



Planning Commission Report

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To: Planning Commission
From: Jory Phillips, Deputy Director – Special Projects
Subject: Zoning Ordinance Update: Transportation Demand Management

Introduction

The City of Santa Monica's Transportation Demand Management program is an important component in implementing the Land Use and Circulation Element's policies to proactively manage congestion and to achieve no net new PM-peak hour trips by 2030. The City currently administers a wide-reaching Transportation Demand Management (TDM) program to reduce vehicle trips and address air quality. However, LUCE mandates an even broader reach with more impact.

TDM measures range from providing information about options such as carpooling, carsharing, and vanpooling; to requiring facilities to accommodate alternatives such as bicycles and transit; to providing incentives such as transit passes and parking "cash-out"; to meeting specific targets such as Average Vehicle Ridership (AVR) or trip counts. These tools to minimize single occupancy vehicle trips can be implemented by employers or by developers/ building owners individually and can also be implemented as part of a larger area administered or augmented by a Transportation Management Organization (TMO) or Association (TMA).

This report includes background information on TDM, including an overview of the City's existing TDM programs that implement state and local agency requirements and existing TDM thresholds. It also summarizes LUCE TDM goals and policies, briefly discusses the recommendations found in the attached consultant report, and re-poses the questions also found in the consultant report, Attachment A.

The TDM recommendations summarized below and described in the attached report include:

- Revising and defining requirements for buildings (developers) and businesses (tenants or employers);
- Incorporating requirements for residential and mixed-use development;

- Revising thresholds for employers, revising square footage thresholds for non-residential development, and establishing residential unit TDM thresholds;
- Setting higher Average Vehicle Ridership (AVR) targets based on size and location of projects.

Background

LUCE Goals, Objectives, Policies

LUCE Goal T19 seeks to limit total peak period vehicle trips with a Santa Monica origin or destination to 2009 levels. A number of LUCE policies and actions support this aggressive goal (see attachment B, the portion of the LUCE circulation chapter pertaining to TDM); several of the goals most pertinent to this effort are:

- Policy T19.2: *Impose appropriate Transportation Demand Management (TDM) requirements for new development;*
- Policy T19.9: *Strengthen the Transportation Management Ordinance to further reduce trips generated by existing employees;*
- Policy T20.6: *Foster the success of Transportation Management Organizations (TMOs) in the City's commercial districts, and leverage transportation funds through the TMOs; and*
- Policy T21.1: *Regularly update the TDM requirements for new development.*

Recognizing different levels of demand and automobile use, the LUCE includes Demand Management Districts (DMDs) among the tools to establish goals for vehicle use (see page 4.0-59 in Attachment B). The DMDs call for monitoring and enforcing vehicle use at different levels, based on location. For instance, downtown would have the highest goal for producing the lowest vehicle trips, as would locations in the immediate vicinity of future light rail stations and high capacity transit stops. Areas along the boulevards, which are better served by transit, would have a higher standard applied than the rest of the city, where base requirements would apply.

The City's Current Programs:

Chapter 9.16 of the Municipal Code, Transportation Management, includes employer trip reduction regulations. These provisions were adopted in 1991 to address the City and regional goals of minimizing peak hour automobile commute trips—consequently reducing traffic and emissions—and ensuring City compliance with the South Coast Air Quality Management District (SCAQMD) Rule 2202. Currently the Transportation Management chapter accomplishes this by targeting the commute patterns during morning and afternoon peak hours. Approximately 758 employers, employing over 40,000 employees throughout the City, are covered by the chapter.

The Transportation Management regulations differ for small and large employers. Employers with 10 to 49 employees (small employers) participate by making employees aware of different commute options and providing information specific to the worksite to encourage employees to change their commute if they are driving alone. These employers submit an annual plan that outlines the type of ridesharing information provided to employees and how that information was distributed to employees (bulletin board, company newsletter, e-mail, flyers, information on company internal webpage, etc.). There are currently 598 regulated employers in this category, employing 13,483 employees.

Large employers with 50 or more employees are required to implement an emission reduction plan. There are currently 160 regulated large employers employing 26,635 employees in the City. Large employers must meet established emission reduction goals and conduct annual surveys of employees to determine if they have achieved the established emission reduction goal. The emission reduction goal established by the SCAQMD for Santa Monica is a 1.5 Average Vehicle Ridership per employer. By California State Law, the City must provide employers with at least two options to reach their emission reduction goal.

Option 1: Mobile Source Emission Reduction Credits (MSERC). An employer may purchase MSERCs to meet their emission reduction goal. If an employer's annual survey of employee commute trips shows that they do not meet the AVR target of 1.5, the employer may purchase MSERCs from a licensed broker to bridge the gap between the actual AVR and the Target AVR. Currently, 31 of the 160 regulated large employers participate in the MSERC program.

Option 2: Employee Trip Reduction Plan. An employer may implement a trip reduction plan designed to reduce the number of drive alone trips among their employees by offering marketing programs and incentives to encourage employees to carpool, vanpool, walk, bike, take transit, telecommute, etc. rather than driving alone. The majority of Santa Monica's large employers, 129 of the 160 regulated large employers, choose to implement Employee Trip Reduction Plans.

Administration Fee

Under the current provisions, all employers with ten or more employees are also subject to a per-employee annual transportation fee of \$16.35 per employee for small employers and \$12.23 per employee for large employers. The fee currently covers the costs of administration and enforcement of the employer trip reduction ordinance. This fee is proposed for updating as a part of the FY13-15 budget adoption process.

Employer Average Vehicle Ridership

Employer Average Vehicle Ridership (AVR) is calculated by dividing the number of persons traveling to a worksite by the number of private vehicles traveling to that worksite. In Santa Monica employers are asked to calculate AVR for the morning peak period (6:00 a.m.-10:00 a.m.) and afternoon peak period (3:00 p.m.-7:00 p.m.) during a typical five-day work week. To achieve the AVR employer target of 1.5, 33 out of 100 employees would need to ridershare.

$$\frac{100 \text{ employees}}{66 \text{ vehicles}} = 1.5 \text{ AVR}$$

Currently sixty percent of the City's large employers have met their goal, achieving an AVR Target of 1.5 or better for both the morning and afternoon peak hours.

Monitoring and Enforcement

Small employers are required to submit plans to the City annually along with their transportation fees. These plans are subject to City review and audit. There are currently no survey requirements or AVR targets for small employers. Large employers must submit more detailed plans that include annual commute survey data, a description of the incentives or marketing strategies they provide, verification of MSERC purchase (if an employer chooses that option), and payment of the annual transportation fees. Plans are reviewed by City staff for accuracy and effectiveness. Small and large employers who do not submit their plans are subject to violation fines. Per state law, large employers implementing an Employee Trip Reduction Plan are not penalized for failure to meet their AVR Target. However, large employers are incentivized to meet and maintain their AVR Target through the provision of significant Employer Transportation Fee discounts (up to a 60% reduction in the fees per employee).

Developer Trip Reduction

Chapter 9.16 of the Municipal Code also implements the Los Angeles County Metropolitan Transportation Authority's (Metro) Congestion Management Program (CMP) requirements. The CMP is intended to link land use decisions with transportation impacts. Metro requires the City to submit an annual CMP Local Development Report after City Council holds a public hearing and certifies that the City complies with Metro's CMP program requirements. The City must also conduct biennial traffic counts for selected arterial intersections on Metro's CMP Network and analyze the impacts of new development on the CMP system as part of the environmental review process. Conformance with the CMP is required in order for the City to maintain its eligibility for state and federal funding for transportation projects and a portion of its allocated State gas tax funds authorized under Section 2105 of the State Streets and Highways Code.

A subset of the CMP focuses on TDM and requires the incorporation of “TDM friendly” development standards into the project design, such as pedestrian orientation and carpool/vanpool parking, and giving future tenants the ability to more effectively implement TDM programs. The applicable development standards are triggered when a new project exceeds established gross square footage thresholds. The requirements are currently implemented through the City’s development standards and Development Agreement negotiations.

Draft Recommendations

To strengthen the TDM ordinance, the following changes are recommended:

- Revising thresholds for employers, revising square footage thresholds for non-residential development, and establishing residential unit TDM thresholds;
- Revising and defining requirements for buildings (developers) and businesses (tenants or employers);
- Incorporating requirements for residential and mixed-use development;
- Setting higher Average Vehicle Ridership (AVR) targets based on size and location of projects.

The recommended changes would result in provisions that exceed those that the City is required to implement to meet the CMP and SCAQMD requirements discussed in the previous sections.

Proposed Thresholds

Staff proposes to establish the following TDM thresholds, above which base measures would apply:

- All public and private employers, including the City of Santa Monica, that have a permanent place of business in the City and ten or more employees;
- Multi-family residential projects with 10 or more units;
- Mixed-use projects with 10 more residential units or 7,500 square feet or more of non-residential development;
- Non-residential projects with 7,500 square feet of gross floor area or more; and
- Any property or business owner proposing a change in the use of non-residential property that would result in or accommodate an increase in the number of average daily trips by 10 percent or more or would increase the floor area of an existing building with at least 7,500 square feet of floor area by 10 percent or more.

