# Block 21 (500 E. 3rd Avenue)
# TDM Plan

City of San Mateo
24105301

steer

# Block 21 (500 E. 3rd Avenue) TDM Plan

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# 1. Introduction

A Transportation Demand Management (TDM) Plan is a long-term management strategy for an organization or site that seeks to deliver sustainable transportation objectives. It is articulated in a document that is regularly reviewed by the implementing organization. It involves identifying an appropriate package of measures aimed at promoting sustainable travel, with an emphasis on reducing reliance on single occupancy vehicle trips and vehicle miles traveled (VMT). It can also assist in meeting other objectives such as increasing accessibility as well as reducing congestion, greenhouse gases, and noise.

This TDM Plan was produced on behalf of the City of San Mateo for the Block 21 project site, which is a proposed mixed-use building owned and being developed by Windy Hill Property Ventures (referred to as 'the developer' or as 'Windy Hill' throughout this document).

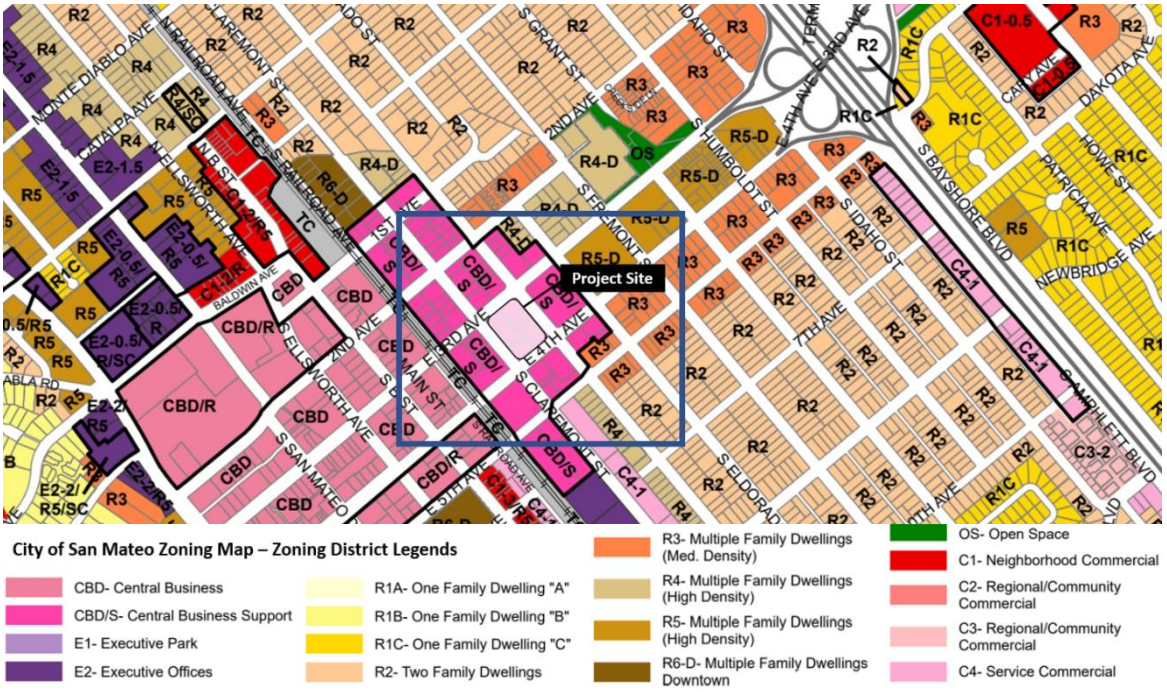
## 1.1 Project Description

The project site is located on the block bounded by E. 3rd Ave., S. Delaware Street, E. 4th Ave., and S. Claremont Street in Central San Mateo within the 94401 zip code. This project involves the demolition of all existing structures on the site and the development of a proposed six-story mixed-use building with 111 residential units. The project includes:

1. 183,000 sq. ft of office space
2. 53 studios and 58 1-bedroom units
3. Subterranean parking garage with 402 parking spaces

The site is a 65, 888 sq. ft (1.51 acre) city block, zoned as Central Business District Support (CBD/S). As shown in Figure 1, the city block is in the middle of four other city blocks to the north, south, east, and west which are also zoned as CBD/S. To the west of the project site is Downtown San Mateo, zoned as Central Business District (CBD). The zoning in the area allows for high-density residential, retail, cultural, entertainment, and community service uses, generating traffic and causing congestion around the project site. The area to the north, east, and west accommodates relatively lower traffic generating uses such as Multiple Family Dwellings (High Density).

**Figure 1. Zoning Map**




Source: City of San Mateo

The project site allows for a maximum FAR of 3.0 and an allowable height of 55 ft. The developer proposes to employ the State Density Bonus law provisions to increase the number of housing units from 76 to 111 by proposing to devote 15% of the units (12 units) to the very low-income category. The developer has also requested an incentive/concession under the State Density Bonus law to exceed the maximum building height of 55 ft. and exceed the maximum FAR of 3.0. Table 1 compares additional details of the site's current and proposed use.

**Table 1. Proposed Project Attributes**

| | Current | Proposed |
|---|---|---|
| **Description** | 9 single-story buildings, 2 two-story buildings | One 6-story mixed-use building |
| **Square Footage** | 65,888 sq. ft. lot with multiple buildings | 268,938 sq. ft. total floor area, including office and residential area |
| **Zoning Designation** | CBD/S – Central Business District Support | CBD/S – Central Business District Support |

As per San Mateo Municipal Code (SMMC), the developer is conducting a project-specific parking demand study to determine the required amount of parking for the site. The project proposes that all parking will be provided through two-levels of subterranean parking garage. The developer intends to request for State Density Bonus law provisions for tandem spaces and compact spaces

for commercial use. The project will provide 22 short-term bicycle spaces and 129 long-term bicycle spaces for residential and commercial use.

A property manager will manage the office and residential community once units are available for rent.

## 1.2 Demography and Travel Trends

The project site is located within census tract (residential area) 6063 and has a population of 4,110 people. The travel trends described in this section are based on information from the Census Bureau for the project's census tract.

**Demographic Snapshot**

About seventeen percent (17%) of the population currently located in the census tract are under the age of 18, with the median age and average household size being 39.2 and 2.2, respectively. This information suggests that the project site is located in an area with young families that may add school or childcare trips into their scheduling, generating more trips in the area. Forty-nine percent (49%) of the households in the census tract live in rental housing units.

**Travel Trends**

Census Reporter data from 2019 indicates that the majority (72%) of residents within the census tract drive alone to work. The data also reports that 21% of the population uses sustainable modes of transportation, such as public transit, carpooling, and walking to work, while another 5% of the population works from home (Figure 2: Transportation Mode ShareFigure 2). Of those that commute to work, the mean travel time is 27.6 minutes. The pandemic has impacted commuting patterns and may be in flux for some time as businesses gradually return to normal. Post-pandemic scenarios might produce new commuting patterns as more organizations implement hybrid and flexible work schedules.

The residents within the census tract commute to a variety of locations for work. The most popular work location is the City of San Francisco, followed by City of San Mateo, as shown in Table 2.

