers, Gen Xers, Millennials, Post-Millennials), driving among members of a particular age group will continue to decline. Post-Millennials will drive even less than Millennials do today, meaning VMT will continue to decline from generation to generation.

scenarios

■ 2015 TO 2040

Vehicle Ownership

Details

Assumptions

Recent urban trend to living car free and sharing cars, bikes and rides reverses

Effect on VMT: low-magnitude and direct

Possible Trend-Up Scenario

In their youth, Boomers also flocked to cities as Millennials now do, but once they began forming families, they moved to suburbs in search of good schools and backyards and as a result, VMT per capita has tripled.

Possible Trend-Down Scenario

Millennials are setting a new social and environmental agenda focused on urban living and are foregoing car ownership.

scenarios

■ 2015 TO 2040

Licensing Regulations

Details

Assumptions

Additional states adopt graduated licensing laws, further reducing teen driving

Effect on VMT: low-magnitude | Indirect

Possible Trend-Up Scenario

Millennials will reach licensure rates of previous generations once they reach their late 20s and early 30s.

Possible Trend-Down Scenario

Stricter teen licensure laws will spread to more states, curtailing licensure rates among Millennials.

scenarios

■ 2015 TO 2040

Gasoline Prices

Details

Assumptions

Gas prices rise at or above rate of inflation, reducing discretionary driving

Effect on VMT: large-magnitude and inverse

Possible Trend-Up Scenario

Projected to remain at high levels that helped produce the VMT slowdown in the early 2000's.

Possible Trend-Down Scenario

Vehicle fuel efficiency and North America energy independence will result in stable to lower cost per mile.

scenarios

■ 2015 TO 2040

Congestion and Time Use

Details

Assumptions

With rising congestion, limits on willingness to spend time traveling, reduces travel distances

Effect on VMT: medium-magnitude and inverse

Possible Trend-Up Scenario

To the extent that travel time can be used for productive purposes (autonomous vehicles, premium comfortable transit) travel time budgets will increase.

Possible Trend-Down Scenario

"Marchetti's Constant" suggests that all people have a maximum amount of travel they will conduct during the course of each day. Recent analyses of relatively constant travel times indicate we have reached the maximum travel budgets. Polzen's historic look at the American travel behavior shows that while travel times (and therefore travel budgets) in the US have increased, additional increases at high rates are unlikely.

scenarios 2015 TO 2040

Non-Auto Mode

Details

Assumptions

Emergent alternative travel options (demand-response transit, car and bike sharing, complete streets) shift choices from driving

Effect on VMT: medium-magnitude and inverse

Possible Trend-Up Scenario

Transit ridership grew twice as fast as population from 1995 to 2011 thanks to centralization of development and investment in transit. Developer and community-planned focus of new housing and jobs in transit priority areas (especially around the west) maintains this trajectory in urban preference patterns.

Possible Trend-Down Scenario

Planned transit capacity expansions cannot keep pace with planned concentration on TOD.

scenarios

■ 2015 TO 2040

GDP, Real Income Growth

Details

Assumptions

Rising household income increases driving

Effect on VMT: medium-magnitude and direct

Possible Trend-Up Scenario

VMT per capita follows the recent rebound in GDP per capita

Improving economy increases median incomes

Possible Trend-Down Scenario

VMT per capita does not rise with rising GDP per capita

The remaining economic recovery does not occur in terms of inflation adjusted increases in median household incomes

scenarios 2015 TO 2040

Suburban Migration

Details

Assumptions

Recent migration of millennials and boomers to urban centers reverses

Effect on VMT: medium-magnitude and direct

Possible Trend-Up Scenario

Although they may be committed to urban living now, Millennials may be more like their parents than they care to admit, moving to the suburbs in order to raise their families.

Boomers will stick with what they know, primarily houses in the suburbs, as they age in place. Their travel will not change substantially, because they'll retire later, remain active and live longer than prior generations.

Possible Trend-Down Scenario

Millennials will continue to prefer housing that supports a diverse set of transportation choices

Housing developers, private investment, and government reforms to encourage infill housing will allow housing supply to keep pace with changing preferences

Boomers mimic previous generations, toward lower VMT, using their wealth to invest in one of the safest investments that can be made – new housing in urban, walkable locations.

scenarios 2015 TO 2040

Household Formation

Details

Assumptions

Economic conditions, social preferences return to traditional household forms and travel patterns

Effect on VMT: medium-magnitude and direct

Possible Trend-Up Scenario

Considering all cohorts (Boomers, Gen Xers, Millennials, Post-Millennials), driving among members of a particular age group will continue to decline. Post-Millennials will drive even less than Millennials do today, meaning VMT will continue to decline from generation to generation.

