

# M E M O R A N D U M

**To:** Mike Nilsson  
**From:** Bonnie Nelson, Linda Rhine, Todd Vogel  
**Date:** September 26, 2008  
**Subject:** Policy Considerations for an updated TDM Ordinance

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## Introduction

The purpose of this memorandum is to provide policy guidance to the City of Glendale with the goal of strengthening its existing Transportation Demand Management (TDM) Ordinance and the successful implementation of TDM measures by Transportation Management Associations/ Organizations (TMA/TMOs)<sup>1</sup> in the downtown area and citywide. The overall objective is to reduce traffic congestion and improve access by all modes through a series of incentives and programs focusing on people who work in Glendale as well as new residents in larger residential developments.

The memo includes the following sections:

- A review of the existing TDM Ordinance
- A review of current functionality of the Glendale TMA
- A peer review of other TMAs and TDM Ordinances that could serve as models and/or references for the City of Glendale
- A discussion of characteristics of successful TMAs
- Recommendations for ways to improve the Glendale TDM Ordinance, especially as a tool to strengthen the role of TMAs in the City of Glendale to reduce vehicle trips and improve mobility in downtown Glendale and citywide.
- Detailed information about the TMAs reviewed is included in Appendix A of this memo. A summary of TDM ordinances is included as Figure 1. A draft revised TDM Ordinance for the City of Glendale, based on this analysis, is included as Appendix B.

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<sup>1</sup> TMA and TMO are interchangeable, though Transportation Management Association is most common.

# Existing Conditions – Glendale TDM Ordinance

The City of Glendale enacted a TDM ordinance within the Parking and Loading Chapter (30.32) of the Title 30 Zoning Code of the Municipal Code.<sup>2</sup> The goal of the ordinance is “to minimize the number of peak period vehicle trips, promote the use of alternative transportation, and improve air quality.”

Key elements of the TDM ordinance include the following:

1. Review of Transit Impacts – prior to the approval of any development project for which an Environmental Impact Report (EIR) will be prepared under the California Environmental Quality Act (CEQ), the impacts of that project on regional and local fixed-route transit must be evaluated. Opportunities to mitigate impacts on transit service, while also still minimizing automobile trips on the Congestion Management Plan (CMP) network, should be identified. The ordinance does not, however, require that these mitigations be pursued or funding provided to support their implementation.
2. Development Standards – most new non-residential development (see below for exceptions) is required to make provision for the following transportation demand management measures:
  - Development that is 25,000 gross square feet or more: A bulletin board, display case, or kiosk displaying information about public transit, bicycling, carpooling and vanpooling, and ridesharing, as well as information about the Glendale TMA
  - Development that is 50,000 gross square feet or more: The above requirements, as well as the provision of preferential parking for carpools and vanpools, bicycle racks or other secure bicycle parking facilities (4 spaces plus an additional space for each additional 50,000 square feet of development)
  - Development that is 100,000 gross square feet or more: Above requirements plus a loading area for vanpools and carpools, sidewalks from public sidewalks to each building in the development, bus stop improvements (if deemed necessary by the director of public works), and access by bicycle from the external system to the parking facilities on-site.

These standards apply to all non-residential development, at the levels indicated above, except projects for which a development application has been deemed “complete” by the City pursuant to Government Code Section 65943, or for which a Notice of Preparation for a Draft EIR had been circulated or an application for a building permit had been received, prior to April 1, 1993.

Notably, the current TDM Ordinance does not have any requirements for residential development. This is an important consideration, because of the significant number of housing units being planned and built in downtown Glendale. Further, the requirements for non-residential development do not include participation in the Glendale TMA or other TMA, nor do they require any action on the part of the developer beyond making information available and making minor capital investments.

- Monitoring – the City shall monitor compliance in a manner it deems appropriate and reasonable. No specific requirements are indicated in the ordinance, though examples are provided, including monitoring during review and approval of site plan development permits, before the issuance of a certificate of use and occupancy, in response to complaints, and/or annually. Building owners are required, to sign an “Annual TDM

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<sup>2</sup> [http://www.ci.glendale.ca.us/gmc/Zoning\\_Code/Chapter30-32.pdf](http://www.ci.glendale.ca.us/gmc/Zoning_Code/Chapter30-32.pdf) (p 23).

Ordinance Compliance Form,” to certify that the on-going requirements of the ordinance are being met.

- Enforcement is delegated to the neighborhood services section of the community development and housing division of the City of Glendale. It does not appear that there are penalties for non-compliance or a formal process for enforcement of mitigation measures, except the requirement that the compliance form mentioned above be signed and submitted each year.

## Existing Conditions – Glendale TMA

The Glendale TMA was formed in 1989 by businesses and community organizations in Glendale to assist employers in meeting the new South Coast Air Quality Management District Regulation XV. These regulations require all employers with 250 or more employees to implement a ridesharing program to increase their overall vehicle ridership.<sup>3</sup> Although the Air District regulations have been modified over time, the TMA continues in its work as an association of Glendale businesses. The TMA is a city-wide organization, with members located in most of the major business areas of the City. The majority of the current membership is located in downtown Glendale, circumscribed approximately by South Brand Blvd to the north, North Central Avenue to the west, East Colorado Street to the south, and Highway 134 to the north, including businesses fronting on each of these streets. Some member companies are also located along the San Fernando Road corridor, including the Walt Disney Company and DreamWorks Animation SKG.

The TMA is a private not-for-profit organization with 12 members – business and property-owners – including the City of Glendale, which is one of the City’s largest employers. The TMA has a Board of Directors with seven members, including four “Founding Members” and three “Regular Members.” The City of Glendale is one “Founding Member,” with a voting seat on the Board.<sup>4</sup> The Board makes all policy decisions and the general members vote for the Board of Directors and on changes to the bylaws that affect membership.

The TMA has one paid staff member, an Executive Director working an average of 32 hours per week. The Glendale TMA represents between 10,000 and 15,000 employees, including 2,200 City employees.

Between 2000 and 2006, the TMA received \$40,000 grant funding through the Los Angeles County Metropolitan Transportation Authority (Metro). In 2007, it received a \$36,000 grant from Metro. The grant program ended in September 2007 and currently all funding for the TMA is obtained through annual membership dues.<sup>5</sup> Companies with less than 250 employees currently pay \$7.30 per employee per year and those with 250 or more employees pay \$10.40 per employee per year, with fees capped at 750 employees. For developers (e.g. property-owners), the fee is \$0.015 per square foot of leasable space if their tenants are provided TMA services and pay TMA dues themselves, and \$0.03 per leasable square foot if tenants do not pay TMA dues and are therefore not provided TMA services. The TMA does not have any other funding sources, but are provided in-kind office space by the City and occasionally in-kind services by the other member companies. The Glendale TMA last changed their fees in 1993. The expected revenue

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<sup>3</sup> When first implemented, this regulation applied to employers with 100 or more employees, but subsequent amendments have reduced the threshold to employers with 250 or more employees.

<sup>4</sup> The Founding Members of the TMA that are still doing business in Glendale are: City of Glendale, Glendale Galleria, The Walt Disney Company, Glendale Adventist Medical Center. Other members include: Catholic HealthCare West, CIGNA Healthcare, DreamWorks Animation SKG, Glendale Plaza, Nestle USA, and Person & Covey, Inc.

<sup>5</sup> Per email communication received from the Executive Director of the Glendale TMA on August 6, 2008.

for the TMA in Fiscal Year 2008 is \$94,000, with the City contributing \$7,725 in membership dues.<sup>6</sup>

Programs and services currently provided by the TMA include:

- Immediate available resource for employees transportation needs
- Emergency Ride Home Program
- Marketing Material (including regular bulletin board material)
- New employee orientation materials
- Emergency information regarding transportation emergencies
- Monthly bus pass sales
- Consultation with regulatory programs
- Consultation with establishing transportation demand management programs
- Regular educational member meetings
- Vanpool listing and assistance
- Website
- Transportation updates
- Meeting with companies, including management presentations
- Onsite promotional events
- Other individualized programs to meet members needs
- A forum for businesses to work together to improve congestion
- Assistance with employee commute options compliance (per Air Quality Management District requirements)
- Parking management strategies to help employers reduce parking demand and costs to provide parking for employees.

## Peer Review – TMAs

Nelson\Nygaard conducted a review of thirteen TMAs in California and Oregon to provide a point of comparison for Glendale. Criteria used in selecting the peer cities included the local geographic context and implementation of successful programs, strategies, and funding mechanisms that could be pursued in Glendale. Information gained by the peer review is included throughout the memo, and a matrix providing detailed information about each TMA is included in Appendix A of this memo.