**Figure 2: Transportation Mode Share**

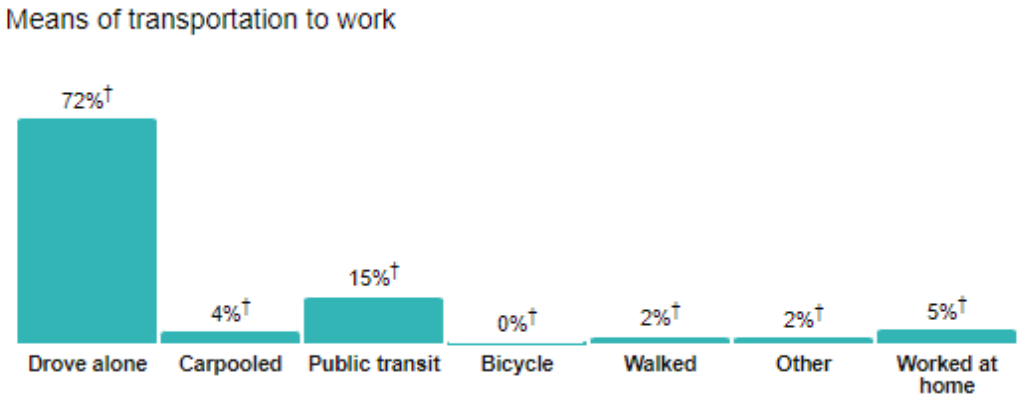
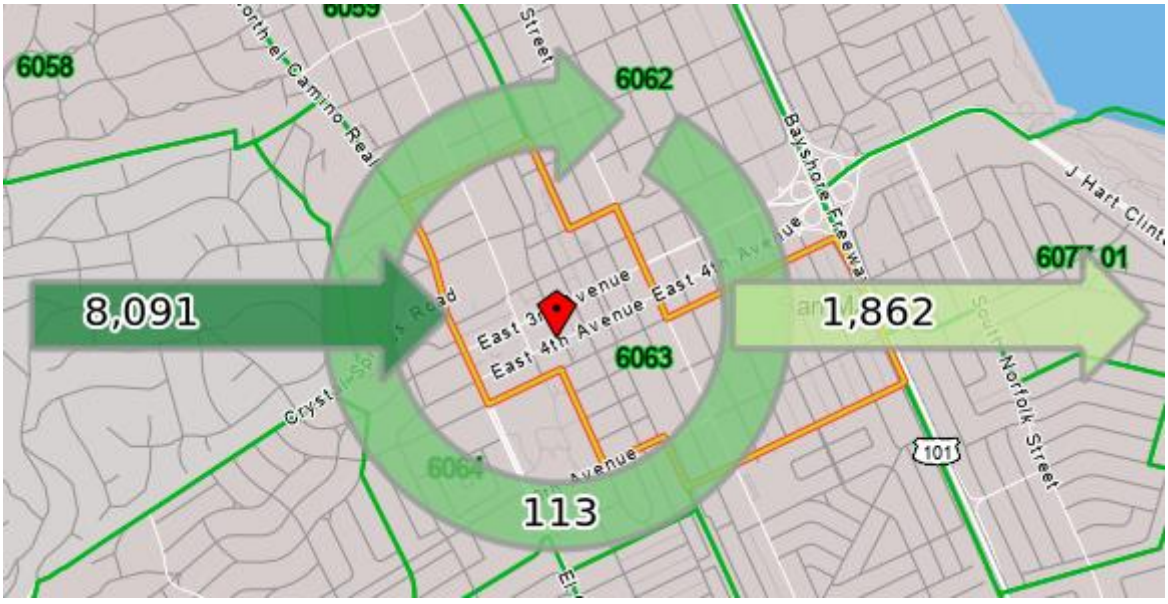


**Table 2: Where People Work**

| Job Locations | Count | Share |
|---|---|---|
| San Francisco, CA | 407 | 20.6% |
| San Mateo, CA | 305 | 15.4% |
| Redwood City, CA | 134 | 6.8% |
| Palo Alto, CA | 115 | 5.8% |
| South San Francisco, CA | 83 | 4.2% |
| Burlingame, CA | 69 | 3.5% |
| Foster City, CA | 62 | 3.1% |
| San Jose, CA | 53 | 2.7% |
| San Carlos, CA | 50 | 2.5% |
| Menlo Park, CA | 47 | 2.4% |
| All Other Locations | 650 | 32.9% |
| **All Places (Cities, CDPs, etc.)** | **1,975** | **100%** |

Inflow/Outflow analysis of the census tract, as shown in Figure 3, depicts those 1,862 individuals who commute out of the area and the 8,091 people who commute into the area for work on a daily basis. A total of 113 individuals both live and work inside the census tract.

**Figure 3: Census Tract Inflow and Outflow**



# 2. Site Assessment

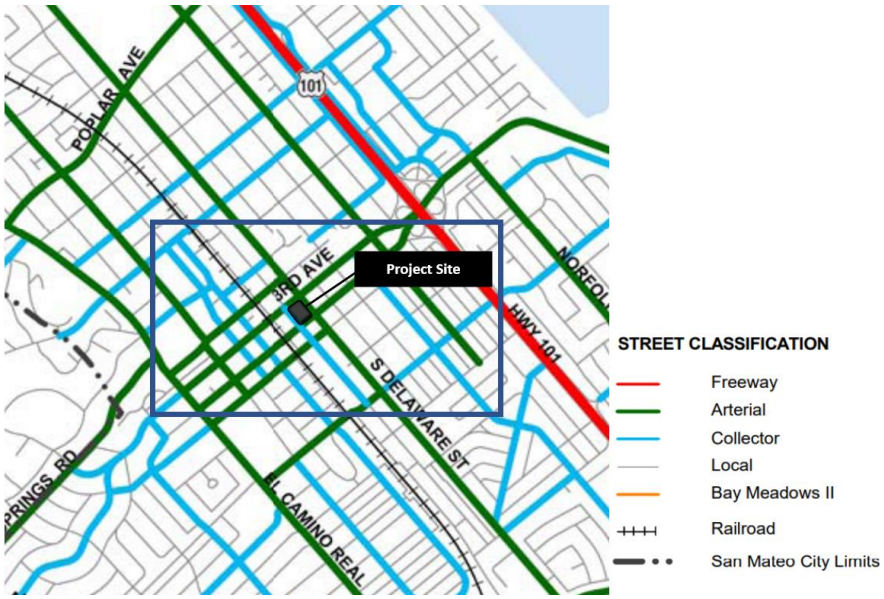
A site assessment was conducted by Steer as part of the TDM Plan development process. The site assessment included a description of the site's geography and road network, pedestrian and bicycle infrastructure, transit services, nearby attractions, and existing TDM services. For the complete assessment, please refer to the Block 21 Background Assessment Memo in Appendix B. Key findings from the site assessment are as follows:

## 2.1 Site Geography and Road Network

The project site is the city block bounded by E. 3rd Ave., S. Delaware Street, E. 4th Ave., and S. Claremont Street. The site is surrounded by:

- Arterials E. 3rd Ave., S. Delaware Street, E. 4th Ave.
- Collector S. Claremont St.
- Various businesses in surrounding blocks

**Figure 4: Street Network**




Drivers will have access to East Bay communities via a pathway consisting of the E. 3rd Ave./4th Ave. couplet, J Hart Clinton Dr., and the San Mateo-Hayward Bridge within 20 minutes.

The intersections at all four corners in the project site consist of arterial or collector streets. The intersections at E. 3rd Ave. and S. Delaware Street, and E. 4th Ave. and S. Delaware Street were included in the San Mateo Existing Conditions Circulation Report. The intersections see a

reasonably consistent flow, maintaining an "A" and "B" level of service (LOS) in the AM and PM hours.

