

SUBJECT: MUNICIPAL CODE AMENDMENT TO UPDATE TITLE 10, VEHICLES AND TRAFFIC, AND TITLE 19, ZONING ORDINANCE, WEST HOLLYWOOD MUNICIPAL CODE TO AMEND THE TRANSPORTATION DEMAND MANAGEMENT PROGRAM IN THE CITY OF WEST HOLLYWOOD.

INITIATED BY: PLANNING & DEVELOPMENT SERVICES DEPARTMENT
(Bianca Siegl, Long Range & Mobility Planning Manager)
(Tiffany R. Robinson, Senior Planner)
(Bob Cheung, Senior Transportation Planner)
(Rachel Dimond, AICP, Senior Planner)

STATEMENT ON THE SUBJECT

The Planning Commission will provide a recommendation to the City Council on a zone text amendment to provide references in Title 19, Zoning Ordinance to the City's proposed updated Transportation Demand Management (TDM) Program, in Chapter 10.16 of the West Hollywood Municipal Code as part of the comprehensive TDM Ordinance update.

RECOMMENDATION

Staff recommends that the Planning Commission hold the public hearing, consider all pertinent testimony, and adopt the following:

1. Draft Resolution No. PC18-1264: **A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF WEST HOLLYWOOD, RECOMMENDING TO THE CITY COUNCIL APPROVAL OF A ZONE TEXT AMENDMENT TO AMEND EXISTING REFERENCES AND ADD SECTION §19.20.250, TRANSPORTATION DEMAND MANAGEMENT, WEST HOLLYWOOD MUNICIPAL CODE, TO REFERENCE UPDATED STANDARDS FOR TRANSPORTATION DEMAND MANAGEMENT AS PROVIDED IN WEST HOLLYWOOD MUNICIPAL CODE CHAPTER 10.16, IN WEST HOLLYWOOD, CALIFORNIA. (ATTACHMENT A)**

BACKGROUND

The City is updating its Transportation Demand Management (TDM) ordinance to help manage congestion, reduce drive-alone trips, and reduce greenhouse gas emissions through requiring certain developments to provide physical improvements and incentives to create more travel options for their employees, residents, and visitors. The updated TDM ordinance contains specific measures aimed at providing incentives, on-

site improvements, and resources that will increase average vehicle ridership, and conversely reduce the number of drive-alone auto trips. This also reflects the goal of shifting travel modes from private/solo vehicle use to transit, carpooling, walking or biking.

These efforts are guided by specific policies adopted in the City's General Plan 2035 and Climate Action Plan focused on reducing the City's annual communitywide greenhouse gas emissions and also reducing traffic congestion in West Hollywood. In addition, the TDM program update echoes the AQMD regional Air Quality Management Plan and the Congestion Management Plan call for rules and regulations to reduce work and non-work related motor vehicle traffic and thereby reduce emissions of air pollutants generated by motor vehicles. This effort is also funded through a Strategic Growth Council Grant, a group that funds initiatives to fight climate change. The grant also requires that this TDM Ordinance go before the City Council by July 2018.

The proposed program also reflects input from the TDM Working Group, business/development community, commissions, and City Council. The City Council initiated this item on April 17, 2017, when they initiated the RFP to find a consultant to assist the City in updating the TDM Ordinance. The City Council agenda'd TDM again on June 19, 2017 when they approved the contract for consulting work. On April 2, 2018, the City Council again weighed in on the draft TDM Ordinance, providing updated guidance to staff. The Transportation Commission discussed this item at their March 21, 2018 meeting, providing input on the draft program. The Planning Commission had an update on TDM on March 15, 2018, with input provided by commissioners. There was a working group that conducted five meetings to discuss Transportation Demand Management. After all of this input, the City was able to craft a program that will help achieve our trip reduction goals for certain development.

There are two sets of amendments to the West Hollywood Municipal Code being proposed as part of this program update, including amendments to Title 19, Zoning Ordinance, to provide reference to the program and notice to development that will be required to comply, and also amendments to Chapter 10.16, Transportation Demand Management, with the details of the updated program. A resolution recommending adoption of the zone text amendments to Title 19 are provided in Exhibit A. The Planning Commission will provide a recommendation to the City Council for the zone text amendment, amending Title 19. The amendments to Chapter 10.16 are provided for reference and context, but are not part of the official recommendation from the Planning Commission, because they are codified in Title 10, which is not part of the zoning ordinance. The draft TDM Ordinance for City Council approval is provided in Exhibit B.

Amendments to Title 19, Zoning Ordinance:

The following are amendments to Title 19, Zoning Ordinance, and are within the purview of the Planning Commission:

- Amend reference to TDM program in Section 19.20.060A, which incorrectly references Chapter 19.16 instead of Chapter 10.16;

- Addition of Section 19.20.250, Transportation Demand Management, to provide reference to the requirements in Chapter 10.16; and
- Amend Section 19.48.060, Conditions of Approval, Development Permits, to require a condition of approval for a TDM program for certain development.

TDM Program- Amendments to Chapter 10.16

The existing TDM ordinance, which the City adopted in 1993, complies with regional, State and Federal requirements of the South Coast Air Quality Management District (SCAQMD) Rule 2202, AB2109 (California Parking Cash-Out Program), and the Los Angeles County Metropolitan Transportation Authority (LACMTA) Congestion Management Plan (CMP). The Ordinance requires only large new developments (10,000+ square feet) and businesses within them to employ a series of tools to reduce single occupant vehicle travel of employees to work sites within West Hollywood. (See Exhibit A for a summary of the current ordinance.) The proposed revisions will allow the City to continue with statutory compliance while enhancing the effectiveness of the program through business-friendly implementation strategies and greater options available and active implementation and monitoring strategies. Through extensive research on other TDM programs and their respective effectiveness, staff and consultants have prepared a TDM program and implementation plan that fits the unique character of West Hollywood.

The requirements of the updated TDM Program are outlined in the updated Chapter 10.16, Transportation Demand Management Ordinance. This draft resolution is provided for reference.

The Transportation Demand Management Ordinance applies to the following:

1. New, substantially remodeled, and additions to commercial and mixed use development with at least 5,000 SF total commercial floor area;
2. Residential Buildings with at least 10 units;
3. Employers with 10 or more employees (see below for limited requirements).

Staff proposes using a point system that allows the developer flexibility in choosing TDM strategies that work best for their development size, budget, and end-user type as detailed in the draft TDM Menu. The proposed TDM Plan for a given development project would be required to show strategies adding up to specific points (between 5 to 20 points), depending on the size and type of the development. The TDM Plan would be submitted for approval to the Public Works Director prior to issuance of certificate of occupancy. These recommended strategies have been ranked based on their effectiveness for trip reduction based on California Air Pollution Control Officers Association (CAPCOA) research and their effectiveness at reducing greenhouse gas and vehicle miles traveled. Each TDM Menu strategy is assigned a point value between 1 and 5 reflecting its effectiveness in reducing driving trips (Exhibit C). Choosing strategies with higher points will be more effective in helping to achieve the AVR target. Average Vehicle Ridership (AVR) is the key metric to define progress for

commercial and mixed use development. AVR is the number of employees reporting to or leaving the worksite during a five-day time window, divided by the number of vehicles arriving or leaving the worksite during the same window.

With enough new development incorporating TDM measures in construction and operation, people will find it easier to get around without relying on a vehicle. For example, a new apartment building that provides dedicated on-site car share and subsidizes car share memberships for the tenants of that building provides a desirable amenity and decreases the necessity for owning a car to get around. Over time, measures such as these have been demonstrated to reduce vehicle trips by providing residents, employees, and visitors an option to leave their cars at home. Other strategies include physical amenities such as bike repair stations, bike storage, and on-site daycare, programmatic strategies such as guaranteed ride home, employee parking cash-out, and commuter incentives. The full menu, with detailed descriptions and points values is provided in the TDM Menu, in Attachment C.

The TDM Ordinance has different sets of requirements tailored to specific project types, including the commercial/mixed use requirements, the residential requirements, and employer requirements.

Commercial/Mixed Use Development:

The following commercial and mixed use development are required to comply with the TDM Ordinance as a condition of their development permit:

1. New structures of 5,000 or more square feet of commercial floor area;
2. Major remodels of 5,000 or more square feet of existing commercial floor area;
3. Additions of 5,000 or more square feet of commercial floor area.

The commercial and mixed use development have the following program requirements:

1. TDM Marketing: Implement the requirements for TDM Marketing, which includes on-site transportation information and other marketing requirements;
2. TDM Plan and Points Requirements: Submit a TDM Plan detailing the selected TDM strategies, as provided by the Adopted TDM Menu, that meets the required point values as follows:
 - a. Commercial or mixed use structures with a total of ten thousand square feet or less of floor area: ten (10) points
 - b. Commercial or mixed use structures with a total of more than ten thousand square feet of floor area: twenty (20) points
3. AVR Goal: Employ best efforts to implement TDM strategies identified in TDM Plan to achieve the commercial only AVR goal of 1.5;
4. TDM Survey: Conduct the annual TDM survey, provided by and submitted to the Director, which calculates estimated AVR for commercial employees and tracks commute trends

5. Submit a Commercial and Mixed Use Project Annual TDM Report, as further outlined in Section 10.16.080.
6. Maintain TDM records and participate in any City audits.

Prior to issuance of a certificate of occupancy, these development are required to submit a TDM Plan to the City that details the TDM strategies that will be implemented to meet the required points outlined above. The entity can pick from a number of TDM strategies that are outlined in the adopted TDM Menu, provided in Attachment C. Any physical strategies, such as bike racks or on-site showers, must be constructed prior to issuance of a certificate of occupancy. The ultimate goal of the TDM Plan is to reduce trips and achieve the trip reduction goal of average vehicle ridership (AVR) target of 1.5 for both AM and PM peak periods.

