

Santa Monica Zoning Ordinance Update

**Transportation Demand Management:
Issues and Recommendations**

Prepared for

The City of Santa Monica

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Contents

| | |
|---|-----------|
| Introduction and Overview | 4 |
| Discussion and Key Policy Questions | 5 |
| Regional Requirements..... | 5 |
| LUCE Framework..... | 6 |
| Santa Monica’s Existing TDM Regulations | 7 |
| Key Policy Questions..... | 8 |
| Transportation Demand Management Regulations | 11 |
| Appendix A: Proposed Trip Reduction Measures by DMD and Project Size | 15 |

Introduction and Overview

This paper discusses approaches to revising the provisions in Chapter 9.16, Transportation Demand Management, to implement the LUCE's policies and proposals for reducing traffic congestion and associated impacts on the environment and the quality of life in Santa Monica by sharply reducing single occupancy vehicle trips. 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 the 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.

Discussion and Key Policy Questions

The transportation sector is the largest source of emissions in California, contributing up to 36 percent of all statewide 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 personal trips. 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.

To discourage auto usage and promote the use of more sustainable means of travel, communities can create restrictions on new parking development. However, the effectiveness of parking reduction measures 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. Thus, it is crucial to have a holistic transportation strategy to reduce automobile trips particularly during peak travel times. 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 particularly appropriate for Santa Monica because they are one of the most cost-effective ways to allow new development in moderately dense areas without increasing traffic and parking demand. Even though 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 TDM strategy is supposed to provide low-cost travel solutions that reduce or eliminate demand on roads and freeways.

REGIONAL REQUIREMENTS

The South Coast Air Quality Management District imposes GHG reduction requirements, and the Los Angeles County Metropolitan Transportation Authority's Congestion Management Program imposes trip reduction requirements. However, these two regional agencies have different thresholds. The AQMD standards apply to employers with 250 or more employees, and the CMP standards apply to non-residential development projects over 25,000 square feet. Santa Monica's 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 shall annually register with the District 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, implement programs and regulation to discourage peak-hour auto travel, and monitor and enforce these programs and regulations. The City must also self-certify conformance. Metro monitors the success of TDM programs by requiring cities to submit information about the impact of new development by projecting the impact of new trips on the arterials and freeways that comprise the regional transportation system. Local jurisdictions are required to conform to the CMP requirements in order to continue receiving 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, including a 35 percent reduction in peak trips per capita for residential uses and a 50 percent per capita reduction in peak period trips for commercial uses. 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 obliged to implement in order to meet the CMP and SCAQMD requirements discussed in the previous sections.

In addition to strengthening existing TDM requirements, the LUCE proposes new Transportation Impact Fees (TIF) and the designation of 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 promote development along existing and proposed transit corridors, these measures are intended to help the City achieve the LUCE's goal of No Net New Evening Peak Period Vehicle Trips. Along with the new TIF program, which Staff presented to the City Council in March, 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 Zoning Ordinance and the identification of trip reduction and traffic management as one

of the five priority categories of the community benefits program, which is a key component of the LUCE approach.

The LUCE establishes a ministerial maximum allowable building height and density 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 are subject to a discretionary review and must provide community benefits in compliance with a new set of regulations that will be included in Chapter TBD of 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 conditional use permit and have to provide benefits from one of the five categories the LUCE identifies including trip reduction and transportation management. These could include trip reduction measures such as bicycle facilities, dedicated shuttles, car-sharing, transit passes, parking "cash-out," shared parking, and pricing parking separately from housing units. The measures will be in addition to other requirements applicable to the project such as traffic mitigation fees, trip reduction measures imposed by the TDM ordinance, and any transportation-related measures imposed to mitigate potentially significant environmental impacts identified through the CEQA review process.

The new TDM Districts, which would be established in transit-oriented mixed-use areas such as the Downtown, Bergamot Transit Village, and Memorial Park Activity Center Overlay, would capitalize on opportunities in these high-intensity land use area and tailor approaches to specific areas each of which will have different mode split targets and demand management strategies. (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 (TMOs), parking pricing, universal transit passes, tailored transit, carpool and vanpool programs, personalized travel assistance, and parking management. In order to limit total peak VMT, 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 VMT.