The following TMAs were reviewed:

1. Lloyd District TMA (Portland, Oregon)
2. Gresham Regional Center TMA (Gresham, Oregon)
3. Westside TMA (Washington County, Oregon)
4. Emeryville TMA (Emeryville, California)
5. Moffett Park Business and Transportation Association (Sunnyvale, California)
6. Hacienda Business Park (Pleasanton, California)
7. South Natomas TMA (Sacramento, California)
8. North Natomas TMA (Sacramento, California)
9. Anaheim Transportation Network (Anaheim, California)
10. Burbank TMO (Burbank, California)
11. Irvine Spectrum TMA (Irvine, California)
12. Warner Center TMA (Los Angeles, California)
13. Downtown Denver TMA (Denver, Colorado)

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<sup>6</sup> Note that though membership dues are based on the number of employees, dues are capped at 750 employees, so dues are not assessed for any number of employees in excess of this.

# Characteristics of Successful TMAs

The following characterize successful Transportation Management Associations, and will be important to consider to help reduce vehicle trips and improve multi-modal transportation access in downtown Glendale and citywide.

## 1. Coordination and support from Public Agencies

Most TMAs are private organizations, not public agencies. However, success is achieved through close coordination and communication with local cities and other government entities, and both the TMA and the City or other governing agency often have vested interests in the mission of the TMA. Thus, as in Glendale, it is common for public agencies to be members of the TMA board.

However, in most circumstances, public agencies have only an ex-officio non-voting position on the board of a TMA. This is to avoid a potential conflict of interest where the public agency must represent the interests of a broader, or somewhat different, constituency, compared to the membership of the TMA. Most of the TMAs reviewed in this memo have public agencies on their board. However, they are ex-officio members for almost all TMAs, except two:

- (1) In the Lloyd District, the public agencies on the board with voting privileges have employees and/or own property in the District, but do not fund nor have direct influence over the TMA (e.g. one such member is the U.S. Department of Wildlife)
- (2) The Westside TMA, represents an entire county, and according to TMA staff, they have had some difficulty recruiting new private members due to the strong presence of public agencies on the Board.

The City of Glendale is a voting “founding member” of the Board of the Glendale TMA. City employees represent a large proportion (about 20%) of all employees working in the TMA service area. Most TMAs reviewed have non-voting “ex-officio” members of the Board, due to concerns about there being a conflict of interest if a governing agency that has direct influence over the TMA also serves as a voting member of the Board. The determination of whether the City or another governing agency is a voting or non-voting member of the Board is currently determined in the by-laws, though it could be defined by the TDM Ordinance.

Public agencies can also play an important role in the determination of whether membership in a TMA is voluntary or mandatory, as described in the following section.

## 2. Voluntary versus Mandatory Membership

The existing TDM Ordinance does not require mandatory membership in a TMA. Membership requirements vary for the other TMAs reviewed. Some, such as the Lloyd District TMA and the Moffett Park Business and Transportation Association, have voluntary membership. Others, including the Burbank TMO, Emeryville TMA, and Irvine Spectrum TMA, require membership for new development and businesses in their service area. The policy process by which membership is required varies. The Irvine Spectrum TMA was formed when the property was initially developed, and thus new tenants and property owners must also join the TMA. The Emeryville TMA is citywide and funded by a Property-Based Business Improvement District, which assesses a property tax for all commercial land uses in the city. The Burbank TMO is not citywide, but the city has enacted a TDM Ordinance that specifically requires all new development to join the TMO.

Notably, the TMAs reviewed that require mandatory membership do so only for new development, or redevelopment. The Anaheim TMA has also added a covenant to the title of

some developed land so that if it changes ownership, the new property-owners will also be required to be members of the TMA. Mandatory membership for existing employers and property owners will require careful consideration of legal issues and exploration of examples where levies have been placed on existing property-owners to help pay for public benefits.<sup>7</sup>

### **3. Funding Sources**

Funding sources for TMAs include fees assessed based on property size, building square footage, number of employees, etc. as well as “lump sum” grants from public agencies.. Just as with the Glendale TMA, several TMAs collect annual fees based on the number of employees. This is the sole source of funding for the Burbank TMO, though they have mandatory participation and charge a higher rate than the Glendale TMA, at \$18 per employee. It is important that higher fees be coupled with a TDM ordinance and TMA programs and activities that strongly encourage attainment of TDM goals.

Compared to a fee based on building square footage or property size, the per employee fee is more directly related to the goal to reduce the number of vehicle trips per employee.

### **4. Roles and Responsibilities**

TMA members, public agencies, and the TMA itself each have important roles and responsibilities to help reduce vehicle trips in the TMA service area. An especially important opportunity for public agencies is to require, through policy decisions, membership in a TMA, and to require members to implement programs and strategies to reduce vehicle trips. Public agencies can also set trip reduction goals either for an entire TMA service area or separately for individual businesses/developments.

In some circumstances, new development is required to join a TMA as part of their development agreements. Such a process, however, can increase the planning and permitting process for new development, especially if terms are open for negotiation. In other circumstances, such as Burbank, a TDM or other trip reduction ordinance specifically requires all businesses and/or property owners to join the TMA and pay dues if they are located within the service area of the TMA. The increased costs from TMA dues are offset by the reduced costs of a streamlined development process as well as, of course, the benefits of the services offered by the TMA.

In Glendale, many employers have a relatively small number of employees (less than 100). Property managers of office parks and other development leasing to these employers can play a key role as members of the TMA, similar to the role of the management of the Galleria. This approach is used by the Irvine-Spectrum TMA. Similarly, housing associations could be members of the TMA, on behalf of individual residents.

### **5. Visibility and Identity**

It is important for a TMA to have a strong identity and presence to be able to effectively reach out to potential new customers, especially when encouraging a shift in travel behavior. If staff from the TMA are interacting directly with potential customers, it is often helpful for their office to be located in a prominent highly visible location to attract passers-by whom they especially wish to target with their programs and services.

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<sup>7</sup> Assessment Districts and Mello-Roos Districts are two examples of this in California, but both have become more limited in their application in recent years.

## **6. Monitoring and Enforcement**

Travel behavior surveys and other evaluation methods are important to ensure efficient use of resources to maximize vehicle trip reductions and improved access for TMA members. A TMA can develop a single survey to administer to all members, through a website and/or distributed on paper through member representatives. Several of the peer TMAs conduct surveys, typically on an annual basis, including the Lloyd District TMA, Emeryville TMA, and Burbank TMO.

TMAs can also help ensure employers and other TMA members effectively implement programs that they have committed to. If an employer, for example, is not offering commuter checks to their employees, an employee can contact the TMA to help resolve the situation, rather than having to directly confront their employer. Penalties are rarely assessed. TMAs instead try to work collaboratively with employers and other members to help them pursue program objectives more effectively. If employers are unable to meet their targets TMAs work with employers to focus their efforts on strategies that may yield more effective results.

## **7. Performance Measures**

The members of a TMA, including employers and public agencies, share a common mission and goals, and responsibility to pursue these goals. They also make a significant financial contribution towards this effort. Thus, it is prudent for members and governing agencies to monitor the progress of a TMA towards reaching its goals, and to be able to ensure that a TMA is pursuing these goals as effectively as possible. Specific performance measures can be defined to measure progress towards specific goals. TMAs often, for example, are able to help people become more aware of and comfortable with various transportation options available to them. A performance measure could therefore be defined confirming whether all new members of a TMA are contacted and offered the opportunity to learn more about the transportation options available to them.

In practice, performance measures are not defined for a TMA, despite a TMA often having performance measures for its members. Defining performance measures for a TMA, however, would help both TMA members and TMA staff understand how to adjust programs and strategies to better meet the goals of the TMA. If a TMA is having trouble reaching out to new employers or residents, then the success of its other programs will be compromised, no matter how effective they could be otherwise. Thus, a discrete set of performance measures defined in relationship to each activity of a TMA could help identify areas of success as well as goals which might require additional resources or a different approach to be more successful.

## **Recommendations to Strengthen TMAs**

In consideration of the experiences of other TMAs and the context for the City of Glendale, Nelson\Nygaard recommends that the following strategies be pursued to strengthen the role of a TMA in reducing vehicle trips and improving multimodal access downtown and elsewhere in Glendale.

### **1. Coordination and support from Public Agencies**

The City is a Founding Member of the TMA and continues to invest significant resources and time to create and support the TMA, and City employees currently constitute 20% of the employee base in the TMA. However, if the City strengthens the TDM ordinance and places additional reporting and compliance requirements on developments, the City of Glendale will represent a broader constituency than the employee base of the TMA. Furthermore, it is typically the responsibility of the City or other public entity to enforce certain requirements, such as program monitoring and implementation.

Thus, as is the experience of other TMAs, under most circumstances public entities such as the City of Glendale are better able to support the goals and programs of the TMA by serving as non-voting “ex-officio” members of the Board. Therefore, we recommend that the City reconsider whether a TMA could be more effective if they City were a non-voting ex-officio member of the Board.

Notably, public agencies do, however, continue to pay dues at the rate of other members of the TMA, typically based on the number of employees served by the TMA. This approach is also recommended for the City of Glendale.

## **2. Voluntary versus Mandatory Membership**

As is common practice for other TMAs, the City should require new development and subsequent occupants to become dues paying members of a TMA or similar City-endorsed organization. This would yield a significant revenue stream from new development to be spent on programs to improve transportation, both for that new development and for all employees, residents, and visitors to the City of Glendale. This requirement would be best enacted through a revised TDM Ordinance.