After a TDM Plan is approved, the entity will participate in an annual survey conducted by the City. This survey will result in an estimated AVR for the entity. This AVR will be incorporated into the annual report. If the AVR goal of 1.5 is achieved, the entity can elect to maintain the existing strategies. If the AVR goal is not met, the entity can amend the plan to provide for new strategies to help reach the AVR goal. Entities might not achieve the AVR goal in the first year, or even the second year, so adjusting the plan to achieve the goal may be necessary after evaluating its efficacy.

Residential Development:

Residential Developments with 10 or more units are required to have the following program requirements:

1. TDM Marketing: Implement the requirements for TDM Marketing, which includes on-site transportation information and other marketing requirements
2. TDM Plan and Points Requirements: Submit a TDM Plan with TDM strategies that meets the required point values as follows:
 - a. Residential structures with 10-19 units: five (5) points
 - b. Residential structures with 20 or more units: ten (10) points
3. TDM Survey: Conduct annual TDM survey provided by and submitted to the Director.
4. Submit a Residential Annual Compliance Report that shows proof that TDM strategies are in place
5. Maintain TDM records and participate in any City audits.

New residential buildings with 10 or more dwelling units are required to comply with the TDM Ordinance, but are not tied to a specific AVR goal. This is because it is difficult to assess residential AVR, which is typically an employer-based calculation. Residential developments also have lower point thresholds for compliance. Further, residential developments are only required to provide a compliance report showing how the strategies continue to be implemented, but are not required to amend the project's TDM Plan since there is no target AVR.

Employers with ten (10) or more employees

In addition, all new and existing employers of ten (10) or more employees would need to participate in data collection and promotion only, by doing the following:

1. Provide TDM Marketing, including on-site transportation information; and
2. Participate in the annual transportation survey, provided by and submitted to the Director.

There are no physical or programmatic requirements proposed for employers and they are exempted from the points system and menu.

Employers of 250 employees or more are still required to comply with the South Coast Air Quality Management District (AQMD), Rule 2202, On-Road Motor Vehicle Mitigation Options, Employee Commute Reduction Program Guidelines, as amended, and would now be required to provide the City with verification of this compliance on an annual basis.

TDM Marketing Requirement

Every applicable project type is required to do TDM Marketing. This helps educate residents, employees and visitors on their choices in transportation. TDM Marketing includes provision vehicular and non-driving directions to the site on any applicable websites, and the provision of on-site transportation information. Providing on-site transportation information is the common core requirement among all TDM ordinance participants – and should prove valuable in reducing trips. The City will provide information for entities to use and distribute, but the entity is welcome to create their own materials. The material for on-site transportation information can be customized and designed for maximum effectiveness. For example, new resident welcome packets will be most effective for residential developers, while a commercial building may target visitors or employees in their travel information. Some developments will prefer to distribute digital material, and others will prefer traditional printed materials. However, consistent and effective messaging created by City staff can help make awareness of multimodal transportation options and programs a new “cultural norm” of West Hollywood.

Annual Survey

Obtaining better information about how people get around and which strategies make a difference in travel behavior is a core feature of the ordinance and program. As part of the annual review, entities with a TDM Plan, and employers with 10 or more employees are required to participate in a City-run transportation survey. This survey will help the City collect data to track program effectiveness and it will also help certain entities establish their employee AVR for their required annual report. The City aims for broad participation in the annual survey and to achieve this, City staff would focus on designing a survey that is primarily web-based, set up to prioritize simplicity, high participation, and is easy to navigate and promote. The online survey will generate results automatically for City staff review. A summary of the survey results will be

reports to the Planning Commission, Transportation Commission, and City Council on an annual basis.

Annual Reports and Review

For commercial and mixed use developments, upon receipt of the estimated AVR from the annual survey, each entity required to conduct annual report will provide a document to the City. If the project meets their AVR goal, they continue to implement the same strategies. If they do not meet AVR, they need to provide an updated plan, showing improvements that will meet the required AVR. AVR is a target goal, and the City understands that TDM Plans need to be adjusted as necessary to reach that goal.

For residential developments, there is no AVR goal, so the Annual Report includes evidence that all TDM strategies in the TDM Plan continue to be accessible and implemented. Requirements for reporting are provided as reference in the TDM Menu, located in Attachment C of this memorandum.

Consistency with the General Plan

The amended TDM program, and associated amendments to Title 19, Zoning Ordinance, are consistent with the Goals and Policies of the General Plan, specifically those that recommend a TDM program, including Goal M-6 of the Mobility Element, which states that the City should utilize Transportation Demand Management strategies to reduce auto travel, Objective M-6.1, which states that the City should maintain and periodically update a Transportation Demand Management (TDM) Ordinance to reduce auto trips associated with new development; Objective M-6.7, which states the City should support carpool, rideshare, and telecommuting programs in partnership with the City's business community, and strive for increased participation rates, and Policy M-1.4, which calls for the City to consider requiring development developments to include transit amenities and transit incentive programs.

Community Outreach

The enhancements to the TDM ordinance were developed through various means of stakeholder input. The City invited twelve representatives to form a Working Group to leverage the power of collaboration and provide input in the design of a realistic and effective TDM program that mirrors West Hollywood's workforce. The TDM Working Group consists of representatives from small and large employers, hotel operators, architects and development professionals, residents, Bicycle Coalition members, and also includes one Transportation Commissioner, and one Planning Commissioner. The TDM Working Group functioned not as a decision-making body but provided important feedback to City staff on the best practices and framework for the program, and draft program strategies. City staff also met with the West Hollywood Chamber of Commerce's Government Affairs Committee and held a "listening session" with Board members to get their feedback on the program framework prior to finalization of the draft ordinance. The framework was also presented at the Planning Commission, Transportation Commission and City Council with the opportunity for public input.

Next Steps

Following input from the Planning Commission, staff will present the ordinance to the Transportation Commission June 20, 2018 and Council on July 9, 2018. In Fall 2018, the City's Traffic Impact Fee will be updated as part of the Citywide Traffic and Mobility Study to ensure that the revised fee appropriately relates to actual construction costs and is regionally competitive. The Economic Development Department is currently conducting a parking utilization study exploring parking reductions for certain smaller businesses or developments. The integration of the City's TDM ordinance with parking policies will increase its effectiveness. It is expected that the outcomes of both studies will influence the type of TDM strategies.

EXHIBITS

- A. Draft Resolution No. PC 18-1264, Amendments to Title 19
- B. Draft Amendments to Chapter 10.16
- C. TDM Menu
- D. Sample TDM Programs

RESOLUTION NO. PC 18-1264

**A RESOLUTION OF THE PLANNING COMMISSION
OF THE CITY OF WEST HOLLYWOOD,
RECOMMENDING TO THE CITY COUNCIL
APPROVAL OF A ZONE TEXT AMENDMENT TO
CLARIFY EXISTING REFERENCES AND ADD
SECTION §19.20.250, TRANSPORTATION
DEMAND MANAGEMENT, TO THE WEST
HOLLYWOOD MUNICIPAL CODE, TO REFERENCE
UPDATED STANDARDS FOR TRANSPORTATION
DEMAND MANAGEMENT AS PROVIDED IN WEST
HOLLYWOOD MUNICIPAL CODE CHAPTER 10.16,
IN WEST HOLLYWOOD, CALIFORNIA.**

The Planning Commission for the City of West Hollywood hereby finds, resolves, and orders as follows:

SECTION 1. On September 19, 2011, the City Council adopted the 2035 General Plan, which calls for the city to: (1) Utilize Transportation Demand Management strategies to reduce auto travel (Goal M-6); (2) Maintain and periodically update a Transportation Demand Management (TDM) Ordinance to reduce auto trips associated with new development (Objective M-6.1); (3) Support carpool, rideshare, and telecommuting programs in partnership with the City's business community, and strive for increased participation rates (Objective M-6.7); and (4) Consider requiring development projects to include transit amenities and transit incentive programs (Policy M-1.3).

SECTION 2. The City of West Hollywood's Climate Action Plan identifies that automobiles and other motor vehicles generate the majority of greenhouse gas emissions in West Hollywood. Motor vehicles cause approximately sixty percent of the region's oxides of nitrogen and eighty-seven percent of the region's carbon monoxide emissions.

SECTION 3. The City of West Hollywood is situated within the South Coast Air Basin which has some of the most noxious air pollution in the United States. Air pollution from motorized transportation vehicles is a persistent and growing threat to public health in the region and has prompted, in part, the adoption of a regional Air Quality Management Plan by the South Coast Air Resources Board, and the Congestion Management Plan by the State Legislature and the Los Angeles County Metropolitan Transportation Authority.

SECTION 4. The City of West Hollywood's Infrastructure, Resources and Conservation Element (see Objective IRC-6.9 and Goal 6), and the Air Quality Management District regional Air Quality Management Plan and the Congestion Management Plan call for rules and regulations to reduce work and non-work related motor vehicle traffic and thereby reduce emissions of air pollutants generated by motor vehicles.

SECTION 5. The City's TDM Ordinance was established in 1993, and was in effect when the General Plan 2035 was adopted. It is necessary to adopt an ordinance amending the City of West Hollywood Municipal Code to meet the goal to make the existing program stronger. As a result, the proposed regulations require certain building owners, developers, multifamily residential property managers, hotel owners and other entities to plan for and implement transportation demand management measures to reduce drive-alone mode share and increase the use of transit, walking and bicycling, thereby reducing the emission of air pollutants due to work and non-work related automobile trips.

SECTION 6. In order to implement the General Plan, the City seeks to amend the City's existing Transportation Demand Management Ordinance in Chapter 10.16 of the West Hollywood Municipal Code. In order to provide a reference to those regulations in Title 19, Zoning Regulations, staff initiated ZTA18-0003, in order to provide a new section 19.20.250, Transportation Demand Management, that would direct Zoning Ordinance users to the appropriate code section in Chapter 10.16.