Proposed Developer TDM Requirements

Measures proposed as standards in the Ordinance are based on gross floor area and are listed in the chart in Appendix A to the consultant report (Attachment A). Appendix A also shows how Transportation Demand Management Districts (DMDs) identified in the LUCE would be implemented: applicable projects in higher- or highest-goal areas would provide the measures with boxes checked in that column. Base requirements would vary depending on the size of the project.

In addition to stipulating AVR goals that vary by DMD location, the updated Ordinance would require new development to comply with specific standards for providing bicycle parking, preferential parking for car and van pools, subsidized transit, guaranteed ride home and other trip reduction measures depending on project size. The current Ordinance requires applicable new non-residential development to submit “emission reduction plans” designed to achieve AVR goals. Measures can primarily be selected by individual developers and employers.

Proposed Employer TDM Requirements

Employers will continue to prepare and implement plans (called trip reduction plans rather than emission reduction plans) to comply with SCAQM requirements and will participate in standards set for buildings as part of a project approval. The requirements for employers will continue to be tied to the number of employees.

Proposed Residential TDM Requirements

LUCE Goal T21 states that the City should use all available tools to make the most effective possible use of the transportation system. The policies to achieve this goal include updating TDM requirements for new development, triggering TDM requirements for new development consistent with LUCE performance standards, and incentivizing new multi-family and nonresidential development to include design elements that will enable price control for parking. (LUCE p. 4.0-64).

The LUCE does not specifically propose to require TDM for residential uses, but some measures can be applied to new residential development to help reduce vehicle trips. The proposed TDM requirements for residential projects vary depending on project size and DMD location. Developers of residential projects subject to the TDM requirements would have to incorporate TDM measures in a tentative map or development plan application and be required to notify future buyers and tenants of the features provided as a condition of approval. In addition to designing projects to provide easy pedestrian and bicycle access, developers would have to accommodate features such as secure bicycle parking, reserved spaces for car sharing, kiosks or bulletin boards offering

information about trip reduction programs, and, depending on project size, may also have to install bus turnouts, shelters or bus stops.

Questions for the Planning Commission

1. Instead of a threshold based on the projected number of trips per hour, the proposed ordinance would apply TDM requirements to non-residential projects that include 7,500 square feet or more of floor area. Is 7,500 square feet an appropriate threshold for non-residential projects?
2. The proposed regulations would extend developer TDM requirements to apply to residential and mixed-use development. Is a 10-unit threshold appropriate?
3. The proposed TDM requirements would apply to changes to the use of non-residential property that would result in or accommodate an increase in the number of average daily trips by 10 percent or more and additions that would increase the floor area of an existing building with at least 7,500 square feet of floor area by 10 percent or more. Are these thresholds appropriate triggers? Should the City also enact requirements to ensure that TDM programs continue to apply when there is a change of occupancy or use that does not require discretionary zoning approval?

Attachments

- A. Dyett & Bhatia TDM Report
- B. LUCE TDM goals and policies

ATTACHMENT A

Dyett & Bhatia TDM Report

Zoning Ordinance Update

Santa Monica Zoning Ordinance Update

**Transportation Demand Management:
Issues and Recommendations**

Prepared for

The City of Santa Monica

By

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Introduction and Overview

This paper discusses approaches to revising the provisions in Chapter 9.16, Transportation Demand Management (TDM), to implement the LUCE's policies and proposals for managing traffic congestion and associated impacts on the environment and the quality of life in Santa Monica by sharply reducing single occupancy vehicle trips. Changes from the version the Planning Commission received in January include additional detail regarding the proposed wording of the Transportation Demand Management regulations and revisions to Appendix A to clarify applicability of proposed TDM measures. The existing requirements, which the City adopted in 1991 and substantially revised in 1996, are intended to comply with requirements of the South Coast Air Quality Management District and Los Angeles County Metropolitan Transportation Authority's Congestion Management Program. The proposed revisions are a major component of the City's strategy for achieving the LUCE's goal of No Net New Evening Peak Period Vehicle Trips by 2030.

The purposes of revising TDM regulations include:

1. Implementing LUCE Goals and Policies
2. Clearly separating requirements for employers and developments
3. Developing more specific thresholds for new development requirements
4. Requiring additional TDM improvements above and beyond Metro CMP requirements for various thresholds
5. Including residential developments.
6. Clarifying provisions for monitoring, reporting, and enforcement for developments.
7. Removing references to Emission Reduction plans.

Discussion and Key Policy Questions

The transportation sector is the largest source of emissions in California, contributing up to 36 percent of all statewide Greenhouse Gases (GHG) emissions. Because the distribution of land uses has a major effect on Vehicle Miles Traveled (VMT), land use decisions also affect the proportion of GHG emissions generated by the transportation sector. VMT can, therefore, be translated into tailpipe emissions per mile traveled. Transportation emissions constitute about 40 percent of all GHG emissions in Santa Monica and, of that, about three quarters come from passenger vehicles. Even though Santa Monica's per capita emission rates are already about half that of more auto-dependent places in Southern California (LUCE p. 4.0-4), the LUCE creates a framework to achieve further reductions in GHG emissions through a variety of measures including programs and regulations that can reduce trips by managing transportation demand.

Transportation Demand Management (TDM) is the term given to a variety of measures that encourage people to change their mode or time of travel, with requirements or incentives to utilize alternatives to the single occupant vehicle to manage congestion and reduce GHG. TDM strategies are one of the most effective ways to accommodate change in an environmentally sensitive manner. Although it is impossible to eliminate congestion entirely in Santa Monica, especially near popular destinations, the City can promote additional changes that would improve the city's livability. The effectiveness in reducing auto trips and traffic congestion ultimately depends on the alternatives available and choices made by individuals. If people decide to drive (instead of biking, walking, or using public transit) to a site with limited parking, they will end up increasing local congestion in their search for scarce available spaces. Unlimited free or subsidized parking will also increase congestion by encouraging people to drive if it is the easiest option compared to other choices. It is crucial to have a holistic transportation strategy to reduce automobile trips particularly during peak travel times.

REGIONAL REQUIREMENTS

Two regional agencies currently require cities in Los Angeles County to impose trip reduction measures for different purposes. The South Coast Air Quality Management District focuses on GHG emission reduction and the requirements apply to employers with 250 or more employees. The Los Angeles County Metropolitan Transportation Authority's Congestion Management Program (CMP) focuses on trip reduction requirements to address congestion. The CMP standards apply to non-residential development projects over 25,000 square feet. Santa Monica's current Transportation Management Ordinance (SMMC Chapter 9.16) is intended to comply with both sets of requirements, which are described in more detail below.

South Coast Air Quality Management District

South Coast Air Quality Management District (SCAQMD) has adopted an air quality management plan to maintain the California Clean Air Act air quality standards. It has established regulations to reduce pollution generated by commuter travel. Rule 2202 applies to employers with 250 or more employees, and defines an Employee Commute Reduction Program (ECRP) to meet average vehicle ridership (AVR) goal of 1.3-1.75 (depending on geographic location) persons per vehicle in the AM peak period of 6:00-10:00 am. SCAQMD

calculates AVR as the total number of employee trips divided by the total number of employees for a one-week survey period. Additionally, the SCAQMD requires employers subject to Rule 2202 to provide a survey to ascertain the level of success in achieving the goals of reducing vehicle trips in order to achieve corresponding reductions in emissions. An employer subject to this Rule registers annually to implement their emission reduction program for each worksite. Santa Monica's Transportation Ordinance, with thresholds under 250 employees and also requiring an annual survey to demonstrate compliance with its worksite reduction target, meets and exceeds the District's requirements and identifies compliance the Rule 2202 as one of the purposes of the Ordinance.

Los Angeles County Metropolitan Transportation Authority

Los Angeles County Metropolitan Transportation Authority's (Metro) Congestion Management Program (CMP) coordinates land use and transportation policy for L.A. County. To comply with the Metro CMP, Santa Monica must report certain information on new development projects, follow the program's guidelines for analyzing traffic impacts of new development, and implement programs and regulation to discourage peak-hour auto travel. The City must also self-certify conformance. Cities must also submit biennial traffic counts designated by Metro to be part of the CMP network. Local jurisdictions are required to conform to the CMP requirements in order to continue receiving a portion of state gas tax money and also to remain eligible for state and federal funding for transportation projects. While the primary objective of the CMP's TDM program is to reduce regional congestion, it is also designed to complement SCAQMD's Rule 2202, which calls on large employers to use TDM, as well as other strategies to reduce mobile source emissions.

LUCE FRAMEWORK

In addition to being responsible for meeting the requirements of regional air quality and congestion management agencies, the City must also implement its own land use and circulation policies set forth in the LUCE. The LUCE recommends a very aggressive program for TDM and sets high TDM targets, with the goal of limiting total peak period vehicle trips with a Santa Monica origin or destination to 2009 levels by the year 2030. Achieving the LUCE objectives would require the City to assume significant responsibilities for managing its transportation system through the establishment of new programs, as well as continuing implementation of current ones. These provisions would exceed those that the City is required to implement in order to meet the CMP and SCAQMD regulations discussed in the previous sections.