An important consideration is the number of employees at an organization. It may be preferable to permit voluntary membership for employers outside of the downtown who have a smaller number of employees. Property owners citywide with employers as tenants that, in combination, have a greater number of employees should be required to join the TMA. Property managers in these circumstances could serve as a liaison between the TMA and their tenants. This policy would mirror the policy of the City of Los Angeles stating that new commercial properties of at least 30,000 square feet join a TMA serving their location. For example, this would require that the Americana be a TMA member even though their individual tenants might be small.

Additionally, all new residential development over a certain size, perhaps 6-10 dwelling units in a single development, should also be required to join the TMA. Typically these larger developments have a home-owners association or renters-association, which are excellent bodies through which residents can obtain representation on the TMA, and for the TMA to most effectively communicate with residents of the development.

## **3. Funding Sources**

The effectiveness of TMA programs and activities is significantly dependent on the level of funding the TMA receives. Funding from member dues typically represents a significant (or sole) source of funding for a TMA. An increase in dues may be desirable for a TMA to be more successful, but this must be balanced by consideration of what members consider an appropriate level, especially voluntary members.

Therefore, Nelson\Nygaard recommends consideration of one or more of the following strategies to increase the ability of a TMA to improve mobility and reduce congestion in the City of Glendale:

- New market-rate housing development downtown should be required to join a TMA. Membership fees should be per dwelling unit or perhaps per bedroom. If per dwelling unit, a lower fee should be assessed for multi-family and rental units.
- New development over a minimum square footage (25,000 square feet) and ALL new development in the Downtown Specific Plan area could be required to join a TMA by ordinance. In addition, approval of any parking exception could be linked to participation in a TMA and development and implementation of an active TDM plan for the applicant.



- The Glendale TMA has received grant funding through the Los Angeles County Metropolitan Authority (Metro) for approximately \$40,000 per year for the years 2000 through 2006, and \$36,000 from the grant in 2007, to help support outreach activities to the community. Though this grant expired in September 2007, similar grant opportunities should be explored and pursued, especially in coordination with the City of Glendale, LA Metro, and other TMAs in the region.
- A member company could provide in-kind office space to reduce administration costs for a TMA in Glendale. The by-laws could be written to require voting member companies elected to the Board to provide in-kind office space for a TMA on a rotating basis.
- Furthermore, funding for expanded outreach efforts, combined with a more prominent physical location for the TMA office, and increased coordination with property managers leasing to smaller employers (two additional strategies noted below), could help a TMA recruit new members and increase funding from membership dues.
- In addition, the following two measures could be considered for non-voluntary members, or if supported comfortably by voluntary members of a TMA:
  - The cap on membership dues from each employer could be raised to increase the fees paid by larger companies and shift the per employee fee (based on total number of employees) to be more equitable between large and small employers. The total revenue for the TMA could then be increased by 10 or 20% or more, to support expansion of its programs and services.
  - The per employee fee could be raised to be closer to the level assessed by the Burbank TMO (\$18 per employee). It also does not appear necessary for a TMA to charge a lower rate for smaller companies.

Glendale is considering a Business Improvement District (BID) in the downtown area, currently focused on improving security. It may be possible to expand the BID to include implementation of the Downtown Mobility Plan. Members of the BID could be automatically enrolled in a TMA serving the downtown, with the remainder of the funding generated from this element of the BID managed through the Downtown Transportation Fund (see separate report on the Downtown Transportation Fund).

## 4. Roles and Responsibilities

The primary role of a TMA is to help its members and the City achieve its TDM goals, including a reduction in vehicle trips and increased mobility. One way the City could support this by strengthening its TDM ordinance, to require membership in a TMA and define discreet trip reduction goals for TMA members.

There is an increasing number of small employers in downtown Glendale that may not have the resources to participate fully in a TMA compared to larger employers. In these circumstances, property managers should take on an increased role to support the programs and activities of a TMA. They should sponsor membership in the TMA for their tenants, representing their common interests and acting as a liaison between individual employers and the TMA. This requirement could be enacted through a revised TDM Ordinance, as discussed further below.

TMAs and the City should also work together with the Glendale Beeline to explore the potential to establish a universal transit pass that is sold at a deep bulk discount to residents and employees. Similarly, the City and TMAs could negotiate with MTA a deeper discount on their universal pass, especially as new service comes online. Some changes to the MTA bus route structure may also be worth discussing, to better serve downtown employees and residents.

## **5. Visibility and Identity**

A TMA should be encouraged to discuss the pros and cons of various locations for the TMA office. It may be most beneficial to be located in a prominent location visible to downtown employees and residents, where they can talk to someone directly for information about TMA programs and other transportation questions they may have.

## **6. Monitoring and Enforcement**

The TMA, with the City's guidance, should conduct annual surveys of all downtown employees and residents, and ideally not just current members. The survey could be conducted online, and incentives offered to encourage people to participate. The cost to employers and property managers would be minimal, but would provide invaluable insight and information regarding travel behavior and transportation needs in downtown Glendale, and the success of various TMA programs in addressing these needs.

## **7. TMA Board Membership**

Successful TMAs, especially with a smaller number of members having a large number of employees and/or residents, often have CEO's, CFO's and large developers on their board. Other TMAs may have board members representing smaller employers as well. In all circumstances, it is highly advantageous for board members to have a significant decision-making capacity in their organization, and such a requirement should be included in the by-laws developed for a TMA.

## **8. Performance Measures**

The following are *examples* of performance measures that could be defined for the Glendale TMA, to measure its success in reaching out to its members, educating them about their transportation options, and supporting increased use of the variety of programs and activities of the TMA seeking to increase mobility and reduce congestion in the City of Glendale. The City or an independent organization could be enlisted to complete the evaluation on an annual basis.

# Recommended TMA Programs and Strategies

The following programs and strategies should be considered as potential opportunities for a TMA to further increase mobility and reduce congestion in the City of Glendale.

## 1. City Carshare

Following on the merger of Flexcar and Zipcar, the presence of a carshare organization in the Los Angeles basin has declined dramatically. Zipcars are now only available at two university campuses (UCLA and USC). Recent successful experience in the City of Emeryville has demonstrated that there may be targeted potential to reopen the market in the Los Angeles area to carshare services, especially with increasing gas costs and new infill residential and office development occurring. In Emeryville, the TMA provided a partial subsidy to carshare services, to help test whether a viable market could be established. After less than a year of operation, this market has developed firmly, with some carshare pod locations no longer requiring a subsidy and others demonstrating potential to no longer need one with further outreach and adjustments to services.

## 2. Bikesharing

Though not firmly established in the United States, many cities are currently exploring the potential to provide shared bicycle services (similar to carshare). Washington D.C. has initially implemented a small bikeshare service this year, following on the tremendous success of bike sharing programs throughout Europe over the past several years. These experiences overseas, coupled with the work being done here in the United States, would provide useful information for the City of Glendale and the Glendale TMA to explore a pilot bikeshare program downtown or perhaps elsewhere in the City.

## 3. Travel Training and High-Touch Marketing

Transportation agencies around the world have been experimenting with travel training and face-to-face information sharing, often called high-touch marketing, where the focus is to personalize the experience and participation as much as possible. Rather than blanketing communities with transportation billboards or putting advertisements on radio stations, personalized travel information has demonstrated itself to often be the strategy of choice.

Many of the TMAs reviewed noted that this personal approach was their most effective strategy to recruit new members and encourage people to take advantage of TMA programs and other available transportation services. Activities include presentations to groups of employees and one-on-one conversations with individuals at a prominent and accessible office location for the TMA. Another successful strategy is to recruit people who already use TMA programs and are familiar with public transit to help others explore them as well.

## 4. Transit Passes

TMAs, especially those located in central locations, often are able to facilitate the purchase of transit passes by individuals represented by their member organizations. Sometimes, passes can be purchased at a bulk discount, to reduce the cost for each individual pass. This convenience, particularly if costs are reduced, can be a key incentive to encourage individuals to use public transit instead of driving.

# Peer Review – TDM Ordinances

A peer review was conducted of TDM ordinances enacted by other cities in California. Ordinances from the following cities were reviewed:

- Burbank
- Pasadena
- Santa Monica
- West Hollywood
- Los Angeles
- South San Francisco

The City of Pleasanton was also reviewed, but is not included in the table because their ordinance is voluntary (for both existing and new development). Furthermore, several other cities investigated appear to have no TDM ordinance, including Irvine, Anaheim, Sacramento, Emeryville, and San Mateo (all in California), and the city of Portland, Oregon. A matrix providing summary information about each TDM ordinance is included as Figure 1 below.

Significant variations were found between the TDM ordinances reviewed. These variations lead to important questions about what type of ordinance would be appropriate for the City of Glendale, including:

1. To what types of development (land use and size) should the ordinance apply?
2. What target should be set for reduction in vehicle trips? How should the baseline rate be determined?
3. What facilities to support TDM should be required of new development?
4. What TDM programs should be required to help meet the trip reduction goal? Should they be prescriptive (e.g. parking cash-out) or performance-based (e.g. chosen by the developer or property manager)?
5. How should monitoring occur, and what level of enforcement should be applied if the target is not met? Who should pay for the monitoring and enforcement?