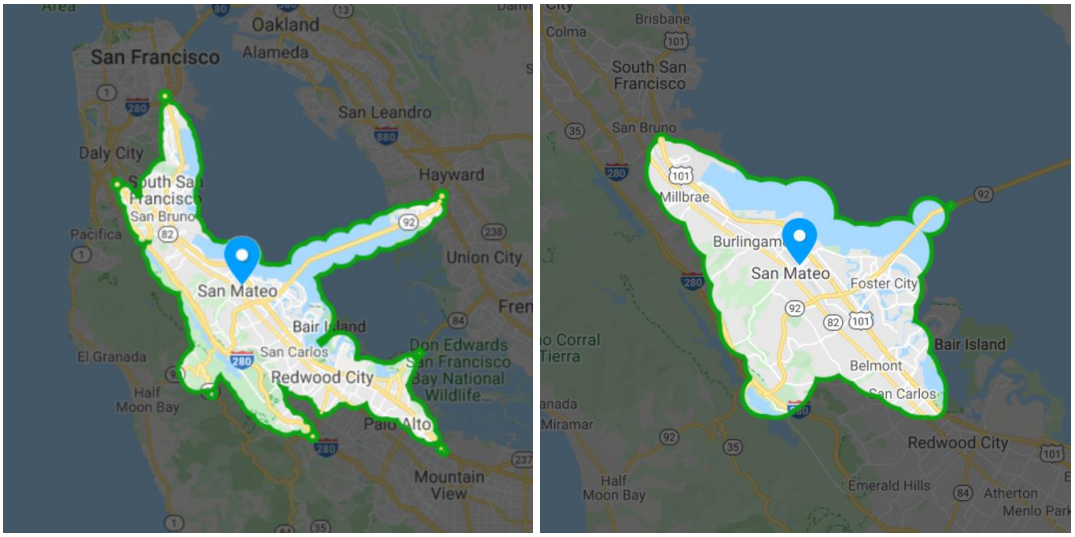
**Table 3. Levels of Service for E 3rd Ave. and S. Delaware Street and E 4th Ave and S. Delaware Street**

| | Signalized Intersection Peak-Hour Levels of Service | | | |
|---|---|---|---|---|
| Intersection | Year 2018 Conditions | | | |
| | AM Peak Hour | | PM Peak Hour | |
| | Delay | LOS | Delay | LOS |
| E 3rd Ave. and S. Delaware Street | 8.9 | A | 8.8 | A |
| E 4th Ave. and S. Delaware Street | 14.1 | B | 15.7 | B |

## 2.2 Pedestrian and Bicycle Infrastructure

The site's topography, street network, and location in the center of Downtown San Mateo make this a conducive area for pedestrian and bicycle access. The walkability website Walkscore.com gives the site a 99/100 score for walking, which it classifies as "*Walker's Paradise – daily errands do not require a car.*" The walkshed for the project area is seen in Figure 5.

**Figure 5: Walkscore.com Walking and Driving Shed**




**Free Flow: 20-minute driving shed from 500 E. 3rd Ave.** | **Rush hour: 20-minute driving shed from 500 E. 3rd Ave.**

Currently S. Delaware Street and S. Claremont Street are Class III bike routes adjacent to the project site. The bike route on S. Delaware Street connects to a bike lane and network throughout the rest of San Mateo. The S. Claremont Street bike route connects to the San Mateo Caltrain station via S. Delaware Street bike network, creating multiple access opportunities for cyclists.

E. 3rd Ave., E. 4th Ave., and S. Delaware Street all have significant traffic to be labeled as "High Stress" streets by the April 2020 San Mateo Bicycle Master Plan, making the streets suited only for

more experienced cyclists. However, the site is located in a high bicycle connectivity area, making cycling appealing in the area.

The project site is also served by a variety of bicycle amenities. BikeLink operates multiple on-demand bike lockers located at nearby Caltrain stations. BikeLink allows bicyclists to securely store their bikes in lockers using a stored-value card that can be purchased online or at nearby vendors. There are 24 lockers at the San Mateo Downtown Caltrain station. Additionally, four free-to-use public bike repair stations are located within two miles of the project site including at the Downtown San Mateo Caltrain station.

**City of San Mateo Bicycle Master Plan**

The 2020 Bicycle Master Plan was adopted by the City Council on April 6, 2020 and serves as a blueprint for expanding and improving the San Mateo's future bicycle and mobility network. The Plan includes six recommendations relevant to the Block 21 project site:

- Create a buffered bike lane along B Street between 5th Ave. and 16th Ave. This buffered bike lane is a high priority project.
- Create a separated bike lane along Delaware Street between 3rd Ave. and 4th Ave. This separated bike lane is a high priority project.
- Create a separated bike lane along 4th Ave. between Delaware Street and Humboldt Street. This separated bike lane is a high priority project.
- Create a bike boulevard on 5th Ave. between Delaware Street and Amphlett Blvd. This bike boulevard is a high priority project.
- Create a Class IV facility on 3rd Ave. between El Camino Real and Humboldt Street, and another Class IV along B Street between 1st Ave. and 5th Ave.
- Create a bicycle boulevard on Claremont Street between State Street and 9th Ave.

## 2.3 Transit Services

The project site is located within a 0.2-mile walk of the San Mateo Caltrain station. The project site is also served by five San Mateo County Transit District (SamTrans) bus routes.

**Table 4: Transit Services**

| Transit Service | Hours of Operation | Frequency | Closest Stop | Distance to Closest Stop | Cost |
|---|---|---|---|---|---|
| SamTrans Route 53 | School Day Service Schedule | 1 morning bus, 2 afternoon buses | S. Delaware St. & 2nd St. | 0.2 mile/ 4-minute walk | $2.25 (Cash/Mobile), $2.05 (Clipper) |
| SamTrans Route 59 | School Day Service | 1 morning bus, 2 afternoon buses | S. Delaware St. & E 4th Ave. | 01 mile/ 3-minute walk | $2.25 (Cash/Mobile), $2.05 (Clipper) |
| SamTrans Route 250 | Daily: 6am – 11pm | 30 minutes | S. Delaware St. & E 4th Ave. | 01 mile/ 3-minute walk | $2.25 (Cash/Mobile), $2.05 (Clipper) |

| | | | | | |
|---|---|---|---|---|---|
| SamTrans Route 295 | Daily: 6am – 6pm | Hourly | S. Delaware St. & 2nd St. | 0.2 mile/ 4-minute walk | $2.25 (Cash/Mobile), $2.05 (Clipper) |
| SamTrans Route 292 | Daily: 4am - midnight | 20 minutes | S. Delaware St. & 2nd St. | 0.2 mile/ 4-minute walk | $2.25 (Cash/Mobile), $2.05 (Clipper) |
| Caltrain | Daily – 6 AM to 11:40 PM | 30 minutes during peak hours | San Mateo Station | 0.2 mile/4-minute walk | $3.20-$10+* |

**Depending on distance*

## 2.4 Nearby Destinations

Key destinations in close proximity to the project site include:

- Five shopping centers within a 3-mile radius of the project site that offer access to restaurants, grocery stores, banks, a pharmacy, and a gym
- Over two dozen childcare facilities within two miles of the project site
- Three parks within a 1-mile walking radius of the project site
- Over a dozen schools within two miles of the project site

**Table 5: Assigned Schools to Block 21**

| Nearby Schools | Travel distance (miles) |
|---|---|
| Sunnybrae Elementary School | 0.6 |
| San Mateo High School | 0.9 |
| Borel Middle School | 1.5 |

## 2.5 Available TDM Services

**Commute.org Incentives**

Commute.org is San Mateo County's Transportation Demand Management Agency. Their resources are available to all residents and employees in the County. As such, the residents and employees of the project site will be able to take advantage of TDM resources curated for those commuting within the County and in the surrounding areas. The Commute.org website serves as a regional clearinghouse for all transportation and commuting-related information. They also provide the following services:

- **Try Transit Incentives:** Commute.org provides a free 'try transit' program that allows individuals to request free tickets for the transit option that works best for them.
- **Carpool Incentives:** Commuters who use Waze Carpool or Scoop are eligible to earn gift cards worth up to $100.
- **Vanpool Incentives:** Drivers of a new vanpool can earn a $500 reward, and vanpool riders can be reimbursed $100/month of their costs for up to three months.
- **Bike Education:** Free bike safety workshops and bike marketing materials are available to residents and commuters. Workshops are scheduled upon request and are available to employers and other sites, including residential properties, within San Mateo County. They can be 60, 75, or 90 minutes in length depending on what is ideal for the requesting party and include time for Q&A.
- **Bike Incentives:** Commute.org currently provides commuters who live or work in San Mateo County with incentives worth between $25 to $100 for biking to work. To participate in the program, bike commuters must track their work commutes using the Strava app. The rides are then recorded in the STAR platform, Commute.org's incentive delivery platform, where commuters can access their incentives.