In addition to strengthening existing TDM requirements, the LUCE proposes new Transportation Impact Fees (TIF) to fund facility improvements and designates TDM Districts that would make it easier to craft strategies tailored to the specific needs and circumstances in different areas of the city. Together with implementation of improvements to transit, pedestrian and bicycle facilities and land use policies that focus development along high frequency transit corridors, these measures are intended to help the City achieve the LUCE's goal of No Net New Evening Peak Period Vehicle Trips. Among the City's most powerful regulatory techniques for implementing the LUCE's trip reduction policies are the transportation management requirements codified in Chapter 9.16 of the Municipal Code, and the careful regulation, pricing and provision of parking.

The LUCE establishes maximum allowable building heights and densities as the baseline for each of the plan's five land use categories--neighborhoods, boulevards, mixed-use centers, employment and commerce, and community and public uses. Applicants desiring to develop projects that exceed the base height and density limits are subject to a discretionary review and must provide community benefits in compliance with a new set of regulations that will be included in the new ordinance. Applicants proposing projects that exceed the Tier 1 base height and density for the applicable district will be subject to approval of a Development Review Permit or Development Agreement and have to provide benefits.

Based on the direction of the most recent Staff proposal for implementing the LUCE's community benefits policies, applicants proposing projects at Tier 2 would be required to pay additional TIF fees, which the City would use to fund a variety of transportation facilities pursuant to the TIF ordinance. Applicants seeking approval of projects that exceed the floor area and/or height the proposed Ordinance allows at Tier 2 would require a Development Agreement. Appendix A identifies a variety of trip reduction measures, some of which are anticipated to be base requirements, and others that may typically only be provided through the Development Agreement negotiation process. These measures include mechanisms and programs such as bicycle facilities, dedicated shuttles, car-sharing, transit passes, parking "cash-out," and shared parking.

The LUCE also calls for new Demand Management Districts (DMDs), which would be established in transit-oriented mixed-use areas such as the Downtown, Bergamot Transit Village, and Memorial Park Activity Center Overlay. (See LUCE pp. 4.0-58 to 4.0-62) The Districts are broken down into Highest Goal, Higher Goal, District-Wide Goal, and Major Transit Stop Zones. TDM strategies are then described for three sample land use types: Office, Commercial, Employment; Residential; and Schools. Strategies tailored to meet the specific characteristics of different areas could include Transportation Management Organizations or Associations (TMOs and TMAs), parking pricing, universal transit passes, tailored transit, carpool and vanpool programs, personalized travel assistance, and parking management. In order to limit total peak vehicle trips, there should be a combination of appropriate TDM requirements for new development, and incentives that encourage existing employers or multi-unit residences (for example by Home Owners Associations and property managers) to reduce vehicle trips.

SANTA MONICA'S EXISTING TDM REGULATIONS

The current TDM ordinance, which the City adopted in 1991 to implement State-mandated requirements for implementing the Los Angeles County Congestion Management Plan and last revised in 1996, includes requirements applicable to employers and to non-residential developers. Chapter 9.16 was intended to meet SCAQMD and CMP requirements but, as stated in the Findings (Section 9.16.010) it was also designed to implement policies of the City's General Plan.

The requirements for employers distinguish among those with ten to 49 employees (Level 1), 50 to 249 employees (Level 2), and 250 or more employees (Level 3). Level 3 employers are also subject to the requirements of SCAQMD Rule 2202 for adoption of an Employee Commute Reduction Program (ECRP) to meet average vehicle ridership (AVR) goals. Level 1 employers must file a Worksite Transportation Plan that provides employees with information about alternative commute options. All employers of 50 or more employees must submit an Emission Reduction Plan. The ordinance includes several optional approaches for meeting the detailed requirements and all employers pay an annual fee for administration and enforcement.

In addition to requirements applicable to employers, the ordinance includes a separate set of regulations for developers of nonresidential projects expected to generate ten or more peak period trips who must submit emission reduction plans for City approval before receiving a building permit. Additional requirements apply to projects of 25,000 square feet or more and those with 100,000 square feet or more.

PROPOSED TDM REGULATIONS

Proposed Thresholds

To achieve the LUCE objectives for reducing per capita trips and to ensure that by 2030, new development under the LUCE does not generate a net increase in PM peak period vehicle trips, Staff is recommending the following thresholds, above which TDM measures would apply:

- All public and private employers, including the City of Santa Monica, that have a permanent place of business in the City and ten or more employees;
- Multi-family residential projects with 10 or more units;
- Mixed-use projects with 10 more residential units or 7,500 square feet or more of *non-residential* development;
- Non-residential *projects* with 7,500 square feet of gross floor area or more; and
- Any property or business owner proposing a change in the use of non-residential property that would result in or accommodate an increase in the number of average daily trips by 10 percent or more or would increase the floor area of an existing building with at least 7,500 square feet of floor area by 10 percent or more.

Proposed Developer TDM Requirements

In contrast to the existing Ordinance, which only applies to nonresidential projects, the proposed Ordinance would extend the requirements to residential projects and mixed-use development. Appendix A sets forth a list of measures that the proposed Ordinance would establish as standards applicable to Tier 1 and Tier 2 projects based on gross floor area and the potential for reducing vehicle trips. This approach is intended to implement the LUCE's identification of Transportation Demand Management Districts (DMDs) that reflect factors such as proximity to transit and current vehicle trip rates (LUCE pp. 4.0-58-59). In addition to stipulating AVR goals that vary by DMD location, the proposed Ordinance would require new development to comply with specific standards for providing bicycle parking, preferential parking for car and van pools, subsidized transit, guaranteed rides home, and other trip reduction measures depending on project size. The current Ordinance identifies three thresholds for new non-residential development--those that will generate ten or more PM peak period trips, projects that include 25,000 square feet or more, and those with 100,000 square feet or more—all of which must submit “emission reduction plans” designed to achieve AVR goals. The selection of measures is, however, for the most part left up to individual developers and the employers who occupy their projects in the future. The proposed Ordinance would also replace the ten PM peak trip threshold with a floor area measure (7,500 square feet of more) to simplify implementation.

Proposed Employer TDM Requirements

The proposed Ordinance would continue to require employers to prepare and implement plans (called trip reduction plans rather than emission reduction plans). Employers will also have to comply with the specific standards described above that the proposed Ordinance establishes for projects based on floor area and DMD location. Instead of the floor area threshold applicable to new construction, the requirements for employers would continue to be tied to the number of employees.

The City should also consider moving some of the detailed provisions regarding the content and procedure requirements out of the ordinance and into a set of administrative rules. These would be referenced in the ordinance and can be modified more quickly and easily over time than if codified.

Proposed Residential TDM Requirements

LUCE Goal T21 states that the City should use all available tools to make the most effective possible use of the transportation system. The policies to achieve this goal include updating TDM requirements for new development, triggering TDM requirements for new development consistent with LUCE performance standards, and incentivizing new multi-family and nonresidential development to include design elements that will enable price control for parking. (LUCE p. 4.0-64). The LUCE does not specifically propose to expand the applicability of the TDM requirements, but some cities are beginning to apply trip reduction requirements to residential and mixed-use development. While these are often incorporated in an incentive program, as design standards or under a development agreement, others are imposing requirements for submitting and implementing TDM plans as part of the zoning approval process especially for new development located close to transit. Like the provisions for non-residential development, the proposed TDM requirements for residential projects would vary depending on project size and DMD location. Developers of residential projects subject to the TDM requirements would have to incorporate TDM measures in a tentative map or development permit application and be required to notify future buyers and tenants of the features provided as a condition of approval. In addition to designing projects to provide easy pedestrian and bicycle access, developers would have to accommodate features such as secure bicycle parking, reserved spaces for car sharing, kiosks or bulletin boards offering information about trip reduction programs, and, depending on project size, may also have to install bus turnouts, shelters or bus stops.

KEY POLICY QUESTIONS

1. *Instead of a threshold based on the projected number of trips per hour, the proposed ordinance would apply TDM requirements to non-residential projects that include 7,500 square feet or more of floor area. Is 7,500 square feet an appropriate threshold for non-residential projects? Pasadena, Glendale, and several northern California cities have different thresholds. For example:*
 - *Pasadena: Tier 1 -equivalent requirements apply to projects from 25,000 to 75,000 square feet. Projects larger than 75,000 square feet are required to prepare a TDM Program Plan*
 - *Glendale: Tier 1 –equivalent requirements apply at 25,000 square feet or 25+ employees, Tier 2-equivalent at 50,000 square feet, Tier 3 equivalent at 100,000 square feet*
 - *San Carlos: 10,000 square feet+ or greater*

- South San Francisco (SSF): all nonresidential development expected to generate 100+ average daily trips
2. *The proposed regulations would extend developer TDM requirements to apply to residential and mixed-use development. Is a 10-unit threshold appropriate?*

Pasadena's ordinance, for example, applies to residential development with more than 100 units and mixed-use development with more than 50 units if the nonresidential floor area exceeds 50,000 square feet. Sunnyvale, in Santa Clara County, requires all multi-family development within a third of a mile of a light rail station, Caltrain Station, or high activity commute to work bus stop to propose and implement TDM measures. Contra Costa County requires trip reduction plans for residential and mixed-use projects that require a public hearing and include at least 13 dwelling units. It is reasonable to assume that more cities will begin requiring trip reduction or TDM plans for residential and mixed-use development as they implement the Sustainable Communities Strategies being adopted by the Southern California Association of Governments and other regional agencies under Senate Bill 375.

