Transportation Demand Management Handbook

City of Carlsbad

August 21, 2019
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Section 1. Carlsbad TDM Program Overview

1.1 Introduction

In September 2015, the City of Carlsbad adopted a Climate Action Plan (CAP) to promote sustainability in the community and help meet greenhouse gas (GHG) reduction targets. As automobile emissions contribute significantly to GHG emissions, the CAP directed the city to adopt a citywide TDM plan (Measure K-1) and TDM ordinance (Measure K-2) to encourage Carlsbad workers and residents to shift from driving alone to traveling by sustainable modes.

As Carlsbad becomes an increasingly desirable place for people to live, work, and play, it is important that the city balance growth and economic opportunity with demand on roadway and parking infrastructure. The City of Carlsbad Transportation Demand Management (TDM) Program encourages partnerships with local businesses and developers to improve transportation options for workers and residents, reduce traffic congestion, and uphold the city’s commitment to conservation and sustainability. Roughly speaking, TDM policies and programs encourage people to drive less and walk, bike, ride transit or carpool more. Along with local and regional initiatives, the TDM Program helps establish a new way of thinking about mobility in Carlsbad worthy of a World Class City.

The TDM Handbook is designed to help developers, property managers, and employers participate in the citywide TDM Program and comply with the TDM Ordinance, if applicable. The handbook outlines best practices for fulfillment of one of two tiers of compliance:

- Mandatory compliance for non-residential developers who meet or exceed threshold requirements set in the TDM ordinance
- Voluntary participation in the TDM Business Program

The TDM Handbook provides step-by-step guidance, tools, templates and more to help participants develop successful TDM plans for their properties. The resources provided have been developed specifically for participants in the TDM Ordinance and TDM Business Program.

The TDM Handbook will be updated by the Mobility Department, as needed, to meet the goals and objectives of the CAP and other city initiatives. Changes to the TDM Ordinance itself will require approval from City Council.
1.2 What is TDM?

Transportation Demand Management (TDM) is the concept of using policies, strategies, and programmatic measures to encourage a shift away from single-occupancy vehicle (SOV) trips toward alternative travel options, such as walking, biking, transit, and ridesharing to reduce excess demand for congested roadways and parking. In other words, TDM efforts try to get people to drive alone less, and instead, walk, bike, ride transit or carpool more. Less driving alone can benefit the individual in many ways by reducing stress, increasing physical activity, and saving money. Cumulatively, it also can allow for a much more efficient use of road space, thereby reducing congestion, overall vehicle miles traveled (VMT), and greenhouse gas (GHG) emissions.

Figure 1-1 TDM Concept

A robust TDM program incorporates a variety of interventions to promote sustainable choices during the transportation decision-making process. TDM interventions could include new infrastructure and facilities that increase the mobility options available to individuals, marketing and incentive programs that encourage other travel options, disincentives to make driving less attractive, and travel planning assistance to empower commuters to make informed decisions. The different types of TDM interventions reinforce one another to create a comprehensive program that supports a range of transportation modes.
1.3 Benefits of Transportation Demand Management

The TDM Program helps the city achieve its sustainability and mobility goals by managing growth and development, mitigating congestion, improving air quality, and increasing access and connectivity in the transportation network. TDM practices also have many short-term and long-term benefits for Carlsbad workers, businesses, residents and the community.

For examples of the benefits of implementing a TDM Plan at your worksite, please refer to Section 5.3 Case Studies.
1.4 Alignment with City Goals and Policies

The TDM Program was designed to support city’s goals of being a healthy, sustainable, and multi-modal community for its residents, employees, and visitors. The TDM Program supports and implements policies set out in several important city planning and policy documents as described below.

The General Plan

The General Plan, adopted September 22, 2015, is the comprehensive and long-range plan for how the city will achieve its vision and goals for the future. Guided by the Carlsbad Community Vision, it outlines the city’s approach to managing land use, mobility, open space, noise, public safety, arts and history, economy and business, sustainability, and housing. Two of the key strategies identified in the General Plan are to increase and improve street connectivity and promote livable streets that are walkable and bicycle-friendly.

Livable Streets Guide

The Mobility Element of the General Plan seeks to enhance mobility and connectivity of the city’s transportation system by integrating transportation and land use planning, promoting multi-modal travel, and incorporating TDM strategies. The Livable Streets Guide (Table 3-1) describes how the city will plan and design the street system to serve people of all ages using all mobility options. It identifies the preferred attributes of various street types found in Carlsbad.

Climate Action Plan

The Climate Action Plan (CAP) lays out a comprehensive, citywide strategy to reduce Carlsbad’s greenhouse gas (GHG) emissions and monitor the city’s progress toward its GHG reduction targets. It includes measures and actions for Carlsbad to help meet statewide reduction targets to 2035. One of these actions, Measure K-2, specifies that the city will enact a TDM Ordinance to reduce single-occupancy vehicle trips among Carlsbad workers and increase the use of alternative options.

Growth Management Plan/ Local Facilities Management Plans

The City of Carlsbad’s Growth Management Plans allow for population and employment growth while maintaining the right mix of land uses, preserving open space, and maintaining adequate levels of service for existing infrastructure. The Local Facilities Management Plans help ensure the adequate provision of public facilities and improvements concurrent with new development in 25 sub-areas within Carlsbad.

Parking Management Plan

The City of Carlsbad’s Parking Management Plan (PMP) presents short-, medium-, and long-term strategies to improve the parking systems in the Carlsbad Village, Barrio, and adjacent beach area. TDM and parking management programs often complement each other: parking management strategies can be effective ways of reducing drive-alone trips and TDM strategies have the benefit of reducing demand for parking.
Coastal Mobility Readiness Plan

The goal of the Coastal Mobility Readiness Plan is to prepare Carlsbad to adapt to rapid advances in transportation systems technology. The plan considers how the future of autonomous vehicles, shared mobility, parking management, and other emerging technologies will influence transportation along the coast and how the city can achieve a better quality of life for residents, employees, and visitors.

Sustainable Mobility Plan

The Sustainable Mobility Plan introduces a Multimodal Level of Service (MMLOS) model to better manage growth and impacts to city roadway capacity. The MMLOS recognizes TDM strategies as a way to mitigate traffic from increased vehicles trips. New or planned developments that comply with the TDM Ordinance also satisfy the city’s MMLOS requirements.

1.5 State and Regional Alignment

The TDM Program also reinforces state and regional programs that promote sustainable development and increased mobility options. By considering the entire development process – from design, construction, to operation – the TDM Program incorporates the various building standards and mobility strategies to ensure adequate infrastructure and programs are in place to support multi-modal travel. Many of the recommended TDM strategies, for example, also satisfy LEED or CALGreen building standards.

LEED

Leadership in Energy and Environmental Design (LEED), developed by the US Green Building Council, is the most widely used green building rating system in the world. LEED standards recognize TDM as an effective way to reduce energy consumption and pollution associated with green buildings. TDM strategies can be used to earn credits towards LEED certification.

CALGreen

The California Green Building Standards Code (CALGreen) is the first statewide green building code in the US. The purpose of the code is to mitigate the negative environmental impact of buildings by encouraging sustainable construction practices. It specifies mandatory measures for non-residential developments that include TDM accommodations for alternative commute modes.

SANDAG 2015 Regional Plan

The San Diego Association of Governments (SANDAG) 2015 Regional Plan outlines the region’s transportation investment strategy through 2050. As required by Senate Bill 375, the Plan also includes a Sustainable Communities Strategy, which specifies how the region will meet state-mandated targets for greenhouse gas reductions.
SANDAG Regional Mobility Hub Strategy

The SANDAG Regional Mobility Hub Strategy demonstrates how transportation services, amenities, and supporting technologies can work together to make it easier for communities to access transit and other shared mobility choices. A Mobility Hub Features Catalog and mobility hub prototypes have been developed to guide mobility hub implementation.

SANDAG Smart Growth Design Guidelines

SANDAG’s Smart Growth Design Guidelines provides guidance on how to employ smart growth principles to design great public places that enhance the quality of life in the San Diego region. It identifies the appropriate strategies for different “place types”, such as buildings, large developments, and streetscapes.

iCommute Regional TDM Program

iCommute is the TDM program for the San Diego region. Operated by SANDAG, it encourages the use of transportation alternatives by providing commuter assistance, employer services, and support for local jurisdictions in the design and implementation of customized TDM programs.

1.6 Carlsbad Transportation Administrator

The Carlsbad Transportation Administrator (Carlsbad TA) supports businesses in their efforts to reduce drive-alone trips, assisting with worksite analyses, preparing TDM Plans, conducting commute surveys, and implementing TDM programs to meet mode share targets. The Carlsbad TA is available for consultation regarding TDM processes to help participants understand how to get the best results out of their TDM plans.
1.7 Who does the TDM Program apply to?

The TDM Program applies to all non-residential developers, property managers, and employers doing business in the City of Carlsbad, both existing and new. There are mandatory requirements for new non-residential developments that meet certain thresholds and a voluntary business program for all businesses that would like to participate.

- Refer to Section 2.0 Carlsbad TDM Ordinance for information about who the ordinance applies to and step-by-step guidance for compliance.
- Refer to Section 3.0 Voluntary TDM Business Program for information about how to develop a successful TDM plan for your development or worksite.

Figure 1-3 TDM Program Applicability
1.8 How to Use the Handbook

The TDM Handbook serves as a reference for employers, property managers and developers who must comply with the ordinance or would like to participate in the voluntary TDM Business Program. The handbook provides tools and resources to help you get started with your program.

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1: Carlsbad TDM Program Overview</td>
<td>Defines TDM and its benefits. Introduces the city’s vision and scope of the TDM Program and alignment with local, regional, and state plans and programs.</td>
</tr>
<tr>
<td>Section 2: Carlsbad TDM Ordinance</td>
<td>Describes the TDM Ordinance, applicability requirements, and steps to comply with mandatory requirements.</td>
</tr>
<tr>
<td>Section 3: TDM Business Program</td>
<td>Explains how Carlsbad businesses can voluntarily participate in the TDM Program and steps to develop a successful TDM plan. Provides an overview of the TDM Menu of Options Web Tool to help developers and businesses choose the strategies that work best at their site and the concept of complementary TDM strategies.</td>
</tr>
<tr>
<td>Section 4: TDM Strategies</td>
<td>Offers templates and guides to help developers and businesses analyze their sites and choose the appropriate TDM strategies.</td>
</tr>
<tr>
<td>Section 5: Tools and Resources</td>
<td>Provides a glossary of key terms used throughout this document.</td>
</tr>
<tr>
<td>Appendix A: Glossary</td>
<td>Complete list of TDM strategies that may be implemented at a worksite.</td>
</tr>
<tr>
<td>Appendix B: TDM Menu of Options</td>
<td>Templates of forms that are required as part of the TDM Plan process.</td>
</tr>
<tr>
<td>Appendix C: TDM Form Templates</td>
<td>Sample iCommute Employee Commute Survey used provided by San Diego Association of Governments.</td>
</tr>
<tr>
<td>Appendix D: Sample iCommute Survey</td>
<td></td>
</tr>
</tbody>
</table>
Section 2. Carlsbad TDM Ordinance

2.1 Purpose of the Ordinance

The City of Carlsbad’s TDM Ordinance is designed to ensure developers, property managers, and employers provide sufficient on-site amenities and services for walking, biking, ridesharing, and transit to reduce single-occupancy vehicle (SOV) trips among Carlsbad workers as required by Measure K-2 of the Climate Action Plan Measure (CAP). The city’s primary goal for the TDM Ordinance is to increase alternative (non-SOV) mode share to 40% for new developments and 30% for existing developments by 2035. As a reflection of the city’s commitment to the Carlsbad Community Vision for the future, the ordinance is consistent with the General Plan, Climate Action Plan (CAP), and other supporting policies. In addition, the TDM ordinance aligns with many other policy goals to improve quality of life for Carlsbad residents and workers. The TDM ordinance has six supporting objectives:

- Manage growth and development
- Increase access to transportation options and mobility
- Foster a healthy community for Carlsbad residents and workers
- Build inter-agency partnerships and strengthen regional sustainability and mobility efforts
- Focus on local sub-areas for improvements to align with the Sustainable Mobility Plan
- Promote emerging mobility technologies

The City of Carlsbad has hired a Transportation Administrator (Carlsbad TA) to assist developers with TDM Ordinance compliance and completion of a plan. Accompanying this document is a TDM Plan Template to further assist developers in development of the TDM plan.

2.2 Thresholds for Compliance

Proposed non-residential development projects with trip generation estimates of 110 daily employee trips or more are subject to the transportation demand management (TDM) ordinance and are required to complete and implement a Developer TDM Plan. A development is any construction type work that creates or remodels areas where employees will work. Renovation work, such as window replacement, electrical upgrades, lighting, painting, etc. is not considered development. Examples of development are:
New building construction
• Building additions
• Tenant improvements to existing building space
• A redevelopment creating a single space/suite hosting one business that creates 110 employee trips
• Creation of outdoor facilities where employees are expected to work, such as outdoor dining areas, amusement parks, outdoor retail, etc.

Developers proposing projects that do not exceed the trip generation threshold are encouraged to voluntarily include site improvements that will support improved mobility in Carlsbad.

**Tiered Requirements**

TDM requirements for new developments vary by development type and the expected average daily employee trips (see Table 2-1 TDM Plan Applicability). All developments that meet the threshold of 110 employee ADT are required to submit a TDM plan using the TDM Plan template for the respective tier (TDM Plan Templates for Non-Residential Projects) and are subject to the same monitoring and reporting schedule described in section 2.7.

<table>
<thead>
<tr>
<th>ADT</th>
<th>New Development</th>
<th>Tenant Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;110</td>
<td>Exempt</td>
<td>Tier 1</td>
</tr>
<tr>
<td>110 - 220</td>
<td>Tier 1</td>
<td>Tier 1</td>
</tr>
<tr>
<td>221 - 275</td>
<td>Tier 2</td>
<td>Tier 2</td>
</tr>
<tr>
<td>&gt;275</td>
<td>Tier 3</td>
<td>Tier 2</td>
</tr>
</tbody>
</table>

Average daily employee trips will be calculated using the employee ADT estimations in Table 2-2. Uses not listed may be subject to special consideration.