City	South San Francisco	Pasadena	Pasadena
<b>Participation</b>			
Voluntary or Mandatory?	Mandatory for new non-residential and expansions of existing non-residential	Mandatory for new development, and expansion of existing development, or redevelopment, especially if prior use was nonconforming.	Mandatory for non-residential projects in TOD areas to meet the 1.75 goal within a three year period from the adoption of the Trip Reduction Ordinance.
"Trigger" for TDM requirements	Greater than 100 average daily trips expected, or increase in FAR over base FAR.	Tier 1 - Projects exceeding 25,000 sq ft gross floor area Tier 2 - Projects exceeding 100,000 sq ft gross floor area	TDM Program Plans to be developed for- a) multifamily residential projects with 100 or more units, b) mixed use projects where number of residential units are 50 or more and/or non-residential part of the project is 50,000 sq. ft or more, and c) non-residential projects in TOD areas.
Fees			
TDM Plan Required?	Yes		Yes
TDM Programmatic Requirements	Long varied list required of all projects generating 100 or more trips (see below). Projects seeking increase in FAR must implement programs as determined by Chief Planner.		Trip reduction performance goal.
Opt-out? (e.g. in-lieu fee?)	With approval of Chief Planner, who must set alternative trip reduction target.		Applicant will be required to provide adequate information to demonstrate to the City and Metro that alternative TDM measures have equal or greater ability to reduce trips
Alternative Approach?	n/a		
Must join TMA?	Yes, or organization providing equivalent trip reduction support.		Yes
<b>Performance</b>			
Trip Reduction Target	Non-drive-alone of at least 28%		Average vehicle ridership for non-residential projects to be 1.5 or 1.75 in TOD areas.
Monitoring	Submit annual surveys for all projects, Triennial Reports for Applicants Seeking an FAR Bonus (penalties for non-compliance),		Yes
Enforcement			Yes
Applicant to reimburse city for costs to monitor and enforce?	Yes		No
CEQA / EIR requirements			exempt from the California Environmental Quality Act (CEQA) pursuant to State CEQA Guidelines, Section 15061 and Section 15378.
<b>Specific Programmatic Requirements</b>			
Bicycle Facilities			Yes
Bicycle Racks		Yes - specific number of spaces based on land use	Yes
Bicycle Lockers			Yes
Shower and changing facilities			Yes
Pedestrian Facilities		Tier 2 - full sidewalk connectivity	Yes
Transit			
Connectivity (Site Design)			Yes
Shuttle Services	Yes		
Automobiles	Yes		
Preferential Parking (1)	Yes	At least 10% (plus drop-off area for Tier 2 projects)	Yes
Ridesharing Services			Yes
	Yes, like trails, lighting, landscaping and building orientation, all to enhance pedestrian safety		
Programs and Activities			
Transportation Coordinator/Contact			Yes
Information Board/Kiosk	Yes	Yes	Yes
Guaranteed Ride Home	Yes		Yes
Budget			Yes
Other Programs			Yes
Other Programs/Requirements	Yes		Commuter ridesharing, parking cash out programs,

(1) May include preferential parking for carpools and vanpools, and/or passenger drop-off zone

(2) Employers with less than 25 employees on property owned and occupied by firms with over 25 employees must participate through the larger firm.

City	Santa Monica	West Hollywood	Burbank - Citywide
<b>Participation</b>			
Voluntary or Mandatory?	Mandatory for employers with 10 employees or more, both new and existing. Existing employers cannot be forced to develop trip reduction plans, but have alternative to purchase emission credits (most choose trip reduction plan however).	Mandatory for all employers of five or more employees at a worksite located in the city and in a development of ten thousand or more square feet of enclosed space after the ordinance comes into effect	Tier 1 programs mandatory for non-residential development over 25,000 sq ft; Tier 2 programs mandatory for non-residential development over 50,000 sq ft.; Tier 3 for non-residential development over 100,000 sq ft
"Trigger" for TDM requirements	Employers of 10-49 employees are required to attend a City-sponsored workshop and submit a Worksite Transportation Plan (WTP) to the City each year. Employers of 50 employees or more are required to designate a certified Employee Transportation Coordinator (ETC) and submit an annual Emission Reduction Plan.		
Fees	Employers of 10-49 employees to pay a fee of \$11.38 per employee, and those of 50 or more employees to pay \$8.87 per employee. (Those maintaining the AVR receive discount of 40-60%). Employers of 50 or more employees filing an MSERC plan to pay a flat fee of \$550.00 per worksite located in the City.	To be established by the City Council	
TDM Plan Required?		Yes	
TDM Programmatic Requirements	AVR attainment goal is 1.5 persons per vehicle for the morning & evening commute periods. Current AVR citywide is 1.52, with 70% of employers meeting 1.5 target.		Yes, see below
Opt-out? (e.g. in-lieu fee?)	Employers may purchase Mobile Source Emission Reduction Credits from a certified Broker		No
Alternative Approach?			
Must join TMA?			No citywide TMA.
<b>Performance</b>			
Trip Reduction Target	Employers must submit a plan that they believe will result in an AVR of 1.5 employees per vehicle.	AVR of 1.5 within twelve months after approval of a trip reduction plan	None
Monitoring	Yes	Submit annual progress report to city	Validation that requirements have been met, prior to occupancy permit. No subsequent monitoring.
Enforcement	Yes	Any employer which fails to submit an initial trip reduction plan or annual report, or the revised ones within the time permitted, shall be in violation. Director to have power to inspect on-site and audit files. Employer to be deemed not in violation if he complies with all provisions of its approved plan, but fails to attain AVR of 1.5	Occupancy permit provided only if requirements have been met.
Applicant to reimburse city for costs to monitor and enforce?	The first violation of a plan year will result in a warning notice, carries a fine of \$5.00 per employee per day, and possible revocation of City of Santa Monica business license. A few employers have received minor fines, and then worked to come into compliance.	Penalty to be established by the City Council (can be appealed, and can have a hearing)	
CEQA / EIR requirements			
<b>Specific Programmatic Requirements</b>			
Bicycle Facilities	Yes	Yes	Yes (Tier 2) (no changing/shower)
Bicycle Racks			
Bicycle Lockers			
Shower and changing facilities			
Pedestrian Facilities	Yes	Yes	Yes (Tier 3)
Transit			
Connectivity (Site Design)	Yes	Yes	Bus stop(s), if City determines necessary
Shuttle Services			
Automobiles			
Preferential Parking (1)	Yes	Yes	Yes (Tier 2), with Drop-Off (Tier 3)
Ridesharing Services	Yes	Yes	
Programs and Activities			
Transportation Coordinator/Contact	Yes	Yes	
Information Board/Kiosk	Yes	Yes	Yes (Tier 1)
Guaranteed Ride Home			
Budget			
Other Programs			
Other Programs/Requirements	Parking cash out, employee AVR survey, identifies objectives of plan and proposed duration for achieving AVR levels, marketing plan about alternative commute options, carpooling / vanpooling options, bus stop improvements, emission reduction plan		

City	Burbank Center Overlay Zone	Los Angeles
<b>Participation</b>		
Voluntary or Mandatory?	Mandatory for employers with more than 25 employees or over 25,000 sq ft within the Media District Overlay Zone. (2) Voluntary for others within Zone. Multi-family residential excluded.	Mandatory for construction of new non-residential gross floor area of three types: (a) over 25,000 sq ft of gross floor area (Tier 1), (b) over 50,000 sq ft of gross floor area (Tier 2), and (c) over 100,000 sq ft of gross floor area (Tier 3).
"Trigger" for TDM requirements		See above
Fees		
TDM Plan Required?		
TDM Programmatic Requirements	Suggested strategies, but not required.	See below
Opt-out? (e.g. in-lieu fee?)		
Alternative Approach?		
Must join TMA?	Yes, for those with same requirements as above.	
<b>Performance</b>		
Trip Reduction Target	9.5% reduction after first 5 years, additional 9.5% reduction each subsequent 5 years. If project build-out projections exceeded, any firm with 25 or more employees must achieve 38% reduction in first year of occupancy.	
Monitoring	Annual report of programs and strategies and outcomes (PM peak-hour trips).	Yes, by Department of Transportation
Enforcement	If targets not achieved, City may impose TDM programs to help achieve.	
Applicant to reimburse city for costs to monitor and enforce?		
CEQA / EIR requirements		
<b>Specific Programmatic Requirements</b>		
Bicycle Facilities		Yes (Tier 2 and 3)
Bicycle Racks		See Section 12.21A16
Bicycle Lockers		See Section 12.21A16
Shower and changing facilities		
Pedestrian Facilities		Yes - Sidewalk connectivity (Tier 3)
Transit		
Connectivity (Site Design)		Bus stop(s), if City determines necessary
Shuttle Services		
Automobiles		
Preferential Parking (1)		Yes (Tier 2 and 3)
Ridesharing Services		
Programs and Activities		
Transportation Coordinator/Contact	Yes	
Information Board/Kiosk		Yes
Guaranteed Ride Home		
Budget		
Other Programs		
Other Programs/Requirements		

# Recommendations for a Revised TDM Ordinance

The peer review demonstrates that a key strategy for a strong TMA is through a more robust and comprehensive TDM Ordinance. An updated TDM Ordinance could enable a TMA to:

- Increase their membership base and revenue
- Increase the impact of existing programs and pursue new programs and strategies
- Provide for monitoring of programs and ensure enforcement.