Possible Trend-Down Scenario

Millennials will eventually be able to find jobs, buy homes, raise families.

scenarios

■ 2015 TO 2040

Goods & Services Delivery

Details

Assumptions

Same-day home delivery becomes widespread, increasing delivery VMT Effect

Effect on VMT: medium-magnitude and direct

Possible Trend-Up Scenario

Internet ordering, 3D printing, and same-day delivery will allow consumer VMT associated with goods and services to decline, although small order, just-in-time shipping will increase delivery VMT.

Possible Trend-Down Scenario

Small order, just-in-time shipping will increase delivery VMT for goods and services, but internet ordering, 3D printing, and same day delivery will allow consumer VMT associated with goods and services to decline.

scenarios

■ 2015 TO 2040

Teleconferencing Telecommuting

Details

Assumptions

Increasingly realist virtual presence further reduces in-person meetings and commute travel

Effect on VMT: low-magnitude and inverse

Possible Trend-Up Scenario

Virtualization will make business travel less needed and growing congestion will make it less desirable.

Possible Trend-Down Scenario

The technologies are already with us. The effects have already occurred.

scenarios

■ 2015 TO 2040

Social Networking

Details

Assumptions

Virtual forums increasingly substitute for face-to face social encounters and entertainment

Effect on VMT: low-magnitude and inverse

Possible Trend-Up Scenario

Connected applications and sharing economy will play a bigger and bigger role in human interaction, further reducing solo travel and in-person encounters that depend on driving

Possible Trend-Down Scenario

The effect has run its full course and future change will be minimal to non-existent. Social networking will continue to alter vehicle ownership and per-capita driving, but only to the degree have already has

scenarios

■ 2015 TO 2040

Shared Mobility Services

Details

Assumptions

Increase VMT by expanding mobility options and increasing deadhead mileage to maintain high level of service

VMT Effect | Medium | Direct

Possible Trend-Up Scenario

Users of shared mobility services replace some transit and walk/bike trips and the increase in services provided increases the deadhead VMT produced by the individual shared mobility service vehicles.

Possible Trend-Down Scenario

Increase in shared mobility services provides enhanced mobility that allows a larger proportion of population to reduce their car ownership and thereby decrease their overall VMT as mobility is provided on a cost-per-mile and cost-per-minute basis.

scenarios 2015 TO 2040

Autonomous Cars (driver aboard)

Details

Assumptions

Self-driving cars reduce stress, give freedom to multi-task, increasing acceptance of travel time

Effect on VMT: low-magnitude and direct (2040), medium-magnitude and direct (2060)

Possible Trend-Up Scenario

Added safety and operating characteristics reduce travel stress and offer freedom to multi-task, increasing acceptance of even longer travel time times and distances.

Possible Trend-Down Scenario

Government regulation, liability concerns and purchase prices, and multi-year time frames for fleet turnover will delay widespread presence for 30 years.

Conservative programming of traffic performance will reduce travel time benefits and dampen consumer enthusiasm.

scenarios 2015 TO 2040

Driverless Vehicles

Details

Assumptions

Unoccupied vehicles in continuous circulation, driverlessly serving on-demand travel needs

Effect on VMT: medium-magnitude and direct (2040), large-magnitude and direct (2060)

Possible Trend-Up Scenario

Reduced parking requirements will create a significant benefit to real estate, development costs and urban environments, accelerating adoption.

Government approvals do not impose significant long-term roadblocks.

Use becomes common in dense urban settings and services for those outside normal range of driving age and physical ability.

Possible Trend-Down Scenario

Government regulation, liability concerns and purchase prices, and multi-year time frames for fleet turnover will delay widespread presence for 40+ years.

Restrictions against cars floating empty in urban environments will reduce unnecessary VMT but also reduce responsiveness and use.

Conservative programming of traffic performance will reduce travel time benefits and dampen consumer enthusiasm.