3. *The proposed TDM requirements would apply to changes to the use of non-residential property that would result in or accommodate an increase in the number of average daily trips by 10 percent or more and additions that would increase the floor area of an existing building with at least 7,500 square feet of floor area by 10 percent or more. Are these thresholds appropriate triggers? Should the City also enact requirements to ensure that TDM programs continue to apply when there is a change of occupancy or use that does not require discretionary zoning approval?*

Staff has proposed to extend the program to include additions to existing nonresidential buildings and changes of use. Examples from other jurisdictions include:

- South San Francisco requires approval of a new TDM plan if there is a change in an approved project that would result in the addition of 10 percent of the building area or a 10 percent increase in the number of average daily trips.
- San Carlos: Additions to nonresidential buildings that are 10,000 square feet or more in size that expand existing gross floor area by 10 percent or more and changes of use or operational characteristics in a building that is 10,000 square feet or more in size that results in an average daily trip increase of more than 10 percent above current use.

Proposed Transportation Demand Management Regulations

Purpose

The intent of this introductory section is to consolidate and update provisions in Sections 9.16.010 and 9.16.020 of the existing Ordinance to make specific reference to LUCE goals and policies.

The purpose of this Chapter is to implement the goals and policies of the City's General Plan to manage change through programs to create and maintain a more sustainable Santa Monica that will thrive without compromising the community's unique character or the ability of future generations to meet their own needs and enjoy and benefit from living and working in a special place. More specifically, these provisions are intended to proactively manage congestion, reduce automobile dependence and enhance transportation choices by requiring trip reduction plans for all types of trips—work, shopping, leisure, school, and appointments—that will:

- A. Ensure City compliance with the applicable requirements of the South Coast Air Quality Management District Rule 2202 and implement air quality control measures required of local governments by the District's 1991 Air Quality Management Plan and subsequent updates and the Los Angeles County Metropolitan Transportation Authority's Congestion Management Program (CMP);
- B. Accommodate land use changes allowed under the General Plan's Land Use and Circulation Element ("LUCE") while reducing peak-hour automobile trips from new and existing destinations to achieve the LUCE's goal of no net increase in PM peak hour vehicle trips by 2030;
- C. Reduce traffic impacts within the community and region through a reduction in the number of per capita vehicle miles traveled.
- D. Reduce vehicular air pollutant emissions, energy usage and ambient noise levels through a reduction in per capita vehicle miles traveled and management of traffic congestion.
- E. Minimize the percentage of employees traveling in single-occupant vehicles to and from work, especially during peak-hour periods.
- F. Promote and increase work-related transit use, ridesharing, walking and bicycling to minimize parking needs, manage congestion, and protect the quality of life in Santa Monica's neighborhoods and districts;
- G. Improve the mobility and general efficiency of circulation and transportation systems by increasing reliance on public transit, ridesharing, cycling and focusing development in areas close to transit and employment;
- H. Improve the quality and level of access for residents, employees, customers, and visitors by improving transportation choices and managing congestion;
- I. Decrease the City's need for additional parking facility construction.

- J. Coordinating transportation systems management, transportation demand management and transportation facility development strategies with other cities and counties in the region and through regional agencies.

Definitions

The intent of this section is to carry forward and, as necessary, revise the definitions of key terms such as Peak Period, Worksite, Transportation Management Organization (called Transportation Management Association in the existing Ordinance), and Average Vehicle Ridership (AVR) that are unique to this Chapter. Terms will be defined according to the AQMD and County CMP requirements. The rules for calculating AVR will be established in the respective sections applicable to developers and employers.

Applicability

The intent of the Applicability section is to maintain the current thresholds for employer TDM, extend the scope of the developer TDM program to residential and mixed-use projects, and lower the developer TDM program floor area and trip generation thresholds for non-residential projects. The provisions describing the contents of TDM Plans will establish content requirements that vary based on the number of employees and/or size of the development project.

- A. Any public or private employer, including the City of Santa Monica, that has a permanent place of business in the City and ten or more employees;
- B. Any multi-family residential project with 20 or more units that has not yet received final approval;
- C. Any mixed-use development project with 20 more residential units or 7,500 sq. ft. or more of non-residential development that has not yet received final approval;
- D. Any non-residential development project with 7,500 square feet of gross floor area or more that has not yet received final approval; and
- E. Any application that has not yet received final approval, which would change the use of non-residential property and would result in or accommodate an increase in the number of average daily trips by 10 percent or more or would result in an increase of 10 percent or more in the floor area of an existing building of 7,500 square feet of floor area or more.

Transportation Demand Management Administration Fees

This section's purpose is to establish the fees the City imposes on employers of ten or more employees to defray the cost of administering and enforcing the Chapter's requirements and the cost of TDM outreach programs in the City. The section will also incorporate provisions regarding the deposit and use of the fees that this Chapter establishes incorporating and revising the provisions in Section 9.16.060 of the current Ordinance as appropriate. A separate chapter authorizes the imposition of transportation impact fees based on a nexus study as required by the State's Mitigation Fee Act (California Gov. Code Section 66000 et seq.) as adopted by Council in March 2013.

Employer Trip Reduction Plan Requirements

The intent of this section is to consolidate and revise Sections 9.16.070 through 9.16.090 to establish the requirements for the worksite transportation plans (WTPs) and employee trip reduction plans (ETRPs), if the City decides to retain that nomenclature. Revisions will include incorporation of revised and additional mandatory and optional provisions based on the LUCE and best practices employed by other jurisdictions to achieve their trip reduction goals. Appendix A lists measures that would be applicable to employers based on their proximity to transit. As an alternative to retaining the detailed requirements for plan contents and implementation (e.g. old vehicle scrapping, remote sensing, emission reduction factors, etc.) that are part of the existing Ordinance, the proposed Ordinance is proposed to reduce the detail in the proposed Ordinance and specify that detailed requirements will be included in regulations that shall be established by the Planning and Community Development Director. This would make it easier for City staff to update the requirements to comply with changes in federal and State law and accommodate changes in technology. The proposed Ordinance would continue to distinguish smaller employers with 10 to 49 employees from employers with 50 or more employees who are subject to additional regulations including provisions of the State Health and Safety Code.

Employers of ten or more employees would be required to designate an on-site employee responsible for implementation of the requirements of this section and prepare and implement a worksite plan that includes, at a minimum:

- *A management commitment letter signed by the highest ranking official at the site.*
- *Installation of a kiosk or bulletin board with information about trip reduction programs;*
- *List of public transit services within one-fourth mile of the worksite.*
- *List of bicycle paths, lanes, routes, and amenities within one-half mile of the worksite.*
- *List of other transportation services, such as carshare vehicles and bikeshare stations within one-fourth mile of the worksite.*
- *Information about a variety of programs and other means available to employees as an alternative to trips by passenger car including, but not limited to, carpooling/vanpooling, transit passes, guaranteed ride home, etc.*

In addition to implementing the State-mandated parking cash-out program that provides a cash allowance to an employee equivalent to the subsidy that the employer would otherwise pay to provide the employee with a parking space, larger employers would be required to institute measures such as those listed in Appendix A that are based on the business location.

- A. Average vehicle ridership (AVR) for employer programs shall be calculated by dividing the number of employees who report to or leave the worksite by the number of vehicles being driven for the work commute by said employees during the peak periods.
1. Employees walking, bicycling, riding public transit, or other shuttle services for at least 75% of their commute shall be counted as employees arriving or leaving the worksite without a vehicle.
 2. Employees telecommuting on their day off under a recognized compressed workweek schedule shall also be counted as employees arriving at or leaving the worksite without vehicles.

3. Motorcycles shall be counted as vehicles.
 4. Zero-emission vehicles will be counted as a vehicle in the calculation of AVR.
 5. Employers must survey during the PM peak period window in order to monitor implementation of the LUCE policy goal of No Net New PM peak period trips.
- B. Employers of ten to forty-nine employees may submit annually an Employee Trip Reduction Plan or join a Transportation Management Organization (TMO) if they wish to be eligible for reductions in their Employer Annual Transportation Fees. As with large employers (50 or more employees), small employers would be eligible for a performance discount if they achieved and maintained the AVR target for their district.
- C. Failure to significantly achieve or show progress towards achieving an employer AVR target shall be considered a violation of the ordinance and would be subject to additional fees.
- D. Fees shall be established by resolution of the City Council and shall be adjusted annually to reflect changes in the Consumer Price Index (CPI).

Developer Transportation Demand Management Program Plan Requirements

Sections 9.16.110 and 9.16.120 of the current Ordinance apply to developers of nonresidential projects that will generate ten or more peak-period trips upon completion. The proposed revisions would expand the requirements to cover residential and mixed-use projects and floor area additions if the Ordinance is revised to cover these projects. If the Ordinance is revised to apply TDM requirements to changes of use that will generate additional trips, those provisions could also be included in this section. Revisions will include incorporation of revised and additional mandatory and optional provisions based on the LUCE and best practices employed by other jurisdictions to achieve their trip reduction goals.