# 3. Project TDM Measures

The TDM strategies in this section are effective and appropriate TDM measures based on the project's size, location, and land use. They provide guidelines for implementation, cost estimates, expected timelines, and indicate the anticipated responsible party for each recommended measure. It is understood that the property management team will be the 'responsible party' for most TDM measures outlined below.

The City's Sustainable Streets Final Plan (SSP) (accepted by City Council in February 2015) recommends that all new developments within the Downtown core submit a TDM plan with a trip reduction target of 25 percent. However, the SSP has not been formally adopted by the City Council and is therefore a guideline, not a formal requirement. This section aims to estimate the percentage of trips that each strategy can reduce for the property, based on estimated 2141 daily trips generated by the property. It is important to note that many of the TDM strategies in this section are scalable and can easily be expanded by increasing the number of resources allocated. The remaining TDM strategies play a supportive role in increasing the impact of the other strategies listed.

## 3.1 TDM Coordinator

An on-site TDM coordinator would act as a liaison between the developer, City, and the tenants to create a safe and walkable community. Appointing a TDM coordinator would help develop, implement, and report on the various TDM strategies. This person would be responsible for coordinating and marketing the selected TDM strategies as well as maintaining working relationships with the City and nearby developments. Apart from this site, there are also two existing buildings and one project that is in its planning application stage that are developed by Windy Hill. The TDM coordinator could be a joint resource between these local projects, including their existing projects at 406 E. 3rd Ave. and 405 E. 4th Ave. Recruiting the same property management across these developments would also bring about cost reduction.

**Implementation Guidelines**

An individual from the property management team will be assigned the role of TDM Coordinator to plan and implement the TDM program. The TDM Coordinator should aim to spend about five hours a month on the following activities:

- **Annual Monitoring:** Survey the residents and employees to compile a monitoring report for submission to the City of San Mateo annually.
- **TDM Program Coordination and Outreach:** Organize and promote sustainable travel options through building communications such as emails, newsletters, and social media. Specific tasks include:
  - Organize and promote trip reduction strategies that are listed in the following sections

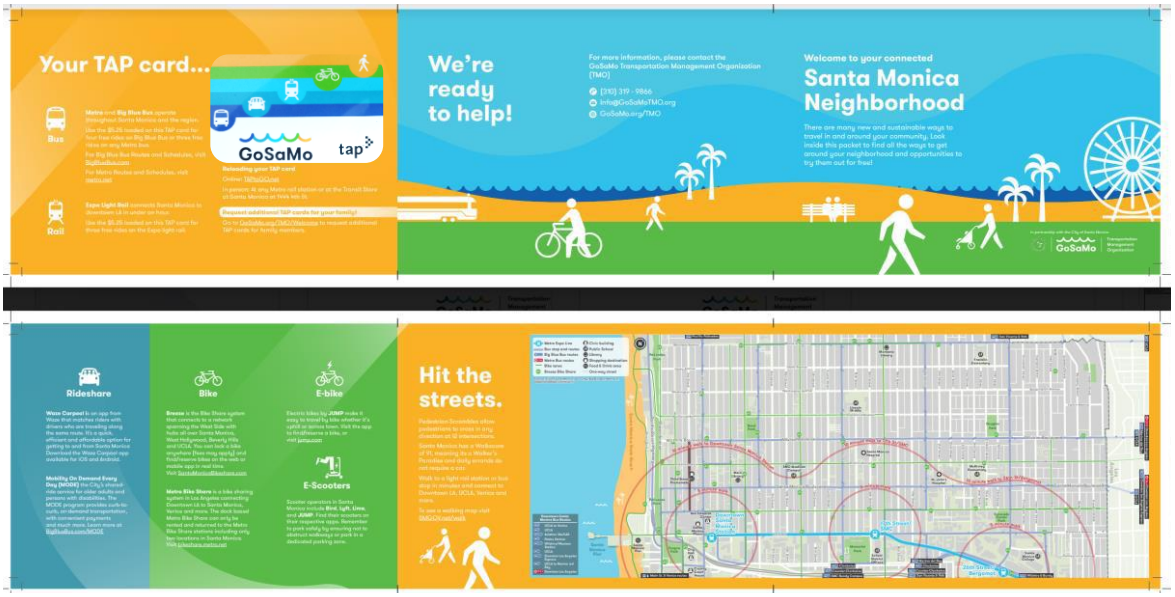
- Organize and promote campaigns and challenges that encourage trip reduction
- Promote the sustainable transportation options available to residents and employees on-site

| | |
|---|---|
| **Estimated timeframe** | Ongoing |
| **Estimated cost** | $2,000 per year |
| **Responsible party** | Property Management team |
| **Estimated daily VMT reduced** | 64 to 129 |
| **Percent of daily vehicle trips reduced** | 0.1% to 0.3% |

## 3.2 New Hires/Resident Packets

Individuals are most likely to make a change in their transportation behavior alongside other life changes. This means that providing new residents and employees with a packet that offers them all their transportation options would increase the likelihood for them to choose options other than driving alone. New residents and office tenant employees would be given welcome packets that includes a pre-loaded Clipper Card, customized transportation information pamphlet about nearby transit routes, bus stops, bike maps and routes, and other TDM initiatives undertaken by the property. The welcome packets should also include the contact information of the property's TDM Coordinator. Figure 6 offers an example of a welcome packet distributed to new residents in Santa Monica, CA.

**Figure 6 A New Resident Packet distributed in Santa Monica**




### Implementation Guidelines

Design a New Hire/Resident Packet for the property that provides information on all transportation modes available as well as services that may make choosing sustainable travel easier. The TDM Coordinator can work directly with Commute.org, who can assist the property in

purchasing Clipper Cards as well as provide supportive materials, commuter incentives, and advice. The packet should include:

- A GO Pass and/or Way2Go Pass
- Map highlighting a 10- and 20-minute walk and bicycle radius
- Information about the transit options available (SamTrans, and Caltrain) and how to connect to them including Park and Ride options
- Information about all the transportation-related amenities offered by the property
- Information about Commute.org services and resources
- Information about Guaranteed Ride Home and how to register

| | |
|---|---|
| **Estimated timeframe** | Pre-occupancy, ongoing |
| **Estimated cost** | $4,000 to develop packet, then up to $3 per packet to print and distribute.<br>Approximately $5,000 total |
| **Responsible party** | Owner or consultant to develop; Property Management team to maintain and distribute long term |
| **Estimated daily VMT reduced** | 1,195 to 1,352 |
| **Estimated daily vehicle trips reduced** | 3.0% to 3.4% |

## 3.3 TDM Communications

In order to encourage individuals to choose sustainable travel options, it is critical to provide them with the information needed to do so. Having a communications plan that outlines what information to share and how would set clear expectations for the TDM Coordinator.

*Communicating Transportation Information:*

- **Website -** Having all transportation-related information and resources available in one virtual location makes it easy and convenient for residents and employees to learn about their travel options. The webpage should provide information about relevant special offers and programs that are offered from outside agencies (such as the Peninsula Clean Energy e-bike subsidy while there is funding), nearby transit routes and schedules, bike and pedestrian paths, services offered by Commute.org and other amenities. This is especially helpful for residents new to the neighborhood or employees coming from outside of the City who are unaware of the transportation options available to them.
- **Resident and Employee Bulletin Boards** – Bulletin boards should be set up in high-traffic areas and include TDM messaging to inform and update residents and employees of sustainable travel options, upcoming events, and activities. Commute.org sends out regularly scheduled newsletters that are a good reference for up-to-date transportation information. Each newsletter would advertise different TDM measures and events such as commuter promotions and incentives and highlight resources such as 511 and Commute.org.
- **Building Social Media Channels (Facebook, Instagram, etc**.) – The property manager could promote transportation options and updates via the tenant portal website and social media channels such as Facebook, Instagram and Nextdoor.