SECTION 7. A public hearing was duly noticed for the Planning Commission meeting of June 7, 2018 by publication in the Beverly Press newspaper, the West Hollywood Independent Newspaper, and the City website and by announcement on City Channel 6 starting May 24, 2018.

SECTION 8. The zone text changes are Categorically Exempt from the California Environmental Quality Act (CEQA) pursuant to Section 15061 of the CEQA Guidelines. Section 15061 states that CEQA applies only to projects that have the potential for causing a significant effect on the environment. Transportation Demand Management programs are shown to reduce impacts on the environment by providing incentives and requirements that lead to increases in average vehicle ridership, and increasing usage of public transportation and other alternatives to driving. The zone text changes are also Categorically Exempt from the California Environmental Quality Act (CEQA) pursuant to Section 15308, which exempts actions by regulatory agencies to protect the environment. A Program Environmental Impact Report (State Clearinghouse #2009091124) was prepared for the City of West Hollywood General Plan and Climate Action Plan, and was certified by the City Council on September 19, 2011. The proposed text amendments are in accordance with recommendations of the General Plan.

SECTION 9. The Planning Commission of the City of West Hollywood hereby finds that Zone Text Amendment 2018-0003 is consistent with the Goals and Policies of the General Plan, specifically those that recommend a TDM program, including Goal M-6 of the Mobility Element, which states that the city should utilize Transportation Demand Management strategies to reduce auto travel, Policy M-6.1, which states that the city should maintain and periodically update a Transportation Demand Management (TDM) Ordinance to reduce auto trips associated with new development; Policy M-6.7, which states the city should support carpool, rideshare, and telecommuting programs in partnership with the

City's business community, and strive for increased participation rates, and Policy M-1.4, which calls for the city to consider requiring development projects to include transit amenities and transit incentive programs. This action implements General Plan 2035 and the Climate Action Plan as a measure to reduce overall Greenhouse Gas Emissions and vehicle trips by providing incentives and strategies for trip reduction.

SECTION 10. Based on the foregoing, the Planning Commission of the City of West Hollywood hereby recommends approval to the City Council of Zone Text Amendment 2018-0003, which is attached hereto as Attachment A.

DRAFT

PASSED, APPROVED AND ADOPTED by the Planning Commission of the City of West Hollywood at a regular meeting held this 7th day of June, 2018 by the following vote:

AYES: Commissioner:
NOES: Commissioner:
ABSENT: Commissioner: Bass.
ABSTAIN: Commissioner:

SUE BUCKNER, CHAIRPERSON

ATTEST:

BIANCA SIEGL, PLANNING MANAGER
LONG RANGE AND MOBILITY PLANNING

Decisions of the Planning Commission are subject to appeal in accordance with the procedures set forth in West Hollywood Municipal Code Chapter 19.76. Any action to challenge the final decision of the City of West Hollywood made as a result of the public hearing on this application must be filed within the time limits set forth in Code of Civil Procedure Section §1094.6.

Attachment A

(New text indicated with underline, deleted text with ~~strikethrough~~.)

Section 1. Section 19.20.060A(15), Transportation Demand Management, of Chapter 19.20 of Title 19 is amended as follows:

15. Transportation Demand Management. Projects shall comply with all applicable provisions of Chapter ~~19~~10.16 (Transportation Demand Management).

Section 2. Section 19.20.250, Transportation Demand Management, of Chapter 19.20 of Title 19 is added to read as follows:

Transportation Demand Management: Certain development permits, as outlined in Section 10.16.040, Applicability, West Hollywood Municipal Code, may require compliance with WHMC Chapter 10.16, Transportation Demand Management, as a condition of approval for a development permit.

Section 1. Section 19.48.060, Conditions of Approval, of Chapter 19.48 of Title 19 is amended to add subsection 19.48.060(C) as follows:

C. Transportation Demand Management: Development permits subject to compliance with the Transportation Demand Management Ordinance, as outlined in Section 10.16.040, shall include a condition of approval requiring compliance with the Transportation Demand Management Ordinance prior to issuance of certificate of occupancy, with Transportation Demand Management plan updates required to be submitted on an annual basis.



Appendix B: Index to Zoning Code Changes

Code Section	Equivalent Section in Current Code	Description of Change
Title 19 Zoning Ordinance Article 19-3 Site Planning and General Development Standards Chapter 19.20 General Property Development and Use Standards 19.20.060 Green Building. 19.20.060A. Green Building General Requirements.		
19.20.060A(15) Transportation Demand Management.	19.20.060A(15)	Correct the reference to Chapter 10.16, Transportation Demand Management (currently erroneously referring to Chapter 19.16).
Title 19 Zoning Ordinance Article 19-3 Site Planning and General Development Standards Chapter 19.20 General Property Development and Use Standards		
19.20.250 Transportation Demand Management	N/A	Creation of a new reference to requirements in Chapter 10.16, Transportation Demand Management.
<i>Article 19-4 Land Use and Development Permit Procedures</i> <i>Chapter 19.48 Development Permits</i> Section 19.48.060, Conditions of Approval		
19.48.060 (C) Transportation Demand Management	N/A	Require a condition of approval for TDM Plan for certain development permits, in compliance with Chapter 10.16, Transportation Demand Management.

Draft Municipal Code Amendments

Transportation Demand Management Ordinance

Section 1. Chapter 10.16 Transportation Demand Management of Title 10 of the West Hollywood Municipal Code is amended In its entirety as follows:

Chapter 10.16 Transportation Demand Management

10.16.010 Title.

This chapter shall be known as the West Hollywood “Transportation Demand Management Ordinance.”

10.16.020 Purpose.

The purpose of this chapter is to:

- a. Implement Goal M-6 of the General Plan Mobility Chapter; and
- b. Comply with the Congestion Management Program (CMP), which requires that local jurisdictions adopt a trip reduction ordinance; and
- c. Encourage land use patterns and resource allocations which are conducive to travel behavior that is not dependent on the automobile; and
- d. Provide for a diversity of transportation options reflective of the needs and goals of the city; and
- e. Promote sustainable travel modes by requiring certain developments to incorporate design features, incentives, and measures to support transit, shared rides, walking, and biking for residents, tenants, employees, and visitors; and
- f. Increase average vehicle ridership and reduce the city’s vehicle miles travelled associated with travel from, to, and within the city; and
- g. Reduce the emission of air pollutants generated by automobiles and to assist in the attainment of the ambient air quality standards of the Federal Clean Air Act, and to comply with the Air Quality Management Plan and the Congestion Management Program, and thereby protect the public health and welfare.

10.16.030 Definitions.

As used in this chapter:

Average vehicle ridership or AVR shall mean the total number of people that arrived at a site on the given day of observation, divided by the number of vehicles trips into or out of the site during the defined peak period of 6 a.m. to 10 a.m. in the morning and 3 p.m. to 7 p.m. in the evening.

Department shall mean the City of West Hollywood Department of Public Works.

Director shall mean the City of West Hollywood Director of Public Works or their designated appointee.

Employee shall mean one who is assigned to the designated work site. An employee is one who works in the service of an employer for either wages or salary, as a contract employee under the direction of the work site employer or through a temporary service agency during a period of more than ninety continuous days.

Employer shall mean any person or persons, firm, business, educational institution, government agency, nonprofit agency or corporation, or other Entity having employees at a worksite in the City of West Hollywood.

Entity shall mean any person or persons, firm, business, education institution, government agency, nonprofit agency or corporation, developer, or property owner within the City of West Hollywood that is subject to this ordinance.

Strategies shall mean any mechanism or concession that motivates or encourages activity related to sustainable transportation goals.

Ridesharing shall mean the use of a private vehicle to facilitate pre-arranged rides between residents, visitors, or employees within similar trip origins and destinations. Rideshare can be facilitated through a trip coordinator or with web or mobile based applications.

Site shall mean any development that includes residential units, retail uses, commercial uses, or office space, or any place of employment.

Transportation Demand Management (TDM) shall mean the implementation of strategies that will encourage individuals to increase the use of sustainable transportation options, reduce trip length, eliminate the trip altogether, or travel at another time other than peak periods.

Trip Reduction shall mean a reduction of the number of trips taken during defined peak travel hours in single-occupancy vehicles.