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 Metropolitan Transportation Authority's 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 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. In addition to imposing annual fees to cover the cost of administration and enforcement of the employer requirements (Section 9.16.050 (a)), the existing code requires developers to pay a one-time impact fee intended to defray the costs of providing transportation facilities and services associated with new commercial development (Section 9.16.050 (b)). Fees are reduced for multi-story projects with supermarkets or pedestrian-oriented uses on the ground floor. As mentioned above, the Council has received a Staff recommendation for adopting a new Transportation Impact Fee (TIF) that would apply to both residential and non-residential development. The City has also completed a nexus study for the new fee program in compliance with the requirements of the State Mitigation Fee Act. The new TIF would presumably supplement the existing impact fee for non-residential projects, with limited fees retained to cover the costs of staff review of initial Transportation Demand Management plan and annual compliance reports.

KEY POLICY QUESTIONS

1. *How should TDM requirements be expanded to apply to residential and mixed-use development? Are the proposed thresholds appropriate?*

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 element 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.

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 techniques. 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.

In order to achieve the LUCE objectives for reducing per capita trips and ensure that new development under the LUCE does not generate a net increase in PM peak period vehicle trips, Staff has considered lowering the thresholds as follows:

- 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;
- Developers of multi-family residential projects with 20 or more units;
- Developers of mixed-use projects with 20 more residential units or 7,500 sq. ft. or more of non-residential development;
- Developers of 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.

2. *How should TDM requirements be distinguished from provisions that are incorporated in the community benefits program?*

The LUCE proposes to both strengthen the TDM requirements applicable across the board, and to provide incentives for developers who exceed these requirements as part of the community benefits program. The existing Ordinance already includes requirements that go beyond the measures necessary to comply with SCAQMD and CMP requirements. To implement the LUCE's robust transportation management policies, the City needs to determine which additional measures should be specified as development standards or mandatory requirements and which should be identified as optional TDM programs or community benefits applicable to projects seeking to exceed Tier 1 development thresholds.

3. *Should the TDM requirements identify and distinguish among different TDM Districts?*

The LUCE identifies and maps TDM Districts that are broken down into Highest Goal, Higher Goal, District-Wide Goal, and Major Transit Stop Zones. It also describes TDM strategies 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 (TMOs), parking pricing, universal transit passes, tailored transit, carpool and vanpool programs, personalized travel assistance, and parking management. Glendale has adopted a series of requirements that vary based on project size. Pasadena has established an Average Vehicle Ridership (AVR) goal of 1.5 for all projects and 1.75 for projects in the Transit-Oriented District. (Under the existing Santa Monica TDM, the AVR target for all worksites is 1.5.) South San Francisco provides flexibility by allowing an applicant to select nine trip reduction measures of their own choosing in addition to 14 that their ordinance requires.

4. *Should TDM requirements apply to additions and changes of use? If so, what floor area thresholds would be 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.

Transportation Demand Management Regulations

Purpose

This introductory session will 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 alternative modes of transportation by requiring trip reduction plans 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 to reduce air pollution and green house gas emissions by reducing vehicle miles traveled and vehicle trips from new developments;
- B. Accommodate growth and development allowed under the General Plan's Land Use and Circulation Element ("LUCE") while reducing peak-hour automobile commute trips from new and existing places of employment to achieve the LUCE's goal of no net increase in PM peak hour vehicle trips;
- C. Reduce traffic impacts within the community and region through a reduction in the number of vehicular trips and total vehicle miles traveled.
- D. Reduce vehicular air pollutant emissions, energy usage and ambient noise levels through a reduction in the number of vehicular trips, total vehicle miles traveled and traffic congestion.
- E. Minimize the percentage of employees traveling in single-occupant vehicles to and from work at the same time and during peak-hour periods.
- F. Promote and increase work-related transit use, ridesharing, walking and bicycling to minimize parking needs, prevent critical intersections from severe overload, 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 and for employees and patrons of local businesses by reducing congestion and the time of commute trips;
- I. Decrease the City's cost for transportation and parking facility construction and improvements.

- 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

This section will carry forward and, as necessary, revise the definitions of key terms such as “peak period” and “worksite,” that are unique to this Chapter. Terms will be defined according to the AQMD and County CMP requirements.

Applicability

The proposed provisions will maintain the current thresholds for employers and non-residential development but extend the scope of the program to residential and mixed-use projects and specify a floor area threshold for non-residential projects as proposed by Staff. The provisions describing the contents of TDM Program Plans will establish content requirements that vary based on the number of employees and size of projects.