- **Transit Screen**- Transportation screens that provide real-time transit departures and arrivals to Block 21.

**Figure 7: Example Transportation Screen**


*Transportation Options to Promote:*

- All **TDM incentives and services** offered by the property to Block 21 residents and employees, such as bike parking.
- **Resources for trip planning**, including Transit app, Google Maps or Citymapper offer excellent smartphone-based trip planning options.
- **A link to Commute.org** with information about the resources available to residents and employees, especially information regarding the mode-specific resources and subsidies offered.
- Information about the **Guaranteed Ride Home (GRH) or Emergency Ride Home (ERH)** programs offered by the surrounding counties (e.g., Commute.org's GRH program for commuters who work in San Mateo County, Alameda County's GRH program, Marin County's ERH program, etc.). If an unforeseen emergency occurs, employees that use a sustainable transportation mode are eligible for reimbursement of the cost of their trip home.
- Information about **Safe Routes to School** programs
- **Locally accessible transit information**
  - Caltrain, including Information about bikes on board, secure bike parking, and Park and Ride lots and at the Hayward Park, Hillsdale, and Belmont stations
- Information about **biking,** including links to local bike maps and cycling resources

**Implementation Guidelines**

Create a webpage that lives on or is linked from the property's resident/tenant facing website and includes all the above listed information, at a minimum, in addition create a social media presence. Commute.org offers a comprehensive transportation resources website free of charge that provides much of the above information.

Develop a regular schedule for newsletters and social media posts and promote relevant transportation information regularly through employee and resident bulletin boards.

| | |
|---|---|
| **Estimated timeframe** | Pre-occupancy, property management (TDM Coordinator) to maintain webpage and newsletter/social media calendar as well as managing all transportation-related information to residents. |
| **Estimated cost** | $2,000 per year |
| **Responsible party** | Property Management |

| | |
|---|---|
| **Estimated daily VMT reduced** | 93 to 187 |
| **Estimated daily vehicle trips reduced** | 0.2% to 0.5% |

## 3.4 GOPass and Way2Go Pass Provision/Transit Subsidy

Providing subsidized transit passes can help reduce single occupancy trips and increase transit ridership. Discounted transit passes can be used as a strategy to encourage individuals to use public transit. This provides increased flexibility for those who might still opt to drive occasionally.

**Implementation Guidelines**

Partner with the following agencies to provide free or discounted transit options to employees and residents:

- Partner with Caltrain to provide free annual pass Caltrain GO Pass to all employees
- Provide $200 in annual subsidies for the purchase of Caltrain passes to residents
- Partner with SamTrans to provide a free annual pass Way2Go Pass to all employees
- Provide $20 in annual subsidies for the purchase of SamTrans passes to residents

| | |
|---|---|
| **Estimated timeframe** | Pre-occupancy (during the drafting of lease agreements), and ongoing. |
| **Estimated cost** | Approximately $342 per employee for GO Pass, $75 per employee for Way2GO pass. Based on an estimate of 604, employee cost estimate is 250,500 annually. Approximately $18,300 in subsidies for residents. Total cost estimate is $268,800 annually |
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | 2,688 to 2,986 |
| **Estimated daily vehicle trips reduced** | 12.19% to 13.55% |

## 3.5 Unbundled Parking

Access to free parking often dramatically reduces the cost of car ownership. Providing unbundled parking means charges for using parking spaces are separate from unit price or monthly rent. By unbundling the cost of renting an apartment from the cost of the parking spot, the property will encourage and reward sustainable travel.

**Implementation Guidelines**

Provide parking spaces at a cost (market rate) and include them as a separate line item from the unit price or monthly rent.

| | |
|---|---|
| **Estimated timeframe** | Pre-occupancy (during the drafting of lease agreements), and ongoing. |
| **Estimated cost** | $0 |

| | |
|---|---|
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | 4,103 to 9,118 |
| **Estimated daily vehicle trips reduced** | 13.8% to 30.6% |

## 3.7 Bicycle Support Facilities

Some commuters are interested in walking or cycling to work because of the exercise it provides but are discouraged by the idea of arriving to a worksite without a place to refresh, particularly in hot weather. Provision of showers and lockers allows them to do so in a clean and comfortable environment before they start their workdays.

**Implementation Guidelines**

The applicant has provided plans for locker rooms, including showers, on the ground floor of the Block 21 development. Property management should ensure locker rooms and shower facilities are kept clean and usable.

| | |
|---|---|
| **Estimated timeframe** | Facility construction at development phase, maintenance ongoing |
| **Estimated cost** | $0 as already included in applicant plan |
| **Responsible party** | Applicant/Property Management |
| **Estimated daily VMT reduced** | 45 to 101 |
| **Estimated of daily vehicle trips reduced** | 0.23% to 0.51% |

*Please note the calculations for the bicycle support strategy includes Interior Bicycle Parking, refer to section 4.4*

# 4. Optional TDM Measures

In addition to the project TDM measures, the following strategies would help to support further trip reductions. They are offered as optional recommendations as they are measures that will require additional financial investments. These strategies have not been included in the calculations showing vehicle trips and VMT reduced in Section 5.

## 4.1 Institutionalizing TDM

It is important that the TDM program is implemented as the site becomes occupied, and that it can be updated as needs change due to tenant turnover or introduction of new options in transportation and technology. Therefore, the TDM Plan should become institutionalized as part of the property's organizational structure to ensure the program remains in place and new tenants are aware of its existence.

**Implementation Guidelines**

Institutionalize the TDM Program through the apartment and office tenant leases**.** Describe the TDM infrastructure, amenities, programs available to residents and employees, and how they will be made available to the tenants.

| | |
|---|---|
| **Estimated timeframe** | During the drafting of lease language and ongoing |
| **Estimated cost** | $0 – it is likely that this cost will already be undertaken by the property management in order to establish the details of the lease agreement, so including TDM in this effort will likely come at no additional cost. |
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | 3 to 6 |
| **Estimated daily vehicle trips reduced** | 0% |

## 4.2 Shared Mobility Support

Providing shared bikes, and scooters to tenants, particularly residents, is an excellent way to further encourage shared mobility and bike ridership. Biking could easily replace driving for short trips and local errands under three miles. Use of e-bikes can increase the bike-shed even further, to around seven miles.

**Implementation Guidelines**

If and when private shared mobility options are provided in San Mateo, work with locally operating vendor to provide discounted access to residents and employees. This could include monthly passes, if that is an option available from the provider, or set discounts per ride.

| | |
|---|---|
| **Estimated timeframe** | Beginning when shared mobility options become available, then ongoing |
| **Estimated cost** | Administrative costs will vary based on program structure |
| **Responsible party** | Property management to coordinate |
| **Estimated daily VMT reduced** | 4 to 9 |
| **Estimated daily vehicle trips reduced** | 0.05% to 0.09% |

## 4.3 Bike Education/Workshops

About 59.4% of vehicle trips in the United States were less than six miles in 2017.[1] These short trips can be made comfortably and more efficiently via bicycle by most users. Thus, the property could partner with local bike advocacy groups, bike shops, or Commute.org to host bike safety workshops, educate residents and employees on the basics of biking, and share educational resources such as maps of nearby bike amenities like BikeLink lockers at train stations.

**Implementation Guidelines**

Partner with Commute.org or a local bike advocacy organization to organize a bicycle safety training webinar or workshop annually. Commute.org offers free bike training workshops to employers and residential properties within San Mateo County.