An updated TDM Ordinance could also support other TDM strategies the City wishes to pursue, including improved bicycle, pedestrian, and public transit facilities, more strategic use of the existing parking supply, and an overall increase in mobility in downtown Glendale.

Nelson\Nygaard therefore recommends the following elements be included in an updated TDM Ordinance for the City of Glendale. A draft ordinance based on these recommendations is included as Appendix B.

- **Objectives and Purpose.** State the objectives and purpose of the TDM Ordinance. Objectives should include defining what types of development are subject to the ordinance and who is required join a TMA and pay membership dues. The ordinance should also define a targeted reduction in vehicle trips, and have monitoring and enforcement provisions to ensure participation by all that are subject to the ordinance.
- **Definitions.** Clearly define the meaning of Terms such as “Transportation Demand Management” and “Carpool.”
- **Applicability.** Define what types of development will be subject to the terms of the ordinance. Overall, all new development of a minimum size and expansions of existing development should be subject to the ordinance. Opportunities to incentivize TMA membership and/or participation in TDM programs and activities should be explored.
- **Requirements.** Stipulate what facilities and programs will be required of new development, or what performance level is required. Facilities include bicycle parking and pedestrian, bicycle, and transit access requirements, and preferred parking for carpools and vanpools. Programs include designation of an on-site transportation coordinator, information sharing and outreach, ridesharing and parking cash out.
- **Monitoring and Enforcement.** Require an annual survey and report to City staff by participants. The City should enforce requirements by levying a fine until compliance is achieved. Compliance with the State of California’s parking cash out law should also be demonstrated by participants.
- **Reimbursement for City Costs.** Stipulate which party or parties will pay for monitoring and enforcement actions. Participants should pay for monitoring costs, whereas the City would provide staff time for review and enforcement activities.
- **Performance Measures.** The following set of performance standards should be required of any TMA in the City of Glendale. The City should withhold any dues or other funding provided to the TMA until such measures are met.
  - Conduct an annual AVR survey for all member organizations
  - All members of the board should be decision makers or their designees, for the organizations they represent
  - The Board should meet at least four (4) times per year with a quorum of at least 50% at all meetings.



# Appendix A - TMA Peer Review



TMA	Lloyd District TMA	Gresham Regional Center TMA
Year Founded	1994	1991
<b>Membership</b>		
Number of Companies/ Property Owners Represented	85 member businesses	50 member businesses in the downtown area
Number of Employees and Residents Represented	Approx. 10,000 employees	Not available
Composition	Office and retail development in the Lloyd District of Portland, Oregon	Office and retail development, and public sector employees in the downtown district in the City of Gresham
Voluntary or Required Membership	Voluntary	Voluntary
Board Structure	19 members: 16 voting, 3 ex-officio. Voting members include: property owners; large, medium, and small employers, neighborhood associations, public sector employers with offices in the Lloyd District. Non-voting members include Portland Development Commission, Department of Transportation, and TriMet. Public agencies with voting privileges have offices or own property within the Lloyd District, but do not fund TMA or have direct influence. Ex-officio members do not have offices in the Lloyd District.	Not known
<b>Financial Information</b>		
Fees / Membership Dues	No fee.	No fee.
Other Funding Sources	The LDTMA derives its funding from the following sources: <ul style="list-style-type: none"> <li>• Business Improvement District (private sector contribution of \$90,000)</li> <li>• Parking Meter Revenue from the District (City of Portland contribution of \$75,000)</li> <li>• A commission from the sale of transit passes (TriMet contribution of \$40,000)</li> <li>• Regional grant (Metro regional government contribution of \$25,000)</li> </ul>	<u>Business Improvement District:</u> A portion of the larger GDDA BID is directly allocated to the TMA. During the last renewal of the BID, the BID formula was specifically calculated to show funders the percentage breakout of their assessment going to the TMA and that going to GDDA for more general economic development purposes. <u>Annual city of Gresham Contribution:</u> The City of Gresham makes an annual contribution to both the TMA and to GDDA as a "matching" contribution for the private sector's BID investment. <u>Regional Grant Funding</u>
Annual Operating Budget	The LDTMA maintains an annual operating budget of approximately \$230,000.	Approximately \$75,000.
<b>Programs and Strategies</b>		
Services Offered	<ul style="list-style-type: none"> <li>• LDTMA PASSport annual transit pass program.</li> <li>• Commuter Connection Transportation Store</li> <li>• District bike locker program</li> <li>• District pedestrian infrastructure fund</li> <li>• Policy &amp; Advocacy</li> <li>• 14 annual district outreach and educational events</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy for downtown transportation issues.</li> <li>• Assisting businesses to comply with State ECO Rule</li> </ul>
Monitoring	An annual commute trip survey of district employees. The survey covers approximately 6,000 of the districts 20,000 employees.	Annual reporting to both the Board of Directors and to the regional government.
Trip Reduction Target	Trip targets are set for 2015. The goals are set as mode split goals. 2015 targets are: 42% transit, 10% bike, 5% walk, 10% rideshare and 33% drive alone.	None.
Enforcement	No penalties if not achieved	None.
Actual Trip Reduction	32% reduction in vehicle trips, compared to base year, before TMA established. Current mode split is 39% transit, 4.8% bike, 2.4% walk, 10.6% rideshare, and 40.5% drive alone.	Not known.
Overall Effectiveness	Each program has been very successful and supported by results from the annual district survey. The transit program is successful because businesses purchasing the program for their employees receive (a) a business tax credit for the purchase and (b) a discount on the price of the pass. The Bike program is successful because of the coordination of the program through the Bike Committee, the availability of secure bike lockers and the ability to manage all the services through the Commuter Connection Transportation Store.	The GRC-TMA has been most successful in advocating with developers to better plan and coordinate their developments to support reduced auto trips. The tie between the GRC-TMA and the Gresham Downtown Development Association allows for close coordination of transportation priorities at the front end of development.
Successful Recruitment and Outreach Efforts	Free membership provided through Business Improvement District and funding partnership with the public sector. Direct outreach to businesses and one-on-one assistance to employees	Not known.
Website	www.lloydtma.com	www.gdda.org/transit.htm

TMA	Westside TMA	Emeryville TMA
<b>Year Founded</b>	1997	1997
<b>Membership</b>		
<b>Number of Companies/ Property Owners Represented</b>	30 members (public and private entities)	Approximately 200 property owners.
<b>Number of Employees and Residents Represented</b>	Almost 32,000 employees	
<b>Composition</b>	Office and retail development, and public sector employees in Washington County	Commercial property development in the City of Emeryville (includes for-rent residential properties, and two new for-sale residential developments, the latter by agreement with the property owner).
<b>Voluntary or Required Membership</b>	Voluntary	City requires developers to join TMA as part of development agreements. Dues required through citywide Property Business Improvement District.
<b>Board Structure</b>	8 member Board of Directors, including private sector employers (4), City of Beaverton, City of Tigard, Washington County, and TriMet (1)	TMA Board of Directors, which also serves as the official representative of property owners for the Business Improvement District, determines tax assessment rates as well as the level of shuttle service on an annual basis. The City is an ex-officio member of the board.
<b>Financial Information</b>		
<b>Fees / Membership Dues</b>	Ranging from \$5-10 per empl. (based on the package of services business desires). Dues capped at \$15,000 for any member. Public entities pay dues at the same rate as private sector members.	Citywide Property-Based Improvement District, with fees based on square footage of commercial property. Rates: \$0.20 per sq ft for most commercial/industrial uses and \$100 per unit for rental units. For sale residential not assessed a fee (except for two new properties, through special agreement).
<b>Other Funding Sources</b>	The organization also receives CMAQ grant funding through METRO, the regional government	None.
<b>Annual Operating Budget</b>	The WTA's annual operating budget is approximately \$150,000.	\$2.3 million (FY 07/08)
<b>Programs and Strategies</b>		
<b>Services Offered</b>	<ul style="list-style-type: none"> <li>• Transportation Policy and Advocacy</li> <li>• Annual Carefree/Carfree event</li> <li>• ECO employer assistance</li> </ul>	Shuttle bus service; information and referral services; guaranteed ride home; Zipcar carsharing (5 pods); Senior Shuttle for non-medical to begin in Fall 2008.
<b>Monitoring</b>	Annual reporting to both the Board of Directors and to the regional government.	Annual surveys are conducted of passengers on the Emery Go Round shuttle service.
<b>Trip Reduction Target</b>	The WTA focuses on the State of Oregon's Employee Commute Options (ECO) Rule that establishes a 10% commute trip reduction goal for all businesses in the Portland Metropolitan Area with more than 50 employees.	None.
<b>Enforcement</b>	None.	None.
<b>Actual Trip Reduction</b>	Not known.	Not known.
<b>Overall Effectiveness</b>	The WTA's annual Carefree/Carfree event is now being expanded to become a regional event, focusing on challenging businesses and employees to try alternative modes during September of each year. Competitions and prizes are awarded. The event has grown in scale and popularity largely because of the partnership the WTA has established with the regional government to expand marketing, communication and outreach for the event.	Shuttle bus service is now providing over 1 million trips per year. This is successful because it's a good service, free to users, dependable, and serves important origins and destinations (MacArthur BART, Amtrak, major employers and retail centers).
<b>Successful Recruitment and Outreach Efforts</b>	Not known.	Emery Go Round has been enormously successful, especially in providing a regional transit connection (at MacArthur BART Station); recent success as well with new Carshare program, in coordination with Zipcar
<b>Website</b>	www.wta-tma.org	www.emerygoround.com