<table>
<thead>
<tr>
<th>Use</th>
<th>Emp ADT for first 1,000 s.f.</th>
<th>Emp ADT/ 1000 s.f. thereafter¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office- all uses²</td>
<td>13.0</td>
<td>13.0</td>
</tr>
<tr>
<td>Restaurant</td>
<td>11.0</td>
<td>11.0</td>
</tr>
<tr>
<td>Retail³</td>
<td>8.0</td>
<td>4.5</td>
</tr>
<tr>
<td>Industrial</td>
<td>4.0</td>
<td>3.5</td>
</tr>
</tbody>
</table>

¹ Unless otherwise noted, rates estimated from ITE Trip Generation Manual, 10th Edition
² For all office categories. Calibrated based on typical number of employees/square foot for office uses.
³ Retail uses include shopping center, variety store, supermarket, gyms, pharmacy, etc.
For example, a 23,000 s.f. retail development would be estimated to generate 107 trips: 8 trips for the first 1,000 s.f. and 99 for the next 22,000 s.f. (23,000/1,000 * 4.5).

2.3 TDM 1 Requirements and Development Review Process

Tier 1 Requirements

A Tier 1 TDM Plan requires the following plan elements, which are further described in the Tier 1 TDM Plan Template (Appendix C):

- Existing conditions and context
- Agreement to implement the following strategies:
  - Designation of a transportation coordinator who will attend at least one annual citywide program event/meeting.
  - Promotion of at least one citywide program per year (if available)
  - Distribution of the citywide program flyer to all new hires

- Agreement to adhere to monitoring and reporting requirements as described in Section 2.7.

Tier 1 Process

The following steps outline the TDM plan process for Tier 1 non-residential projects:

1. After the determination is made that a Tier 1 TDM plan is required, the Transportation Administrator is available to discuss the project, review the requirements and assist with completion of the plan.
2. Applicant completes Tier 1 template and prepares supporting documentation.
3. Applicants signs and obtains the transportation coordinator’s signature.
4. Applicant submits template with supporting documentation within 4 weeks of expecting to occupy the space.
5. Approved plan is required prior to occupancy.

2.4 Tier 2 & 3 Requirements and Development Review Process

Tier 2 Requirements

A Tier 2 TDM plan requires the following plan elements, which are further described in section 2.5.2 and the Tier 2 & 3 TDM Plan Template:

- Existing conditions and context
- Three required strategies yielding 4 points
Tier 3 Requirements

A Tier 3 TDM plan requires the following plan elements which, are further described in section 2.5.3 and the Tier 2 & 3 TDM Plan Template:

- Existing conditions and context
- Three required strategies yielding 4 points
- A selection of infrastructure improvements and programmatic strategies that add another 14 points, adding up to a total of 18 points.
- Agreement to adhere to monitoring and reporting requirements as described in Section 2.7.

Tier 2 & 3 Process

The process for Tier 2 & 3 is outlined graphically below. It is organized into two separate parts:

1. All developments subject to the ordinance must submit Part I: Project Background, Existing Conditions and Infrastructure TDM Strategies of the TDM plan prior to building permit issuance.
2. Part II of the TDM Plan consists of non-infrastructure strategies and must be submitted and approved prior to occupancy. Build-to-suit projects and tenant improvements may submit Part II along with Part I prior to building permit issuance.
2.5 Tier 2 & 3 TDM Strategy Selection

Tier 2 and Tier 3 TDM plans require the selection of strategies in addition to the three required ones. This section describes the required strategies and includes a menu of infrastructure strategies available to fulfill Part I requirements and a menu of non-infrastructure strategies available to fulfill Part II requirements. Strategies may be selected from both menus, however, Tier 3 developments must achieve a minimum of 6 points through infrastructure strategies.

Some strategies contain a range of points. The applicant will work with the TA to determine the likely effectiveness of the strategy based on the unique attributes of the site and proposed development. In general, the point value is relative to the level of effort and the applicability of a strategy based on the development context.

The menu used during the development approval process remains the pertinent plan for the life of that development and will transfer to the new owner if ownership changes. However,
the menu of strategies for new non-residential developments will be reviewed periodically by city staff to adjust point values of TDM measures as necessary or to add new measures. The revised menu of TDM strategies will only be used for new applications or a property owner may file a TDM plan update application containing revised strategies at any time for review and approval by the city.

2.5.1 Required Strategies

As laid out in Table 2-2 below, required strategies yield 4 points towards the required number of points.

Table 2-3 Menu of TDM Strategies, Part I: Infrastructure

<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required</td>
<td>Designated Transportation Coordinator (TC)</td>
<td>Designate an on-site Transportation Coordinator responsible for ensuring compliance with City of Carlsbad TDM Plan requirements.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>New Hire Transportation Information</td>
<td>Distribute transportation options information provided by the citywide program to new hires at the point of hiring.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Citywide TDM Program</td>
<td>Active participation in the citywide TDM program.</td>
<td>2</td>
</tr>
</tbody>
</table>

**Designated Transportation Coordinator (TC)**

All developments subject to the TDM ordinance are *required* to designate an on-site transportation coordinator responsible for ensuring that infrastructure is maintained, policies and programs are implemented, and amenities and partnerships are maintained as described in the approved TDM Plan and otherwise ensuring compliance with City of Carlsbad TDM Plan requirements. This requirement is indefinite and must be in place prior to issuance of the certificate of occupancy. If a property changes hands or a new property manager is hired, a new TC must be designated. Up-to-date contact information for the TC must be on file with the city for the life of the building.

*Plan Guidance: Provide the name, title and contact information for the TC.*

**Distribute New Hire Transportation Information**

All developments subject to the TDM ordinance are required to ensure that transportation options information is distributed to new employees during the hiring and orientation process.
Citywide TDM Program
All developments subject to the TDM ordinance are required to meet with the citywide TDM programs outreach staff on a regular basis (at least annually) and participate in at least one event held by the citywide TDM program (if available).

2.5.2 Part I: Infrastructure TDM Selections

Applicants may select strategies from both infrastructure and non-infrastructure menus to achieve the required point value. However, infrastructure strategies must be selected and approved prior to building permit issuance (Part I). Additionally, Tier 3 plans must achieve a minimum of one third of the 18 required points (6 points) through infrastructure strategies unless otherwise agreed upon with city staff.

The developer will work with the TA to determine infrastructure strategies and infrastructure-related policies applicable to the site. Once the infrastructure strategies have been selected, the developer is expected to commit to the agreed upon strategies. However, additional infrastructure strategies may be added before site occupancy if the required points cannot be met with non-infrastructure-based (Part II) strategies. Points not earned through infrastructure strategies will be expected to be earned in Part II. Review Part II strategies to ensure that the appropriate infrastructure is selected to support desired amenities or programs.

In the case of a tenant improvement, if the tenant has access to any infrastructure amenities listed in Table 2-4, the tenant can claim that amenity in their plan unless that amenity does not meet minimum standards or is, on average, fully utilized, such as two carpool spaces that are both occupied on most weekdays. The capacity of an existing infrastructure amenity will need to be evaluated at the time the strategy is proposed.

A formal site visit (pre-occupancy inspection) will be scheduled to confirm that infrastructure improvements have been completed and located as agreed upon in the TDM Plan prior to occupancy.

The following table provides high level descriptions of the strategies and the point value. The section following provides additional details on each strategy.

Table 2-4 Menu of TDM Strategies, Part I: Infrastructure*

<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>Secure Bike Parking</td>
<td>Provide a secure, weather-protected bike cage or bike room for employees consistent.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Public Bike Racks</td>
<td>Provide public bike racks near the building entrances for all cyclists, including retail customers and visitors.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Bicycle Repair Station</td>
<td>Provide on-site tools and space for bicycle repair. Bike repair stations should include repair stands, air pumps, and other tools and resources necessary to quickly repair a bike.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Micromobility Parking</td>
<td>Reserve space for parking micromobility devices, e.g., dockless bike share, e-bikes, e-scooters, and docked bike share.</td>
<td>1</td>
</tr>
</tbody>
</table>
Transit Shelter Additions or Improvements
Add or improve transit stops by adding shelters, providing seating and ensuring that they are easily accessible from building entrances. 1

Preferential Parking for Car/Vanpools
Provide preferential parking for car and vanpool vehicles that is close to the building entrance, covered, or otherwise preferable. 1-2

Parking Spaces for Car Share Vehicles
Provide preferential parking for car share vehicles that is close to the building entrance, covered, or otherwise preferable. 1

End of Trip Facilities
Provide shower and changing rooms for employees who use active transportation to get to work. 1

On-site Amenities
Provide access to on-site amenities such as on-site childcare, restaurants and shops, wellness centers, and other employee convenience services that reduce the need to drive for errands during the work day. 1-2

Bicycle and Pedestrian Connections
Improve pedestrian and bicycle connectivity. Applicant should provide access to direct routes from public sidewalk to each building in the project. 1

Passenger Loading Zone
Provide signed passenger loading curb space for shuttle, microtransit, and/or ride-hailing pick-up/drop off. 1

Innovation
Any other physical site-improvement at the worksite to reduce single-occupancy vehicles will be considered. 1-5

*If a strategy is contingent upon a partnership with a third party for implementation and the company becomes defunct, the product becomes obsolete or otherwise unusable, the developer should work with the TA to identify a suitable alternative.

Infrastructure-based strategies included in Table 2-4 are discussed in further detail below. Each strategy description also contains plan guidance describing plan requirements.

Secure Bike Parking
This category includes bike lockers or a secure, weather-protected bike cage or bike room for long-term parking for employees. The minimum number of secure bike parking spaces to be included vary by use and should be rounded up (i.e. a 12,500 s.f. office development would require a minimum of 3 secure spaces):

- Office: 1 per 5,000 s.f. of space (minimum of 2)
- Restaurant: 1 per 5,000 s.f. of space (minimum of 2)
- Retail: 1 per 15,000 s.f. of space (minimum of 2)
- Industrial/Manufacturing: 1 per 15,000 s.f. of space (minimum of 2)
- Warehousing: 1 per 25,000 s.f. of space (minimum of 2)

Plan Guidance: Indicate the number of long-term bike parking spaces to be provided, how they will be accessed and where they will be located on the project site. If practical, include location on the site map.
Public Bike Parking
Provide public bike racks near the building entrances for all bicyclists, including retail customers and visitors. The number of required spaces depends on whether secure bike parking is provided as well:

- If secure bike parking is provided to employees, the required number is that listed under public bike parking in Table 2-5.
- If no secure bike parking is provided to employees, the required number includes both the number listed for employee bike parking plus the number listed for public bike parking in Table 2-5.

Table 2-5 Bike Parking Requirements

<table>
<thead>
<tr>
<th>Use</th>
<th>Employee Bike Parking</th>
<th>Public Bike Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>1 per 5,000 sf of space (min of 2)</td>
<td>1 per 20 parking spaces* (min of 2)</td>
</tr>
<tr>
<td>Restaurant</td>
<td>1 per 5,000 sf of space (min of 2)</td>
<td>1 per 10 parking spaces* (min of 2)</td>
</tr>
<tr>
<td>Retail</td>
<td>1 per 15,000 sf of space (min of 2)</td>
<td>1 per 10 parking spaces* (min of 2)</td>
</tr>
<tr>
<td>Industrial/Manufacturing</td>
<td>1 per 15,000 sf of space (min of 2)</td>
<td>1 per 20 parking spaces* (min of 2)</td>
</tr>
<tr>
<td>Warehousing</td>
<td>1 per 25,000 sf of space (min of 2)</td>
<td>1 per 20 parking spaces* (min of 2)</td>
</tr>
</tbody>
</table>

*planned or existing

Bike racks should follow the bike rack and installation guidance laid out in “Essentials of Bike Parking” published by the Association of Pedestrian and Bicycle Professionals (APBP). Note that any bike racks proposed on public right-of-way require approval by the City of Carlsbad.

Plan Guidance: Indicate the number of short-term and the type of bike rack to be provided and where they will be located on the project site. If practical, include location on the site map.

Bicycle Repair Station
Provide on-site tools and space for bicycle repair. Bike repair stations should include repair stands, air pumps, and other tools and resources necessary to quickly repair a bike. Plan Guidance: Describe what items will be included in the bicycle repair station and where it will be located within the project site.

Micromobility Parking
Reserve space for parking micromobility devices. This includes dockless and docked shared use bikes, scooters, and similar services. The space must: (1) be publicly accessible 24-hours per day; (2) be provided for free to one or more micromobility service providers; (3) provide electricity (actual cost plus a reasonable administrative fee may be charged back to service providers); (4) provide adequate space to allow for the simultaneous storage

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4 Essentials of Bike Parking Revision 1.0, September 2015, Association of Pedestrian and Bicycle Professionals (APBP).
of four or more bicycles (this requirement does not preclude the storage of non-bicycle mobility devices); and (5) be in a location that is visible from adjacent sidewalks and has convenient access to building entrances. If space is set aside for micromobility devices but not utilized by micromobility devices/services, bicycle racks must be installed until a need/desire for the parking of micromobility devices exists. Only applicable if the development is located in a service area of at least one micromobility service or is provided in conjunction with providing shared bikes, scooters or similar vehicles to employees.

*Plan Guidance: Indicate where micromobility parking space (or interim bike racks) will be located on the project site. If practical, include location on the site map.*

**Transit Shelter Additions or Improvements**
Add or improve transit stops by adding shelters, providing seating and ensuring that they are easily accessible from building entrances.

*Plan Guidance: Describe the location of transit stops and what types of additions/improvements are being proposed.*

**Preferential Parking for Car/Vanpools**
Provide preferential parking for car and vanpool vehicles that is close to the building entrance, covered, or otherwise preferable. Building owners must have an enforcement policy in place to assure the spaces are used only by carpoolers and vanpoolers. Up to five percent of total parking spaces must be available for carpool/vanpool parking. The number of spaces designated can fluctuate based on demand, but at no point can be less than one. If the number of assigned spaces is less than 5 percent of total spaces the property manager must notify tenants of the availability of additional spaces at least twice per year. Maximum points will be awarded when ride-matching services are provided along with preferential parking for car/vanpools.