Promote the workshop or webinar along with additional resources on the property's dedicated website, resident or employee newsletter/bulletin board, and social media. Some additional resources to share with residents and employees include:

- Bike Safety and Rules of the Road
- Family Biking - How to Bike Safely with Adults and Kids of Any Age
  Biking maps and trails

[1] As per data collected from Office of Energy Efficiency and renewable Energy 2017. https://www.energy.gov/eere/vehicles/articles/fotw-1042-august-13-2018-2017-nearly-60-all-vehicle-trips-were-less-six miles#:~:text=Data%20collected%20on%20one%2Dway,distance%20categories%20about%205%25%20each.

| | |
|---|---|
| **Estimated timeframe** | 75% occupancy, annually |
| **Estimated cost** | $500 per year |
| **Responsible party** | Property management to coordinate |
| **Estimated daily VMT reduced** | 14 to 32 |
| **Estimated daily vehicle trips reduced** | 0.1% to 0.15% |

## 4.4 Interior Bicycle Parking

Allowing residents and employees to bring bicycles to their desks and residences helps prevent theft that may occur at outdoor parking locations.

**Implementation Guidelines**

In addition to the 22 short-term bicycle spaces and 129 long-term spaces provided by the developer in their site plan, ensure that residents and employees are able to bring their bicycles into their residences and offices. This may include making sure elevators and doorways can accommodate bicycles and providing office space with ample room for storage.

| | |
|---|---|
| **Estimated timeframe** | Ongoing |
| **Estimated cost** | $0 |
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | VMT reductions have been accounted for in the bicycle support facilities strategies |
| **Estimated daily vehicle trips reduced** | Trips reductions have been accounted for in the bicycle support facilities strategies |

## 4.5 Multimodal Wayfinding Signage

The developer would provide multimodal wayfinding signage at entry and exit points of the property. Wayfinding can help people visualize how close sustainable travel options are and in which direction, as well as familiarize them with nearby modes. Wayfinding signage can be either static or via multimedia platforms. Examples of wayfinding window decals used in the City of City of Tulsa, Oklahoma are shown in Figure 8.

### Implementation Guidelines

Using consistent and legible design guidelines, create and post a network of pedestrian-scale signage at key entry and exit points of the property. The signs should point users to key destinations and give them estimates for how far away they are by walking and/or biking. For example

- 4 minute-walk to San Mateo Caltrain Station
- 9 minute-walk to San Mateo Central Park
- 15 minute-bike ride to Hillsdale Shopping Center

**Figure 8. Multimodal wayfinding signage in Tulsa**


Be sure to evaluate the signage regularly to take into consideration any infrastructural or service changes that may impact options.

| | |
|---|---|
| **Estimated timeframe** | Pre-occupancy |
| **Estimated cost** | $500 to $10,000 per year depending on the technology |
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | 2 to 4 |
| **Estimated daily vehicle trips reduced** | 0% |

## 4.6 Carshare

The developer could partner with an existing carshare company such as Zipcar, Envoy, or Car2Go, to provide those who do not own a vehicle the ability to use a car when needed. An incentive that provides occasional access to a vehicle, coupled with parking incentives, can enhance the effect of these measures and encourage households to forgo vehicle ownership, as studies show increased car access decreases use of other modes such as transit[2]. Providing carshare on site for employees that make work trips can also be an incentive for employees to forgo their personal vehicles.

### Implementation Guidelines

Partner with a shared vehicle provider such as to ZipCar, Envoy, and/or Car2Go to provide residents and employees access to a car when needed. The benefit could be made available to all residents and employees, or only to those who do not have access to a parking space. Each participating household or tenant employer could be provided with annual credits.

[2] Jordan, S. (May 2019). Ridership Study Revisited UCLA ITS Scholars 2018 Report on Falling Transit Ridership Gets a Second Look. Retrieved from https://caltransit.org/news-publications/publications/transit-california/transit-california-archives/2019-editions/may/ridership-study-revisited/

| | |
|---|---|
| **Estimated timeframe** | Ongoing |
| **Estimated cost** | $3,600 to $7,500 per year depending on number of participants |
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | 605 to 689 |
| **Estimated of daily vehicle trips reduced** | 1.5% to 1.8% |

## 4.7 Preferential Carpool and Vanpool Parking

Reserving space for carpool and vanpools encourages shared travel be ensuring those riders are able to find guaranteed parking easily. If signed in a manner that stands out, it may also generate interest in carpooling and vanpooling from solo drivers.

**Implementation Guidelines**

Designate at least ten on-site spaces for employees who carpool and vanpool to their worksites. The spaces should be located close to an entrance, and demarcated spaces with signage and/or paint, in line with other signage within the parking facility. While it is not required that property management undertake strong enforcement efforts such as monitoring the spaces on a daily basis and ticketing or towing non-compliant vehicles, they should be prepared to remind single drivers that the spaces are reserved for higher occupancy vehicles.

| | |
|---|---|
| **Estimated timeframe** | Ongoing |
| **Estimated cost** | $1,000 for sign fabrication |
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | 20 to 22% |
| **Estimated of daily vehicle trips reduced** | 0.93% to 1.03% |

## 4.8 Promotional Programs

Contests, promotions, and prizes can be used as a strategy to provide awareness about transportation options available to employees, residents, and visitors. This can be in the form of short-term or long-term commute challenges and events that encourage the trail use of a new modes of commuting.

**Implementation Guidelines**

Promote monthly or quarterly commute challenges that encourage individuals to try new modes of transportation, promotion can be done via the TDM communication's webpage, information boards and TDM coordinator. As incentives, include prizes in the form of gift cards, rewards points and transit subsidies.

| | |
|---|---|
| **Estimated timeframe** | Ongoing |

| | |
|---|---|
| **Estimated cost** | $2,000-10,000 per year depending on the number of participants |
| **Responsible party** | Property Management |
| **Estimated daily VMT reduced** | 17 to 33 |
| **Percent of daily vehicle trips reduced** | 0.05% to 0.10% |

# 5. Impact of TDM Measures

If implemented correctly and consistently, the TDM program outlined in Chapters 3 and 4 is forecasted to result in a daily reduction of over 9,000 vehicle miles traveled (VMT), which would lead to a reduction in over 3,000 kilograms of carbon dioxide every day. The TDM measures will also reduce daily vehicle trips by an estimated 32% - 52%.

## 5.1 VMT Reduction Calculations

Estimated VMT reduction calculations were made using the TDM Return on Investment (ROI) Calculator, a tool owned by Mobility Lab and developed by university and governmental partners. The TDM ROI Calculator helps practitioners and policy makers understand the benefits of their investment in TDM strategies and programs by calculating estimated vehicle trips, VMT, hours of congestion delay, and emissions reduced. More information about the TDM ROI Calculator and assumptions made to calculate estimated impacts are included in Appendix A.

## 5.2 Program Impacts

**TDM Program for Block 21 (500 3rd Ave.)**

| Block 21 (500 3rd Ave.) | Annual VMT Reduced | | Annual Vehicle Trips Reduced | | Annual Congestion Reduced (hours of delay | | Carbon dioxide Reduced (kg) | |
|---|---|---|---|---|---|---|---|---|
| | Low Est. | High Est. | Low Est. | High Est. | Low Est. | High Est. | Low Est. | High Est. |
| Recommended Strategies | 2,022,436 | 3,426,631 | 156,598 | 258,609 | 129,675 | 150,176 | 691,600 | 1,171,521 |
| Optional Strategies | 249,223 | 289,731 | 13,832 | 16,055 | 31,369 | 35,815 | 84,968 | 97,812 |
| Recommended and Optional TDM Program | 2,271,659 | 3,716,362 | 170,430 | 274,664 | 161,044 | 185,991 | 776,568 | 1,269,333 |

outlines the total estimated VMT and congestion hours reduced with the recommended TDM program for the project site.