10.16.040 Applicability.

This chapter shall apply to the following:

- A. Commercial or mixed use development that meet the following criteria after the adoption of this ordinance:
 - 1. A new structure containing five thousand square feet or more of commercial floor area
 - 2. Any major remodel to any existing structure where the completed structure contains five thousand square feet or more of commercial floor area
 - 3. An addition of five thousand square feet or more of commercial floor area to any structure
- B. Residential structures with 10 or more dwelling units
- C. Employers with ten or more employees

10.16.050 TDM Program Requirements:

- A. Commercial or Mixed Use Development: Commercial or mixed use development that meet the thresholds of Subsection 10.16.040A have the following TDM Program Requirements:
1. TDM Marketing: Implement the requirements for TDM Marketing, as outlined in Section 10.16.070;
 2. TDM Plan and Points Requirements: Submit a TDM plan with the contents outlined in Section 10.16.060A, that meets the required point values as follows:
 - a. Commercial or mixed use structures with a total of ten thousand square feet or less of floor area: ten points
 - b. Commercial or mixed use structures with a total of more than ten thousand square feet of floor area: twenty points.
 3. AVR Goal: Employ best efforts to implement TDM strategies determined in TDM Plan to achieve the commercial only AVR goal of 1.5;
 4. TDM Survey: Conduct the annual TDM survey, as outlined in Section 10.16.080, provided by and submitted to the Director, which calculates estimated AVR.
 5. Submit a Commercial and Mixed Use Development Annual Report, as further outlined in Section 10.16.080.
 6. Maintain TDM records in accordance with 10.16.110.
- B. Residential Development: Residential development that meet the threshold of Subsection 10.16.040B have the following TDM Program Requirements:
1. TDM Marketing: Implement the requirements for TDM Marketing, as outlined in Section 10.16.070;
 2. TDM Plan and Points Requirements: Submit a TDM plan with the contents outlined in Section 10.16.060A, that meets the required point values as follows:
 - a. Residential structures with 10-19 units: five points
 - b. Residential structures with 20 or more units: 10 points
 3. TDM Survey: Conduct annual TDM survey, as outlined in 10.16.080, provided by and submitted to the Director.
 4. Submit a Residential Annual Compliance Report, as further outlined in Section 10.16.100.
 5. Maintain TDM records in accordance with 10.16.110.
- C. Employers with 10 or more employees: Employers with 10 or more employees shall be required to provide the following:
1. TDM Marketing: Implement the requirements for TDM Marketing, as outlined in Section 10.16.070;
 2. TDM Survey: Conduct the annual TDM survey, as outlined in 10.16.080, provided by and submitted to the Director.
- D. Employers with 250 or more employees: All employers with 250 or more employees shall comply with the South Coast Air Quality Management District (AQMD), Rule 2202, *On-Road Motor Vehicle Mitigation Options, Employee Commute Reduction Program Guidelines*, as may be amended from time to time, and shall provide the city with verification of this compliance on an annual basis.

10.16.060 TDM Plan Review and Processing.

- A. TDM Plan Contents: A TDM plan shall include each of the following:

1. Responsible party: The name of a representative who is responsible for implementation of the plan. The TDM plan must be signed by persons with authority to legally bind each Entity for which it is submitted.
 2. A statement describing which point category the site falls into and the associated amount of points they are required to achieve, as stated in Section 10.16.050.
 3. An inventory of trip reduction strategies to be implemented from the Adopted TDM Menu, on file with the Department of Public Works, to meet the required number of points;
 4. A schedule for implementation of the trip reduction strategies, if applicable.
 5. A statement acknowledging the requirements of this chapter and committing to implement the plan signed on behalf of each Entity for which the plan is submitted.
 6. Submittal of TDM fee appropriate for the Entity as described in 10.16.130.
 7. Narrative of compliance with TDM Marketing requirement, as further regulated by 10.16.090.
- B. Condition of Approval: The provision of a TDM plan shall be incorporated as a condition of approval for all applicable development permits.
- C. The TDM Plan may be approved or denied by the Director. The Director shall provide a determination in writing, and if denied, provide a reason for denial.
- D. The TDM plan shall be approved, with or without conditions, only if the Director, or reviewing body, first finds that:
1. For commercial and mixed use development, the TDM Plan is appropriate for the types of uses on the site, and will help achieve the target AVR.
 2. For residential development, the TDM Plan meets the required points requirements and can be implemented in a residential building.
- E. The TDM Plan shall be approved prior to issuance of a certificate of occupancy or final building inspection sign-off. Any physical improvements shall be constructed prior issuance of certificate of occupancy or final building inspection sign-off.
- F. Decisions of the Director may be appealed in compliance with Section 10.16.150.

10.16.070 TDM Marketing Requirements.

The TDM Marketing Requirements include the following:

- A. Determination of a marketing point of contact for each entity
- B. External website, when in existence, shall include transit and non-auto directions when driving instructions provided.
- C. On-site transportation information: On-site transportation information shall be located where the greatest number of visitors, employees, and residents are likely to see it, and may be necessary in multiple locations to accommodate larger entities. This information can be provided in an on-site physical location, such as a bulletin board or kiosk, or through other media, such as on a website or other digital means. The Director will provide access to promotional materials, events, and technical assistance regarding transportation options that may be utilized to satisfy this requirement. Employers required to meet the TDM marketing requirement may receive credit for the on-site transportation information if the building has information posted in a place utilized regularly by employees and visitors, if applicable. The information shall include, but is not limited to, the following:

1. Current maps, routes and schedules for public transit routes within a ½ mile of the site;
2. Information including regional ridesharing agency, local transit operators, and City transportation resources;
3. Ridesharing promotional material supplied by commuter-oriented organizations;
4. Bicycle route and facility information, including bike share hubs, regional/local bicycle maps, and rental and sales locations within ½ mile of the site.
5. A listing of facilities available for carpoolers, vanpoolers, bicyclists, transit riders and pedestrians at the site.
6. Walking and biking maps for employees and visitors, which shall include, but not be limited to, information about convenient local services and amenities within walking distance of the development.

10.16.080. Annual TDM Survey.

The Director is authorized to publish an annual TDM survey, and entities required to participate in the survey shall provide a minimum goal of 80% response rate within sixty days of annual survey publication. The responsible party, as outlined in the TDM plan, is responsible for distributing the survey to individuals on-site and ensuring compliance with response rates. Surveys are required for the TDM annual reports, and are necessary in order for the city to track the efficacy of this ordinance.

10.16.090 Commercial and Mixed Use Development Annual Report

- A. Development outlined in Section 10.16.040A shall be required to submit an annual report, signed under penalty of perjury by persons with authority to legally bind each entity for which it is submitted, to the Director on the anniversary date of a previously submitted plan, or sixty days after the completion of the annual TDM commute survey, and shall report:
 1. The trip reduction strategies implemented; and
 2. Narrative of compliance with TDM Marketing requirements; and
 3. The current AVR as determined by the TDM survey.
- B. If the annual report indicates that an entity has not met the AVR goal of 1.5, the plan shall be revised to include additional automobile trip reduction strategies and other measures which can reasonably be expected to achieve that target within twelve months.
- C. The annual report, and any revision to the plan submitted therewith, shall be submitted for review and approval by the Director. Any plan denied by the Director shall be resubmitted within thirty days of receipt of the notice of denial. If an Entity's plan is twice denied, and until such time as a revised plan is submitted and approved, the Entity shall be in violation of this chapter.

10.16.100 Residential Annual Compliance Report

- A. Residential development with an approved TDM plan shall submit an annual compliance report, signed under penalty of perjury by persons identified in the TDM plan, or their successor, with the following information on an annual basis before the anniversary of the approved TDM plan:
 1. The trip reduction strategies implemented; and

2. Proof of continued maintenance and operation of each trip reduction strategy;
and
3. Narrative of compliance with TDM Marketing requirements.

10.16.110 Records and Audits:

Entities required to submit a TDM and subsequent annual review shall maintain and preserve, for the life of the development, such records as may be necessary to demonstrate compliance with this chapter and to determine AVR for at least one week per year. Upon request of the Director, an Entity shall provide the necessary records to substantiate the most current recorded AVR calculation and to demonstrate compliance with this chapter. If upon audit of such records, the Director determines the Entity has not complied with this chapter, the Entity shall file a revised plan or annual report or take such other steps as the Director determines necessary to comply with this chapter within thirty days of receipt of written notice of the Director's determination.

10.16.120 Authority of the Director

- A. The Director may adopt any rules or regulations necessary or desirable for the implementation and enforcement of this chapter, including but not limited to the following:
 1. AVR requirements and calculation guidelines to account for trip elimination strategies;
 2. Content of revised strategies based on the Adopted TDM Menu, including detailed strategies and alternatives to be considered in developing plans; and
 3. Procedures for allowing extensions of up to one year for compliance with this chapter.

10.16.130 Establishment of Fees.

Fees for review of trip reduction plans, assistance and support of city staff, the processing of appeals, and other services pursuant to this chapter shall be established by resolution of the City Council.

10.16.140 Violations.

- A. Any Entity which fails to submit an annual report or to submit a revised plan or annual report after disapproval by the director, within the time permitted by this chapter shall be in violation of this chapter.
- B. Any Entity shall be in violation of this chapter if it fails to implement any of the provisions of an approved plan. The Director or their designee shall have the power to inspect on-site and audit files, upon reasonable notice to the Entity. If an Entity complies with all provisions of its approved plan, but fails to attain the site's target average vehicle ridership (AVR), such failure shall not be in violation of this chapter. In this case, the Entity will be required to revise the Site's TDM plan, with support from the City, to meet AVR target within the next reporting year.

10.16.150 Appeals

- A. Director Decisions. Any decision made by the Director in accordance with this chapter may be appealed to the Transportation Commission.

- B. Transportation Commission Decisions. Any decision rendered by the Transportation Commission may be appealed to the Council.
- C. Appeal submittal: Appeals shall be submitted in writing on a City application form, within 10 days after the date the decision is rendered by the Director or Commission. The number of days shall be construed as calendar days. Time limits will extend to the following City Hall working day where the last of the specified number of days falls on a weekend, holiday, or other day when City Hall is officially closed. Appeals shall be filed with the City Clerk, and shall be accompanied by the filing fee set by the City's Fee Resolution. The filing fee shall be waived for appeals accompanied by original petitions, signed by a minimum of 50 residents or property or business owners within West Hollywood.
- D. *Effect of Filing.* The filing of an appeal in compliance with this chapter shall have the effect of suspending the effective date of the decision being appealed, and no further actions or proceedings shall occur in reliance on the decision being appealed except as allowed by the outcome of the appeal.
- E. *Required Statement and Evidence.*
 - 1. Applications for appeals shall include a general statement specifying the basis for the appeal and the specific aspect of the decision being appealed.
 - 2. Appeals shall be based upon an error in fact, dispute of findings or inadequacy of conditions, imposition of conditions not necessary to meet AVR goals, or availability of alternatives that could reasonably achieve AVR goals.
 - 3. Appeals shall be accompanied by supporting evidence substantiating the basis for the appeal.
 - 4. Staff shall return the appeal if it either (1) Fails to specify a basis for the appeal; or (2) Fails to comply with subsection (E)(2).
- G. *Notice to Applicant.* If the appellant is not the responsible party listed in the TDM plan, a copy of the appeal shall be sent to the responsible party, via certified mail, return receipt requested, to the address listed on the application within seven days of its filing.
- H. *Report and Scheduling of Hearing.* When an appeal has been filed, the Director shall prepare a report on the matter, and schedule the matter for consideration by the appropriate appeal body. All appeals shall be considered in public hearings.
- I. *Withdrawal of Appeal.* Once filed, an appeal may be withdrawn by a written request submitted to the Director, with the signatures of all persons who filed the appeal.
- J. *Action.* At the hearing, the appeal body may only consider any issue involving or related to the matter that is the subject of the appeal, in addition to the specific grounds for the appeal, and shall conclude the proceedings with one of the following actions.
 - 1. Affirmation or Reversal. The appeal body may, by resolution, affirm, affirm in part, or reverse the action that is the subject of the appeal.
 - 2. Additional Conditions. When reviewing an appeal, the appeal body may adopt additional conditions of approval involving or related to the subject matter of the appeal.
 - 3. Referral. If new or different evidence is presented in the appeal, the Commission or Council, may, but shall not be required to, refer the matter back to the Director

or Commission for further consideration. Any new evidence shall relate to the subject of the appeal.