*Plan Guidance: Indicate the number of carpool and vanpool reserved spaces to be provided and where they will be located on the project site. The initial number of carpool/vanpool parking spaces should reflect 5 percent of total parking spaces.*

**Parking Spaces for Car Share Vehicles**
Provide preferential parking for car share vehicles that is close to the building entrance, covered, or otherwise preferable. This strategy requires being in the service area of a free-floating carshare provider, contracting with a traditional carshare provider or providing a shared vehicle to tenants.

*Plan Guidance: Indicate the number of reserved spaces to be provided for car share vehicles and where they will be located on the project site.*

**End of Trip Facilities**
Employers should provide shower and changing rooms for employees who use active transportation to get to work.

*Plan Guidance: Indicate the number of showers and changing rooms and where they will be located on the site/building plan.*
On-Site Amenities
Provide access to on-site amenities such as on-site childcare, restaurants and shops, wellness centers, and other employee convenience services that reduce the need to drive for errands during the work day.
_Discuss the on-site amenities that will be located at the development and explain how these offerings will mitigate trips rather than serve as trip-generators. Discuss discounts available to tenants if applicable. Provide a map showing the location of these amenities._

Bicycle and Pedestrian Connections
Developers should improve pedestrian and bicycle connectivity consistent with the city’s bicycle and pedestrian master plans and trails master planning efforts. Developer should provide pathways that are a minimum of 10 feet in width that allow pedestrians and cyclists to connect from adjacent roadways, bike lanes and sidewalks to the main entrance of a building(s). Most applicable for large campus developments.
_Plan Guidance: Provide a map showing proposed pedestrian and bicycle infrastructure and connections to existing facilities._

Passenger Loading Zone
Provide signed passenger loading space on the property for passenger drop off that includes shuttle, microtransit, and/or ride-hailing pick-up/drop off.
_Plan Guidance: Describe location of and denote loading zone on building/site plan._

Innovation (Infrastructure-Based)
Any other physical site-improvement at the worksite with the purpose to reduce single-occupancy vehicles will be considered. Improvements that have been implemented successfully at other developments, including other geographies, are encouraged.
_Plan Guidance: Work with the TA to define a strategy and determine point value._

2.5.3 Part II: Non-Infrastructure TDM Selections
Table 2-5 contains a menu of non-infrastructure-based TDM Strategies. Those include programs, policies, partnerships and site-amenities that help reduce single-occupancy trips to the site. The developer will work with the TA to determine strategies applicable to the site. It is expected that Part II will contain a sufficient number of strategies to earn the remaining required points not earned through infrastructure strategies. Tier 2 plans must achieve a total of 9 points and Tier 3 plans a total of 18 points is required from Part I and Part II combined. A thorough understanding of the existing conditions and anticipated workforce, as outlined in Part I should inform the selection of Part II strategies.
The strategies in Table 2-6, the non-infrastructure menu, and discussed in detail in the next section are organized into the following categories: required, amenities, policies, developer/employer programs, employer programs, partnerships and innovation. A well-rounded, effective and sustainable TDM plan should include complementary strategies from multiple categories.
<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amenities</td>
<td><strong>Car Share Vehicles</strong></td>
<td>Provide car share vehicle(s) or provide a vehicle that will be shared amongst at the worksite.</td>
<td>1-3</td>
</tr>
<tr>
<td></td>
<td><strong>Micromobility Service Credits</strong></td>
<td>Provide credits to building occupants for the use of micromobility services.</td>
<td>1-2</td>
</tr>
<tr>
<td></td>
<td><strong>Real-Time Travel Information Screens</strong></td>
<td>Provide displays in key locations in developments which display real-time information about bus services.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Mobile On-site Amenities</strong></td>
<td>Provide access to on-site amenities such as: food trucks, mobile bike repair services, and mobile hair salons that reduce the need to drive for errands during the work day.</td>
<td>1</td>
</tr>
<tr>
<td>Policies</td>
<td><strong>TDM in Leases and Purchase Agreements</strong></td>
<td>Establish requirements in leases and unit purchase agreements that bind tenants to provide TDM services.</td>
<td>1-5</td>
</tr>
<tr>
<td></td>
<td><strong>Non-standard Vehicle Policies</strong></td>
<td>Establish policies and associated lease language and site signage to manage parking for non-traditional vehicles such as micromobility/bicycles/etc.</td>
<td>1-3</td>
</tr>
<tr>
<td>Developer/Employer Programs</td>
<td><strong>Mobility Services Incentives Budget</strong></td>
<td>Establish and spend budget to subsidize alternative travel modes. Examples include providing monthly transit passes to employees, reimbursing a monthly vanpool cost or paying a monthly bicycle benefit.</td>
<td>1-10</td>
</tr>
<tr>
<td></td>
<td><strong>Marketing and Outreach</strong></td>
<td>Implement a marketing and outreach component to educate commuters about the transportation programs and services available to them and to encourage sustainable travel choices.</td>
<td>1-4</td>
</tr>
<tr>
<td></td>
<td><strong>Ride-matching Services</strong></td>
<td>Develop an internal ride-matching program or utilize existing ride-matching platform such as Waze.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>GRH Services</strong></td>
<td>Develop an internal guaranteed ride home program or utilize SANDAG’s GRH program.</td>
<td>1</td>
</tr>
<tr>
<td>Employer Programs</td>
<td><strong>Telework Program</strong></td>
<td>Implement a formal telework program that allows eligible employees to work from home at least one day per week.</td>
<td>1-5</td>
</tr>
<tr>
<td></td>
<td><strong>Flexible/Alternative Work Schedules</strong></td>
<td>Implement flexible work schedules and/or alternative work schedules that allow employees to work longer hours and fewer days during a week or two-week period.</td>
<td>1-3</td>
</tr>
<tr>
<td></td>
<td><strong>Alternative Transportation Incentive</strong></td>
<td>Offer cash payments to employees who do not drive alone.</td>
<td>1-10</td>
</tr>
</tbody>
</table>
### Category

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commuter Tax Benefits</strong></td>
<td>Offer pre-tax commute benefits to employees allowing them to pay for qualifying commute expenses with pre-tax funds.</td>
<td>1</td>
</tr>
<tr>
<td><strong>Customized Travel Plans</strong></td>
<td>Provide customized travel plans to employees along with programs and incentives that may be available to them.</td>
<td>1</td>
</tr>
<tr>
<td><strong>Establish and Maintain Partnerships with Area Businesses</strong></td>
<td>Create and implement TDM cost sharing partnerships with area businesses to address shared trip mitigation resources and efforts.</td>
<td>1-5</td>
</tr>
<tr>
<td><strong>Establish and Maintain Partnerships with Private Vendors</strong></td>
<td>Create and implement partnerships with private vendors that create measurable levels of local service delivery of things such as car-sharing, micro-mobility, dynamic ridesharing, and other services as deemed appropriate from above.</td>
<td>1-3</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td>Any other strategies to reduce single-occupancy trips to the worksite will be considered. Strategies that have been implemented successfully at other developments, including other geographies, are encouraged.</td>
<td>1-5</td>
</tr>
</tbody>
</table>

*If a strategy is contingent upon a partnership with a third party for implementation and the company becomes defunct, the product becomes obsolete or otherwise unusable, the developer should work with the TA to identify a suitable alternative.

Descriptions of non-infrastructure-based strategies are listed below. Applicants should follow plan guidance for all included strategies.

### Amenities

For the purpose of this plan, an amenity is defined as a featured product or service that is provided to tenants/employees to reduce the need to drive to work or to facilitate transit or active transportation use. The amenity should be marketed clearly as such and highly visible at the site.

### Car Share Vehicles

Work with third party vendors to procure car share vehicle(s) or provide a vehicle that will be shared at the worksite. Should be offered in conjunction with Parking for Carshare Vehicles under Part 1: Infrastructure TDM Selections.

*Plan Guidance: Identify the number of car share vehicles that will be provided on-site and if these vehicles will be provided by an existing car share operator or by the
employer/property owner. Indicate whether membership will be fully or partially subsidized for employees/tenants. Indicate the number of reserved spaces to be provided for car share vehicles and where they will be located on the project site.

Micromobility Service Credits
Provide credits to building occupants for the use of micromobility services available at your site. The credits should be available for services that are available at or within ¼-mile of the development. Credits can cover the cost of annual/monthly/daily memberships, per minute/hour usage fees, etc. The value of credits provided must be equal to or greater than approximately $10 per building occupant in 2019 dollars adjusted for inflation based on the Consumer Price Index published by the Bureau of Labor Statistics. Twenty-five percent of the unused service credits may be rolled over to the subsequent year. The type and specific value of individual credits can vary from year to year so long as the total value of all credits offered is equal to or greater than the minimum requirement. The availability of credits must be marketed to tenants annually via email, posters, or other methods likely to be seen/read by most or all tenants.

Plan Guidance: Describe the micromobility service that will be available for use by employees/tenants and the level of service credits/subsidy. Indicate if all employees/tenants will have access to the service credits and how the program will be administered.

Real-Time Travel Information
Provide displays in key locations in developments that display real-time information about travel options. This can include arrival and departure times of area transit services, the location of nearby micromobility devices, carshare vehicles, and other travel options.

Plan Guidance: Describe the proposed location of the resources and any other relevant information (i.e., range of the WiFi hotspot, location of real-time travel information screens).

Mobile On-site Amenities
Provide access to mobile on-site amenities such as: food trucks, mobile bike repair services, and mobile hair salons that reduce the need to drive for errands during the work day.

Plan Guidance: Discuss the mobile on-site amenities that will be located at the development and explain how these offerings will mitigate trips rather than serve as trip-generators. Discuss discounts available to tenants. Provide a map showing the location of these amenities if applicable and discuss agreements between vendors and schedules.

Policies
Building owners and employers can reduce travel demand through policies at their workplace. Policies such as shared parking and unbundling the cost of parking from lease agreements also reduce the developer’s costs. Additional policies can ensure TDM will continue through the life of the project and support rapidly changing technologies, for example.
TDM in Leases and Purchase Agreements
Establish requirements in leases and unit purchase agreements that bind tenants to provide key TDM supporting roles such as TC contacts for each tenant and annual TDM TC training.
Plan Guidance: Provide language that will be included in the lease that will allow for TDM supporting roles.

Non-Standard Vehicle Policies
Establish policies, associated language and site signage to manage parking for non-traditional vehicles such as micro-mobility/bicycles/etc. that supports and encourages flexibility in tenant agreements. If parking is only available on a non-daily basis, either free or at a cost, allow daily parking by individuals that typically don’t drive alone to work.
Plan Guidance: Describe the site’s non-traditional vehicle management plan. This strategy may be implemented with the micromobility parking infrastructure strategy.

Programs
The programs discussed below increase alternative mode share by increasing the number of people taking transit, vanpooling or biking to work. These programs should be implemented once the development is occupied. The applicability of these programs to the worksite will depend on the site location and existing or anticipated workforce.

Mobility Services Incentives Budget
Establish a budget to subsidize alternative travel modes. Examples include providing monthly transit passes to employees, reimbursing a monthly vanpool cost or paying a monthly bicycle benefit. The minimum budget per person must be equal to the monthly cost of a transit pass. The developer is required to spend at least 75 percent of the budget each year and submit receipts annually to the city. Twenty-five percent of the budget may be rolled over to the subsequent year. The specific value of budget can vary from year to year so long as the total value of incentives offered is equal to or greater than the minimum requirement. This program must be marketed to tenants annually via email, posters, or other methods likely to be seen/read by most or all tenants. Points will be awarded based on the number of employees eligible for an annual subsidy. In general, points awarded will be equal to half the percentage of employees eligible for the annual subsidy.
Plan Guidance: Include details of program including how the program will be administered. Indicate the total annual budget, describe what percentage of the workforce will be eligible to participate, how the program will be marketed and how participation will be monitored.

Ride-matching Services
Develop an internal ride-matching program or utilize an existing ride-matching platform such as Waze. Ideally offered in conjunction with Preferential Parking for Car/Vanpools available in Part 1: Infrastructure Selections.
Plan Guidance: Developer should discuss plans to create an internal ride-matching program. At a minimum, developer will promote existing ride-matching platform such as Waze.
Guaranteed Ride Home (GRH) Services
Develop an internal guaranteed ride home program or utilize an existing GRH program. Plan Guidance: Developer should discuss plans to create an internal GRH program. At a minimum, developer will promote existing services, such as SANDAG’s iCommute.

Marketing and Outreach
A TDM plan should include a marketing and outreach component to educate commuters about the transportation programs and services available to them and to encourage sustainable travel choices.
Plan Guidance: Include details of marketing and outreach efforts such as:

- A community website/page that can be used by employees, and visitors to learn about the transportation services and options available when traveling to, from, or within the site
- A printed community map that shows area businesses, parks, community centers, transit routes/stops, bike paths/routes, and a scale based on travel time rather than distance
- A printed community transportation brochure that explains travel options and provides resources for traveling sustainably
- An annual event for employees where they can learn about their travel options and interact with their neighbors and fellow employees, e.g., barbeques, food truck events, and movie nights
- On-going outreach events at employment locations to educate employees about their travel options and encourage them to commute using sustainable travel modes
- Transportation kiosks located in heavily trafficked locations that include the community map, transportation brochure, and other transportation resources such as bus timetables

Employer Programs
Employer programs are applicable if the employer is the developer/property owner or is undergoing a tenant improvement requiring a building permit.

Telework Program
Implement a formal telework program that allows eligible employees to work from home at least one day per week. Points will be awarded based on estimated trip reduction calculated by multiplying the expected trip reduction per person with the percentage of employees expected to participate. For example, 40 percent of employees teleworking one day per week (a 20 percent reduction) would yield an overall estimated trip reduction of 8 percent and two points. A minimum trip reduction of 4 percent is required to gain a point.

- 4% trip reduction = 1 point
- 5-8% trip reduction = 2 points
- 9-12% trip reduction = 3 points
- 13-16% trip reduction = 4 points
- 17% trip reduction or more = 5 points
Plan Guidance: Include information about the program, such as the infrastructure and policies that will be available to support teleworking, the anticipated percentage of employees that will be eligible and the anticipated number of days employees can telework per week or month

Flexible/Alternative Work Schedules
Implement a flexible or alternative work schedule program that allows eligible employees to vary their arrival and departure time and/or work a compressed work schedule, such as four 10-hour days per week or 80 hours in nine days every two weeks.