**Table 6: Cumulative Program TDM Strategies**

| Block 21 (500 3rd Ave.) | Annual VMT Reduced | Annual Vehicle Trips Reduced | Annual Congestion Reduced (hours of delay | Carbon dioxide Reduced (kg) |
|---|---|---|---|---|

| | Low Est. | High Est. | Low Est. | High Est. | Low Est. | High Est. | Low Est. | High Est. |
|---|---|---|---|---|---|---|---|---|
| Recommended Strategies | 2,022,436 | 3,426,631 | 156,598 | 258,609 | 129,675 | 150,176 | 691,600 | 1,171,521 |
| Optional Strategies | 249,223 | 289,731 | 13,832 | 16,055 | 31,369 | 35,815 | 84,968 | 97,812 |
| Recommended and Optional TDM Program | 2,271,659 | 3,716,362 | 170,430 | 274,664 | 161,044 | 185,991 | 776,568 | 1,269,333 |

### Individual Strategies

| Strategy | Daily VMT Reduced | | Daily Vehicle Trips Reduced | | % Daily Trip Reduced | | Daily Congestion Reduced (hours of delay) | | Daily Carbon Dioxide Reduced (kg) | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **Low Est/** | **High Est.** | **Low Est.** | **High Est.** | **Low Est.** | **High Est.** | **Low Est.** | **High Est.** | **Low Est.** | **High Est.** |
| Combined TDM Coordinator | 64 | 129 | 3 | 7 | 0.14% | 0.33% | 10 | 20 | 22 | 44 |
| New Resident + New Employee Packet | 1,195 | 1,352 | 65 | 73 | 3.04% | 3.41% | 155 | 176 | 409 | 462 |
| TDM Communications | 93 | 187 | 5 | 10 | 0.23% | 0.47% | 11 | 23 | 32 | 64 |
| GoPass and Way2Go Pass Provision/Transit Subsidy | 228 | 1,014 | 12 | 55 | 12.19% | 13.55% | 30 | 132 | 78 | 347 |
| Bicycle Support Facilities | 45 | 101 | 5 | 11 | 0.23% | 0.51% | 0 | 0 | 15 | 34 |
| Unbundled Parking | 4,103 | 9,118 | 295 | 656 | 13.78% | 30.64% | 0 | 0 | 1,403 | 3,118 |
| Institutionalizing TDM at the Property | 3 | 6 | 0 | 0 | 0.00% | 0.00% | 0 | 1 | 1 | 2 |
| Shared Mobility Support | 4 | 9 | 1 | 2 | 0.05% | 0.09% | 0 | 0 | 2 | 3 |
| Bike Education and Promotion | 14 | 32 | 2 | 3 | 0.09% | 0.14% | 0 | 0 | 3 | 6 |
| Interior Bike Parking | - | - | - | - | - | - | - | - | - | - |
| Wayfinding to outside building (signs/stickers) | 2 | 4 | 0 | 0 | 0.00% | 0.00% | 0 | 1 | 1 | 2 |
| Carshare | 605 | 689 | 33 | 38 | 1.54% | 1.77% | 78 | 88 | 207 | 236 |
| Preferential Carpool and Vanpool parking | 368 | 409 | 20 | 22 | 0.93% | 1.03% | 48 | 53 | 126 | 140 |
| Promotional Programs | 17 | 33 | 1 | 2 | 0.05% | 0.09% | 1 | 2 | 6 | 11 |

# 6. Monitoring

The City of San Mateo will require the site to perform annual monitoring and reporting. Ongoing monitoring will help the project site track the impact of their TDM programs, as well as provide a regular schedule for evaluating programming and identifying gaps and opportunities. The results will help the project adjust programs to better meet the needs of their residents and employees.

The City of San Mateo's general conditions for approval stipulate that all new developments must submit a Trip Reduction and Parking Management Plan and submit an annual monitoring report.

## 6.1 Annual Survey

The City of San Mateo requires an annual letter to the Public Works Director or designee that outlines the TDM measures implemented and information from a mode split survey.

To comply with City requirements, the TDM Coordinator will conduct an annual resident and employee survey to understand commute patterns and the modes by which they commute. During the first year of occupancy, an initial survey should be conducted to establish a baseline to which future surveys will be compared.

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

- Mode of travel by trip purpose (work, school, leisure, etc.)
- Work location
- Business travel requirements, if applicable
- Daycare or school pick-up/drop-off location, if applicable
- Flexible working arrangements, if applicable
- Improvements to the main mode of travel
- Current barriers to walking/biking
- Ideas for how the property could encourage walking, biking, carpooling and transit
- Car ownership
- Level of awareness of the property's TDM amenities
- Feedback on amenities and services currently available to the residents
- Other services or amenities that are not currently offered which would encourage residents to try a different mode of travel

The survey results allow the property to not only track program progress but also identify ways to adjust the program and further shift travel behavior towards more sustainable modes (transit, bike, walk, and carpool) over time. The TDM Coordinator could use the data to understand which

amenities are popular and should remain, which are not effective and should be adjusted, and identify additional measures to implement in their place.

# Appendices

# A. TDM ROI Calculator

The Transportation Demand Management (TDM) Return on Investment-(ROI) Calculator is a tool owned by Mobility Lab, an Arlington County, Virginia funded transportation behavior and policy research center. It was developed in partnership with university and governmental partners, with funding from the Federal Highway Administration, to provide TDM program staff, transportation planners, and others involved in implementing TDM services a quantifiable way to estimate the ROI for TDM services.

According to the TDM ROI Calculator User Manual, the model calculates impacts for individual TDM services then combines the individual impacts, with discounts to account for overlap between services, to determine the cumulative impact of all services.[3]

The calculator performs the following functions:

- Estimates TDM travel impacts, defined as reductions in commute vehicle trips and vehicle miles travelled (VMT), from a user-defined package of TDM services
- Converts vehicle trip and VMT reductions into societal benefits, such as reduction in hours of travel time delay and gallons of gasoline saved
- Calculates the societal cost savings from each benefit and the overall cost saving from all benefits combined
- Compares the societal cost saving to the TDM program "investment" cost to estimate ROI

As most TDM programs do not have detailed VMT and trip reduction data, the ROI Calculator instead asks for user participation numbers and program costs as the inputs for its calculations. The model then uses four calculation factors derived from TDM service user surveys along with pre-set regional inputs and national environmental data to estimate the number of participants who will shift behavior and the number of daily vehicle trips, VMT and hours of congestion that their behavior shift will reduce. If more detailed regional and national data are known, they can be input to override the preset data used for calculation.

The inputs used for calculating the VMT and vehicle trip reductions for the Block 21 TDM Plan are outlined below so that the results can be duplicated with ease.

[3] Mobility Lab.(2019).TDM ROI Calculator User Manual Retrieved from https://mobilitylab.org/calculators/

## A1 Regional Inputs

At the outset in Section A (Your Region, Service Area Type and Transit Availability), the TDM ROI Calculator asks users to make a series of selections to determine geographic and transit characteristics of the area being examined. The options selected for the Block 21 (500 E 3rd Ave.) Plan are displayed in **Table A.1** as follows:

**Table** Error! No text of specified style in document.**.1: Selections made for region, service area type and transit availability**

| Questions in the ROI Calculator | Option Selected for the TDM Plan |
|---|---|
| Metropolitan Region | San Francisco-Oakland-Hayward, CA |
| Primary land use density and development pattern | Moderate density, urban or small city/town |
| Primary focus of TDM program outreach | Primarily to commuters at residential areas |
| Percentage of commuters within 1/2 mi of bus/train stop in the service area | 76% to 100% of commuters are within 1/2 mile of a bus or train stop |
| Average public transit frequency in the service area in the morning peak period (Select ONLY ONE option) | Moderate-Average rush hour frequency for most routes is 16-30 minutes |

With the above inputs selected, the model determines the classifications for the project site as follows in **Table A.2**:

**Table** Error! No text of specified style in document.**.2: Project site TDM service area and transit availability classifications**

| | |
|---|---|
| Your TDM Service Area classification is: | Suburban/Small city |
| Your Transit Availability classification is: | High Transit |

## A2 Regional Travel, Environmental and Cost Benefit Factors

The final section of the ROI Calculator (Section F - Additional Regional/Service Area Data Environmental Inputs) shows the default numbers used for regional travel, environmental and cost benefit factors. Users have the option to override these defaults by inputting values into the "User Defined" cells if specific local factors are known. Table A.3 shows the defaults assumed by the model and indicates if the defaults were overridden, and which values were used. The inputs defined in Table A.3 remained the same for all calculations for the Block 21 plan.