K. *Deadlock Vote.*

1. By Commission. In the event an appeal from an action of the Director results in a deadlock vote by the Commission, the determination, interpreting decision, judgment, or similar action of the Director shall be reinstated, unless appealed to the Council.
2. By Council. In the event that an appeal from an action of the Commission results in a deadlock vote by the Council, the action of the Commission shall become final.

- L. Judicial Review. If no action seeking judicial review of a decision of the City Council is timely filed, the decision shall be final and any penalty shall be immediately due and payable. The City Council hereby makes Section 1094.6 of the California Code of Civil Procedure applicable to decisions pursuant to this chapter and an action seeking judicial review shall be brought within the time permitted by that section.

10.16.160 Relationship to Other Legal Requirements.

If the provisions of this chapter are inconsistent with requirements imposed by another rule, ordinance, or statute, the strictest of the applicable provisions shall control. To the extent permitted by law, the provisions of this chapter shall supersede any less stringent requirements, including but not limited to those which arise from a condition of approval of permit for development, a specific plan, or a development agreement.

Section 2. Section 1.08.010(d), Code Violations Subject to Administrative Penalty Procedures Pursuant to this Chapter, of Chapter 1.08 of Title 1 of the West Hollywood Municipal Code shall be amended to add the following language (shown in bold):

1.08.010(d) *Code Violations Subject to Administrative Penalty Procedures Pursuant to this Chapter.* The offenses described in the following chapters and sections of this code are subject to the provisions of Sections 1.08.030 through 1.08.070 of this chapter:

Chapter 10.16, Transportation Demand Management;



CITY OF WEST HOLLYWOOD
TRANSPORTATION DEMAND MANAGEMENT (TDM) MENU

The TDM Menu provides trip reduction strategies to meet the requirements of Chapter 10.16, Transportation Demand Management, West Hollywood Municipal Code. The purpose of Transportation Demand Management is to ultimately reduce the number of trips taken during peak traffic hours by offering strategies to reduce automobile use and promote alternative transportation.

This document includes a summary table, followed by a more detailed description of each strategy. The table summarizes the trip reduction strategies that make up the City of West Hollywood TDM Menu and their associated point values, applicability, cost, and effectiveness. Strategies have a higher point value if they are more effective at reducing vehicle trips. Points assigned are based primarily on CAPCOA (California Air Pollution Control Officers Association) research, which is used as the standard for defining air pollution control techniques.

The table includes the following categories, as explained below:

Applicability: Some strategies are better suited for certain types of developments including commercial, mixed use and residential, while other strategies are universal in applicability. Key: Commercial- C; Mixed Use- MU; Residential- R

Physical or Operational: Some strategies are physical improvements, with up-front investments that sometime have ongoing maintenance requirements, while others are operational programs that necessitate ongoing implementation, oversight, and costs.

Cost: Costs for each strategy vary depending on detailed design decisions but this range aims to help provide initial high-level guidance on relative costs to help users identify which strategies fit their budget goals.

Effectiveness: The “Effectiveness” dots measure a strategy’s contribution to Citywide goals, including reducing drive-alone trips or Vehicle Miles Traveled (VMT), reducing air pollution and greenhouse gas emissions, increasing the convenience and affordability of multiple transportation options, and improving overall quality of life in West Hollywood. Strategies that help the City meet these goals score higher in this category.

STRATEGY	APPLICABILITY	PHYSICAL OR OPERATIONAL	COST (\$-\$\$\$\$)	EFFECTIVE-NESS (●-●●●●)
ONE POINT STRATEGIES				
1.1 On-site wayfinding and signage	C, MU, R	Physical Improvement	\$\$	●
1.2 Real-time multimodal information	C, MU, R	Physical Improvement	\$\$-\$\$\$\$	●●
1.3 Customer incentives	C, MU	Operational Component	\$\$	●●
1.4 Bike repair station	C, MU, R	Physical Improvement	\$	●
TWO POINTS STRATEGIES				
2.1 Guaranteed ride home	C, MU	Operational Component	\$	●
2.2 Rideshare matching	C, MU	Operational Component	\$\$	●●
2.3 Delivery amenities	C, MU, R	Physical Improvement	\$	●

STRATEGY	APPLICABILITY	PHYSICAL OR OPERATIONAL	COST (\$-\$\$\$\$)	EFFECTIVE -NESS (●-●●●●)
2.4 Bike racks	C, MU, R	Physical Improvement	\$	●
2.5 Secure bike storage	C, MU, R	Physical Improvement	\$\$	●
2.6 On-site bike share hub	C, MU, R	Physical Improvement	\$\$\$	●●
2.7 Preferential parking	C, MU, R	Physical Improvement	\$	●●
2.8 EV Chargers and Preferential Parking	C, MU	Physical Improvement	\$\$\$	●●
THREE POINTS STRATEGIES				
3.1 Carshare parking	C, MU, R	Physical Improvement	\$	●
3.2 Carshare membership	C, MU, R	Operational Component	\$\$	●
3.3 Price parking	C, MU	Operational Component	\$	●●●●
3.4 Bike share membership	C, MU, R	Operational Component	\$\$	●
FOUR POINTS STRATEGIES				
4.1 Telecommuting	C, MU	Operational Component	\$	●●
4.2 Vanpool, shuttle, microtransit program	C, MU	Operational Component	\$\$-\$\$\$	●●
4.3 Employee parking cash-out	C, MU	Operational Component	\$\$\$	●●●●
4.4 Unbundle parking	R	Operational Component	\$	●●●
4.5 Showers & Lockers	C, MU	Physical Improvement	\$\$\$	●●●●
FIVE POINTS STRATEGIES				
5.1 Transit subsidies	C, MU	Operational Component	\$\$\$\$	●●●
5.2 Commuter incentives	C, MU	Operational Component	\$\$\$	●●
5.3 Ground floor activation	C, MU	Physical Improvement	\$\$\$\$	●●●
5.4 On-site daycare	C, MU	Physical Improvement	\$\$\$	●●
INNOVATIVE MEASURES (1 TO 5 POINTS – TO BE DETERMINED BY DIRECTOR)				
Innovative measures	C, MU, R	Varies	Varies	Varies

TDM STRATEGY DETAIL

The following provides detailed descriptions of each trip reduction strategy, including detailed standards, monitoring requirements, and justification. Justification for each measure is provided to warrant why a measure received a certain point value. This considers a measure's effectiveness in contributing to citywide goals, level of effort, and cost, as well as the estimated potential trip reduction. There are challenges inherent in trying to estimate the effects of individual TDM investments. While research on vehicle trip reduction strategies often attempts to isolate the stand-alone effects of implementing such policies and programs to understand the actual relationship between specific strategies and travel behavior, it is difficult to isolate these effects. In practice, TDM measures are implemented concurrently, as they are synergistic. The TDM Menu of Strategy Options includes a variety of measures that have been researched by the California Air Pollution Control Officers Association (CAPCOA).

TDM strategies are not additive but rather complementary and synergistic. When additional measures are implemented, the marginal benefit of each new program diminishes because the baseline has already been reduced by prior strategies. For example, if a site implements 11 strategies with each strategy expected to reduce vehicle trips by 10%, they would not expect a 110% overall reduction in vehicle trip making (rather, it would be 69%, see methodology below). To prevent this kind of result, the CAPCOA methodology includes maximum reduction levels associated with each category of strategies, based on existing research. For example, parking policy and pricing strategies can achieve a maximum reduction of 20%. This is separate from the impact of other TDM strategies, which can achieve a combined maximum reduction of 15%.

In general, the calculation is as follows: (note: all reductions are expressed as a % reduction of trips, with all percentages expressed as decimals)

- Trip Reduction Estimate = $1 - (1 - \text{Unbundle Parking}) * (1 - \text{Transit Pass Subsidy})$
- Estimated maximum VMT reductions: Unbundle Parking (13%), Transit Pass Subsidy (20%)
- Trip Reduction Estimate = $1 - (1 - .13) * (1 - .20)$

Multiple trip reduction components are calculated in a similar way. For instance:

$$\text{Trip Reduction Estimate} = 1 - (1 - \text{TDM \#1}) * (1 - \text{TDM \#2}) * (1 - \text{TDM \#3}) * \dots \text{etc.}$$

Not all of the strategies are included in CAPCOA's research providing specific trip reduction percentages. In instances where this occurs, citations to other relevant literature and best practice research that highlights the respective supporting ability to reduce trips are provided. For further explanation on variables involved in trip reduction calculations, refer to Chart 6-2 of the CAPCOA Quantifying Greenhouse Gas Mitigation Measures Handbook, August 2010.