Plan Guidance: Include information about the program, such as the anticipated percentage of employees that will be eligible and any limits or guidance on the arrangements that are acceptable.

Alternative Transportation Incentive
Offer cash payments in exchange for employees choosing an alternative transportation mode. This differs from the subsidies described in the mobility services incentives budget, because it does not tie the incentive amount to the cost of commuting. It can be offered in addition to transit pass or similar subsidies but is often offered instead as a stand-alone program. It can be offered on a monthly or daily basis and will require some way of verifying that employees are not driving alone to work.

Plan Guidance: Include details of program including how the program will be administered. Indicate the total annual budget, describe what percentage of the workforce will be eligible to participate, how the program will be marketed and how participation will be monitored.

Commuter Tax Benefits
Employers have the ability to offer pre-tax commute benefits to employees. Section 1.132-9 of the IRS code allow employees to use up to an annual limit ($265 in 2019) per month in pre-tax money to pay for their parking, transit and vanpool fares. The tax benefit program can be administered in-house or through a payroll service provider. There are several companies that specifically provide transportation benefit payroll services.

Plan Guidance: Include how the program will be marketed to employees.

Customized Travel Plans
Provide customized travel plans to employees based on their home location, work hours and related factors along with programs and incentives that may be available to them.

Plan Guidance: Identify department/position that will be responsible for implementation.

Partnerships
Partnerships are an effective way to leverage resources to achieve TDM benefits. Partnerships with neighboring businesses can reduce trip mitigation costs to the developer and partnerships with private vendors can provide products and services that reduce the need to drive alone to the worksite.
Establish and Maintain Partnerships with Area Businesses
Create and implement TDM cost sharing partnerships with area businesses to address shared trip mitigation resources and efforts.
*Plan Guidance:* Identify partner business(es) or entities and the TDM resource(s) that will be provided through the partnership.

Establish and Maintain Partnerships with Private Vendors
Create and implement partnerships with private vendors that create measurable levels of local service delivery of things such as car-sharing, micro-mobility, dynamic ridesharing, shuttles and other services as deemed appropriate from above.
*Plan Guidance:* Work the TA to define strategies and discuss the ability of the strategy to reduce single-occupancy trips to the site.

Innovation
Any other strategies to reduce single-occupancy trips to the worksite will be considered. Strategies that have been implemented successfully at other developments, including other geographies, are encouraged.
*Plan Guidance:* Work with the TA to define strategies and discuss the ability of the strategy to reduce single-occupancy trips to the site.

### 2.6 Implementation
New Developments: Final TDM plans for new developments will be recorded as a covenant or deed restriction for the property to ensure that TDM programs are implemented and maintained over time, even when ownership or property management change. In order to ensure that TDM strategies continue throughout the life of the project, requirements should be incorporated into Covenants, Conditions and Restrictions (CC&R) of the property and into tenant lease agreements. Language incorporated as part of a CC&R should ensure that the property, in addition to all existing and future owners and occupants, is subject to the TDM plan requirements. It should also clarify any obligation to fund and implement the programs, to adhere to reporting requirements, and to be subject to penalty if targets are not met.

Tenant Improvements: Infrastructure strategies included in a tenant improvement plan are exempt from this requirement. However, the owner/tenant will need to acknowledge in the TDM plan that any site infrastructure included in the plan cannot be changed without approval from the city.
*Plan Guidance:* Developer agrees to inform the city of a sale and provide contact information for a new owner to ensure that the plan will continue throughout the life of the project.

### 2.7 Monitoring and Reporting
All development projects that are subject to a TDM plan are required to begin to monitor the alternative mode share of commute trips to the site through employee surveys within 12 months of reaching 75 percent occupancy or within 18 months of initial occupancy,
whichever occurs first. Developments with multiple buildings or phases are required to conduct employee surveys within 12 months of reaching 75 percent occupancy of the first building or within 18 months of initial occupancy of the first building, whichever occurs first.

The city will provide a survey template and specific instructions to facilitate and standardize data collection and reporting. The developer or designated transportation coordinator agrees to distribute commute surveys to employees every two years following the baseline survey conducted within 12 months of occupancy reaching 75 percent or within 18 months of initial occupancy, whichever occurs first. Alternatively, leases may stipulate that the employer tenant(s) will administer employee commute surveys on the same schedule.

All employee commute surveys should achieve a minimum confidence interval of 5 percent at the 95 percent confidence level, or a 40 percent response rate, whichever number is higher. The survey shall be conducted in the spring (mid-April to mid-May) or in the fall (mid-September to mid-October), with subsequent surveys conducted during the same reporting period. Along with survey results, the applicant shall submit a status report of non-infrastructure TDM strategies specified in the plan. The report shall be submitted to the city within one month of the conclusion of the reporting period.

To ensure that a site will achieve the 2035 alternative mode share goal, interim goals were created. Table 2-7 Alternative Transportation Mode Share Goals shows the current, interim and final alternative mode share goals for both new developments and existing buildings/tenant improvements. The developer is not expected to achieve mode share goals by the time the baseline survey is conducted, but is expected to meet the respective mode share goals of the period in which future reporting falls. For example, a new development that reaches 75 percent occupancy in 2021 will conduct its baseline survey by 2022. The first follow up survey, due in 2024, is expected to reach a 25 percent alternative mode share. The next two surveys, due in 2026 and 2028 will require an alternative mode share of 30 percent. The following two surveys in 2032 and 2034 will require an alternative mode share of 35 percent and the 2036 survey will need to show a 40 percent alternative mode share for the development to be in compliance.

<table>
<thead>
<tr>
<th>Period in which Reporting Falls</th>
<th>Alternative Mode Share Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New Developments</td>
</tr>
<tr>
<td>Present till 2025</td>
<td>25%</td>
</tr>
<tr>
<td>2025 - 2029</td>
<td>30%</td>
</tr>
<tr>
<td>2030 - 2034</td>
<td>35%</td>
</tr>
<tr>
<td>2035 on</td>
<td>40%</td>
</tr>
</tbody>
</table>
Enforcement

Developments that fail to reach the mode share goal, will be asked to submit an amended TDM plan. Repeated failure may trigger additional requirement by the TA or enforcement actions. Failure to participate in the monitoring and reporting will result in code compliance actions.
Section 3. TDM Business Program

The City of Carlsbad has developed a voluntary program to help employers and property managers integrate TDM strategies into their business operations. The Business Program supports Measure K-1 of the Climate Action Plan, which requires the adoption of a citywide TDM plan. This section provides best practice guidance to instruct employers and property managers on how to develop successful TDM plans at their worksites and contribute to the proliferation such plans throughout the city. Businesses are strongly encouraged to participate in the Voluntary TDM program. In addition to the health, productivity, and other benefits to TDM programming, the city offers the following incentives to businesses who participate:

- Eligibility for iCommute Diamond Awards
- Feature in community economic developments newsletter
- Support for commuter program development from the Carlsbad TA

3.1 TDM Process for Employers and Property Managers

Employers and property managers wish to participate in the TDM Business Program are encouraged to implement a TDM program at their work site(s). Employers and property managers are encouraged to contact the Carlsbad TA if they have any questions or need clarification.

Recommended TDM Participation

- Designate an on-site Employee Transportation Coordinator (ETC)
- Consult with the Carlsbad TA
- Conduct a Commuter Survey (within three months of notification for the baseline survey and every 12-24 months thereafter, as agreed with City)
- Prepare and submit a TDM Plan to the city for approval (within three months of conducting the survey and updated every 12-24 months, as agreed upon with the city)
- Demonstrate a Good Faith Effort (GFE) to meet an established mode share target
- Implement any number and combination of strategies from the TDM Menu of Options to meet mode share target
Figure 3-1 TDM Process for Property Managers and Employers

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notification</td>
<td>Employers and property managers interested in participating in the TDM program should notify the city.</td>
<td>As soon as possible</td>
</tr>
<tr>
<td>Consultation</td>
<td>Employers and property managers schedule a complimentary consultation with the Carlsbad TA. The goals of the consultation are to:</td>
<td>Within 30 days of notification</td>
</tr>
<tr>
<td></td>
<td>• identify an Employee Transportation Coordinator (ETC) who will serve as the primary contact with respect to TDM compliance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• understand the city’s TDM Plan process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• establish the worksite’s mode share target</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• initiate the worksite analysis and commute survey process.</td>
<td></td>
</tr>
<tr>
<td>Commuter Survey</td>
<td>Employers and property managers should complete a baseline commute survey within three (3) months of notifying the city. Participants are encouraged to conduct follow-up surveys every 12-24 months via the iCommute Employee Commute Survey, in consultation with the Carlsbad TA, to support ongoing business practices and understand employee commute needs.</td>
<td>Within 3 months of notice</td>
</tr>
</tbody>
</table>
**Step**

**Description**

Following the commute survey, employers and property managers should consult with the Carlsbad TA to develop TDM Plan (Appendix C). The TDM Plan should be updated within three (3) months of any follow-on surveys. The TDM Plan should be updated every two years following the commute survey.

**Employee Transportation Coordinator (ETC)**

An ETC acts as the primary contact for employees for transportation-related programs and services, such as transit options, available rideshare and active transportation amenities, and commuter programs and events. ETCs are also responsible for implementing the TDM Business Program and communicating important information from the city or Carlsbad TA to employees.

**Mode Share Target**

The CAP establishes community-wide mode share targets for existing and new businesses in Carlsbad by 2035. Alternative mode share refers to the percentage of non-single occupant trips made during the peak hours by carpool, public transit, biking, walking, and telework. The CAP mode share targets are shown below. The city’s primary goal is to reach a 30 percent alternative or non-SOV mode share citywide. To achieve this, a roughly 10 percent reduction in SOV trips is required. Suggested targets for new and existing businesses are presented below in Table 3-1.

**Table 3-1 Suggested Mode Share Targets for Voluntary TDM Program**

<table>
<thead>
<tr>
<th></th>
<th>Alternative Mode Share</th>
<th>SOV Mode Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing businesses (as of January 1, 2019)</td>
<td>30% or more</td>
<td>70% or less</td>
</tr>
<tr>
<td>New businesses (as of January 1, 2019)</td>
<td>40% or more</td>
<td>60% or less</td>
</tr>
</tbody>
</table>
Worksite Analysis

A preliminary worksite analysis helps property managers and employers better understand employee commute patterns and barriers to behavior change. The worksite analysis is an informal process led by the Carlsbad TA and helps to assess:

- Access to the site via transit, walking, and biking
- On-site commuter amenities
- Parking incentives and disincentives
- On-site pedestrian and bicycle facilities
- Telework and flexible work options
- Other amenities

*See Appendix C for a Worksite Analysis template*

Commute Survey

The baseline commute survey should be completed within three (3) months of receiving a notification letter and prior to the development and submission of the TDM Plan to the city for project approval. Follow-up surveys should be conducted every 12-24 months thereafter. The baseline survey must be carried out using the iCommute Employee Commute Survey and should be administered by the ETC. It should poll employees on when and how they commute to work during a typical, five-day work week. It should capture all modes taken by employees during their commute, their home zip codes, and work schedule. The data gathered from the survey will form the basis for the TDM Plan since it will provide the current mode share and how much trip reduction must occur to meet the work site’s target mode share.

When conducting a commute survey, the participation rate must be statistically significant to within +/- 5%. The iCommute [survey participation calculator](#) can be used to determine the exact number of required responses.

After completion of the survey, the Carlsbad TA will create a survey analysis report indicating the current mode share and identifying new opportunities for TDM programming.

*See Appendix D for a sample iCommute Commute Survey.*
TDM Plan

Once the commute survey has been conducted and analyzed, the next step is to create and submit a TDM Plan. The ETC may choose any number of TDM strategies to implement from the TDM Menu of Options (Appendix B) or others deemed reasonable by the Carlsbad TA. The chosen strategies should be informed by the informal worksite analysis and commute survey, and include a reasonable justification for selecting the chosen TDM strategies. Consultation with the Carlsbad TA is recommended for assistance with selecting the TDM strategies.

TDM Plans should be submitted using the city’s preferred template (Appendix C). The TDM Plan should include:

- Preliminary worksite analysis
- Map of worksite
- Mode share and mode share target
- Description of TDM strategies and brief description of why they were chosen for their worksite
- Commuter survey results (as appendix)

See Appendix C for TDM Plan and Worksite Analysis Templates.

3.2 Citywide Monitoring

The Carlsbad TA will be responsible for monitoring the city’s overall progress toward its goals and targets. The city will conduct a citywide commute survey every three (3) years to assess its progress toward citywide targets and gauge participation in TDM programs.

3.3 Good Faith Effort (GFE)

A good faith effort to work toward the established targets is recommended:

What is required for Good Faith Effort?

- Participant has submitted required TDM documents as applicable.
- Participant has consulted with the Carlsbad TA regarding TDM strategies at their worksite.
- Participant has submitted a TDM Checklist or TDM Plan for city approval with a reasonable number and assortment of TDM strategies consistent with worksite conditions.
Section 4.  TDM Strategies

4.1 Menu of Options

The **TDM Menu of Options** is designed to assist developers, property managers, and employers select the TDM measures that will be implemented at their worksites. These strategies have been proven effective in promoting alternative modes of transportation and reducing SOV trips and will form the foundation of a worksite’s TDM program. Please refer to **Appendix B** for the complete TDM Menu of Options.

**Figure 4-1 Strategy Types**

- **Information/Education**
  Educating people about their mobility options and how to travel by an alternative mode of transportation.

- **Infrastructure/Amenities**
  Improvements or additions to building infrastructure that support alternative commute modes.

- **Incentives/Rewards**
  Incentives for commuting by alternative modes to encourage mode shift.

- **Shared Mobility Services**
  Services that allow for short-term use of shared cars or bikes

- **Personalized Travel Planning**
  The provision of information and resources to help employees plan their trips and try new commute options.

- **Parking Management**
  Managing the supply and demand of parking to discourage SOV trips.