Transportation Fees

This section will specify how to calculate fees the City imposes to defray the cost of providing transportation facilities and improvements needed to mitigate the impact of new development as well as the fees charged to employers for administering and enforcing the Chapter’s requirements. The provisions in Section 9.16.050 of the current Ordinance will be updated as necessary to reflect the 2012 Transportation Impact Fee Nexus Study and other relevant analyses and requirements. The section will also incorporate provisions regarding the deposit and use of fees, which are now in Section 9.16.060.

Employer Trip Reduction Plan Requirements

This section will 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.

Developer Trip Reduction 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 will 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.

Required Findings

Chapter 9.16 of the existing Ordinance specifies requirements for TDM plans but does not list determinations that the Transportation Management Coordinator must make in order to find that a TDM plan complies with the applicable requirements of the Chapter. This new section would establish findings that the Coordinator must make in order to approve a TDM 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.

Modifications and Changed Plans

The LUCE supports including new TDP Plan triggers for additions, changes of use, and modified plans. In South San Francisco, a change in an approved project that would result in the addition of ten percent of the building area or a ten percent increase in the number of average daily trips requires a need a new TDM plan. In San Carlos, additions to nonresidential buildings that are ten thousand square feet or more in size that expand existing gross floor area by ten percent require a new TDM plan. Additionally, establishment of a new use, change of use, or change in operational characteristics in a building that is ten thousand square feet that results in an average daily trip increase of more than ten percent of the current use is treated as a new application.

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 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 plans.

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 Management Manager. Decisions by the ERP Appeals Board are final, except for judicial review, and may not be appealed to the City Council.

Transportation Management Associations

Transportation management associations are groups of employers, employees, developers, and building owners that are formed to provide a framework for TDM programs and services that promote more efficient use of transportation and parking resources. By allowing small employers to provide Commute Trip Reduction services comparable to those offered by larger companies they 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 will be revised and expanded to reflect the range of projects to which the updated requirements of the Chapter will apply.

Appendix A: Sample 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, to be specified in their individual Transportation Demand Management Plans. All elements required of larger developments in the highest goal Demand Management District are also recommended for consideration by smaller developments and those in the lower Demand Management Districts:

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 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> | | ✓ | ✓ | ✓ |
| TDM – Physical Facilities | | | | |
| <i>Connections/Access Points Provide pedestrian, bicycle, and transit connections and new roads/pathways that provide access points between site and adjacent uses for large developments.</i> | | ✓ | ✓ | ✓ |
| <i>Short-Term Bicycle Parking Racks, etc. for customer/visitor use that meet or exceed the standards in the Bike Action Plan.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>Long-Term Bicycle Parking Secure, enclosed, per zoning code with location and design to be approved by City.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>Additional Bicycle Parking Provision of long and/or short-term bike parking beyond code requirements.</i> | Community Benefit | | | |
| <i>Flexible Access Bicycle Parking Provide secure bicycle parking with flexible access that supports personal bicycle sharing services such as Spinlister.</i> | Community Benefit | | | |

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 AVR/Tier 3 |
|---|---|---|--|----------------------------------|
| <i>On-Site Bike-Sharing Pod(s) On-site bike sharing vehicles available for public use.</i> | Community Benefit | | | |
| <i>Preferential Parking for Carpools/Vanpools Reserve preferred parking spaces for carpool or vanpool vehicles.</i> | Per Santa Monica Municipal Code | | ✓ | ✓ |
| <i>Passenger Drop-off/Loading Area Van accessible passenger drop-off/loading area or per code, whichever is greater.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>Flexible Access Auto Parking Provide flexible access automobile parking that supports personal car sharing services (i.e. Relay Rides, Rent My Car).</i> | Community Benefit | | | |
| <i>Showers Showers for employees who actively commute. For development in Downtown, see IZO for requirements.</i> | Per Santa Monica Municipal Code if over threshold | | | ✓ |
| <i>Employee Changing Room Lockers</i> | Per Santa Monica Municipal Code if over threshold | | ✓ | ✓ |
| <i>Parking Design Features Facilities that permit shared parking and parking charges (24/7 access, gates, etc.)</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>TDM Signage Program providing directions to and clearly identifying TDM features such as bus stops, bike parking, carpool parking, etc.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <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> | Community Benefit | | | ✓ |
| 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> | Per Santa Monica Municipal Code if over threshold | ✓ | ✓ | ✓ |