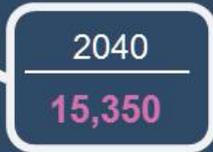
scenario:

Economic recovery, stable technology adoption



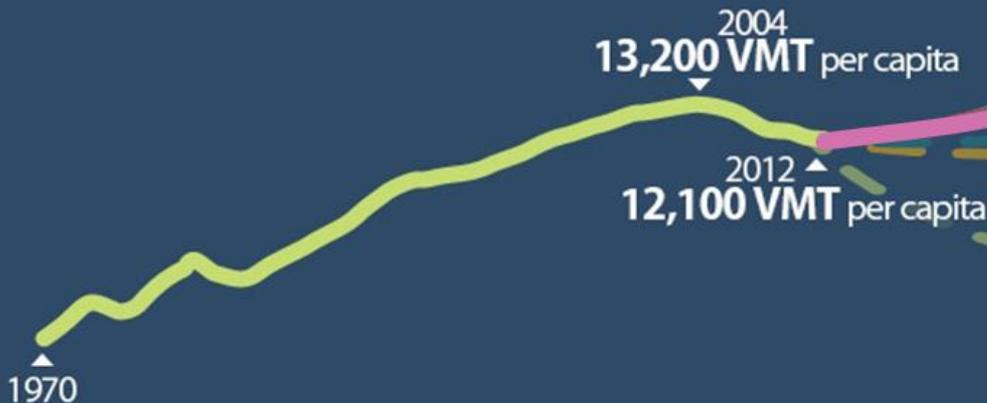
VMT per capita will be 10% to 20% above its 2004 peak, suggesting a need to accelerate transportation investment to keep pace with population growth.

Your Forecast



2040 Published Forecasts

- 17,100 VMT per capita
U.S. DOT
- 16,300 VMT per capita
Transportation Financing Commission
- 13,400 VMT per capita
U.S. Energy Administration
- 12,200 VMT per capita
Public Interest Research Group: High
- 8,200 VMT per capita
Public Interest Research Group: Low



scenario:

Economic recovery with millennial lifestyles



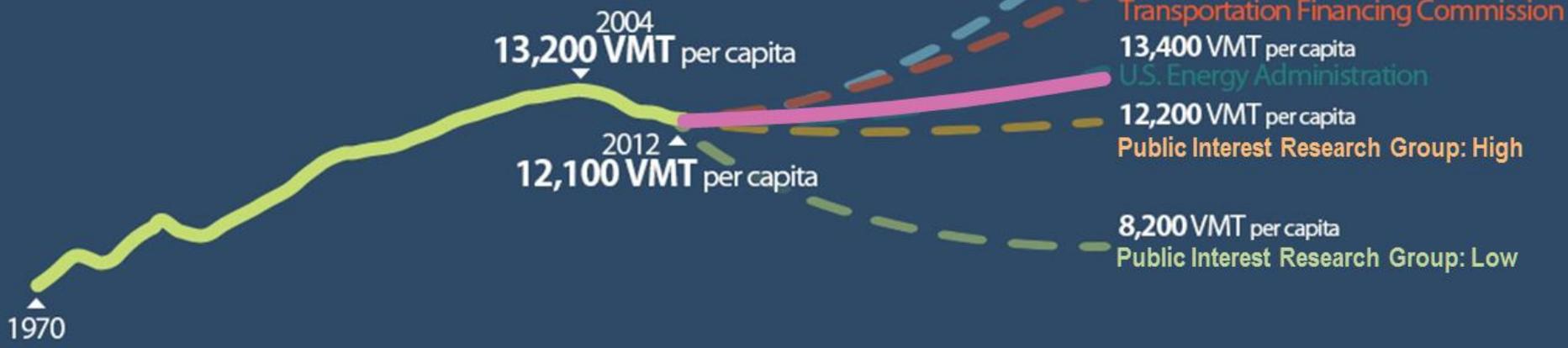
VMT per capita will be similar to their 2004 peak levels, suggesting that transportation investments should remain on course to keep pace with population growth.

Your Forecast

2040
13,200

2040 Published Forecasts

- 17,100 VMT per capita
U.S. DOT
- 16,300 VMT per capita
Transportation Financing Commission
- 13,400 VMT per capita
U.S. Energy Administration
- 12,200 VMT per capita
Public Interest Research Group: High
- 8,200 VMT per capita
Public Interest Research Group: Low



scenario:

Millennial lifestyles, economy and gas prices rebound



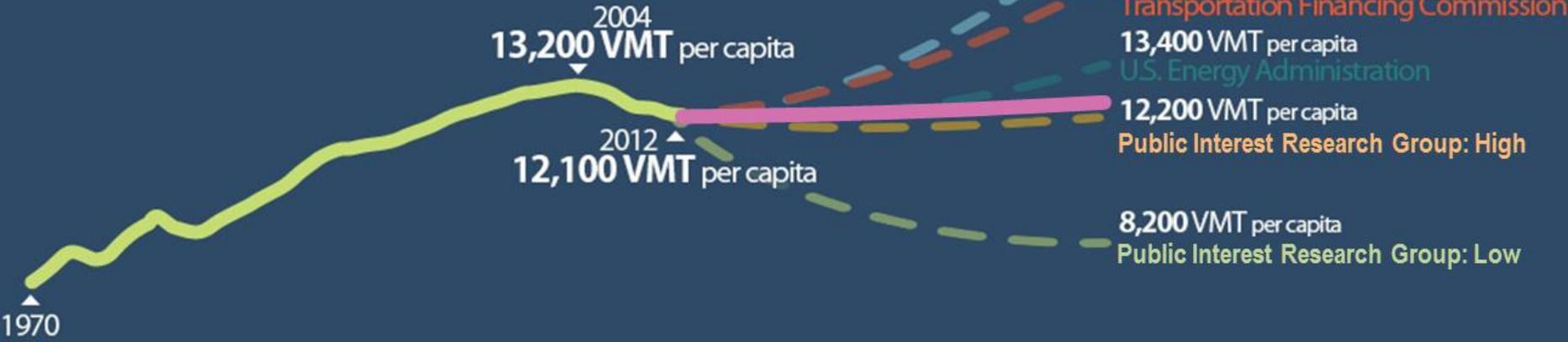
VMT per capita will be slightly below their 2004 peak levels, suggesting that transportation investments should remain on course to keep pace with population growth.

Your Forecast

2040
12,400

2040 Published Forecasts

- 17,100 VMT per capita
U.S. DOT
- 16,300 VMT per capita
Transportation Financing Commission
- 13,400 VMT per capita
U.S. Energy Administration
- 12,200 VMT per capita
Public Interest Research Group: High
- 8,200 VMT per capita
Public Interest Research Group: Low



scenario: Caltrans Planning Horizons

TRENDLAB⁺

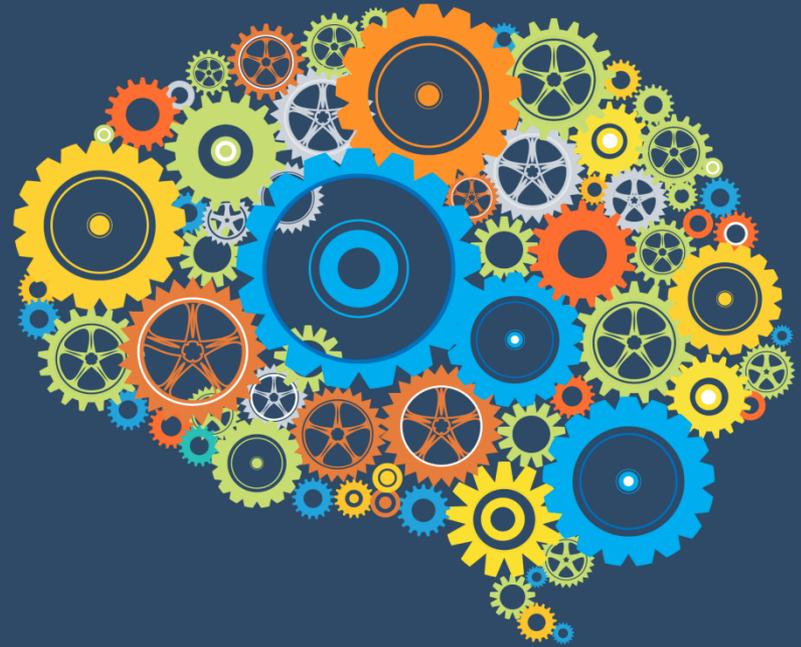
implications.

- Understand and plan for uncertainty
- Expand model sensitivities
- Test assumptions, experiment, refine
 - The cost of doing nothing is greater than the cost of failure

“You can’t solve exponential problems with linear solutions”

Banny Banerjee,

Stanford ChangeLabs Director



THANK YOU!

Matt Haynes

Fehr & Peers

www.fehrandpeers.com/fpthink

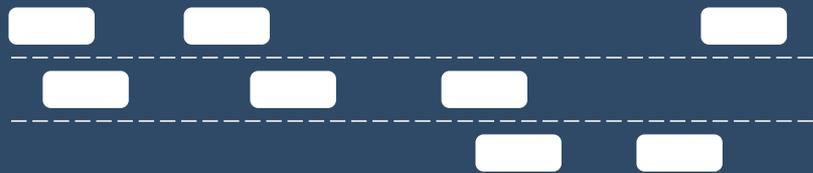
m.haynes@fehrandpeers.com

Possible Effect on capacity?

Autonomous
Fleet Mix

Capacity
Increase

50%



0-30%

75%



0-40%

95%



50-100%