1.1 On-site Wayfinding and Signage

- **Description:** Applicable to developments on sites greater than 2.5 acres in size. Provide directional signage and/or wayfinding to locate nearby transportation services and amenities (e.g. transit stops and bicycle routes)
- **Points:** 1
- **Standard:**
 - Provide multimodal wayfinding and signage at main entrances and/or at key decision points
 - Wayfinding and signage should be located externally/internally to direct users to transportation services and infrastructure, including but not limited to transit, bikeshare, carshare, bike parking and amenities, ride-hailing, taxi/shuttle/carpool/vanpool pick-up/drop-off locations
 - Wayfinding and signage shall meet City standards
- **Monitoring and Reporting:** City staff should confirm installed wayfinding meets design requirements noted above during a pre-occupancy inspection of the site. The property owner should include photos of wayfinding demonstrating that all signage is in place, up to date, properly maintained, and visible to tenants/residents upon submittal of their annual TDM Reporting Update.
- **Justification:** Establishing a wayfinding system throughout a project site, or near key access points, provides clear directions to key destinations and encourages the use of implemented TDM amenities. CAPCOA does not specifically quantify the trip reduction benefits of wayfinding and signage, as it has little impact when implemented alone.

1.2 Real-Time Multimodal Information

- **Description:** Provide monitors that display travel options and real-time transit schedules (e.g. transit screens, TNC wait times, bikeshare availability). Should be located in highly visible locations such as hotel lobbies.
- **Points:** 1
- **Standard:**
 - Provide at least one real-time display at highly visible location such as building entrances and hotel lobbies
 - Display should be curated by location and show nearby stops, travel time for different transportation modes and options, and transit schedules
 - Transportation options include, but are not limited to: train, bus, personal bike, bikeshare, walking, ride-hailing service (Uber/Lyft), carshare, and private shuttles
- **Monitoring and Reporting:** City staff should confirm that the installed display(s) meet design requirements noted above during a pre-occupancy inspection of the site. The property owner should include current photos of the display to demonstrate that all components are in place, properly maintained, and visible to tenants/residents upon submittal of their annual TDM Reporting Update.
- **Justification:** Real-time information displays support on-the-go decision-making and help to mitigate reliability concerns with alternative modes. CAPCOA does not specifically quantify the trip reduction benefits of wayfinding and signage, as it has little impact when implemented alone.

1.3 Customer Incentives

- **Description:** There is no specific dollar requirement, but should be a motivating incentive and must be available to all customers who bike, walk, or take transit. Can range from discounts to other incentives such as gift certificates.
- **Points:** 1
- **Standard:**
 - Business owners should provide and promote discounts or other incentives such as gift certificates to customers who traveled to the business by transit, biking, and walking
 - There is no specific dollar requirement, but should be a motivating incentive and must be available to all customers.
- **Monitoring and Reporting:** Business owners can request proof of non-drive alone use when possible (e.g. TAP card, shared ride-hailing receipt). Include a copy of sign or discount policy in annual report.
- **Justification:** Incentivizing alternative modes and shared rides can dissuade drive alone commuting. CAPCOA does not specifically quantify the trip reduction benefits of commuter incentives; however, this is similar to providing a parking cash-out, which has a calculated VMT reduction of 0.6-7.7%.

1.4 Bike Repair Station

- **Description:** Provide an on-site bicycle repair station with adequate tools that is publicly accessible, visible, and located at ground level.
- **Points:** 1
- **Standard:**
 - Install bicycle repair stations to allow for basic repair with a bicycle pump, screwdrivers, wrenches, and hex tools.
 - Locate at ground level, weather-protected, well-lit, easy-to-find areas near bicycle parking and building entrances.
- **Monitoring and Reporting:** City staff should confirm that the installed repair station(s) meet design requirements noted above during a pre-occupancy inspection of the site. The property owner should include up-to-date photos of the repair station(s) demonstrating that all tools are in place, properly maintained, and accessible to tenants/residents upon submittal of their annual TDM reporting update.
- **Justification:** On-site repair stations support the ongoing use of bicycles as a reliable mode of alternative transportation. CAPCOA does not specifically quantify the trip reduction benefits of repair stations, as they have little impact when implemented alone.

2.1 Guaranteed Ride Home

- **Description:** Offer non-drive alone commuters free rides home in event of an approved emergency. Can be provided through LA Metro's Guaranteed Ride Home Program which offers up to two rides per 12-month period.
- **Points:** 2
- **Standard:**
 - Provide full reimbursements for qualified trips home to employees who commute to/from work by biking, taking public transit, or carpooling at least one day of the week.
 - Valid emergencies include personal illness/emergencies, family illness/emergency, unplanned overtime, inclement weather, and mechanical problems.

- Provide at least 2 free rides in a 12-month period, and up to \$3.50 per mile.
- Set a cap to discourage commuters from abusing the program and relying on it as a secondary commute mode.
- Provide reimbursements for taxis, ride-hailing services (Uber/Lyft), company vehicles, and public transit.
- Can be implemented internally or through Metro’s Guaranteed Ride Home program.
- **Monitoring and Reporting:** Employers should designate a representative to ensure that employees do not exceed their maximum number of free rides/per mile subsidies within the 12-month period. Employees should submit receipts detailing the transportation mode, mileage, and total cost. Provide written policy to City as part of the annual report.
- **Justification:** Provides a way for employees who commute to work by transit, carpool, vanpool, biking, or walking to travel home when an unexpected need arises (such as a personal emergency or unscheduled overtime). CAPCOA calculates a trip reduction ranging from 1.0 – 6.2% for Guaranteed Ride Home programs when it is part of a larger group of commute trip strategies.

2.2 Rideshare Matching

- **Description:** Facilitate carpooling by investing in a platform or database that matches potential riders. Can be implemented through the Director or through a private operator such as Scoop or RideAmigos.
- **Points: 2**
 - **Standard:** Provide a rideshare matching service to identify potential carpool partners; dynamic rideshare options may be suitable if encouraged for all participants.
 - Implement internally or through a third-party operator such as Scoop or RideAmigos.
 - Partners can be matched during new hire orientation, via a company-wide survey, and/or on-demand.
- **Monitoring and Reporting:** The property owner should submit copies of invoices for a ride matching platform and provide any informational materials distributed that describe the program during submittal of their annual TDM reporting update.
- **Justification:** Rideshare matching eases the burden of locating carpool partners by connecting employees who live and work in close proximity to each other and have similar work hours. Rideshare matching falls under Commute Trip Reduction Programs, which CAPCOA calculates a VMT reduction of 1.0-6.2%.

2.3 Delivery Amenities

- **Description:** Facilitate delivery services by providing a staffed reception desk, delivery lockers, or other delivery amenity.
- **Points: 2**
- **Standard:**
 - Facilitate delivery services by providing one of the following areas to receive deliveries:
 - Staffed reception desk
 - Delivery lockers
 - Temporary storage for deliveries
 - Temporary refrigeration of grocery deliveries
 - Other delivery supportive areas as proposed by the property owner

- **Monitoring and Reporting:** the City should confirm the installation of the aforementioned amenities during a pre-occupancy inspection of the site. The property owner should include up to date photos of the amenities demonstrating that all components are properly maintained and accessible to tenants/residents upon submittal of their annual monitoring and reporting update.
- **Justification:** May reduce VMT through reducing the number of trips, such as shopping, that may otherwise have been made by a single occupant vehicle and reduces trip by delivery vehicles. CAPCOA does not specifically quantify the trip reduction benefits of delivery support amenities, as they have little impact when implemented alone.

2.4 Bike Racks

- **Description:** Provide on-site bike parking that is double the amount required by the Municipal Code 19.28.150. Can be provided via a combination of bike racks and secure bike storage if desired. The Director is available to advise on more detailed design and siting considerations to ensure that bicycle facilities are placed and designed to ensure high visibility and usage.
- **Points:** 2
- **Standard:**
 - Provide bike parking that is double the amount required by the Municipal Code 19.28.150. Can be provided via a combination of bike racks and secure bike storage if desired.
 - Locate bike racks at well-lit, easy-to-find areas nearby bike facilities and building entrances and at grade.
 - The Director is available to advise on more detailed design and siting considerations to ensure that bicycle facilities are placed and designed to ensure high visibility and usage.
- **Monitoring and Reporting:** The City should confirm that the installed spaces meet the design requirements stated above during a pre-occupancy inspection of the site. The property owner should include up to date photos of the bicycle parking demonstrating that the spaces are in good condition and accessible during annual reporting.
- **Justification:** CAPCOA does not specifically quantify the trip reduction benefits of bicycle parking; however, it is included as a supporting element of “Improved Design of Development,” which has a calculated trip reduction of 3.0-21.3%. The Center for Clean Air Policy (CCAP) Guidebook attributes a 1%-5% VMT reduction to the overall use of bicycles, of which 0.625% can be attributed to bicycle parking.

2.5 Secure Bike Storage

- **Description:** Provide secure and long-term bike parking on-site via a secure bike room or ground floor lockers. Provide at least 1 space per 3,000 sq. ft. of floor area, with a minimum of 4 spaces. Establish a building policy to permit bicycles in elevators.
- **Points:** 2
- **Standard:**
 - Provide at least one space per 3,000 sq. ft. of floor area, with a minimum of four spaces.
 - Establish a building policy to permit bicycles in elevators.
 - Locate bike parking at weather-protected, well-lit, easy-to-find areas nearby bike facilities and building entrances and at grade where possible.
 - Install signage to increase awareness of the facility among site users.
- **Monitoring and Reporting:** The City should confirm that the installed spaces meet the design requirements stated above during a pre-occupancy inspection of the site. The property owner should include up to date photos of the bicycle parking demonstrating that the spaces are in good condition and accessible during annual reporting.