- A. Applicants of projects subject to the requirements of this Chapter shall submit a Transportation Demand Management (TDM) Program Plan that conforms to the requirements of this Chapter and any applicable regulations established by the Director of Planning and Community Development. TDM Program Plans shall be reviewed and approved by the Director prior to the issuance of a building permit and thereafter shall be reviewed and approved annually. TDM Program Plans shall include, but are not limited to, the following:
1. Project description;
 2. Site conditions that affect vehicle trips;
 3. TDM Program Plan measures; (*Attachment A*)
 4. Evaluation criteria for reviewing TDM Program Plans; and
 5. Duties, responsibilities and qualifications of a TDM Coordinator; *and*,
 6. Statement of commitment to implement, monitor, and report *annually* on TDM program operation *and annual budget* including:

- a. Commitment to conduct annual surveys in conformance with Metro's guidelines to determine vehicle trip behavior, including collection of data on employee means of travel, arrival time, and interest in information on ridesharing opportunities.
 - b. Commitment to monitor the TDM Program activities; and
 - c. Commitment to report on the TDM Program annually in a manner required by the City (e.g., TDM Status Report).
- B. Average vehicle ridership requirements.
1. Nonresidential development projects and the nonresidential portion of mixed-use development projects shall strive to achieve a minimum average vehicle ridership (AVR) between 6 p.m. and 9 p.m.
 2. All projects shall strive to meet the AVR target established by the Demand Management District starting one year from the effective date of this ordinance.
 3. All projects that are located within a "Transit Oriented Development" area as defined in the Ordinance shall be designed to achieve a 1.75 AVR starting three years from the effective date of this ordinance.
- C. Property owners subject to trip reduction requirements shall record with the County Recorder's Office an agreement that makes the TDM Program Plan a condition of property ownership. The agreement shall include provisions to:
1. Guarantee adherence to the TDM objectives and perpetual operation of the TDM Program Plan program for all legal parcels within the site regardless of property ownership;
 2. Inform all subsequent property owners of requirements of the TDM Program Plan.
 3. Inform the City of Santa Monica Planning and Community Development Department of any change in property ownership.
 4. Identify consequences of non-compliant performance.
- D. Property owners are responsible for ensuring that lease documents and any other agreements for occupancy of non-residential spaces in the development include provisions to inform and commit non-residential occupants to applicable measures of the approved TDM Program Plan including:
1. Allowing employees/residents to participate in campaigns that promote use of carpools, vanpools, transit, walking, bicycling, car-share, bike-share and other trip reduction efforts
 2. Posting transportation information in employee/resident common areas
 3. Participating in the annual employee travel survey (for non-residential projects only)
 4. Informing employees/residents of the availability of car/vanpool parking spaces.

Required Findings

Chapter 9.16 of the existing Ordinance specifies requirements for TDM plans but does not list determinations that the Director must make in order to find that a TDM program plan complies with the applicable requirements of the Chapter. This new section would establish findings that the Director must make in order to approve a TDM Program Plan. The need for making findings will become more important if a wider range of employers and development projects are subject to the requirements of the TDM ordinance.

Monitoring and Enforcement

The section specifies the procedures for audits, violations, and penalties. Staff has proposed requirements for an annual status report documenting the TDM measures undertaken by a property owner and their results to implement LUCE proposals for thorough monitoring and reporting requirements. This would allow the City to determine if the property owner has implemented and maintained the TDM Program plan, and whether the property has made progress toward achieving the applicable AVR target. A three- to five-year review report, with historical comparisons, would serve a similar function while also evaluating the overall effectiveness and allow the City keep track of which projects and measures work best. Pasadena has adopted similar requirements for property owners and their TDM coordinators to write a statement of commitment to conduct surveys in conformance with the AQMD. New provisions for TDM status reports could be included in this section or in the one that details requirements for submission of trip reduction TDM Program plans. The proposed Ordinance would also establish or reference any applicable administrative penalties.

- A. Developers and employers subject to the requirements of this chapter shall submit a TDM Program Plan Status Report for review by the Director beginning with the first annual reporting date assigned by the City and every year thereafter. The City shall provide the property owner with written notification indicating whether the TDM Program Plan Status Report is approved or is deemed unacceptable within six months of its receipt. Alternatively, the City may notify the owner in writing of an extension of this deadline of no more than 30 days.
- B. Staff shall review Annual TDM Program Plan Status Reports to determine if property owners and employers have implemented and or maintained TDM measures specified in the TDM Program Plan and have achieved the average vehicle ridership reduction (AVR) performance objective as measured by responses from the annual commuter survey.
 1. City staff may request auditable documentation to determine compliance.
 2. If required TDM measures have not been provided or maintained, City staff will provide written notice to the responsible party.
 3. If the performance objective has not been achieved, City staff will determine if substantial progress has been made toward meeting the performance objective Performance Objective and whether the owner has made a “good faith effort” to implement the TDM program.
 4. If the AVR requirement has not been met and a property owner has not made progress toward the requirement, the City shall work collaboratively with the owner to identify

modifications to the TDM Program Plan and shall direct the owner to revise its program within 60 days to incorporate the modifications.

- a. In response to the recommended modifications, the owner shall submit a revised TDM Program Plan, including the requested modifications, proposals for implementing measures that have not been instituted or maintained, and/or equivalent measures within 60 days of receiving written notice to revise its program.
 - b. The City shall review the revisions and notify the owner of acceptance or rejection of the revised program.
 - c. If a revised program is not accepted, the City will send written notice to that effect to the owner within 60 days
- C. The Annual TDM Program Plan Status Report shall include relevant data/reports to document compliance with the requirements of this Chapter.
- D. In addition to reviewing the Annual TDM Program Plan Status Report, the City shall monitor compliance in a manner it deems appropriate and reasonable. Monitoring mechanisms may include, but not be limited to, the following:
1. Printed documentation of site features (e.g., location of carpool parking spaces) on site and/or parking plans;
 2. Photographs of TDM Program Plan facilities (e.g., carpool parking spaces);
 3. Field-site inspections by City staff;
 4. Other building site reports/surveys that the City of Santa Monica may deem appropriate;
 5. Documentation of marketing efforts, incentive programs and participation in said programs.
- E. The City shall issue a written notice of non-compliance to owners of properties that are out of compliance with the Ordinance (trip reduction requirements). The notice shall indicate the cause for non-compliance and identify actions necessary to attain compliance. Property owners shall be given ## days to provide documentation of compliance. A notice of non-compliance may be issued to an owner who fails to meet requirements including, but not limited to:
1. Submission of TDM Program Plan
 2. Implementation of measures contained in approved TDM Program Plan(s)Programs
 3. Submission of Annual TDM Program Plan Status Report(s)Reports
 4. Not making a 'good faith effort' to attain the performance objective
- F. Failure to attain compliance may result in one or more of the following actions:
1. Requiring the addition of elements to the property owner's TDM Program Plan;
 2. Instituting proceedings to revoke any approval of a TDM Program Plan;
 3. Withholding issuance of building permits, certificates of use and occupancy, and or other City issued permits or licenses;

4. Issuance of a stop work order;
5. Any other remedy available at law or in equity.
6. Monetary penalty.

Appeals

This section will carry forward the provisions in Section 9.16.140 of the existing Ordinance, which establish procedures enabling the City's Emission Reduction Plan Appeals Board to hear appeals of decisions by the Transportation Demand Program Manager. Decisions by the ERP Appeals Board are final, except for judicial review, and may not be appealed to the City Council. The appeals provisions will be revised and augmented as necessary to clarify requirements for both employers and development projects because the existing Emission Reduction Plan Appeals Board only applies to Employers.

Transportation Management Organizations

Transportation Managements Organizations (Transportation Management Associations in the existing Ordinance) are groups formed to address access and mobility issues on behalf of residents, employers, employees, developers, building owners, and visitors with the primary function of pooling resources to implement solutions to access and mobility concerns and the efficient use of transportation and parking resources. TMOs provide small employers and individuals with access to Trip Reduction services comparable to those offered by larger companies, which could be particularly important if the thresholds are lowered so requirements apply to a wider range of property owners and projects. Section 9.16.100 of the existing Ordinance would be revised and expanded to reflect the range of projects to which the updated requirements of the Chapter will apply. The proposed Ordinance would use the term "Transportation Management Organization" to be consistent with the LUCE and avoid confusion. Similar to administrative requirements for TDM plans, the City may wish to adopt TMO rules by reference.