- **Marketing & Outreach**
  Marketing TDM programs and services to remind employees of their mobility options and disseminate important transportation-related information.
To help users quickly navigate the list of TDM measures, the menu is organized by strategy type (see Figure 4-2) with links to similar measures based on transportation options, strategy types, and implementation guidelines. For each strategy, a definition, pictures of real world examples, and other complementary strategies are provided to help businesses understand whether the strategy is right for their worksite. Where applicable, references are made to city, regional, and/or other guidelines that should be consulted during the implementation process. This is especially useful for developers who are required to comply with additional regulations (e.g., CAP, CALGreen, and Carlsbad Village, Barrio, and Beach Area Parking Study) or those who wish to achieve LEED certification.

Figure 4-2 TDM Strategy Components
4.2 **Complementary Strategies**

TDM strategies are most effective when they make sense within the local context, are mutually reinforcing, and encourage behavior change from multiple perspectives. When developing a TDM program, it is recommended that developers, property managers, and employers first identify the travel options that their employees are most likely to take and then decide how best to support them in their efforts to travel using alternatives to single-occupant vehicles.

The following are hypothetical examples of robust TDM programs for different business types in Carlsbad. These should be used as a reference to illustrate how a comprehensive TDM Plan could be developed by using a combination of TDM strategies to maximize behavior change within their circumstances.

**Example #1 - Existing retail business with 0-49 employees located in Carlsbad Village**

The Carlsbad Village is a walkable downtown community with a central train station featuring COASTER and limited Amtrak service. Nearby Oceanside and Solana Beach stations also have daily Amtrak service. A retail business located here could take advantage of the multi-modal options available nearby by implementing TDM strategies that promote biking, walking, and transit. Not only do these strategies encourage alternative commutes, they support the city’s goal of creating a vibrant community where residents can live, work, and play.

<table>
<thead>
<tr>
<th>Target</th>
<th>TDM Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biking</td>
<td>• Secure bike parking</td>
</tr>
<tr>
<td></td>
<td>• Complementary bike safety incentives</td>
</tr>
<tr>
<td></td>
<td>• Free bike tune-ups</td>
</tr>
<tr>
<td>Transit</td>
<td>• Subsidized transit passes</td>
</tr>
<tr>
<td></td>
<td>• Free “try transit” passes</td>
</tr>
<tr>
<td></td>
<td>• New employee information package</td>
</tr>
</tbody>
</table>

**Biking**

With nearby bicycle lanes and slower moving traffic in the Village, the employer may consider installing secure bike parking and providing complementary bike safety incentives and tune-ups to promote this option for employees.

**Transit**

For those employees who may live farther away, employers could consider supporting their commute efforts by providing free ‘try transit’ passes for first time transit riders and subsidizing monthly transit passes. The employer also could provide information about transportation options and benefits to new employees in their onboarding material before they develop a driving habit.
For hourly wage workers, biking and transit are often more affordable than driving, allowing employees to keep more of their wages for other things and freeing up valuable parking spaces for customers.
Example #2 - An office with 75 employees located in a business park

Some areas of Carlsbad have a hilly topography, which makes traditional bicycling difficult, and inland areas have few transit options. Employers in areas like these might focus their effort on supporting carpools/vanpools, electric bicycles or scooters, neighborhood electric vehicles (NEVs), and alternative work schedules.

<table>
<thead>
<tr>
<th>Target</th>
<th>TDM Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carpool/Vanpool</td>
<td>• Vanpool subsidy</td>
</tr>
<tr>
<td></td>
<td>• Priority carpool/vanpool parking</td>
</tr>
<tr>
<td></td>
<td>• Shuttle service</td>
</tr>
<tr>
<td></td>
<td>• Guaranteed Ride Home</td>
</tr>
<tr>
<td>Transit Connections</td>
<td>• Uber/Lyft discounts to/from COASTER and transit</td>
</tr>
<tr>
<td></td>
<td>• On-demand shuttle</td>
</tr>
<tr>
<td>Alternative Work Schedules</td>
<td>• Telework</td>
</tr>
<tr>
<td></td>
<td>• Compressed work week</td>
</tr>
</tbody>
</table>

Carpool/Vanpool

Due to a more limited pool of transportation options, the employer could focus on encouraging carpool/vanpool formation or connections to transit services. Additionally, the Guaranteed Ride Home Program (provided by SANDAG for up to three trips per year) provides employees with a safety net for those unplanned instances when they have to go home outside of their regular schedule.

Transit and First-Mile/Last-Mile Connections

Providing access to bikeshare or a shuttle service to and from the nearest train station will help reduce transit connection barriers commuters typically experience getting to their place of employment from a transit station.

Alternative Work Schedules

Employers could offer their employees the option of working from home or working different schedules to help alleviate stress related to commuting to work during rush hour and reduce the number of parking spaces required by employers. This also can be an effective way to reduce drive-alone trips at peak hours during the work week.
Example #3 - A hotel with 400 employees near LEGOLAND

Hotel employees typically have irregular commute patterns that present challenges when developing a TDM Program. Since the hotel must provide round-the-clock services to its guests, employees have varied schedules and are typically required to work on-site.

<table>
<thead>
<tr>
<th>Target</th>
<th>TDM Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trip Assistance</td>
<td>• Personalized commute assistance</td>
</tr>
<tr>
<td></td>
<td>• Carpool matching</td>
</tr>
<tr>
<td>On-Site Amenities</td>
<td>• Shuttle service</td>
</tr>
<tr>
<td></td>
<td>• Other on-site amenities</td>
</tr>
<tr>
<td></td>
<td>• Fitness membership</td>
</tr>
<tr>
<td></td>
<td>• On-site carshare fleet</td>
</tr>
</tbody>
</table>

Trip Assistance
The on-site Employee Transportation Coordinator (ETC) could provide one-on-one commute assistance to help employees navigate their mobility options based on their work schedules. The ETC is positioned to understand the commute patterns of their employees (e.g., day vs night shift) and develop assistance programs for each target group. Employers also could offer free carpool matching services to help employees find matches within or near their zip codes.

On-Site Amenities
Employers in this instance should consider providing a shuttle service to and from the Carlsbad Poinsettia station to help them complete their commute. On-site amenities such as restaurants, post office services, a gym, or coffee shop help reduce the number of trips employees take before, during, and after work. Having an on-site carshare fleet offers flexibility for employees traveling for lunch or work, making alternative options more viable.
Example #4 - A new multi-tenant office development with 300,000 SF in Carlsbad’s coastal region

Developers have the unique opportunity to influence their tenants’ TDM Programs through the design of their buildings. In addition to helping developers attain LEED certification or satisfy the city’s Climate Action Plan requirements, these facilities can be used as added value to attract new tenants.

<table>
<thead>
<tr>
<th>Target</th>
<th>TDM Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Infrastructure</td>
<td>• Secure bike parking and maintenance facilities</td>
</tr>
<tr>
<td></td>
<td>• Showers and lockers</td>
</tr>
<tr>
<td></td>
<td>• Transit stops and infrastructure improvements</td>
</tr>
<tr>
<td>Parking Management</td>
<td>• Flexible curb space</td>
</tr>
<tr>
<td></td>
<td>• Shared parking</td>
</tr>
<tr>
<td></td>
<td>• Unbundled parking</td>
</tr>
</tbody>
</table>

Green Infrastructure
By installing supportive infrastructure, such as secure and covered bike parking, showers and lockers, and enhanced transit stops, developers play a large role in making it safe and convenient for people to bike and take transit to work. Furthermore, they can also be advertised as multi-modal amenities available for free to employees, which could be of interest to potential tenants who seek benefits for attracting and retaining talent.

Parking Management
Given the large costs associated with building parking lots, developers have an incentive to reduce the demand for parking. Introducing flexible curb space, which are reserved spaces for passenger drop off and pick up, and shared parking will help improve the flow of cars going into and out of the building and more efficiently utilize the available spaces. Unbundling parking by separating the parking costs from the lease will force tenants to be more mindful of their parking needs and discourage the provision of free parking to employees.
Section 5. Tools and Resources

5.1 How to conduct a Worksite Analysis?

Employers and property managers are encouraged to consult with the Carlsbad TA to prepare a worksite analysis using the Worksite Analysis template (Appendix C). The worksite analysis establishes baseline data such as what transportation options are currently facilitated on the site and what incentives or information is available for employees to try new commute options.

5.2 TDM Menu of Options Web Tool

The TDM Menu of Options Web Tool presents a comprehensive list of TDM strategies by implementation type (infrastructure, mobility hub, marketing, etc.), travel option (bike, transit, shared mobility, etc.), pre-occupancy strategies, etc. Participants can filter this Menu of Options based on their unique preferences for their worksite. For example, participants may be looking for strategies that also satisfy LEED, Livable Streets, or Village-Barrio Parking Management Plan regulations. The Menu of Options also allows participants to filter possible strategies by relative cost to implement, level of effectiveness and mode of transportation.
5.3 Case Studies from the San Diego Region

ViaSat

ViaSat is a global communications company, located in Carlsbad approximately four miles east of I-5. The multi-building campus accommodates approximately 2,500 of the almost 5,000 global employees. ViaSat offers employees a comprehensive commuter benefits package to attract and retain top talent.

The TDM Plan

<table>
<thead>
<tr>
<th>Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secure bicycle parking</td>
</tr>
<tr>
<td>On-site employee bikeshare for inter-campus transportation</td>
</tr>
<tr>
<td>On-site shower facilities</td>
</tr>
<tr>
<td>On-site café and coffee shop</td>
</tr>
<tr>
<td>Fitness center/wellness center</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Periodic on-campus bike maintenance</td>
</tr>
<tr>
<td>Wellness incentives</td>
</tr>
<tr>
<td>Waze Carpool partnership</td>
</tr>
</tbody>
</table>

The Rationale

ViaSat’s campus has many on-site amenities to encourage employees to reduce off-site trips. These include a wellness center offering a range of health care services, fitness center with showers, café, coffee shop, and conference space. ViaSat also invests in programs that complement its facilities, such as employee bike share, a free fitness membership incentive, and support for biking to work and throughout the campus.

71% drive alone mode share

Bronze iCommute Diamond Award winner

Recognized three years running

Innovations

Biking benefit
Waze Carpool partnership
Employee bike share

Testimonial

“TDM supports the health of both our employees and the environment; it’s a win-win.”

-Social Impact Team
Thermo Fisher Scientific

Thermo Fisher Scientific is the world leader in serving science, with revenues of more than $20 billion and approximately 70,000 employees globally. Approximately 2,000 employees work at Thermo Fisher’s Carlsbad facility.

Thermo Fisher is a voluntary participant in the SANDAG regional TDM program, iCommute. In 2016, the company was recognized with a Platinum Diamond Award for its contributions to traffic mitigation, reduced emissions, and enhanced regional mobility.

The TDM Plan

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Shower &amp; lockers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Priority carpool/vanpool parking</td>
</tr>
<tr>
<td>Programs</td>
<td>Enterprise vanpool subsidy</td>
</tr>
<tr>
<td></td>
<td>Try Transit program</td>
</tr>
<tr>
<td>Education</td>
<td>Lunch &amp; learn sessions</td>
</tr>
<tr>
<td></td>
<td>Participation in Earth Day Fair</td>
</tr>
<tr>
<td></td>
<td>Commuter intranet page</td>
</tr>
<tr>
<td>Marketing &amp; Outreach</td>
<td>Earth Day and Bike to Work Day campaigns</td>
</tr>
<tr>
<td></td>
<td>Promoting Annual Rideshare Month Commute Challenge</td>
</tr>
</tbody>
</table>

The Rationale

Thermo leverages its company-wide intranet and Yammer, a social media tool, to promote commuter benefits, boost visibility, facilitate online discussion and provide helpful resources.

Marketing and outreach efforts also are a large component of the company’s commuter benefits program. In addition to posting educational and promotional information site-wide, Carlsbad site leadership actively promotes regional campaigns such as Earth Day, Bike to Work Day, and the annual Rideshare Month Commute Challenge in October (sponsored by iCommute).

Thermo Fisher’s Carlsbad site also hosts lunch and learn events featuring Q&A sessions with SANDAG and other local service providers so that employees can become more familiar with their sustainable travel options.

Many employees expressed interest in vanpool, carpool and riding transit. ThermoFisher also offers a vRide vanpool program with SANDAG subsidies to employees.

71% drive alone mode share
Sustainable mode share rose by more than 15% between 2014 and 2016

Platinum iCommute Diamond Award winner
Recognized for Program Excellence

Innovations
Commuter Specific Intranet
Subsidized Vanpool
Annual Rideshare Challenge

Testimonial
“Even though the train takes longer than driving, I can get work done or do other things since the train has WiFi.”
Ivan Tesic, Program Manager
Common Grounds

Common Grounds is a creative co-working space featuring a host of on-site amenities designed to provide members with more commute options. The Carlsbad Common Grounds campus is located on Embarcadero Lane, near the Poinsettia Station, with access to the COASTER and Amtrak.

The TDM Plan

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Bike repair station</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Basic bike racks</td>
</tr>
<tr>
<td></td>
<td>Showers &amp; lockers</td>
</tr>
<tr>
<td></td>
<td>On-site amenities (café)</td>
</tr>
<tr>
<td>Programs</td>
<td>Complimentary bike- &amp; skateboard-share for members</td>
</tr>
<tr>
<td></td>
<td>Complimentary bike tune-ups</td>
</tr>
<tr>
<td></td>
<td>Complimentary COASTER passes</td>
</tr>
<tr>
<td></td>
<td>Incentives for transit riders</td>
</tr>
<tr>
<td>Marketing &amp; Outreach</td>
<td>COASTER highlight in videos and on website</td>
</tr>
<tr>
<td></td>
<td>Transit information display in lobby TV</td>
</tr>
<tr>
<td></td>
<td>Bike to Work Day pit stop with raffle prizes</td>
</tr>
<tr>
<td>Other</td>
<td>New tenant information packet</td>
</tr>
</tbody>
</table>

The Rationale

Common Grounds is an innovative and flexible work space that prioritizes amenities for its members and office tenants. The company distributed the iCommute survey and has introduced TDM strategies as benefits to their tenants.

Nearly 60 percent of survey respondents indicated they would like to try transit, therefore the company initiated a rewards program that offered goodie bags to those who ride the COASTER to work. COASTER service is also advertised prominently on the Common Ground Carlsbad website.

The company also hosted an exemplary 2017 Bike to Work Day pit stop with additional raffles for bicycle commuters.

Figure 5-2
Complimentary Bikeshare for Common Grounds Members.