- **Justification:** CAPCOA does not specifically quantify the trip reduction benefits of bicycle parking; however, it is included as a supporting element of “Improved Design of Development,” which has a calculated trip reduction of 3.0-21.3%. The Center for Clean Air Policy (CCAP) Guidebook attributes a 1%-5% VMT reduction to the overall use of bicycles, of which 0.625% can be attributed to bicycle parking.

2.6 On-Site Bike Share Hub

- **Description:** Sponsor or provide a WeHo Pedals Bike Share hub on site. If the City determines the location is not a good site or expansion is not possible at that time, a private bike share fleet may be provided.
- **Points:** 2
- **Standard:**
 - When possible, if bikeshare stations are not located nearby, negotiate with the City Bikeshare representative for on-site placement of stations in convenient, publicly accessible locations.
 - When not a viable option, property owners and managers can provide on-site bikeshare themselves or through a third-party vendor.
 - Shared bikes should be branded and marketed to increase visibility.
- **Monitoring and Reporting:** City staff should confirm the provision of the shared bicycles during a pre-occupancy inspection of the site. The property owner should include up to date photos of the bicycles demonstrating that all components are properly maintained and accessible to tenants/residents upon submittal of their annual TDM reporting update.
- **Justification:** Provides a flexible alternative to driving alone at places of work and residential buildings. While unlikely to serve as a means of commuting, onsite loaner bicycles offer a viable alternative for midday trips such as lunch or meetings at offices and for errands at residential sites. CAPCOA does not specifically quantify the trip reduction benefits of loaner bicycles, as they have little impact when implemented alone.

2.7 Preferential Parking

- **Description:** Designate the most desirable parking spaces for carpools and vanpools. Requires ongoing enforcement to be effective.
- **Points:** 2
- **Standard:**
 - Provide preferential parking at the following rates:
 - Carpool/vanpool: 2% of all parking spaces
 - Post or mark parking spaces clearly as carpool or vanpool use only.
 - Identify preferential locations, such as the first (or most convenient) level within parking structures and spaces closest to building entrances (after ADA spaces).
 - Pair with enforcement to monitor use and compliance; adjust total quantities of spaces needed annually.
- **Monitoring and Reporting:** Assign parking permits and monitor the occupancy rate to determine whether sufficient levels of preferential parking are being provided. Property owners should employ parking enforcement officers to ensure spaces are solely being used by carpool and vanpool users. Provide documentation to City during annual reporting.
- **Justification:** Reserving parking spaces near building entrances and other desirable locations for carpool and vanpool vehicles encourages people to share rides to work. CAPCOA calculates a trip reduction ranging from 1.0 – 6.2% for preferential parking for carpools and vanpools.

2.7 EV Chargers and Preferential Parking

- **Description:** Designate the most desirable parking spaces for electric vehicles (EVs) and provide charging stations. Requires ongoing enforcement to be effective.
- **Points:** 2
- **Standard:**
 - For development required to provide Electric Vehicle Charging per Section 19.28.170, West Hollywood Municipal Code, provide double the EV preferential parking and chargers (1 charger per space) for electric vehicles
 - Post or mark parking spaces clearly as EV use only.
 - Identify preferential locations, such as the first (or most convenient) level within parking structures and spaces closest to building entrances (after ADA spaces).
 - Pair with enforcement to monitor use and compliance; adjust total quantities of spaces needed annually.
- **Monitoring and Reporting:** Property owners should employ parking enforcement officers to ensure spaces are solely being used by EV vehicles. Provide documentation to City during annual reporting.
- **Justification:** Reserving parking spaces near building entrances and other desirable locations for carpool and vanpool vehicles encourages people to share rides to work. CAPCOA calculates a trip reduction ranging from 1.0 – 6.2% for preferential parking for carpools and vanpools.

3.1 Carshare Parking

- **Description:** Designate parking for carshare vehicles in convenient and publicly accessible area with spaces clearly marked as carshare only. This strategy is available to all but particularly recommended for new development projects.
- **Points:** 3
- **Standard:**
 - Post or mark parking spaces clearly as carshare only at the following rates:
 - A minimum of one carshare parking space per site; and
 - One carshare parking space per 20,000 Occupied Floor Area.
 - Assign carshare spaces by converting existing parking spaces or in convenient and publically accessible areas.
- **Monitoring and Reporting:** City staff should confirm that the number of required spaces are provided during a pre-occupancy inspection of the site. The property owner should include up-to-date photos of the carshare spaces and any accompanying signage to demonstrate that they are in good condition and accessible to tenants/residents in the submittal of their annual TDM reporting update.
- **Justification:** Carshare enables people to forego car ownership and thereby drive less overall. Providing onsite carshare parking increases program accessibility. CAPCOA calculates a VMT reduction of 0.4-0.7% for carshare programing.

3.2 Carshare Membership

- **Description:** Offer fully subsidized annual carshare memberships. For developments, the strategy can be accomplished by providing one year of a fully subsidized carshare membership. Recommended to be combined with carshare parking for maximum effectiveness.
- **Points:** 3

- **Standard:**
 - Provide a carshare subsidy to cover at least 50% of monthly carshare membership fees.
 - Establish a business account with a third party vendor and purchase memberships for employees who wish to carshare.
 - If carshare vehicles are not located within walking distance of the site, negotiate with the vendor for on-site placement of vehicles in convenient, publicly accessible locations.
- **Monitoring and Reporting:** The property owner should submit copies of invoices for carshare memberships and any informational materials that describe available carshare benefits that have been provided to employees/residents during submittal of their annual TDM reporting update.
- **Justification:** Carshare enables people to forego car ownership and thereby drive less overall. CAPCOA calculates a VMT reduction of 0.4-0.7% for carshare programing.

3.3 Price Parking

- **Description:** Applicable to any facility that offers private parking. Charge for parking by setting a minimum price per hour or per day. For residential uses, utilize the unbundled parking strategy.
- **Points:** 3
- **Standard:**
 - Determine pricing based on optimal occupancy during peak periods (85%).
- **Monitoring and Reporting:** The property owner should submit copies of all informational materials about parking pricing and current rates as part of their annual TDM reporting update. Conduct bi-annual parking occupancy analysis to evaluate program effectiveness
- **Justification:** Pricing parking at or above market rates provides a clear signal to employees to consider shifting to alternate modes. Workplace parking pricing is most effective when nearby on-street spaces are priced at market rates or regulated with residential parking permits. CAPCOA calculates a VMT reduction of 0.1-19.7% for parking cash out.

3.4 Bike Share Membership

- **Description:** Offer a fully subsidized WeHo Pedals/Bikeshare Connect membership as an option to employees, residents and/or visitors.
- **Points:** 3
- **Standard:**
 - Fully subsidize monthly bikeshare membership fees.
 - Establish a corporate account with WeHo Pedals/Bikeshare Connect to purchase memberships for employees, residents, and visitors who wish to use bikeshare.
 - If bikeshare stations are not located nearby, negotiate with the vendor for on-site placement of stations in convenient, publicly accessible locations
- **Monitoring and Reporting:** The property owner should submit copies of invoices for WeHo Pedals memberships and any informational materials that describe available bike share benefits that have been provided to employees/residents during submittal of their annual monitoring and reporting update.
- **Justification:** Bikeshare provides flexibility and options for existing cyclists while introducing bicycling as a viable form of transportation to new users. CAPCOA does not specifically quantify the trip reduction benefits of bike share, as it has little impact when implemented alone.

4.1 Telecommuting

- **Description:** Provide telecommute and/or flexible schedule options for employees, with the exception of temporary, contracted, and seasonal employees.
- **Points:** 4
- **Standard:**
 - A site is eligible for this strategy if 10% of employees or more could potentially access this policy based on their job requirements.
 - Adopt an official telecommute and/or flexible schedule policy that allows employees to:
 - Telecommute at least 1.5 days per week and/or
 - Work compressed work weeks outside of the traditional five eight-hour days per week (i.e. 9/80, 4/40)
 - Document the telecommuting and/or flexible schedule policy and enrollment figures in the annual report
- **Monitoring and Reporting:** Conduct an annual survey to determine how many employees are partaking in flexible work schedules and use the data to track popularity each year.
- **Justification:** Telecommuting and flexible schedules allows employees to commute less frequently or during off-peak times. CAPCOA calculates a trip reduction ranging from 0.07 – 5.50% for flexible work arrangement programs.

4.2 Vanpool, Shuttle, or Microtransit Program

- **Description:** Offer private vanpool, shuttle, or microtransit services to employees or other site users. Can be achieved by partnering with other employers or entities. For example, providing connections to nearby rail stations.
- **Points:** 4
- **Standard:**
 - Limit vanpools to groups of five to 15 employees.
 - Vanpool members should regularly travel together no less than 30 roundtrip miles at least 13 days each month.
 - Riders typically pay a monthly fare and maintenance fee, while drivers ride at a discounted rate in exchange for driving and maintaining the van.
 - Vans can be owned/leased by employers, employees, or third-party operators.
 - Provide a vanpool subsidy to cover at least 50% of monthly vanpool expenses which can include vanpool fare, insurance, fuel, or maintenance.
 - Implemented internally, through the Metro Vanpool Program, or through a third-party operator.
- **Monitoring and Reporting:** The property owner should submit copies of invoices for vanpool expenses and any informational materials distributed that describe the program during submittal of their annual TDM reporting update.
- **Justification:** Vanpooling is a proven and effective means of reducing commuter trips. CAPCOA groups vanpool programs with shuttle programs for a combined calculated VMT reduction of 0.3-13.4%.