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 AVR/Tier 3 |
|---|---|--|---|-------------------------------------|
| <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 ¼ mile radius.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>Marketing & Promotional Support for Non-SOV Travel Includes new employee commute packages; person 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. Marketing plan and promotional materials need to be provided prior to C of O.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>New Employee Orientation Include transportation information and personal trip planning through new employee orientation.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>Local Living Incentives Provision of financial incentives (i.e. monthly subsidy, closing costs) for employees that live within a 1 mile radius of their worksite</i> | Community Benefit | | | ✓ |
| <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> | Community Benefit | | | |
| <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> | Per Santa Monica Municipal Code if over threshold | | ✓ | ✓ (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> | Per Santa Monica Municipal Code if over threshold | | ✓ | ✓ |
| <i>Ridematching Proactively assist employees in identifying ridesharing opportunities, both within the development and with</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 AVR/Tier 3 |
|---|---|---|--|----------------------------------|
| <i>adjacent developments. Assistance may be provided through a third party such as Metro, a TMA, GoLoco.org, Zimride, NuRide, RideAmigos.com, or other similar providers.</i> | | | | |
| <i>Subsidized Vanpooling Metro program provides vanpooling subsidies</i> | Community benefit if developer subsidized | ✓ | ✓ | ✓ |
| <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 TMA.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>On-Site Car Sharing/Fleet Vehicle(s) On-site car share/fleet vehicle available for use during the workday for employees with non-SOV commutes.</i> | Community benefit | | | |
| <i>Flexible Work Hours Compressed workweeks, flexible work hours, and/or staggered work hours to reduce peak vehicle trips.</i> | Monitoring required to provide data | ✓ | ✓ | ✓ |
| <i>Telework Policies Policies to permit and encourage employees to work from home or off-site.</i> | Monitoring required to provide data | ✓ | ✓ | ✓ |
| <i>Non-SOV Commute Financial Incentives Financial incentives for all employees who choose non-SOV commute mode, pre-tax as allowable by law, with minimum value equal to price of a Metro EZ Pass or comparable transit pass.</i> | Per Santa Monica Municipal Code if over threshold | | | ✓ |
| <i>Pre-tax Payroll Deduction for Non-SOV Commute Costs Provide pre-tax payroll deduction for non-SOV commute costs such as purchase of transit and vanpool benefits, Commuter Choice Benefit, etc.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>Bikes@Work Bicycles available on-site for employee business and personal use.</i> | Per Santa Monica Municipal Code if over threshold | | ✓ | ✓ |
| <i>Car-Sharing Memberships Provide car-sharing memberships at a full or partial subsidy for employees.</i> | Community benefit | | | |
| <i>Bike-Sharing Memberships Provide bike-sharing memberships at full or partial subsidy for employees.</i> | Community benefit | | | |
| <i>Bike Center Memberships Provide bike center memberships at full or partial subsidy for employees.</i> | Community benefit | | | |

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 AVR/Tier 3 |
|---|---|---|--|----------------------------------|
| <i>TDM - Customer and Visitor Trip Reduction</i> | | | | |
| <i>Customer Incentive Program Provide discounts and incentives for non-SOV customers</i> | Community benefit | | | ✓ (for on-site retail) |
| <i>Rideshare Direction Preference When provide customers and visitors with directions, list rideshare information and directions (i.e. transit stops, bike parking) first followed by auto directions and information.</i> | Monitoring required to provide data | ✓ | ✓ | ✓ |
| <i>Special Event / Destination Rideshare Services Provision of TDM services for special events (i.e. Rose Bowl) or common destinations (i.e. airport) that reduces the demand for car rentals, SOV travel, and auto parking including shared ride and shuttle services.</i> | Community benefit | | | |
| <i>Visitor Rideshare Memberships Provide rideshare services (i.e. transit, car-share, bike-share, bike center) at full or partial subsidy for visitors (such as hotel guests.)</i> | Community benefit | | | |
| <i>BikesAway Bicycles available on-site for checkout and use by visitors.</i> | Community benefit | | | |
| <i>TDM – Residential Trip Reduction (if on-site residential)</i> | | | | |
| <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 ¼ mile radius.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <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> | Per Santa Monica Municipal Code if over threshold | | | ✓ |
| <i>Local Living 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> | Per Santa Monica Municipal Code if over threshold | | | ✓ |