70% drive alone mode share
65% of survey respondents were willing to try an alternative mode

Bronze iCommute Diamond Award winner

Innovations
Community bike share and tune-ups
Transit goodie bags

Testimonial
“The biggest factor in getting people to bike to work is having as many amenities and services on site. Having a place for people to shower, change and store their workout clothes is huge. Providing services like dry cleaning, alleviates those errand runs that people need to make during the day.”

Julia Deluca, Community Director
Alexandria Real Estate Equities (ARE)

Alexandria Real Estate Equities (ARE) manages a biotech and applied science research campus located in the highly congested Greater Golden Triangle area of San Diego, CA. The company recently established a TDM plan, which features a suite of services and facilities for both tenants and employees.

The TDM Plan

Facilities
- Priority carpool parking
- On-site amenities (fitness center & restaurant)
- Secure bicycle parking
- Shower facilities
- Shuttle Service

Education
- Bike safety & maintenance classes
- Quarterly newsletter

Marketing & Outreach
- Promotional events
- Bike to Work Day Campaign
- Commuter S.O.S. (Share our Solutions)
- Rideshare happy hours
- October rideshare challenge

Other
- Quarterly TDM Ambassador Program

The Rationale

TDM initiatives have helped ARE to reduce their properties’ carbon footprint, showcase tenant relationships, and market their contemporary properties/services to prospective tenants. As part of a recently established TDM Plan, ARE offers tenants and employees a combination of facilities and amenities designed to reduce off-site trips, as well as programming and marketing to promote alternative travel choices. The TDM Ambassador Program features quarterly events, such as a Bike 101 seminar or a Rideshare Happy Hour. Each tenant’s ambassador is encouraged to invite their employees to participate.

ARE’s newest building, Spectrum IV, was one of the first new commercial developments to comply with the city’s Climate Action aimed at encouraging employees to bike, walk, and ride transit to work.

Innovations

TDM Ambassador Program for Tenants
Quarterly Events
Preferred Carpool Parking
Shower Facilities
Indoor Bike Lockers
Mobile Dry Cleaners
Mobile Salon

Highlight

“We need to offset some of the impact that comes from traffic, which is simply our tenant employees getting to and from work.”
Jason Moorhead, Vice President

### Glossary of Terms

#### Key terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Mode Share</td>
<td>Any non-single occupancy vehicle uses such as working from home, carpooling, taking transit, walking and biking.</td>
</tr>
<tr>
<td>Alternative Mode Share Goal</td>
<td>The city’s Climate Action Plan establishes the goal of achieving an additional 10 percent alternative mode use, for an overall 32 percent alternative mode use, by workers employed in Carlsbad by 2035. To meet this goal, new non-residential projects subject to the TDM ordinance are required to achieve a 40 percent alternative mode share and existing non-residential developments must meet a 30 percent alternative mode share.</td>
</tr>
<tr>
<td>Bikeshare</td>
<td>A shared mobility service that offers convenient, on-demand access to bikes for short-term use. This is an important first/last mile option as it connects commuters to and from a transit station.</td>
</tr>
<tr>
<td>Build-to-Spec</td>
<td>A building that is a speculative venture for the builder. The developer has the intention of selling at a profit or leasing the building but has not identified the buyer/lessee.</td>
</tr>
<tr>
<td>Build-to-Suit</td>
<td>A commercial building in which the developer specifically builds to meet the design and physical specifications of the tenant.</td>
</tr>
<tr>
<td>California Environmental Quality Act (CEQA)</td>
<td>A state of California statute that requires local agencies to identify significant environmental impacts of their actions and avoid or mitigate those impacts, if feasible.</td>
</tr>
<tr>
<td>Carpool</td>
<td>An arrangement between a group of (2-5) people who live and work near each other to commute to work together in a single vehicle. Dynamic ridesharing services match drivers with passengers who are traveling in the same direction.</td>
</tr>
<tr>
<td>Carshare</td>
<td>A shared mobility service that provides vehicles for rent to members for short periods of time. It is typically provided by an employer or property manager as an amenity for employees who typically do not have access to a car.</td>
</tr>
<tr>
<td><strong>Climate Action Plan</strong></td>
<td>The Climate Action Plan (CAP) is designed to reduce Carlsbad’s greenhouse gas (GHG) emissions and streamline environmental review of future development projects in the city</td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Commuter Survey</strong></td>
<td>A paper or electronic survey that includes questions about commuter behavior, preferences, modifications and barriers to establish and monitor mode share at a work site.</td>
</tr>
<tr>
<td><strong>Conditions of Approval</strong></td>
<td>Conditions of approval are requirements that need to be met to receive approval on a discretionary project.</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Construction, re-construction, re-model or alteration of the size of any building structure, or area of occupancy, requiring a development permit; any grading activities requiring a development permit; change in the density or intensity of use of land requiring a development permit.</td>
</tr>
<tr>
<td><strong>New Development</strong></td>
<td>Construction of a new building structure on vacant land or to replace demolished/razed property.</td>
</tr>
<tr>
<td><strong>Development Permit</strong></td>
<td>Any permit approval or entitlement issued pursuant to Title 11, 15, 18, 20 or 21 of the City of Carlsbad Municipal Code.</td>
</tr>
<tr>
<td><strong>Employee Transportation Coordinator (ETC)</strong></td>
<td>An ETC is the primary contact for employees as it relates to transportation-related programs and services, such as transit options, available rideshare and active transportation amenities, and commuter programs and events. ETCs are responsible for preparing and implementing the TDM Plan as agreed upon by the business and city.</td>
</tr>
<tr>
<td><strong>Employee Trips</strong></td>
<td>The number of average daily trips made by employees to their designated worksite within Carlsbad.</td>
</tr>
<tr>
<td><strong>First/Last Mile</strong></td>
<td>First/last mile refers to the first and last connections to and from a transit stop or station and is typically by walking, biking, or riding a bus to a rail station. Transit riders may face problems with making the first and last legs of their transit trip if there are inadequate bus service coverage or unsafe road conditions for biking or walking.</td>
</tr>
<tr>
<td><strong>Flexible Curb Space</strong></td>
<td>Curb space designated for transit, shared mobility, and passenger loading. Restrictions on types of uses during certain times of day help balance street demand as they change throughout the day.</td>
</tr>
<tr>
<td><strong>Good Faith Effort (GFE)</strong></td>
<td>A business that does not meet its mode share target may still comply with the TDM Ordinance by demonstrating a good faith effort by submitting all the required documents (i.e., Developer Checklist and TDM Plan) and consulting with the Carlsbad TA to develop a robust TDM Plan at their worksite.</td>
</tr>
<tr>
<td><strong>Greenhouse Gas (GHG)</strong></td>
<td>Gases that trap heat in the atmosphere. Principal GHGs include carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), ozone (O3), and water vapor (H2O).</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>High Occupancy Vehicle (HOV)</strong></td>
<td>A HOV vehicle is one carrying more than one passenger, such as buses, carpools and vanpools. Providing dedicated priority parking for HOV vehicles promotes ridesharing and reduces the number of vehicles arriving to the worksite.</td>
</tr>
<tr>
<td><strong>Infrastructure TDM Improvements</strong></td>
<td>TDM strategies that are incorporated into the facility(ies) and or site design.</td>
</tr>
<tr>
<td><strong>Mobility Hub</strong></td>
<td>Mobility hubs are places of connectivity where different modes of travel – walking, biking, transit, and shared mobility – converge and where there is a concentration of employment, housing, shopping, and/or recreation. They provide an integrated suite of mobility services, amenities, and technologies to bridge the distance between high-frequency transit and an individual’s origin or destination.</td>
</tr>
<tr>
<td><strong>Mode Share</strong></td>
<td>Mode share refers to the percentage of individuals who use different travel modes (drive-alone, carpool, vanpool, transit, etc.) to commute to a work site during AM and PM peaks. Mode share may also refer to the percentage of individuals who drive alone to work. For example, if your mode share is 75%, that means that 75% of people drive to work alone.</td>
</tr>
<tr>
<td><strong>Mode Share Target</strong></td>
<td>The mode share target is a goal established by the city for work sites. A target mode share of 40% means that 40% of individuals drive alone to work during AM and PM peak periods. The remaining 60% of individuals use alternative travel modes (e.g., vanpool, carpool, biking) to commute to work.</td>
</tr>
<tr>
<td><strong>Multimodal</strong></td>
<td>Multimodal refers to multiple modes or ways of travel, such as walking, biking, riding transit or carpooling. Typically, multimodal is used in reference to street design or commuter benefits programs, designed to encourage people to use alternatives to the most common mode of travel, driving alone.</td>
</tr>
<tr>
<td><strong>Non-Infrastructure Improvements</strong></td>
<td>TDM strategies such as policies, programs and partnerships that are implemented once the development is occupied.</td>
</tr>
<tr>
<td><strong>Non-Residential Development</strong></td>
<td>Non-residential or commercial development includes the following land uses: industrial, retail, hotel, office, manufacturing, and mixed-used.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Ridematching</td>
<td>A service that connects drivers and riders who live and work nearby to reduce the number of SOV trips. It may be administered by the employer, a TMA/TMO, the Carlsbad TA, or a regional TDM service provider.</td>
</tr>
<tr>
<td>Rideshare</td>
<td>Any non-SOV trip including: carpool, vanpool, or public transit.</td>
</tr>
<tr>
<td>Shared Parking</td>
<td>A situation in which two or more complementary land uses share a set of parking spaces. This can be due to different peak demands, such as morning versus evening or weekday versus weekend. For example, an office complex and restaurant may have complementary uses the restaurant experiences peak patronage in the evening, when employees are off and are heading home.</td>
</tr>
<tr>
<td>Single Occupancy Vehicle (SOV) trips</td>
<td>Trips in which a vehicle is occupied by single occupant, the driver, without any passengers. SOV trips can be used interchangeably with drive-alone or solo driving trips. This form of commute is inefficient and contributes to air emissions and traffic congestion and should be discouraged.</td>
</tr>
<tr>
<td>TDM Menu of Options</td>
<td>A list of TDM strategies that may be implemented at a work site.</td>
</tr>
<tr>
<td>TDM Plan</td>
<td>Strategies and investments to reduce SOV mode share tailored to a specific work-site, including facilities improvements, programs, incentives/disincentives, education, marketing, and outreach.</td>
</tr>
<tr>
<td>Transportation Demand Management (TDM)</td>
<td>A Transportation Demand Management, or TDM, program is a set of policies, economic, programmatic, and other measures that seeks to reduce vehicle miles traveled, traffic congestion, and parking demand, to gain resulting environmental, conservation, and sustainability benefits. TDM programs include measures that work to reduce single occupancy vehicle (SOV) trips, increase vehicle occupancy, and shift travel to other modes or to non-peak travel periods. This is achieved through employer actions, financial incentives, alternative work arrangements, or local infrastructure and land use policy that constrains parking supply, densifies uses, and provides a convenient suite of transportation options including walking, bicycling, transit, and rideshare.</td>
</tr>
<tr>
<td>Transportation Administrator (TA)</td>
<td>The Carlsbad Transportation Administrator (Carlsbad TA) assists project applicant and businesses in meeting the mandatory and suggested requirements of the TDM Ordinance and voluntary TDM Business Program. The Carlsbad TA is available for consultation prior to and during the compliance process, including help with worksite analyses, preparing TDM Plans, conducting commute surveys, and implementing successful TDM programs to meet mode share targets.</td>
</tr>
<tr>
<td><strong>Transportation Coordinator (TC)</strong></td>
<td>An individual whose responsibility is to provide information and commute/transportation/option consulting to various constituents. They are typically employed by property managers and/or employers and are the point of contact for the TDM program.</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Transportation Demand Management (TDM)</strong></td>
<td>Strategies, policies, and programs that reduce demand on roadway infrastructure by reducing single-occupancy vehicle trips.</td>
</tr>
<tr>
<td><strong>Transportation Demand Management (TDM) Ordinance</strong></td>
<td>City of Carlsbad ordinance that fulfills measure K-2 of the Climate Action Plan to reduce single-occupancy vehicle trips and increase alternative mode share among Carlsbad workers to meet 2035 GHG reduction targets. Non-residential development projects where employees produce a minimum of 110 average daily trips (ADT) are subject to the ordinance and must submit a TDM plan.</td>
</tr>
<tr>
<td><strong>Vanpool</strong></td>
<td>Vanpools are a form of rideshare in which five or more individuals commute to work using a single vehicle. The vehicle may be owned by the individuals or leased from an employer or third-party vendor.</td>
</tr>
</tbody>
</table>
B  Employer TDM Menu of Options
Carlsbad TDM Menu of Options

The Carlsbad TDM Menu of Options is designed to assist developers, property managers, and employers choose the right TDM strategies for their work sites. The TDM Menu of Options includes approximately 50 unique strategies that encourage people to use alternative modes of transportation and reduce drive-alone trips. TDM practices benefit businesses and their employees in many ways, such as reduced work stress, improved morale, better productivity and commute affordability, among others.

Each of the strategies in the TDM Menu of Options is indexed by strategy type, transportation mode, policy/program, geography, cost, and effectiveness. Explore the entire list of strategies or focus on the categories that matter most to you by using the filters. The menu includes a brief description of each strategy, with real-world examples and links to related policy guidelines where applicable.

Please contact the Carlsbad Transportation Administrator for help creating your TDM plan.