Appendix A: Proposed Trip Reduction Measures by DMD and Project Size

Required baseline (✓) and other recommended No Net New Trips (NNNT) measures by Demand Management District (DMD) and project size are intended to achieve the established project Average Vehicle Ridership (AVR). This list is not exhaustive and applicants would be encouraged to work with the City to select from the recommended measures and identify additional measures as appropriate to their location and tenant mix. Measures that will be identified as basic requirements would be specified in the Ordinance or in administrative rules the Planning and Community Development Director issues that specify contents of required TDM Program Plans. These standards would be applicable to all Tier 1 and 2 projects based on the project size and the DMD in which it is located. The requirements applicable to Tier 3 projects will be negotiated on a project-by-project basis as part of the process for approving a Development Agreement. The City has the discretion to require implementation of any of the requirements specified in the Municipal Code or any of the additional measures identified as Tier 3 Community Benefits for Tier 3 projects subject to a Development Agreement. The higher AVRs listed in the table header would be applicable to the Downtown and Bergamot districts based on the applicable Specific Plans. Also, all elements required of larger developments in the highest goal Demand Management District are recommended for consideration by smaller developments and those in the lower Demand Management Districts:

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6-1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
Location				
<i>Locate New Development Near Transit List the existing and planned transit facilities and their levels of service within a ½ mile and ¼ mile radius of the project boundaries.</i>	Residential, Non-Residential	✓	✓	✓
TDM – Physical Facilities				
<i>Connections/Access Points Provide pedestrian, bicycle, and transit connections and/or new roads/pathways that provide access points between site and adjacent uses for large developments.</i>	Residential, Non-Residential	✓	✓	✓

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
<i>Short-Term Bicycle Parking Racks, etc. for customer/visitor use that meet or exceed the standards in the Bike Action Plan.</i>	Residential, Non-Residential, Employer	✓	✓	✓
<i>Long-Term Bicycle Parking Secure, enclosed, per zoning code with location and design to be approved by City.</i>	Residential, Non-Residential, Employer	✓	✓	✓
<i>Additional Bicycle Parking Provision of long and/or short-term bike parking beyond code requirements.</i>	Residential, Non-Residential, Employer			
<i>On-Site Bike-Sharing Pod(s) On-site bike sharing vehicles available for public use.</i>	Residential, Non-Residential, Employer			
<i>Preferential Parking for Carpools/Vanpools Reserve preferred parking spaces for carpool or vanpool vehicles.</i>	Non-Residential, Employer		✓	✓
<i>Passenger Drop-off/Loading Area Van accessible passenger drop-off/loading area or per code, whichever is greater.</i>	Residential, Non-Residential	✓	✓	✓
<i>Showers Showers for employees who actively commute. For development in Downtown, see IZO for requirements.</i>	Non-Residential, Employer			✓
<i>Employee Changing Room Lockers</i>	Non-Residential, Employer		✓	✓
<i>Parking Design Features Facilities designed to accommodate shared parking and parking charges (24/7 access, gates, etc.)</i>	Residential, Non-Residential	✓	✓	✓
<i>TDM Signage Program providing directions to and clearly identifying TDM features such as bus stops, bike parking, carpool parking, etc.</i>	Residential, Non-Residential, Employer	✓	✓	✓
<i>On-site Trip Reduction Services On-site provision of services that reduce the demand for additional vehicle travel such as childcare facilities, cafes, convenience stores, health/fitness clubs, bike repair, concierge services, etc.</i>	Residential, Non-Residential, Employer			✓

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
TDM - Employee Trip Reduction				
<i>On-Site Certified TDM Coordinator/ Contact Owner may engage a third-party to provide this function. The name and contact information will be provided to the City and updated as needed. The coordinator will be available for and participate in meetings, workshops and rideshare events conducted by the City or other organization approved by the City. The TDM Coordinator must be certified through the City's certification process.</i>	Non-Residential, Employer	✓	✓	✓
<i>Commuter Information Board/Kiosk Provision of a commuter information board/kiosk in a permanent and central location(s) including regularly updated information on transit services, carpool/vanpool services, biking and walking routes and facilities; ridesharing promotional materials; and TDM measures and support facilities on-site and within a 1-mile radius.</i>	Non-Residential, Employer	✓	✓	✓
<i>Marketing & Promotional Support for Non-SOV Travel Includes new employee commute packages; personal trip planning assistance; distribution of rideshare information to all tenants/employees on at least an annual basis; a regular commute newsletter, contests, prizes and recognition; daily commute tracking tools which reward non-SOV travel; rideshare fairs, events and participation in regional activities such as Rideshare week and Bike to work Week/Day/Month. For developers, marketing plan and promotional materials need to be provided prior to C of O.</i>	Residential, Non-Residential, Employer	✓	✓	✓
<i>New Employee Orientation Include transportation information and personal trip planning through new employee orientation.</i>	Employer	✓	✓	✓
<i>Local Living & Non-SOV Incentives Provision of financial incentives (i.e. monthly subsidy, closing costs) for employees that live within</i>	Non-Residential, Employer			✓

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
<i>a 1 mile radius of their worksite</i>				
<i>Bike Commuting Training Provision of bike training classes (education and hands-on training) to encourage employee bike commuting to be offered on-site or through a 3rd party provider.</i>	Employer			
<i>Transit Passes Provide transit passes at full or partial subsidy (minimum subsidy value of 50% of ongoing Metro EZ Pass, interagency monthly pass or comparable transit pass) to employees. Passes shall be provided on-site and the requirement may be passed through to tenants in leases.</i>	Residential, Non-Residential, Employer	✓	✓	✓ (100%)
<i>BBB Universal/Any Line Any Time Passes Agree to provide transit passes to <u>all</u> employees through participation in BBB Any Line Any Time or similar “Eco-Pass” program.</i>	Non-Residential, Employer		✓	✓
<i>Ridematching Proactively assist employees in identifying ridesharing opportunities, both within the development and with adjacent developments. Assistance may be provided through a third party such as Metro, a TMO, GoLoco.org, Zimride, NuRide, RideAmigos.com, or other similar providers.</i>	Residential, Non-Residential, Employer	✓	✓	✓
<i>Subsidized Vanpooling Metro program provides vanpooling subsidies</i>	Employer	✓	✓	✓
<i>Guaranteed Ride Home Provision of Guaranteed Ride Home/Guaranteed Return trip services to those who use non-SOV travel. Service may be provided third party such as Metro or TMO.</i>	Employer	✓	✓	✓
<i>On-Site Car Sharing/Fleet Vehicle(s) On-site car share/fleet vehicle available for use during the workday for employees or tenants.</i>	Residential, Non-Residential, Employer			
<i>Flexible Work Hours Compressed workweeks, flexible work hours, and/or staggered work hours to reduce peak vehicle trips.</i>	Employer	✓	✓	✓

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
<i>Telework Policies</i> Policies to permit and encourage employees to work from home or off-site.	Employer	✓	✓	✓
<i>Pre-tax Payroll Deduction for Non-SOV Commute Costs</i> Provide pre-tax payroll deduction for non-SOV commute costs such as purchase of transit and vanpool benefits, Commuter Choice Benefit, etc.	Employer	✓	✓	✓
<i>Bikes@Work</i> Bicycles available on-site for employee business and personal use.	Employer		✓	✓
<i>Car-Sharing Programs</i> Provide car-sharing full or partial subsidy for employees.	Non-Residential, Employer			
<i>Bike-Sharing Programs</i> Provide bike-sharing full or partial subsidy for employees.	Non-Residential, Employer			
<i>Bike Center</i> Provide bike center full or partial subsidy for employees.	Non-Residential, Employer			
TDM - Customer and Visitor Trip Reduction				
<i>Customer Incentive Program</i> Provide discounts and incentives for non-SOV customers	Non-Residential, Employer			✓ (for on-site retail)
<i>Rideshare Direction Preference</i> When providing customers and visitors with directions, list rideshare information and directions (i.e. transit stops, bike parking) first followed by auto directions and information.	Non-Residential, Employer	✓	✓	✓
<i>Special Event / Destination Rideshare Services</i> Provision of TDM services for special events or common destinations (i.e. airport) that reduces the demand for car rentals, SOV travel, and auto parking including shared ride and shuttle services.	Non-Residential			
<i>Visitor Rideshare Memberships</i> Provide rideshare services (i.e. transit, car-share, bike-share, bike center) at full or partial subsidy for	Non-Residential			

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
<i>visitors (such as hotel guests.)</i>				
<i>BikesAway Bicycles available on-site for checkout and use by visitors.</i>	Non-Residential			
TDM – Residential Trip Reduction (if on-site residential)				
<i>Travel Information Board/Kiosk Provision of a travel board/kiosk in a permanent and central location(s) including regularly updated information on transit services, carpool/vanpool services, car and bike sharing services (both public and private), biking and walking routes and facilities; ridesharing promotional materials; and TDM measures and support facilities on-site and within a 1-mile radius.</i>	Residential	✓	✓	✓
<i>Transit Passes Provide transit passes at full or partial subsidy (minimum subsidy value of 50% of ongoing Metro EZ Pass, interagency monthly pass or comparable transit pass) to residents. Passes shall be provided on-site.</i>	Residential			✓
<i>Local Living and Non-SOV Incentives Provision of financial incentives (i.e. monthly rental subsidy, closing costs) for residents that work within a 1-mile radius of their residence.</i>	Residential			✓
<i>Car-Sharing Programs Provide car-sharing full or partial subsidy for residents.</i>	Residential			✓
<i>Bike-Sharing Programs Provide bike-sharing full or partial subsidy for residents.</i>	Residential			✓
<i>Bikes@Home Bicycles available on-site for checkout and use by residents.</i>	Residential			
<i>Bike Center Provide bike center full or partial subsidy for residents.</i>	Residential			