TMA	Moffett Park Business and Transportation Association	Hacienda Business Park
<b>Year Founded</b>	Not known	1984
<b>Membership</b>		
<b>Number of Companies/ Property Owners Represented</b>	8 businesses, including: Yahoo, Juniper Networks, Jay Paul Company, Network Appliance, cgrafx, Lockheed Martin, Labcyte, and Infinera. City of Sunnyvale also a dues paying member, and operates SMART recycling station in Park.	Not known.
<b>Number of Employees and Residents Represented</b>	Not known.	Not known.
<b>Composition</b>	Office development and public sector employees	Mix of office, R&D, retail, and residential uses.
<b>Voluntary or Required Membership</b>	Voluntary.	Mandatory for all property owners, not necessarily business owners.
<b>Board Structure</b>	Nine voting board members (representatives from private businesses who are members of the TMA) and two ex-officio members representing public agencies (Valley Transit Authority and Sunnyvale Chamber of Commerce)	Not known.
<b>Financial Information</b>		
<b>Fees / Membership Dues</b>	Specifics not available, but fees range from \$550 to \$15,500 and approximately \$25,000 for Founding members.	Fees levied per square foot of land; thus, higher density projects pay less per square foot of leasable space.
<b>Other Funding Sources</b>	City of Sunnydale originally funded the organization's feasibility study and provided a startup contribution. Now, the City pays a membership rate as they have offices in the Park. Staff receive in-kind office space, with computer and IT assistance.	Not known.
<b>Annual Operating Budget</b>	Approx. \$140,000 per year.	Approximately \$250,000, exclusive of administration costs.
<b>Programs and Strategies</b>		
<b>Services Offered</b>	Guaranteed Emergency Ride Home; Transportation Consulting; Advocacy for local and regional transportation projects and commute services that affect companies and employees; Employee Commute Survey; Network of Commute Coordinators (monthly meeting of TMA director with transportation coordinators from each member company).	Free EcoPass on WHEELS Public Transit for employees and residents; Guaranteed Ride Home; First-Time Riders Program on Public Transit; preferential parking for carpools/vanpools, commute alternative programs and customized commute assistance.
<b>Monitoring</b>	Annual surveys and reports.	Use of transit system by employees and residents is monitored.
<b>Trip Reduction Target</b>	20% vehicle trip reduction target for new companies	None.
<b>Enforcement</b>	If a company fails to meet trip goals and does not demonstrate a good-faith effort, they can then assess penalties, though this has not yet occurred (nor, perhaps, been necessary).	None.
<b>Actual Trip Reduction</b>	20% reduction in 2007, due to efforts of individual companies.	Not known.
<b>Overall Effectiveness</b>	1) Network of Commute Coordinators and 2) Advocacy/lobbying to maintaining transit services to the Park. Coordination of many companies provides a greater impact than they could achieve individually.	Bus services are most successful, especially by employees who live nearby and use the routes to go to more than work locations.
<b>Successful Recruitment and Outreach Efforts</b>	Can be difficult initially, but once they become members, companies find that the networking opportunities and communication with the City that the TMA facilitates is invaluable.	Not known.
<b>Website</b>	www.mpbta.org	www.hacienda.org

TMA	South Natomas TMA	North Natomas TMA
<b>Year Founded</b>	Not known	c. 2001
<b>Membership</b>		
<b>Number of Companies/ Property Owners Represented</b>	180 members	Unknown
<b>Number of Employees and Residents Represented</b>	7,500 employees	32,500 dwelling units with 66,000 residents and 71,000 employees at build-out. Currently, approximately 35,000 residents and 10,000 employees
<b>Composition</b>	Office and retail development in South Natomas	Office, retail, residential, and industrial development in North Natomas
<b>Voluntary or Required Membership</b>	Primarily, membership is required. Some members, however, are voluntary.	Required
<b>Board Structure</b>	The South Natomas TMA is governed by a Board of Directors which elects a President, Vice-President, Secretary and Treasurer.	9 board members with representatives from residential, commercial, industrial, and office interests. Board chooses replacement(s).
<b>Financial Information</b>		
<b>Fees / Membership Dues</b>	Member companies pay \$0.07 per rentable square foot per year (minimum \$250). Developers pay \$0.04 per entitled square foot.	Dedicated property tax, through City of Sacramento "Community Financing District": Single-Family \$21.32/du; Multi-Family \$16.58/du; Office \$0.07/sq ft; Commercial \$0.12/sq ft; Industrial \$0.04/sq ft; Sports Complex \$228/net acre
<b>Other Funding Sources</b>	CMAQ funds through SACOG	Donations from founding sponsors, development impact fee (until 2010), SACOG grant, shuttle service fares.
<b>Annual Operating Budget</b>	\$225,000	Approx. \$758,000 (FY 2006-2007)
<b>Programs and Strategies</b>		
<b>Services Offered</b>	Subsidized regional transit passes, Amtrak subsidy, Emergency Ride Home Program, Network and monthly programs for Employee Transportation Coordinators, Bike Users Group (benefits include: bi-monthly lunches with informative programs, bike forums and safety training, Bike to Work Day breakfast and activities, and bike subsidies, when available); Rideshare Express (regional carpool database), advocacy, and a periodic newsletter for members.	<ul style="list-style-type: none"> <li>Advocacy - infrastructure improvements, increased support for transit, bike, ped; Bike/Ped Elementary School Programs; Smart Routes to School children's web-based program; \$1 Commuter Shuttle daily to downtown, Mon-Fri; Guaranteed Ride Home program; Commuter Club - web-based rideshare, travel training; vanpool subsidies</li> </ul>
<b>Monitoring</b>	Sporadic surveys of employee travel behavior, but none conducted recently.	
<b>Trip Reduction Target</b>	City ordinance encourages a 35% trip reduction goal.	35% reduction in vehicle trips and 35% reduction in air pollution (reactive organic gases). The firm objective is for non-residential uses to reduce trips by 50% and residential uses to reduce trips by 20%.
<b>Enforcement</b>	No penalties.	None
<b>Actual Trip Reduction</b>	Not available.	Not known.
<b>Overall Effectiveness</b>	Fully subsidized transit pass - progressive workforce desires to use transit. 1400 out of 7500 employees currently in possession of an annual pass (approx. 20%).	Just starting Commuter Club and elementary schools programs. School programs will be successful, but need hands-on physical motivation to continue work in the schools. Schools are stretched to take on more. Shuttle stands out as most valued by residents and City politicians, as North Natomas is all but forgotten in the public transit arena. Huge issue with senior development projects located out here w/no public transit.
<b>Successful Recruitment and Outreach Efforts</b>	Not applicable - most members are required to join and pay dues.	Difficult to reach out to new and smaller employers, and to convince new employees and residents to try services. Also, some people are surprised to find additional property taxes on their first bill, so an increased effort is being made to notify them in advance.
<b>Website</b>	<a href="http://www.southnatomastma.org">www.southnatomastma.org</a>	<a href="http://www.northnatomastma.org">www.northnatomastma.org</a>