Strategy
- Education
- Incentive
- Infrastructure
- Marketing
- Mobility Hub
- Parking
- Pre-Occupancy
- Technology

Modes
- Bicycle
- Carpool
- Shared Mobility
- Transit
- Vanpool
- Walking

Policies/Programs
- CALGreen
- Climate Action Plan
- LEED Certification
- Parking Management Plan
- SANDAG iCommute
- Smart Growth

Geography
- Carlsbad Village/Barrier
- Office Park

Cost
- Free (iCommute)
- Low
- Medium
- High

Effectiveness
- Low
- Medium
- High
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
<th>Guidelines</th>
</tr>
</thead>
</table>
| **Newsletters & Social Media Campaigns** | Cost: Low  
Effectiveness: Medium  
Carlsbad Village/Burrito  
Education  
Office Park  
Marketing | This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as ETC, kiosk or bulletin, and/or promotional events. |
| **Commuter Recognition Program** | Create a program that tracks employee commute trips and recognizes top commuters. Track and recognize top sustainable commuters each month to reward existing commuters and encourage drive-alone commuters to change their travel mode. Prizes, newsletter features, and email blasts announcing winners help draw in new participants and encourage sustained participation by existing commuters.  
Cost: Low  
Effectiveness: High  
Carlsbad Village/Burrito  
Office Park  
Incentive  
Marketing | This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as ETC, kiosk or bulletin, newsletter and social media campaign, New Employee Information Package, raffle prizes, and/or free try transit passes. |
| **Promotional Events** | Participate and promote regional events that encourage alternative commute options, such as Bike to Work Day and Rideshare Week. Employers can organize workplace events, such as kick-off events and raffles, in parallel with regional events to further incentivize participation by coordinating with iCommute.  
Cost: Free (iCommute)/Low/Medium  
Effectiveness: High  
**Free Service Provided by SANDAG iCommute** iCommute organizes Bike to Work Day each May in addition to Rideshare Week every October to promote the benefits of sustainable commute options. | This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as ETC, kiosk or bulletin, newsletter and social media campaign, New Employee Information Package, and/or free try transit passes. |
| Unbundled Parking | Separating parking costs from leases provide tenants flexibility to choose to not to own a car or to own fewer cars by opting out from paying for unused parking spaces. This strategy works best in areas where on-street parking is managed (e.g., priced parking, residential permit programs, time limits) to reduce unintended consequences of employees parking in adjacent neighborhoods.  
  
**Cost:** Low  
**Effectiveness:** High  
Carlsbad Village/Barrio  
LEED Certification  
Parking Management Plan  
Smart Growth  
Parking |
|---|---|
| Parking Cash-Out | Offer employees who are provided free parking the option to take the cash value of the space in lieu of the space itself. California state law requires certain employers who provide subsidized parking for their employees to offer a cash allowance in lieu of a parking space.  
  
**Cost:** Low  
**Effectiveness:** High  
Carlsbad Village/Barrio  
Office Park  
Incensive  
Parking Management Plan  
Parking |
|---|---|
| Paid/Permitted Parking | Charging for the use of parking is a disincentive of driving alone to work and works best in areas where on-street parking is managed (e.g., priced parking, residential permit programs, time limits, etc.) to reduce unintended consequences of employees parking in adjacent neighborhoods.  
  
**Cost:** Low  
**Effectiveness:** High  
Carlsbad Village/Barrio  
Climate Action Plan  
Parking Management Plan  
Mobility Hub  
Parking |
|---|---|
| Real-Time Parking Demand Management | Provide real-time information on parking availability to help reduce the time it takes to find parking while helping to distribute parking across different facilities.  
  
**Cost:** High  
**Effectiveness:** Medium  
Carlsbad Village/Barrio  
Parking Management Plan  
Mobility Hub  
Smart Growth  
Parking  
Technology |
|---|---|
| Shared Parking | Maximizes the use of parking spaces at different times of day by sharing parking with businesses with different peak parking demand.  
  
**Cost:** Low  
**Effectiveness:** Medium |
|---|---|
Carlsbad TDM Handbook

On-Site Transit Pass Sales

Sell transit passes on-site as a service for employees and tenants to conveniently purchase their next month’s transit passes. Passes can be sold at regular price or discounted for employees or tenants as an incentive.

Cost: Low
Effectiveness: High

Guaranteed Ride Home (GRH)

Offer GRH services to individuals who use alternative modes to commute to work. Refer individuals to iCommute to sign up for the program. This service provides employees who commute to work using non-driving option with a $75 a month stipend.

Cost: Free (iCommute)/Low/Medium
Effectiveness: High

**Free Service Provided by SANDAG iCommute** The GRH program provides commuters who choose to carpool, vanpool, take transit, bike, or walk to work with an emergency ride home via Uber, Lyft, or Enterprise Rent-A-Car up to three times per year.

[Image 1: Guaranteed Ride Home (GRH)]

Carpool/Vanpool Formation Assistance

Facilitate the formation of carpools/vanpools for commuters with similar travel routes. Employers can offer a carpool/vanpool start up incentive to encourage employees to join or start a carpool/vanpool. Employees should direct employees to the iCommute website where they can learn about the $400 monthly vanpool incentive provided by SANDAG or download carpool matching apps such as UberPOOL, Lyft Line, or Waze Carpool.

Cost: Free (iCommute)/Low
Effectiveness: High

**Free Service Provided by SANDAG iCommute** iCommute can assist employers with carpool/vanpool formations by providing matching funds. Users can explore the iCommute website and their name to the vanpool interest list or search for open seats in existing vanpools.

[Image 2: Carpool/Vanpool Formation Assistance]

Personalized Commute Assistance

Provide trip planning assistance and resources for employees to create a customized commute plan through the ETC or transportation website. The goal should be to educate employees on their travel options and help them choose the option that best fits their needs. Examples include coordinating the formation of carpools/vanpools, assistance with locating park & ride lots, and identifying viable bike and transit routes.

Cost: Free (iCommute)

The strategy can be implemented at a development/work site in conjunction with other complementary strategies such as ETC, transit/vanpool subsidy, personalized commute assistance, commuter recognition program, and/or pre-tax commuter benefits.
### Employee Transportation Coordinator (ETC)

Designate a key person at each worksite to act as the main point of contact regarding commuter benefits and to promote trip reduction programs.

**Cost:** Low  
**Effectiveness:** High

![Employee Transportation Coordinator](image)

<table>
<thead>
<tr>
<th>Benefits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlsbad Village/Barric</td>
<td>Education</td>
</tr>
</tbody>
</table>

This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as personalized commute assistance, carpool/vanpool ridermatching service, Guaranteed Ride Home, and/or commuter recognition program.

### Fixed Route & On-Demand Service

Provide fixed or discounted fixed route or on-demand shuttle services for employees or tenants. Shuttle services could supplement fixed route services such as during periods of high demand or during off peak hours, to transport employees to and from transit stations. Shuttle service may be provided for free or at a reduced cost to employees/tenants who bike alternative modes of transportation to work.

**Cost:** High  
**Effectiveness:** High

![Fixed Route & On-Demand Service](image)

<table>
<thead>
<tr>
<th>Benefits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Park</td>
<td>Infrastructure</td>
</tr>
<tr>
<td>Shared Mobility</td>
<td>Transit</td>
</tr>
</tbody>
</table>

**LEED:** NPDx8, option 2  
**SANDAG Regional Mobility Hub Strategy:** 4. Motorized Service  
**Amenities:** Microtransit

This strategy can be implemented at a development/work site located within proximity to a transit station or stop in conjunction with other complementary strategies such as passenger loading curb, flexible curb space, park & ride, and/or real-time travel information.

### On-Site Electric Bike & Scooter-share Fleet

Provide a fleet of electric bicycles or motorized scooters for employee use for free or at a reduced cost.

**Cost:** High  
**Effectiveness:** High

![On-Site Electric Bike & Scooter-share Fleet](image)

<table>
<thead>
<tr>
<th>Benefits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bicycle</td>
<td>Carlsbad Village/Barric</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Shared Mobility</td>
</tr>
</tbody>
</table>

**SANDAG Regional Mobility Hub Strategy:** 4. Motorized Service  
**Amenities:** Electric Bike & Scootershare

This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as bike pathways, pedestrian sidewalk improvements, and/or subsidized bikeshare memberships.

### On-Site Bikeshare

Provide a fleet of shared bicycles for employee use for free or at a reduced cost.

**Cost:** High  
**Effectiveness:** High

![On-Site Bikeshare](image)

<table>
<thead>
<tr>
<th>Benefits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bicycle</td>
<td>Carlsbad Village/Barric</td>
</tr>
<tr>
<td>Office Park</td>
<td>Infrastructure</td>
</tr>
<tr>
<td>Mobility Hub</td>
<td></td>
</tr>
</tbody>
</table>

**SANDAG Regional Mobility Hub Strategy:** 3. Bike Amenities: Bikeshare

This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as bike pathways, subsidized bikeshare memberships, and/or bike repair tools.

### On-Site Carshare

Provide a carshare fleet for employees who use alternative modes to work for use during the day. Consider offering it for

**LEED:** NPDx8, option 3
<table>
<thead>
<tr>
<th><strong>Raffle Contests</strong></th>
<th><strong>Free Bicycle Tune-Ups</strong></th>
<th><strong>Free Bike Safety Incentives</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward employees who commute using alternative modes by entering them into raffle drawings for prizes. Drawings should be done on a regular and frequent basis to ensure continuous engagement. Winners should be announced company-wide.</td>
<td>Provide complimentary bike tune-ups to employees who ride their bikes to work. Partner with a local bike advocacy group or bike shop to provide free tune-ups on a regular basis for employees or tenants to encourage biking.</td>
<td>Provide bike safety gear, such as helmets and bike lights, to individuals committed to traveling by bike.</td>
</tr>
<tr>
<td><strong>Cost:</strong> Low/Medium</td>
<td><strong>Effective:</strong> Medium</td>
<td><strong>Cost:</strong> Low/Medium</td>
</tr>
<tr>
<td><strong>Effectiveness:</strong> Medium</td>
<td>Bicycle</td>
<td>Instrument</td>
</tr>
<tr>
<td><strong>Free Service Provided by SANDAG iCommute</strong></td>
<td><strong>SANDAG Smart Growth Design Guidelines:</strong> 8.6.4 Vehicles that Reduce Demand</td>
<td><strong>SANDAG Regional Mobility Hub Strategy:</strong> A. Motorized Services: Amenities: Carshare</td>
</tr>
<tr>
<td>SANDAG offers a social media monthly prize sweepstakes for employees who try biking, walking, riding transit, carpooling, or vanpooling to work. Employees can follow iCommute on Facebook or Twitter and enter free of cost for the chance to win a monthly prize.</td>
<td>This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as secure bike parking, bikeshare share, bikeshare membership, free bike tune-ups and/or other bike safety and maintenance classes.</td>
<td>This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as secure bike parking, bikeshare share, bikeshare membership, free bike safety incentives and/or other bike safety and maintenance classes.</td>
</tr>
</tbody>
</table>

| **Carlsbad Village//Barrio** | **Climate Action Plan** | **Office Park** |
| **Infrastructure** | **LEED Certification** | **Shared Mobility** |
| **Mobility Hub** | **Smart Growth** | **Pricing** |

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| **SANDAG** | **iCommute** |
| **Office Park** | **Incentive** |
| **Marketing** | **SANDAG iCommute** |

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| **Bicycle** | **Carlsbad Village//Barrio** | **Education** | **Office Park** |
| **Incentive** | **Smart Growth** | **Pricing** |

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| Fitness Membership | Provide subsidized or complimentary fitness membership to a nearby gym for employees or tenants. Partnering with a local gym would allow employees/tenants to work out before or after their work day and remove the need for an extra trip to the gym.  
  
  **Cost:** Medium  
  
  **Effectiveness:** Low |
|---|---|

This strategy can be implemented at a development/worksite in conjunction with other complimentary strategies such as car/bikeshare/scooter, bikeshare membership, and/or other on-site amenities.

| Bikeshare Membership | Employers can subsidize or purchase bikeshare memberships for employees. Bikeshare can be used as a first/last mile connector and from transit stations and as a mode of local travel during work hours.  
  
  **Cost:** Medium  
  
  **Effectiveness:** Medium |
|---|---|

This strategy can be implemented by a developer, property manager or employer in conjunction with other complimentary strategies such as on-site bikeshare fleet, bike facilities, and/or showers and lockers.

| Flex-Work | Employers can permit their employees to adjust their work hours to accommodate public transit schedules or rideshare arrangements (e.g., grace period, shift flexibility), have a compressed work week to reduce trips to the worksite (e.g., 3/26, 4/40, 3/80 compressed work week schedules), or work from home.  
  
  **Free Service Provided by SANDAG iCommute:** iCommute can assist with proper guidelines and templates to get this process started.  
  
  **Cost:** Low/Medium  
  
  **Effectiveness:** High |
|---|---|

**LEED:**  
  
  **LEED:**  
  
  **LEED Certification**  
  
  **SANDAG iCommute**  
  
  **SANDAG Regional Mobility + Work Strategy:** 4. Transportation Services  
  
  **Amenities:** 4. On-Demand Rideshare  
  
  This strategy can be implemented at a work site in conjunction with other complimentary strategies such as carpool, bikeshare/scooter, bike facilities, and/or showers and lockers.

| Rideshare Promotion & Discounts | Promote rideshare services such as Via, Carpool and/or provide discounts on rideshare programs or applications, such as UberPOOL.  
  
  **Cost:** Medium  
  
  **Effectiveness:** High |
|---|---|

**LEED:**  
  
  **LEED:**  
  
  **LEED Certification**  
  
  **SANDAG Regional Mobility + Work Strategy:** 4. Transportation Services  
  
  **Amenities:** 4. On-Demand Rideshare  
  
  This strategy can be implemented at a work site in conjunction with other complimentary strategies such as carpool, bikeshare/scooter, bike facilities, and/or showers and lockers.
<table>
<thead>
<tr>
<th>Carlsbad TDM Handbook</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vanpool Subsidy</strong></td>
</tr>
<tr>
<td>Subsidize vanpool costs for employees beyond incentives already provided by SANDAG. <strong>Free Service Provided by SANDAG</strong> The SANDAG vanpool Program provides a subsidy of up to $400 per month to offset the vehicle lease cost. Employees may be eligible for additional vanpool incentives from their employer.</td>
</tr>
<tr>
<td><strong>Cost:</strong> Low/Medium</td>
</tr>
<tr>
<td><strong>Effectiveness:</strong> Medium</td>
</tr>
</tbody>
</table>

| **Free “Try Transit” Passes** |
| Provide free, limited-use passes for first-time transit commuters. Try Transit is an employer benefit program that provides eligible employees with a 30-Day Pass to try one of the many transit choices – bus, train, or trolley – in the San Diego region. Employers located within 1/2 mile of a transit stop may be eligible to participate. **Free Service Provided by SANDAG** |
| **Cost:** Free |
| **Effectiveness:** Medium |

| **Subsidized Transit Passes** |
| Provide subsidized transit passes for on-site employees. Publicize the availability of subsidized transit passes to employees and coordinate with NCTD and MTS for corporate discounts. |
| **Cost:** Medium |
| **Effectiveness:** High |

| **Notes:** NPOC& option 2 |
| This strategy can be implemented at a work site in conjunction with other complementary strategies such as parking cash-out, free try transit passes, and/or commuter recognition program. |
### Pre-Tax Commuter Benefits

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Allow employees to set aside pre-tax income for qualified commute modes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>Low</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>High</td>
</tr>
</tbody>
</table>

- Bicycle
- Carpool
- Office Park
- Incentive
- Transit
- Vanpool
- Walking

**Internal Revenue Code Section 132(g) 133**

This strategy can be implemented at a work site in conjunction with other complementary strategies such as parking cash-out, transit/vanpool subsidy, and/or commuter recognition program.