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
TDM - Parking Programs				
<i>Unbundled & Market Rate Parking</i> Leases shall identify parking costs as an unbundled, separate line-item at market rates no less than the current monthly cost of a Metro EZ Pass or equivalent.	Residential, Non-Residential, Employer	✓	✓	✓
<i>Parking Lease Adjustments</i> Tenants may adjust the amount of parking purchased on monthly basis.	Residential, Non-Residential, Employer			✓
<i>Transportation Benefits & Parking Cash Out</i> Transportation benefits for employees who choose not to drive (e.g., Commuter Choice Program), or parking cash-out at market value (calculated based on daily rates).	Non-Residential, Employer			✓
<i>Courtesy/Occasional Use Parking</i> Provision of courtesy/occasional use parking for employees who primarily use Non-SOV travel but must drive to work on occasion.	Employer		✓	✓
<i>Bike Valet</i> If valet parking is offered, parking attendant accepts bicycles to valet park at no charge.	Residential, Non-Residential, Employer	✓	✓	✓
<i>Car Share Parking Space(s)</i> Car share parking space(s) provided at no cost for car-sharing vehicles.	Residential, Non-Residential, Employer			✓
Management				
<i>Coordinate Strategies by Area</i> Transportation Management Organization (TMO) formation and/or participation required of all tenants.	Residential, Non-Residential, Employer		✓	✓
<i>Shared Parking Agreements</i> Agree to participate in shared parking districts or agreements when established in area.	Residential, Non-Residential, Employer			✓
Complete Neighborhoods				
<i>Locate All Needs of Daily Life Within Walking Distance</i>	Residential, Non-Residential,	✓	✓	✓

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
<i>List the existing and planned daily needs within one mile of the project boundaries such as child care facilities, convenience stores, concierge services, etc.</i>	Employer			
Community Benefits				
<i>Land/Facility Donation Donation of land or facility space to the City for facilitating improved mobility and access including bicycle and pedestrian connections, bike sharing “pods”, bicycle centers, etc.</i>	Residential, Non-Residential			
<i>“Adopt a School” Provide funding and ongoing support for nearby school Safe Routes programs including capital improvements to pedestrian and bike access, online matching service for carpool to school, walking and biking “trains,” and promotion of Walk/Bike day and similar events (produce flyers, etc.).</i>	Residential, Non-Residential, Employer			
<i>Commuter Store Public commuter store with rideshare information and on-site transit pass sales.</i>	Residential, Non-Residential			
<i>Shared Parking Provide shared parking for neighborhood residents, events, adjacent uses, etc.</i>	Residential, Non-Residential	✓	✓	✓
<i>SM Resident Universal Pass Purchase Purchase of BBB Universal Passes for Santa Monica Residents.</i>	Residential, Non-Residential, Employer			
Fees				
<i>Commit Funds to Mitigate Trips and Improve Choices for Existing Santa Monicans Commitment of funding for programming and capital improvement projects citywide such as improved bicycle and pedestrian connections, Expo light rail station enhancements, public car sharing, public bike sharing, public bike centers, TMO formation or operations, bus stop improvements and maintenance, the provision of new or expanded</i>	Residential, Non-Residential, Employer			

Recommended Strategies	Applicable to	Citywide DMD: 1.5 AVR Tier 1 and 2; 7,500 to 25,000 sq ft;	Higher Goal DMD: 1.6- 1.75 AVR; Tier 1 and 2 over 25,000 sq ft	Major Transit Stop/ Highest Goal DMD: 1.75-2.0 AVR; Tier 3
<i>transit/shuttle services, universal transit pass funding, bike training courses, etc.</i>				
Measurement				
<i>Build a Better Future by Measuring Success: AVR surveying, calculation and achievement; impact of project on total travel time, quality of transportation services, climate protection, housing affordability, public health, and local sales tax returns:</i>	Residential, Non-Residential, Employer	✓	✓	✓
<i>Parking Occupancy Evaluation</i>	Residential, Non-Residential, Employer	✓	✓	✓

ATTACHMENT B

LUCE TDM GOALS & POLICIES

Zoning Ordinance Update

TRANSPORTATION DEMAND MANAGEMENT

The Role of Transportation Demand Management (TDM)

Achieving Santa Monica’s congestion management goals and improving the quality of service of each mode of transportation requires careful management of the entire transportation system. While the previous sections focused upon providing facilities and programs for each mode, this section provides guidance on effective management of the system as a whole. It looks at the transportation system not as an engineer would, but as an economist, putting proper incentives in place to optimize use of scarce transportation resources. This demand management approach to transportation emphasizes:

- Making the most efficient use of transportation capacity by emphasizing modes that use the least space per person: walking, bicycling and transit
- Revealing the actual and hidden costs of transportation so travelers can make informed decisions and reduce their impacts on congestion and the environment.
- Improving alternative transportation choices so that Santa Monicans need not use their cars for every trip they make
- Making the most cost-effective investments, considering the triple bottom line of economy,

environment, and equity—and recognizing that sometimes it is cheaper to pay people not to drive than it is to build the road and parking infrastructure necessary to accommodate their vehicles

- Relying more on pricing, as opposed to congestion, for allocating street and parking resources
- Investing revenues in higher quality and more affordable access options.

The Transportation Demand Management Map

This section begins with an acknowledgment that Santa Monica’s various districts, boulevards and neighborhoods each have different travel characteristics—places with higher-frequency transit and abundant local services generate fewer vehicle trips than single-use districts with limited transit. Accordingly, the Demand Management Districts map on the opposite page divides the City into key areas, each of which has different mode split targets and demand management strategies.

Demand Management Districts Highest Goal

The Downtown, Civic Center, Beach and Oceanfront and Santa Monica College areas already produce the lowest vehicle trip rates in the city, but offer potential for further reducing their vehicle trips. These areas have the highest goal for vehicle trip reduction.

Higher Goal

The Transit Village, Mixed-Use Activity Center areas, employment centers and elementary and middle schools all offer significant potential for further vehicle trip reduction, although not quite as much as the Downtown. These have a higher goal for demand management.

District Wide Goal

The remaining commercial districts in the City will have goals tailored to their specific characteristics.

Major Transit Stop Zones

Special attention will be paid to the areas around major transit stops since the quality of pedestrian and bicycle access to these stops influence the ability of the surrounding districts to achieve their goals.

Transportation Demand Management Strategies

The best TDM tools vary by land use and location, and the best TDM program requirements allow ample program flexibility in achieving clear, quantifiable goals. The following provides a short list of some of the most effective TDM tools for three sample land use types.



Demand Management Districts

City of Santa Monica
Land Use and Circulation Element

- Highest goal**
Largest concentration of employees, students and transit ridership
- Higher goal**
Employment centers and institutions/schools
- District wide mode split goal**
Other commercial
- Major transit stop zones**
Areas requiring highest level of investment in pedestrian accommodation, and where building design should be most oriented to transit.
- Light Rail Station**

Disclaimer: The map of the City of Santa Monica has been prepared for illustrative purposes only. Every reasonable effort has been made to ensure the accuracy of the map information. However, some information may not be accurate. The City of Santa Monica ("City") provides this map on an "AS IS" basis. The City assumes no liability for errors, omissions, or changes. THE MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied. It is not intended to be used as a basis for any legal, financial, or other professional advice. Do not make any business decisions based on this map before consulting your decision with the appropriate City office.



Updated 10-15-2009



Office, Commercial and Other Employment Uses

Location

Clustering employment near regional transit, in walkable neighborhoods and near local-serving retail can cut peak period vehicle trip generation rates by half.

Transportation Management Organizations

The LUCE emphasizes the formation of Transportation Management Organizations (TMOs) or other entities that can help manage parking and encourage walking, bicycling, transit and carpooling at a district-wide level. The City may leverage some of its transportation funding—including fees—through these organizations for improvements that benefit the larger area. This could result in increased bus service, new pedestrian improvements, or bicycle facilities.

Parking Pricing

The true cost of parking should be made visible to employees either through direct, daily parking charges or parking cash-out programs. In parking cash-out programs, employees who drive may park for free, but employees who choose not to drive are given the cash value of the parking they do not use. In this way, transportation as a whole is treated as an employee benefit, and all employees receive the same benefit, regardless of how they get to work. Parking cash-out programs should be



Employers can be part of a TMO that helps fund transportation improvements that benefit a large number of Santa Monicans.

structured to reward employees who leave their car at home at least one day a week. Together, parking pricing and location have a greater impact on employee travel behavior than all other TDM programs combined—reducing trips by up to 16 percent—in part because they increase the effectiveness of all the other programs. In retail districts, setting the price of parking so that customers can always find a space can reduce traffic by as much as 30 percent by eliminating circling around blocks searching for a parking space. As detailed in the Parking section, it is essential that paid employee parking does not result in spillover parking into residential neighborhoods; tools for eliminating spillover are addressed in the next section.



Transit Passes

When an employer purchases free transit passes for all employees—or when an employee ID card is also valid as a regional transit pass—the transit ridership impact is greater than merely providing free or discount passes to regular transit users. Pass programs available to all employees encourage those who have never taken transit to try it, and this way, they may become regular riders. To be most effective, transit passes should cover both Big Blue Bus as well as Metro. Such transit pass programs could reduce employee commute trips by 8.5 percent or more.