TMA	Anaheim Transportation Network	Burbank TMO
Year Founded	c. 2000	c. 1991
<b>Membership</b>		
Number of Companies/ Property Owners Represented	125 members, approx. 50% hotel properties and the rest are office, retailers, and other employers	120 members
Number of Employees and Residents Represented	Approx. 50,000	Not known.
Composition	Tourist and recreation uses, office and retail uses. Platinum Triangle will have residential development as well.	Not known.
Voluntary or Required Membership	Required.	Mandatory membership of select employers
Board Structure	11 Board Members (must be odd number and at least 5 but no more than 11); 3 non-voting ex-officio members - City Planning Commissioner (new projects) and City of Anaheim Staff, Contracted service provider.	Private.
<b>Financial Information</b>		
Fees / Membership Dues	Primarily development agreements: \$1.45 for "event center"/visitor/year; \$1.75 per room per year, plus \$0.48 per room/day, for lodging establishments; \$1.35 per employee per year (specifically for rideshare programs). Rest of funding comes from fares collected on transit system (4 million one-way trips per year). Platinum Triangle will have residential development, which probably will also be accessed.	Members pay \$18/employee. No cap on dues.
Other Funding Sources	No public funding. NTD funding in 2009.	None.
Annual Operating Budget	\$6 million (90% for transit operations)	Not available
<b>Programs and Strategies</b>		
Services Offered	Anaheim Resort Transit Service and complimentary ADA Paratransit Service; Rideshare programs, including: commuter survey, transit pass sales assistance, bicycle locker facilities at commuter rail stations, guaranteed ride home, and a carpool incentive program ("Clean Air Team").	<ul style="list-style-type: none"> <li>· Free shuttle service for all members</li> <li>· Demand response shuttle for in-city employees</li> <li>· Employee education, training, and Ridematching</li> <li>· Commuter discount coupon book</li> <li>· Guaranteed ride home</li> <li>· One-fare taxi program and home-to-work taxi program</li> <li>· Marketing and Promotional Materials</li> <li>· Membership Resource Center</li> </ul>
Monitoring	Not monitored.	Annual survey.
Trip Reduction Target	None.	38% below base rates (determined by ITE trip generation rates) by 2010.
Enforcement	None.	If goals are not met, employers are required by City to work with TMO to develop a TDM and trip reduction plan.
Actual Trip Reduction	Not known.	
Overall Effectiveness	Transit service is main business (90% of resources); Rideshare (10%); Expansion into "Platinum Triangle;" Metrolink service going to 30 minute headways in 2010.	-
Successful Recruitment and Outreach Efforts	Not applicable (mandatory membership).	
Website	www.atnetwork.org	www.btmo.org

<b>TMA</b>	<b>Irvine Spectrum TMA</b>	<b>Downtown Denver TMA</b>
<b>Year Founded</b>	Not known.	1995
<b>Membership</b>		
<b>Number of Companies/ Property Owners Represented</b>	More than 2,600 businesses	All businesses and property owners in downtown Denver
<b>Number of Employees and Residents Represented</b>	More than 55,000 employees	All employees in downtown Denver (approx. 110,000), and increasing number of residents as well.
<b>Composition</b>		Mostly office, retail, tourism. Increasing residential development.
<b>Voluntary or Required Membership</b>	Required	Not applicable
<b>Board Structure</b>	Private.	TMA is really the Connections Program of the Downtown Denver Community Partnership, which has multiple other non-transportation oriented programs as well, and a Board of Directors that seeks to implement a broader mission.
<b>Financial Information</b>		
<b>Fees / Membership Dues</b>	Semi-annual property assessment for property owners	None
<b>Other Funding Sources</b>	None.	City (\$75,000), RTD (up to \$20,000), CMAQ (varies by year), Downtown Denver Partnership and Downtown Denver Business Improvement District
<b>Annual Operating Budget</b>	Not available	Approx. \$350,00 (incl. \$129,000 from CMAQ)
<b>Programs and Strategies</b>		
<b>Services Offered</b>	Information and marketing to support alternative modes; guaranteed ride home; free transit pass and rideshare membership for 1 month available to people who currently drive alone to work.	Transit Pass Sales; Free On-Site Transportation Consultation; Customized Transportation Plans; Building and Employer Transportation Fairs
<b>Monitoring</b>	Not known.	Annual Commute Survey
<b>Trip Reduction Target</b>	Not known.	None
<b>Enforcement</b>	Not known.	None
<b>Actual Trip Reduction</b>		FY 07-08 survey found that 56% of Downtown employees are using alternative transportation options to get to work.
<b>Overall Effectiveness</b>		Most successful is "Get Downtown Unconventionally"- program instituted for Democratic National Convention (Aug 2008). \$100-\$150 gift card available for commuters to Downtown who reduce use of a car to no more than 1 day per week for entire month. Funding available for 1,100, with more than 2-3,000 applicants having expressed interest.
<b>Successful Recruitment and Outreach Efforts</b>		See above.
<b>Website</b>	www.spectrumotion.com	www.downtowndenver.com



TMA	Warner Center TMO	Glendale TMA
<b>Year Founded</b>	1989	1989
<b>Membership</b>		
<b>Number of Companies/ Property Owners Represented</b>	39 (22 employer members and 17 multi-tenant commercial properties)	12 members - businesses and property owners, and City of Glendale. Also, Glendale Community College, as pro bono member.
<b>Number of Employees and Residents Represented</b>	40,000 (over 95% of the total work force).	15,000-20,000 employees
<b>Composition</b>	70% Office, 20% Retail, 5% Manufacturing, 5% Residential	
<b>Voluntary or Required Membership</b>	Voluntary for most, but City of LA requires TMO membership for commercial properties of at least 30,000 sq ft. Some larger new residential development also required to join.	Voluntary, except Glendale Plaza, which is required to be a member (though shops within Plaza not required to be a member)
<b>Board Structure</b>	Five board members. City of LA is not a member of the board.	Board of Directors (7) - each representing their respective company, with 4 "Founding Members" and 3 "Regular Members." City is one of the "Founding Members," currently with voting privileges.
<b>Financial Information</b>		
<b>Fees / Membership Dues</b>	Annual member dues, ranging from \$2100 to \$4800 per year, depending on employer size and property size.	Companies < 250 employees = \$7.30 per empl per year; Companies with more than 250 employees (and therefore regulated by AQMD) = \$10.30 per employee per year (capped at 750 empl.). For developers, \$0.015 per sq ft of leasable space if tenants provided TMA services and TMA dues paid, \$0.03 per sq ft if not.
<b>Other Funding Sources</b>	\$85,000 annually from City of LA transportation impact fees collected from new development.	None currently. TMA received approx. \$40,000 per year in grant funds through LA MTA until Sept. 2007.
<b>Annual Operating Budget</b>	\$250,000	\$94,000 (FY 2008)
<b>Programs and Strategies</b>		
<b>Services Offered</b>	All-day shuttle service connecting to Metro Orange Line; Ridematching for carpools; subsidized vanpool fleet (19 vehicles); promotion and sale of LA Metro bus passes and five other transit agencies; Guaranteed Ride Home; Rideshare incentive program; celebrations and promotional activities; consultation with large employers to help them develop trip reduction plans for their organization and provide individualized ridesharing recommendations for employees; represent members and their employees in local and regional discussions and planning with the general public, government agencies, and special interest groups.	Immediate available resource for employees transportation needs; Emergency Ride Home Program; Marketing Material (including regular bulletin board material); New employee orientation materials; Monthly bus pass sales; Vanpool listing and assistance; Outreach to member and potential member companies
<b>Monitoring</b>	Metro AVR Survey	None
<b>Trip Reduction Target</b>	1.5 AVR for large employers and 1.4 for multi-tenant properties	None
<b>Enforcement</b>	Responsibility of the City of LA Dept of Transportation/Planning.	None
<b>Actual Trip Reduction</b>	Drive-alone has decreased over twenty years from 85% to 68%, carpooling has increased from 10% to 23%, public transit from 0.4% to 5%, and walking and bicycling from 0.5% to 2%. Overall rideshare participation is 32% (compared to 22% for LA region).	Not known.
<b>Overall Effectiveness</b>	In 2007, ridesharing participation saved commuters \$6.8 million, reduced vehicle miles traveled by 31,277 miles each day, and reduced mobile source emissions by 164 tons. Vanpools provide 200 people round-trip rides each day. 1,000 requests were received for RideGuides (individualized rideshare information and recommendations).	Courtesy of facilitating bus pass sales and personalized attention for member companies has been particularly successful approach.
<b>Successful Recruitment and Outreach Efforts</b>	For voluntary members, the most successful method is having CEOs of members directly contact CEOs of other companies. For regulated members, having the City contact them is very effective.	It is a challenge to recruit smaller employers - enlisting property managers could help with this. Loss of grant funding has reduced ability to do more outreach.
<b>Website</b>		www.glendaletma.net



# Appendix B – Draft TDM Ordinance for the City of Glendale

## Objectives and Goals

Adopted policies, through the General Plan and other commitments, have affirmed the desire of the City of Glendale to reduce traffic congestion, improve air quality, and improve overall mobility for residents, employees, and visitors. These goals apply to travel within Glendale, regional travel with origins or destinations within the City, as well as travelers passing through the City.

This ordinance establishes a quantitative trip reduction goal for new and existing development in the City of Glendale, defines what types of development are subject to the requirements of the ordinance, and identifies specific facilities, programs and strategies that must be implemented by employers and property managers to pursue this goal.

## Definitions of Terms

For the purpose of this section, certain words and terms are defined as follows:

**Carpool.** A vehicle carrying two to five persons to and from work on a regular schedule.

**Development.** The construction of new non-residential floor area.

**Gross Floor Area.** That area in square feet confined within the outside surface of the exterior walls of a building, as calculated by adding the total square footage of each of the floors in the building, except for that square footage devoted to vehicle parking and necessary interior driveways and ramps.