**Table** Error! No text of specified style in document.**.1: Travel, vehicle pollutant emission, and benefit cost factor default and user defined values**

| Regional Travel Factors | Regional Default | User Defined |
|---|---|---|
| Average home-to-work commute miles for the region (one-way distance) | 9.6 | 13.9[1] |
| Percentage of regional commuters who drive alone to work OR percentage of weekly commute trips made by driving alone | 63.2% | 72%[2] |
| Percentage of regional commuters who ride public transit to work OR percentage of weekly commute trips made by transit | 17.6% | 15%[2] |
| **Regional Vehicle Pollutant Emission Factors** | **National Default** | **User Defined** |
| Oxides of Nitrogen (NOx) emission rate in grams per mile of travel | 0.445 | 0.171[4] |
| Volatile Organic Compounds (VOC) emission rate in grams per mile of travel | 0.075 | 0.035[4] |
| Greenhouse gas (Carbon Dioxide Equivalent) emission rate in grams per mile of travel | 387.460 | 342.000[4] |
| **Regional Benefit Cost Factors** | **Regional Default** | **User Defined** |
| Median average wage rate for commuters in the service area or metropolitan region | $24.90 | $49.71[1] |
| Estimated average annualized cost to build/maintain one lane-mile of major roadway (combination of Interstate and limited access roadway) | $165,000 | N/A |
| Average pump price per gallon for regular unleaded gasoline | $3.36 | $5.80[3] |

[1] Source: San Mateo Economic Development Association's Labor Supply and Commute Patterns in San Mateo County Report, 2012.
[2] Source: ACS 2018 5-year for the Census Tract 6063, Census.gov
[3] Source: AAA Gas Prices
[4] Source: California Air Resources Board Emissions Factors (EMFAC) database

## Assumptions

*Resident Characteristics Assumptions*

To estimate potential participation numbers, some assumptions about the number of individuals living at the property at 100% occupancy were made. These assumptions begin with the knowledge that there will be 111 units for rent. The assumptions and the basis for each are outlined in Table A.4.

**Table** Error! No text of specified style in document.**.4: Block 21 (500 E 3rd Ave.) resident and employee characteristics assumptions**

| Category | Assumption and Basis | Number |
|---|---|---|
| Total number of people residing at the property at full occupancy | ACS data indicates that there are 2.2 persons per household in the census tract 6064 and there will be 53 studios and 58 one-bedrooms on site. | 244 |
| Children under 18 | ACS data shows that 17% of the census tract's population is children | 42 |
| Adults | Subtracting children from the total population | 200 |
| Number of residential commuters | ACS data shows that 30.3% of people residing in the census tract are not in the labor force | 156 |
| Number of employee commuters | California building code prescribes a minimum 100 sq. ft. per occupant for office space and there will be 183,000 sq. ft. of office space. | 724 |

*ROI Calculator Participation and Calculation Factors Assumptions*

In order to use the ROI calculator to calculate estimated impacts for the Block 21 project, assumptions were made to estimate participation rate for each strategy. Additionally, if a strategy was not outlined as a direct input in the model, assumptions were made to estimate the calculation factors associated with it. Table A.5 outlines those assumptions.

**Table Error! No text of specified style in document..5 Summary of Assumptions for each strategy**

| Strategy | ROI Calc Input | Participation Assumption (per year) | Basis for Participation Assumption | Placement rate (%) Assumption | Vehicle Trip Reduction Factor Assumption | One-Way Commute Distance Assumption | Drive-Alone Access % Assumption |
|---|---|---|---|---|---|---|---|
| Combined TDM Coordinator | Comprehensive commute assistance | 24 | Organize all TDM activities on the property and assist 10% of residents with questions about transportation including one-on-one assistance when asked and promoting sustainable transportation options | 40%<br>Pre-set in mode | 0.8<br>Pre-set in model | 19.8 miles<br>Pre-set in model | 40%<br>Pre-set in model |
| New Resident +Employee Packet | Alternative mode "try it" incentive | 176 | Each household on the property would receive a packet. At a minimum, the transit users (17%) would take advantage of the cards and an additional 5% (35) will "try it" based on the transit mode split and ease of accessing the incentive | 50%<br>Pre-set in model | 1<br>Pre-set in model | 19.8 miles<br>Pre-set in model | 40%<br>Pre-set in model |
| TDM Communications | Commute program website | 308 | 10% of adults would access webpage for transportation info and incentives and approximately 25% would see the newsletter and social media communications, especially if they are included with | 35%<br>Pre-set in model | 0.3<br>Pre-set in model | 19.8 miles<br>Pre-set in model | 40%<br>Pre-set in model |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | communications regarding other property updates. | | | | |
| GoPass and Way2Go Pass Provision/Transit subsidy | Ongoing Transit Incentive | 604 | 15% of the population in the census tract use public transit. Subsidized transit passes applied to 15% of the employee commuting population | Preset in model<br>40% | Preset in model<br>1.2 | Preset in model<br>11.5 | Preset in model<br>40% |
| Bicycle Support facilities | Custom | 38 | 3% of Commuters will use it and an additional 2 users will use it based on the placement rate | 30% | 1.2<br>Used the same pre-set for a bike commute program | 10.0<br>Average doable biking distance according to Mobility Lab [A1] | 40%<br>Pre-set in model |
| Unbundled Parking | Custom | 410 | All parking spots, 410 parking spots | 100% | 2.0 | 13.9 | 0% |
| Institutionalizing TDM at the Property | Targeted residential marketing | 880 | All residential and employee commuters at the property would see and sign the lease | 1%<br>Pre-set in model | 0.5<br>Pre-set in model | 19.8 miles<br>Pre-set in model | 40%<br>Pre-set in model |
| Shared Mobility Support | Alternative Try it Incentive | 29 | 3% of Commuters will use it and an additional 3 users will use it based on the placement rate | 40%<br>Preset in model | 0.2<br>Preset in model | 4.5<br>Preset in model | 0%<br>Preset in model |
| Bike Education and Promotion | Custom | 18 | Approximately 18 individuals will attend the workshop based on cycling mode share from census tract. | 20%<br>Pre-set in model (for commute challenges/ events) | 1.2<br>Used the same pre-set for a bike commute program | 10 miles<br>Average doable biking distance according to Mobility Lab [A1] | 40%<br>Pre-set in model |
| Interior Bicycle Parking | Custom | 38 | 3% of Commuters will use it and an additional 2 users will use it based on the placement rate | 30% | 1.2<br>Used the same pre-set for a | 10.0<br>Average doable biking | 40%<br>Pre-set in model |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | bike commute program | distance according to Mobility Lab [A1] | |
| Wayfinding to outside building (signs/stickers) | Targeted residential marketing | 968 | The decals would be visible to all residents and employees | 1%<br>Pre-set in model | 0.5<br>Pre-set in model | 19.8 miles<br>Pre-set in model | 40%<br>Pre-set in model |
| Carshare | New Mode | 100 | It would be used by those who do not own a vehicle. As half the households (only 56 residential parking spots for 111 units) would not have an assigned parking spot, this could be a successful strategy | 15%<br>Preset in model | 0.3<br>Preset in model | 11.5<br>Preset in model | 0%<br>Preset in model |
| Preferential Carpool+ Vanpool Parking | Ongoing multi modal Incentive | 44 | 5% of the population carpools and with an additional incentive more people could be motivated to carpool | Preset in model<br>50% | Preset in model<br>1.0 | Preset in model<br>19.8 | Preset in model<br>40% |
| Promotional Programs | Commute Challenges/Events | 176 | Transit users at a minimum will take advantage of promotional programs, and an additional 5% of tenants will “try it” based on incentives | Preset in model<br>20% | Preset in model<br>0.3 | Preset in model<br>19.8 | Preset in model<br>40% |

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