Tailored Transit

Many large employers provide dedicated shuttles to regional transit hubs and places where high concentrations of their employees

live. Many of these shuttles offer a high-quality work environment, including wireless internet access. In Santa Monica, the TMOs could organize specialized employee shuttles.

Carpool and Vanpool Programs

Given the region's sprawling land use pattern, carpooling and vanpooling will remain a popular choice for long distance commuters and along corridors that transit does not serve well. The TMOs can help organize carpools and vanpools, and provide subsidies.

Personalized Travel Assistance

Given the confusing array of options many employees drive to work merely because the alternatives are too difficult to understand. By providing direct, tailored assistance to employees, all TDM programs can be more effective.

Residential Location and Density

As with commercial development, location has the largest influence on residential vehicle trip generation, with homes near transit, in walkable neighborhoods and near local services generating far fewer trips than homes in isolated locations—as much as 50 percent fewer during peak periods. Density also matters, with vehicle trip generation rates declining sharply as density increases, particularly in walkable neighborhoods.

Local Services

Putting all the needs of daily life within Santa Monica's neighborhood commercial districts is key to reducing traffic caused by residents. Only 20 percent of trips from a typical home are for work—the other 80 percent are for errands, shopping, school, recreation and other purposes. Maintaining a rich array of services within walking distance has a large impact on travel behavior.

Parking Management

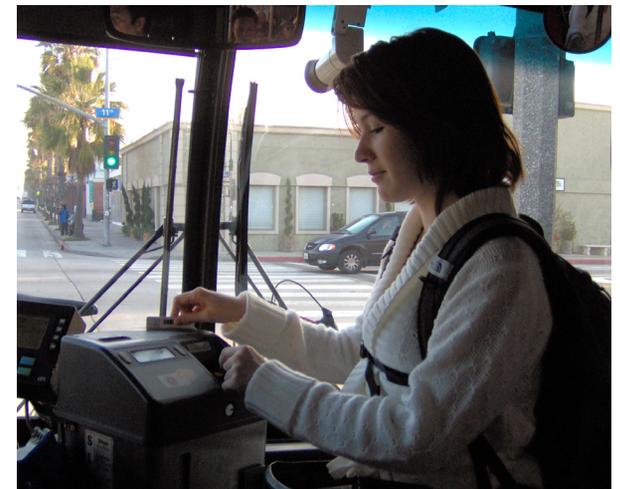
Separating the cost of parking from the cost of housing allows residents to decide how much parking they will need and helps to create affordable housing options. Separating these costs also influences travel behavior, largely because it encourages families with fewer cars to move to Santa Monica by offering housing discounted by the cost of parking. Better management of residential on-street parking so that residents can always find a space on their block may also reduce traffic significantly by eliminating the need to circle around the block for a space.

Transit Passes

Universal transit passes could be provided to residential developments or neighborhoods through resident associations or assessments. Examples of places this has been implemented include Santa Clara, California and Boulder, Colorado.



Appropriately priced and located public parking areas contribute to the effectiveness of other TDM efforts. This photo is of a real-time message board in San Francisco.



Transit passes can help encourage employees and students to utilize services like the Big Blue Bus.

Schools

Safe Routes to School Programs

By combining physical improvements to increase the safety of walking and bicycling, along with classroom training, Santa Monica can cut vehicle trips by as much as half at its elementary, middle and high schools.

Transit Passes

Particularly at Santa Monica High School and Santa Monica College, turning student ID cards into universal transit passes could significantly reduce vehicle trips, (even more so than at employment centers).

Parking Management

The City could work with the SMMUSD to incorporate parking as a tool for traffic management. Additionally, money spent subsidizing parking is money that could otherwise go for educational purposes. People who use parking could pay for the land, construction, maintenance and other operational costs of providing parking.

Other Programs

Transit information, tailored school shuttles, and covered, secure bicycle parking are among the other programs Santa Monica may provide to reduce vehicle trips at its schools.



School programs and physical improvements can cut auto trips by as much as half.

GOALS AND POLICIES

GOAL T19: Create an integrated transportation and land use program that seeks to limit total peak period vehicle trips with a Santa Monica origin or destination to 2009 levels.

POLICIES:

T19.1  Develop land use policies that focus development potential in locations best served by transit.

T19.2  Impose appropriate Transportation Demand Management (TDM) requirements for new development.

T19.3  Create incentives for existing employers, institutions and residential neighborhoods to reduce their vehicle trips.

T19.4  Encourage a mix of land uses that meet residents' daily needs within walking distance.

T19.5  Encourage local-serving retail uses within walking distance of housing, particularly in new mixed-use neighborhoods, such as Bergamot Transit Village and Memorial Park Activity Center.



***Safe Routes to School.** In the morning peak period there are pockets of severe congestion around local schools. Safe Routes to Schools programs are designed to prevent congestions by increasing walking and bicycling for students of all ages.*

T19.6 Develop community benefits incentives so that new development will contribute toward improving surrounding neighborhoods.

T19.7 Perform a nexus study and implement a transportation impact fee to mitigate negative transportation impacts of new development.

T19.8 Establish a system of transportation performance measures, regularly track performance of the system according to these measures, report results to the public and suggest remediation as necessary.

T19.9  Strengthen the Transportation Management Ordinance to further reduce trips generated by existing employees.

GOAL T20: Manage the transportation system to prioritize flexibility, cost effectiveness and accountability.

POLICIES:

T20.1 Develop and implement clear transportation performance measures that will be publicly reported on a regular basis to help City staff, elected and appointed officials, residents, and other stakeholders understand the components of the transportation system that are working well and where improvements are needed.

T20.2 When balancing the needs of different modes of transportation, consider person capacity and person delay over vehicle capacity and vehicle delay.

 denotes sustainable policy



Evaluating performance measures—such as intersection capacity—will help determine how well the transportation system is operating.



Carpools and vanpools are powerful tools to reduce congestion.

T20.3 When considering transportation investments, emphasize lifecycle costing, considering the operating costs and annualized capital costs and comparing these to the benefits to new and existing users.

T20.4 When considering transportation investments, consider latent demand, particularly for roadway capacity increases, and evaluate future expandability and flexibility.

T20.5 Recognize quality and maintenance as important priorities.

T20.6  Foster the success of Transportation Management Organizations (TMOs) in the City's commercial districts, and leverage transportation funds through the TMOs.

GOAL T21: Use all available tools to make the most effective possible use of the transportation system.

POLICIES:

T21.1 Regularly update the TDM requirements for new development.

T21.2  Consider eliminating direct and hidden subsidies of motor vehicle parking and driving, making the true costs of parking and driving visible to motorists.

T21.3 TDM program requirements shall be triggered for new development consistent with the LUCE performance standards.

T21.4 Seek to fund TDM programs through transportation related fees such as Transportation Management Ordinance fees and parking fees.

T21.5 Strive to implement measures to minimize the time motorists spend searching for parking through way-finding and pricing parking to create availability.

T21.6  Consider parking pricing and commuter parking limits as tools for managing congestion.

T21.7 New multi-family and nonresidential developments should be incentivized to construct facility design elements that will enable price control for parking.

T21.8  Seek methods to use parking revenue to support travel by transit, bicycle, walking and other modes.

T21.9  Consider modifications of existing facilities to support changes in demand, for example, replacing auto parking with bicycle parking as bicycle use grows.

T21.10  Continue to strengthen the marketing and promotion of non-auto transportation to residents, employees and visitors.

T21.11 Continue to invest in information technology to help improve access to all transportation choices.



Dedicated car-share parking spaces in convenient locations can help incentivize decreased private automobile ownership in Santa Monica.



The LUCE promotes alternatives to driving to work.

ACTIONS

- Establish and regularly update mode split targets for each Demand Management District and the City as a whole, and develop strategies to achieve those targets.
- Facilitate the formation of Transportation Management Organizations (TMOs), Business Improvement Districts, or other organizations to help manage vehicle trips at a local level.
- Explore and develop feasible approaches to unbundling the cost of parking from the cost of housing for new multi-family projects.
- Regularly update the City's TDM program and evaluate the following for possible implementation:
 - Bike-transit centers with bicycle parking, bike rentals, bike repair shops, lockers, showers and transit information and amenities (such as maps, schedules, and sales of fare media like monthly passes)
 - Bikesharing Program, with public bicycle rentals located throughout the City
 - Carsharing Program
 - TMOs to provide TDM programs and coordinate parking management activities for distinct sub-areas of the City
 - The provision by employers, institutions or residents' associations of Universal Transit Passes for Big Blue Bus and Metro
 - Safe Access to Transit Program to provide safer bicycle and pedestrian access to transit stops
- Vanpool and carpool ride-matching services for TMOs and employers, including customized, real-time, online tools
- Mobility Centers located in each TMO that create a one-stop shopping center for residents, employees, and visitors to get information on travel options
- Methods of monitoring TDM programs to ensure that each TMO or employer meets specified trip reduction targets
- While evaluating the car-sharing program, consider approaches to increase car-sharing, such as:
 - New development providing "right-of-first-refusal" to parking spaces for car-sharing organizations and the City, and
 - Providing public on- and off-street spaces to qualified car-share operators for little or no charge.