4.3 Employee Parking Cash-Out

- **Description:** Applicable to new developments and employers. If parking is leased, give employees the option to receive the full cash value of the space in lieu of parking. If parking is

not leased, the cash-out can be equal to or more than the lowest monthly parking rate at the nearest public parking facility as identified at time of annual submission.

- **Points:** 4
- **Standard:**
 - Offer to employees who receive free or subsidized parking.
 - Cash-out amounts vary by office and the amount paid per parking space.
 - Can be applied to employers who lease or own their parking supply.
- **Monitoring and Reporting:** The property owner should submit copies of all informational materials about cash out and current rates for all employers at the site as part of their annual TDM reporting update.
- **Justification:** Parking cash-out allows employees to forgo subsidized or free workplace parking in exchange for the cash equivalent of the cost of the space covered by the employer. Like unbundling, cash out can be an extremely effective strategy as it helps to highlight the true cost of parking and provides financial incentive to shift to, or maintain use of alternative modes. CAPCOA calculates a VMT reduction of 0.6-7.7% for parking cash out.

4.4 Unbundle Parking

- **Description:** Detach the cost of parking from rents or leases. Affordable units should unbundle parking rates proportional to the unit cost.
- **Points:** 4
- **Standard:**
 - Lease parking spaces separately so tenants only pay for the number of desired parking spaces.
 - Property owners must be able to lease or sell excess parking spaces.
 - City staff should regulate nearby on-street parking to avoid potential spillover issues from residents and employees using on-street parking to avoid paying for parking.
 - Charge affordable units for parking in proportion to the cost of the unit.
- **Monitoring and Reporting:** The property owner should submit copies of all informational materials about unbundled parking and current parking rates as part of their annual TDM reporting update.
- **Justification:** Unbundling separates parking from property costs and requires those who wish to access a parking space to do so at an additional marginal cost. Unbundling is one of the most effective methods of discouraging single-occupant vehicle (SOV) travel as it reflects the true cost of parking, which is usually “hidden” in rents. CAPCOA calculates a VMT reduction of 2.6-13% for unbundling parking.

4.5 Showers and Lockers

- **Description:** Provide showers and lockers on-site for employees.
- **Points:** 4
- **Standard:**
 - Provide shower facilities.
 - Provide lockers for employees to secure and store personal items.
- **Monitoring and Reporting:** The property owner should submit photos of facilities as part of their annual TDM reporting update.
- **Justification:** Providing showers and lockers encourages employees to walk and bike to work.

5.1 Transit Subsidies

- **Description:** Provide a transit subsidy equal to at least 50% of a monthly transit pass (i.e. Metro BTAP) to all residents and/or employees on site. Can be provided via a BTAP pass or a stored value on a TAP card.
- **Points:** 5
- **Standard**
 - Provide a monthly transit subsidy to cover at least 50% of monthly transit fares.
 - Distribute pass subsidies on a monthly, quarterly, or annual basis by providing preloaded TAP cards or using a third-party transit benefits vendor.
 - Offer pass subsidies to all employees and/or residents, regardless of primary commute mode, to encourage using transit as a primary or secondary choice.
- **Monitoring and Reporting:** Business/property owners should include copies of invoices for transit pass contributions and any informational materials that describe available transit benefits that have been provided to employees/residents in the submittal of their annual TDM reporting update.
- **Justification:** Subsidized transit passes provide a strong incentive to utilize transit and may be the catalyst for some residents or employees to forgo vehicle ownership entirely. CAPCOA calculates a VMT reduction of 0.3-20.0% for transit subsidies.

5.2 Commuter Incentives

- **Description:** Applicable to employees who do not receive free parking at work. Provide a monetary incentive of at least \$30 per month for employees who commute to work via sustainable modes (i.e. walk, bike, transit, carpool/vanpool, or low-emission vehicle).
- **Points:** 5
- **Standard:**
 - Provide a direct cash incentive for each non-drive alone commute trip (i.e. walk, bike, transit, carpool/vanpool, or low-emission vehicle).
 - The total value of incentives should be at least \$30 per participant, per month, or \$360 annually.
 - May also incorporate shared Transportation Network Company services (e.g. UberPOOL or LyftLine) only for trips to and from a Metro/bus hub and pending confirmation of the ability to geofence and ensure ridesharing.
- **Monitoring and Reporting:** Business owners should document the total number of employees and/or visitors that were provided with incentives for non-drive alone trips within the year. If no employees or visitors have opted to receive the incentive, the business owners should submit documentation showing that incentives were offered and declined.
- **Justification:** Incentivizing alternative modes and shared rides can dissuade drive alone commuting. CAPCOA does not specifically quantify the trip reduction benefits of commuter incentives; however, this is similar to providing a parking cash-out, which has a calculated VMT reduction of 0.6-7.7%.

5.3 Ground Floor Activation

- **Description:** Applicable to mixed-use developments and intends to keep ground floor retail rental vacancies at 10% or less with the intent of boosting occupancy in mixed-use buildings to increase opportunities for residents to be able to access services within walking distance. Available from Year 2 of building occupancy onward, and requires proof of the previous year's occupancy (vacancy of 10% or less).

- **Points:** 5
- Standard
 - During previous year, occupancy for ground floor retail was 10% or lower.
- **Monitoring and Reporting:** Available from Year 2 of building occupancy onward, and requires proof of the previous year's occupancy (vacancy of 10% or less).
- **Justification:** Encouraging activation of ground floor retail space in mixed-use developments helps increase the number of amenities that neighbors can walk to, therefore reducing the need to drive.

5.4 On-Site Daycare

- **Description:** Provide childcare services on-site through a licensed daycare provider. Preference should be given to those who live or work on-site.
- **Points:** 5
- **Standard:** Include an on-site childcare facility through a licensed daycare provider that complies with all state and City requirements, including provisions within the West Hollywood Municipal Code. Enrollment preference should be given to on-site employees and residents.
- **Monitoring and Reporting:** Before construction the developer/property owner should identify the location of the childcare space and submit plans for City staff to ensure that the facility will meet any applicable State and City requirements. Department of City Planning staff should confirm the constructed facility meets the specifications of approved plans during a pre-occupancy inspection of the site. The property owner should submit a letter from the contracted childcare provider that includes a description of the facility's operations (days of week and hours of operation, level of enrollment, etc.) and contact information of all applicable parties upon submittal of their annual monitoring and reporting update.
- **Justification:** Provision of on-site childcare may reduce VMT related to drop-off/pick-ups of children, in addition to making it easier for parents and caregivers to shift their daily commutes to other modes. CAPCOA does not specifically quantify the trip reduction benefits of on-site childcare, as no literature on its effects was identified.

6.1 Innovative Measures

- **Description:** Innovation is encouraged. Other strategies may achieve similar effects, ranging from emerging technology-based initiatives to physical features that enhance walkability. To achieve this strategy, propose your concept to the Director to receive confirmation of its applicability and point value (points vary by expected effectiveness).
- **Trip Reduction Potential:** The potential reduction should be proven to reach the drive-alone mode share, or AVR, target set for the development.
- **Points:** 1-5 (entity is required to prove a potential trip reduction, and alignment with other proposed strategies, to reach TDM performance target)
- **Monitoring and Reporting:** As part of the annual reporting, information must be included to show the overall effectiveness, use, and impact of user satisfaction of any "innovation" strategy implemented as part of a TDM program.

EXAMPLES OF APPLICATION OF TDM MENU OF STRATEGIES

TDM Menu		Points
Strategy		
1.1 Wayfinding/Signage		1
1.2 Real-time Information		1
1.3 Customer Incentives		1
1.4 Bike Repair Station		1
2.1 Guaranteed Ride Home		2
2.2 Rideshare Matching		2
2.3 Delivery Amenities		2
2.4 Bike Racks		2
2.5 Secure Bike Storage		2
2.6 Bike Share Hub		2
2.7 Preferential Parking		2
3.1 Care Share Parking		3
3.2 Care Share Membership		3
3.3 Price Parking		3
3.4 Bike Share Membership		3
4.1 Telecommuting		4
4.2 Vanpool, Shuttle		4
4.3 Employee Parking Cash out		4
4.4 Unbundle Parking		4
4.5 Showers/Lockers		4
5.1 Transit Subsidies		5
5.2 Commuter Incentives		5
5.3 Ground Floor Activation		5
5.4 On-site Daycare		5
V-1 Innovative Measures		1-5

Sample Project 1		
Mixed Use - office, Retail, Apartments		
45,000 sf		
Required Points - 20		
<i>Potential TDM Program</i>		
1.1	Bike Repair Station	1
1.2	Real-time Information	1
2.1	Guaranteed Ride Home	2
2.3	Delivery Amenities	2
2.5	Secure Bike Storage	2
2.6	Bike Share Hub	2
3.2	Care Share Membership	3
3.4	Bike Share Membership	3
4.5	Showers/Lockers	4
Total		20

Sample Project 3		
Residential - Condo		
11 units		
Required Points - 5		
<i>Potential TDM Program</i>		
1.4	Bike Repair Station	1
2.3	Delivery Amenities	2
2.5	Secure Bike Storage	2
Total		5

Sample Project 2		
Commercial Use - office		
9,000 sf		
Required Points - 10		
<i>Potential TDM Program</i>		
1.2	Real-time Information	1
2.3	Delivery Amenities	2
2.5	Secure Bike Storage	2
2.6	Bike Share Hub	2
3.4	Bike Share Membership	3
Total		10

Sample Project 4		
Residential - Apartments		
30 units		
Required Points - 20		
<i>Potential TDM Program</i>		
1.2	Real-time Information	1
2.3	Delivery Amenities	2
2.5	Secure Bike Storage	2
2.4	Bike Racks	2
3.2	Care Share Membership	3
4.4	Unbundle Parking	4
3.1	Car Share Parking	3
1.4	Bike Repair Station	1
2.7	Preferential Parking	2
Total		20

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