**Preferential Parking.** Parking spaces, designated or assigned through use of a sign or painted space markings for Carpools or Vanpools, that are provided in a location more convenient to the entrance for the place of employment than parking spaces provided for single-occupant vehicles.

**Transportation Demand Management (TDM).** The alteration of travel behavior through programs of incentives, services, and policies, including encouraging the use of alternatives to single-occupant vehicles such as public transit, cycling, walking, carpooling/ vanpooling and changes in work schedule that move trips out of the peak period or eliminate them altogether (as in the case in telecommuting or compressed work weeks).

**Trip Reduction.** Reduction in the number of work-related trips made by single-occupant vehicles.

**Vanpool.** A vehicle carrying six or more persons to and from work on a regular schedule, and on a prepaid basis.

**Vehicle.** Any motorized form of transportation, including but not limited to automobiles, vans, buses and motorcycles.

## Applicability

The TDM ordinance shall apply to the following developments (hereafter referred to as Tier 1):<sup>1</sup>

1. All new non-residential development in the City of Glendale to exceed 25,000 square feet or gross floor area or having 25 employees.
2. Any expansion of existing non-residential development exceeding 25,000 square feet of gross floor area or having more than 25 employees, either prior to or subsequent to the expansion.
3. Any change of use for an existing non-residential development that currently has a nonconforming use, and for which the new use will require a conditional use permit, variance, or amendment to the zoning code or General Plan.
4. All new residential development with 100 or more units, or mixed-use projects with 50 or more residential units and 25,000 gross square feet or more of non-residential floor area.
5. All new development with multiple employers on one site that in combination have more than 25 employees, with the TDM ordinance thereby applying to the property manager of that site.
6. All projects meeting the above criteria or any other project that joins a Business Improvement District in the City of Glendale.
7. Other projects to which the ordinance shall be applicable, based on a covenant, development agreement, or other such binding agreement with the City or another governing organization.

Developments greater than 50,000 square feet in gross floor area or an expansion resulting in a development greater than 50,000 square feet shall be subject to further requirements defined by this ordinance (Tier 2).

Furthermore, this ordinance defines additional requirements of development exceeding 100,000 square feet, or an expansion resulting in a development greater than 100,000 square feet (Tier 3).

## Requirements

New or existing development, for which the TDM ordinance is considered applicable according to the above criteria, shall incorporate each of the listed facilities into the design of the project, and implement each of the listed programs.

Facilities shall be maintained in clean, functional condition for the duration of the project, and programs shall continue to be implemented except by arrangement with the Director of Planning for the City to define alternate strategies expected to be more effective at achieving the goals of this ordinance.

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<sup>1</sup> These criteria are a synthesis of requirements in the cities of Burbank, Pasadena, and Los Angeles. The criteria for other cities include a threshold of expected daily trips, an applicant's desire to develop at higher densities, or companies with a fewer number of employees (see Figure 1).

## Transportation Demand Management Plan

Prior to obtaining a development agreement or other permits for a project subject to this ordinance, a Transportation Demand Management plan must be developed, with a detailed list of facilities and programs that will be implemented, to meet the requirements of this ordinance, as indicated below. A schedule of implementation for TDM programs, and budget for both programs and facilities, must be included with the Plan. All programs shall be implemented within one year of initial occupancy.

## Transportation Management Association / Organization

All projects subject to this Ordinance shall become dues paying members of the designated Transportation Management Association (TMA) or Transportation Management Organization (TMO), and eligible for participation in the programs and activities of the TMA/TMO. Rates shall be set by the Board of the TMA/TMO and adopted by the City Council, with the provision that they may be increased annually, based on changes to the Consumer Price Index. Prior to the issuance of a certificate of occupancy, annual dues for the first year of membership shall be paid to the City and then transferred to the designated TMA/TMO.

### *Performance Standards*

The City shall define performance standards for the designated TMA/TMO, to ensure effective administration of the TMA/TMO and communication with and between members of the TMA/TMO. These standards shall include:

1. Completion of an annual AVR survey for all member organizations, with a report provided to the City documenting the results of this survey
2. Assurance that all members of the board are decision makers or their designees, for the organizations they represent
3. At least four (4) meetings of the Board each year, with a quorum of at least 50% at all meetings.

## Facilities

The following facilities shall be implemented as indicated before a certificate of occupancy may be issued for a development.

### *Bicycle Facilities*

- Secure bicycle parking should be provided for all development subject to the bicycle parking ordinance, at the following rates for various land uses:<sup>2</sup>

	Long-term	Short-term
Single family and residential with private garage	None	None
Multifamily Residential	1 space per 4 units	1 space per 20 units
Retail	1 space per 12,000 sq ft	1 space per 5,000 sq ft
General Food Sales	1 space per 12,000 sq ft	1 space per 2,000 sq ft
Office	1 space per 10,000 sq ft	1 space per 20,000 sq ft

"Long-Term" bicycle facility means a locker, individually locked enclosure or supervised area within a building providing protection for each bicycles therein from theft, vandalism and weather.

"Short-Term" bicycle facility means a rack, stand or other device constructed so as to enable the user to secure by locking the frame and one wheel of each bicycle parked therein. Racks must be easily usable with both U-locks and cable locks. Racks should support the bikes in a stable upright position so that a bike, if bumped, will not fall or roll down.

<sup>2</sup> Some cities require bicycle parking as a ratio of automobile parking. However, Nelson\Nygaard recommends against this. A development which reduces its parking supply, in anticipation of generating fewer vehicle trips, might also then reduce its bicycle parking supply, rather than increase it to support a shift from auto to bicycle.

- Tier 2 development shall also provide a changing room and shower facilities.

#### *Pedestrian Facilities*

- Tier 1 and Tier 2 facilities shall provide full pedestrian access as required by other sections of the zoning code and design guidelines as adopted by the City.
- Tier 3: Sidewalks or other designated pathways following direct and safe routes from the external pedestrian circulation system to each building in the development.

#### *Transit Facilities*

- The design of all projects should enable safe and convenient access to nearby transit stops and facilities.
- For Tier 3 projects, if so determined by the Director of Planning for the City, a bus stop with shelter and other amenities may be required.

#### *Auto Facilities*

- Preferential parking shall be provided for carpools and vanpools (most proximate to main entrances and/or at a reduced price)
- For Tier 3 projects, and for Tier 2 projects at the discretion of the Chief of Planning, a convenient drop-off point for carpools and vanpools should be provided onsite.

### Programs

The following programs shall be implemented within one year of project completion, following the schedule included in the TDM Plan for the project. All employers shall:

- Designate an on-site transportation coordinator to be a point of contact with the City of Glendale and the designated TMA/TMO regarding transportation demand management facilities and programs. For Tier 1 development with multiple employers that in combination have 25 or more employees, the property manager shall designate an on-site transportation coordinator.
- Provide an information board or kiosk in a prominent location for employees, residents, and/or visitors, with information about access to all modes of transportation, as well as the activities of the designated TMA/TMO.
- Tier 2 and 3 employers shall either provide on-site transit pass sales or a pre-tax transit pass program.
- Participate in the Guaranteed Ride Home program of the designated TMA/TMO.
- Demonstrate proof of compliance with the State of California's parking cash out law.
- Develop or participate in a ridesharing program to encourage carpooling and vanpooling.

### **Monitoring and Enforcement**

Each project subject to this ordinance shall strive to achieve an average vehicle ridership (AVR) of at least 1.5. AVR is the ratio of the total number of employees or residents to the average daily number of vehicles used.<sup>3</sup>

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<sup>3</sup> [http://www.metro.net/riding\\_metro/commute\\_services/avr\\_services.htm](http://www.metro.net/riding_metro/commute_services/avr_services.htm)

All projects subject to this Ordinance shall submit an annual performance report to the City to validate continue compliance with the requirements of the Ordinance. A statistically-valid survey shall be conducted of employees and/or residents of the project, to ascertain the level of success in achieving the goals of the Ordinance, including a determination of the AVR for that project. The AVR shall be determined according to the requirements of the South Coast Air Quality Management District (AQMD). The AQMD currently requires such a survey, amongst other requirements, of all employers with 250 or more employees. This ordinance further stipulates that the survey shall be conducted for all projects subject to this ordinance.

The costs to conduct the survey and produce the report shall be borne by the employer, property owner, or homeowners association, as appropriate.

City staff shall confirm to the City Council on an annual basis that all projects subject to this ordinance are in compliance with its requirements. If a project subject to this ordinance is not in compliance, a nominal fine per employee per day shall be assigned by the City until compliance is achieved.

Staff shall also prepare a summary report evaluating the overall success of achieving the goals of the TDM ordinance. If goals are not being met, staff shall propose alternate programs or strategies that could be pursued to achieve these goals. Costs for preparation of staff reports shall be borne by the City.

Furthermore, Tier 2 and Tier 3 projects that fail to achieve an AVR of at least 1.25, the City will work with the designated TMA/TMO and the employer to modify their TDM plan to include programs and strategies that are expected to better support achievement of an AVR of at least 1.25. The City may mandate the implementation of certain programs and strategies until this goal is reached.