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 AVR/Tier 3 |
|--|---|---|--|----------------------------------|
| <i>Car-Sharing Memberships</i> Provide car-sharing memberships at a full or partial subsidy for residents. | Per Santa Monica Municipal Code if over threshold | | | ✓ |
| <i>Bike-Sharing Memberships</i> Provide bike-sharing memberships at full or partial subsidy for residents. | Per Santa Monica Municipal Code if over threshold | | | ✓ |
| <i>Bikes@Home</i> Bicycles available on-site for checkout and use by residents. | Per Santa Monica Municipal Code if over threshold | | | |
| <i>Bike Center Memberships</i> Provide bike center memberships at full or partial subsidy for residents. | Per Santa Monica Municipal Code if over threshold | | | |
| 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. | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>Parking Lease Adjustments</i> Tenants may adjust the amount of parking purchased on monthly basis. | Per Santa Monica Municipal Code | | | ✓ |
| <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). | Per Santa Monica Municipal Code | | | ✓ |
| <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. | Per Santa Monica Municipal Code | | ✓ | ✓ |
| <i>Bike Valet</i> If valet parking is offered, parking attendant accepts bicycles to valet park at no charge. | Per Santa Monica Municipal Code if over threshold | | ✓ | ✓ |
| <i>Car Share Parking Space(s)</i> Car share parking space(s) provided at no cost for car-sharing vehicles. | Per Santa Monica Municipal Code if over threshold | | ✓ | ✓ |
| Management | | | | |
| <i>Coordinate Strategies by Area</i> Transportation Management Association (TMA) formation and/or participation required of all tenants. | Per Santa Monica Municipal Code if over threshold | | ✓ | ✓ |

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 AVR/Tier 3 |
|---|-------------------------------------|---|--|-------------------------------------|
| <i>Shared Parking Agreements</i> <i>Agree to participate in shared parking districts or agreements when established in area.</i> | Per Santa Monica Municipal Code | | ✓ | ✓ |
| Complete Neighborhoods | | | | |
| <i>Locate All Needs of Daily Life Within Walking Distance</i> <i>List the existing and planned daily needs within a ½ mile and ¼ mile of the project boundaries such as child care facilities, convenience stores, concierge services, etc.</i> | Monitoring required to provide data | ✓ | ✓ | ✓ |
| Community Benefits | | | | |
| <i>Land/Facility Donation</i> <i>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> | Community benefit | | | |
| <i>"Adopt a School"</i> <i>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 WalkIt/BikeIt day and similar events (produce flyers, etc.).</i> | Community benefit | | | |
| <i>Commuter Store</i> <i>Public commuter store with rideshare information and on-site transit pass sales.</i> | Community benefit | | | |
| <i>Shared Parking</i> <i>Provide shared parking for neighborhood residents, events, adjacent uses, etc.</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |
| <i>SM Resident Universal Pass Purchase</i> <i>Purchase of BBB Universal Passes for Santa Monica Residents.</i> | Community benefit | | | |
| Fees | | | | |
| <i>Commit Funds to Mitigate Trips and Improve Choices for Existing Santa Monicans</i> <i>Commitment of funding for programming and capital improvement projects citywide such that the net impact of the development project is ultimately zero such as improved bicycle and pedestrian connections, Expo light rail station enhancements, public car sharing, public bike</i> | Community benefit if more than TIF | | | |

| Draft Recommended Strategies | Basic Requirements | Citywide DMD 1.5 AVR/Tier 1 up to 25,000 SF | Higher Goal DMD 1.6 AVR/Tier 1 over 25,000 SF and Tier 2 | Highest Goal DMD 1.75 AVR/Tier 3 |
|---|---------------------------------|---|--|-------------------------------------|
| <i>sharing, public bike centers, TMA formation or operations, bus stop improvements and maintenance, the provision of new or expanded transit/shuttle services, universal transit pass funding, bike training courses, etc.</i> | | | | |
| Measurement | | | | |
| <i>Build a Better Future by Measuring Success, Not Failure 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> | | ✓ | ✓ | ✓ |
| <i>Achievement of 1.5 Site AVR</i> | | ✓ | | |
| <i>Achievement of 1.6 Site AVR</i> | | | ✓ | |
| <i>Achievement of 1.75 Site AVR</i> | | | | ✓ |
| <i>Parking Occupancy Evaluation</i> | Per Santa Monica Municipal Code | ✓ | ✓ | ✓ |