### Other On-Site Amenities

<table>
<thead>
<tr>
<th>Amenities</th>
<th>Provide space for on-site services such as coffee, food, fitness, dry cleaners, dry care, etc. to reduce the number of trips they make in a day.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>Low/Medium/High</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Low/Medium/High</td>
</tr>
</tbody>
</table>

- Office Park
- Infrastructure
- Mobility Hub
- Pre-Occupancy

**SAN Diego Association of Governments (SAN Diego) Regional Mobility Hub**

**Strategy:** 6. Support Services & Amenities: Package Delivery and Mobile Retail Services

This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as carpool/scooter share and shared parking, and/or gym membership.

### Dedicated Carshare Parking

<table>
<thead>
<tr>
<th>Parking</th>
<th>Provide dedicated and/or priority parking for carshare fleet.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>Medium</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>High</td>
</tr>
</tbody>
</table>

- Office Park
- Infrastructure
- Shared Mobility
- Mobility Hub
- Parking
- Pre-Occupancy

**SAN Diego Association of Governments (SAN Diego) Regional Mobility Hub**

**Strategy:** 4. Motorized Services Amenities: Carshare

This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as carpool/scooter share, shared parking, and/or carshare membership.

### Priority Carpool/Vanpool Parking

<table>
<thead>
<tr>
<th>Parking</th>
<th>Designate parking spaces for carpool and/or vanpool near the employee entrance of the building.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>Low</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Medium</td>
</tr>
</tbody>
</table>

This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as carpool/scooter share, shared parking, commuter recognition program, raffles, and/or parking cash out.
**Flexible Passenger Loading Curb Space**

Designate curb space for rideshare drop-off, including shuttles, vanpools, rideshare services (e.g., Uber, Lyft).  
Cost: Low  
Effectiveness: Medium

**May require City approval**

This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as priority parking, rideshare, shuttle service, and/or microtransit.

**Transit Infrastructure Additions/Improvements**

Install new and improve existing transit stations, shelters, signage, lighting, etc. to enhance the experience for individuals waiting for their transit connection.  
Cost: High  
Effectiveness: High

**Requires City approval**

**SANDBAG Regional Growth Guide**: 3.4.3 Links to Transit and 5.2.4 Local Bus and Bus Rapid Transit Stations  
**SANDBAG Regional Mobility-Hub Strategy**: 1. Transit Amenities: Enhanced Transit Waiting Areas  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as wayfinding, real-time travel information, and/or WiFi hotspot.

**Pedestrian Walkway Improvements**

Provide streetscape and pedestrian crossing improvements to encourage walking (e.g., complete sidewalks, enhanced crossings).  
Cost: High  
Effectiveness: High

**Requires City approval**

**SANDBAG Regional Mobility-Hub Strategy**: 2. Pedestrian Amenities: Walkways  
**LEED**: NROx1 and WPC14  
**SANDBAG Regional Growth Guide**: 3.4.2 Pedestrian Connections and 5.2.2 Design for Pedestrians  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as wayfinding, real-time travel information, and/or WiFi hotspot.
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
<th>Key Points</th>
</tr>
</thead>
</table>
| Wayfinding | Install wayfinding signage to help people navigate the site and find mobility services and facilities. | Cost: Low/Medium  
Effectiveness: Medium  
**Coordinate with the City of Carlsbad’s Communications Department**  
**SANDAG Regional Mobility-Hub Strategy:** B. Support Services & Amenities: Wayfinding  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as transit infrastructure, real-time travel information, and shared mobility solutions. |
| Bicycle Pathways | Create dedicated pathways for bikes separate from pedestrians and cars. | Cost: High  
Effectiveness: High  
**Requires City approval**  
**SANDAG Regional Mobility-Hub Strategy:** 3. Bike Amenities: Bikeways  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as secure bike parking and bike share. |
| Showers & Lockers | Provides facilities such as on-site showers and lockers so commuters who travel by active modes can freshen up before work. | Cost: Medium  
Effectiveness: High  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as secure bike parking, bicycle pathways, and/or bicycle repair station.
| **Bicycle Repair Station** | Provide on-site tools and space for bicycle repair. Bike repair stations should include repair stands, air pumps, and other tools and resources necessary to quickly repair a bike. Cost: Medium  
Effectiveness: High  
| Bicycle | Carlsbad Village/Barrio | Climate Action Plan  
Office Park | Infrastructure | Mobility Hub  
Pre-Occupancy |  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as secure bicycle parking, bicycle facilities and/or showers and lockers. |
| **Secure Bicycle Parking** | Provide secure bicycle parking options (e.g., lockers, secure group bike parking facility) for employees to park their bikes. Cost: Medium  
Effectiveness: High  
| Bicycle | CALGreen | Carlsbad Village/Barrio | Climate Action Plan | Office Park | Infrastructure | LEED Certification | Mobility Hub | Pre-Occupancy | SANDBAG Smart Growth: 9.4 Bicycle Parking  
LEED: M凡DC8, option 2  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as bike share, bicycle repair station, and/or showers and lockers. |
| **Basic Bicycle Rack** | Provide bicycle racks for employees to park their bikes. Cost: Medium  
Effectiveness: High  
| Bicycle | CALGreen | Carlsbad Village/Barrio | Climate Action Plan | Office Park | Infrastructure | LEED Certification | Mobility Hub | Pre-Occupancy | SANDBAG Smart Growth: 9.4 Bicycle Parking  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop in conjunction with other complementary strategies such as bike share, bicycle repair station, and/or showers and lockers. |
| **Internal Transportation Website (Intranet)** | Provide employees access to transportation information electronically on the company intranet or other web portal. Information should be updated regularly and include commuter benefits, transit route information, vanpool/karpool matching assistance, etc. Cost: Medium  
Effectiveness: High  
| Carlsbad Village/Barrio | Carpool | Office Park | Shared Mobility | Transit | Vanpool | Technology |  
This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as ETC, kiosk or bulletin, personalized trip planning, and/or carpool/vanpool ride matching assistance. |
| **WiFi** | Provide free public WiFi at transit stops and/or mobility hubs to help riders check with arrival times and stay productive while waiting.  
|  
This strategy can be implemented at a development/work site located within close proximity to a transit station or stop. |
Carlsbad TDM Handbook

Cost: Medium
Effectiveness: Low

New Employee Information Package

New employee information packages should include information about nearby mobility options/services, incentive programs, and subsidies provided by the employer or local/regional provider as well as a map of relevant bus routes and bike paths. Including information about transportation options in onboarding materials helps reach employees before they form the habit of driving to work.

Cost: Low
Effectiveness: High

Transit Ridership Education

Host workshops that teach individuals how to use transit.

Cost: Medium
Effectiveness: High

Bicycle Safety & Maintenance Classes

Offer classes about the basics of bike safety & maintenance.

Cost: Free (Commuter)
Effectiveness: High

Real-Time Travel Information

Provide real-time transit and shared mobility service information via digital, web, or app-based displays.

Cost: Medium
Effectiveness: High

This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as shared mobility, smart supportive systems, and/or real-time travel information.

This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as ETC, kiosk or bulletin, personalized trip planning, and/or free try transit passes.

This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as transit infrastructure, transit subsidy, personalized trip planning, New Employee Information Package, and/or free try transit passes.

This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as bike share, secure bicycle parking, and/or free bicycle repair tune-ups.

SANDAG Regional Mobility Hub Strategy: Transit Amenities: Real-time Travel Information
<table>
<thead>
<tr>
<th>Information Kiosk or Bulletin Board</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carlsbad Village/Barrio</strong></td>
</tr>
<tr>
<td><strong>Technology</strong></td>
</tr>
</tbody>
</table>

**Information Kiosk or Bulletin Board**

A real-time or static display with information about transit, rideshare, ETC contact, etc.

- **Cost:** Low
- **Effectiveness:** High

Display information (static or real-time) about available travel options and services in a visible, central location, such as the lobby or other public area near the major entrance of the building, and updated at least quarterly. Popular transit schedules and ‘How to Ride’ guides should also be available on-site. The location and number of kiosks should be based on the type/design/size of the property.

<table>
<thead>
<tr>
<th>Carlsbad Village/Barrio</th>
<th>Education</th>
<th>Office Park</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Technology</td>
<td></td>
</tr>
</tbody>
</table>

This strategy can be implemented at a development/work site in conjunction with other complementary strategies such as ETC, newsletter and social media campaigns, New Employee Information Package, and/or free try-transit passes.
C TDM Plan Templates for Non-Residential Projects
Tier 1 TDM Plan Template for Non-Residential Projects

How to Use this Template: All non-residential developments that meet trip generation thresholds specified in the city’s TDM Ordinance must submit a TDM Plan. This template applies to projects identified as Tier 1 projects.

Process
The following steps outline the TDM plan process for Tier 1 non-residential projects:
1. After the determination was made that a Tier 1 TDM plan is required, the Transportation Administrator is available to discuss the project, review the requirements and assist with completion of the plan.
2. Applicant completes this template and prepares supporting documentation for Section III Existing Conditions and TDM Context.
3. Applicant signs and obtains the transportation coordinator’s signature.
4. Applicant submits template with supporting documentation within 4 weeks of expecting to occupy the space.
5. Approved plan is required prior to occupancy.

Get started
The Carlsbad Transportation Administrator (TA) is available to support developers with TDM Ordinance compliance and completion of your plan. To get started or for questions, please contact: Jennifer Horodyski at (760) 602-2747 or via email at Jennifer.horodyski@carlsbadca.gov.

Tier 1 TDM Requirements
Submission Date:

SECTION I: Developer Profile

Developer Name: ____________________________________________
Property Manager Name: _______________________________________
Developer Mailing Address: ____________________________________

<table>
<thead>
<tr>
<th>Number</th>
<th>Street</th>
<th>Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>City</th>
<th>State</th>
<th>Zip Code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Primary Contact: ____________________________________________
Phone: _____________________________________________________

Email: ____________________________________________________
SECTION II: Project Information

Project Name: ____________________________
Permit Number: ____________________________
Project Address:

<table>
<thead>
<tr>
<th>Number</th>
<th>Street</th>
<th>Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>State</td>
<td>Zip Code</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Type of Use

Select the primary use type for this project.
☐ Office
☐ Retail/Restaurant
☐ Warehouse/Industrial
☐ Other, please describe use:

____________________________________________________

Number of Employees

Specify the number of employees at this location.
Number of Full-Time Employees
Number of Part-Time Employees
Number of Contract Employees
Total Number of Employees

Automobile Parking

<table>
<thead>
<tr>
<th>Automobile Parking</th>
<th>Existing # of Allocated Spaces</th>
<th>Proposed # of Allocated Spaces</th>
<th>Proposed # of New Parking Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface Parking Spaces</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structured Parking Spaces</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION III: Existing Conditions & TDM Context

Complete the following section to establish existing conditions and TDM context.

Relevant Existing TDM Infrastructure Network

Please provide a brief discussion or map that describes the alternative transportation infrastructure available that serves the project site. Include the following items:
• Pedestrian infrastructure adjacent to the side (e.g. sidewalks, nearby crosswalks or signalized crossings)
• Bike infrastructure by type (e.g. Class I, II, or III) adjacent to the site
• Transit or shuttle services serving the site with a stop/station within a ¼ mile (or a 5-minute walk)

Relevant Project-Specific TDM Infrastructure
Please provide a brief discussion and site plan describing the onsite TDM infrastructure currently available:
• Number of public bike racks and approximate location with regards to building entrance
• Average utilization of bike racks (in %)
• Number secure bike racks (specify whether in bike cage, bike room or bike lockers)
• Average utilization of bike racks (in %)
• Number of designated carpool/vanpool spaces and location with regards to building entrance
• Average utilization of carpool/vanpool spaces (in %)
• Any other infrastructure or services available to property tenants that encourage the use of public transit, carpooling, vanpooling, walking and biking, such as a bike repair station, an onsite shelter or waiting area for buses or shuttles, etc.

Environmental
In the box below, please provide maps of the relevant topographical and experiential conditions that will influence travel behaviors to the project site. At a minimum, provide the following:
• A Google map with terrain view and bike lanes showing approximately a 2-mile radius around the site
• Photos (or street view screenshot) of the roads adjacent to the property
• If relevant, discuss additional environmental aspects that may impact use of active and alternative transportation, such as traffic speeds, pedestrian safety, lighting, etc.)
**Project-Specific and/or Nearby Amenities**

Count and report the number of project-specific and neighboring amenities onsite or within a 5-minute walk (1/4 mile) of the project site and provide map.

- Report the number of amenities or establishments by type. Include number of food establishments, child-care facilities, fitness/healthcare facilities and other relevant services such as dry-cleaning that can impact trip generation.

**Anticipated Workforce and Commute Patterns**

The makeup of the existing or anticipated workforce will help shape the approach to TDM for a given site. Include the following:

- Existing or anticipated commute hours based on shifts or typical work hours
- Existing or anticipated percentage of part-time employees
- Any existing commuting information, such as the percentage of employees using different commute modes and the average commute distance.

**SECTION IV: Tier 1 Requirements**

Check the boxes and provide the required information below.

- [ ] Designate a Transportation Coordinator (TC)
All developments subject to the TDM ordinance are required to designate an on-site transportation coordinator responsible for implementing the requirements listed below. The transportation coordinator agrees to attend at a minimum one citywide TDM program meeting or event per year and to distribute marketing information provided by the citywide program. The contact listed below may be an interim contact until a permanent transportation coordinator is identified. This contact shall be an employee of the tenant’s organization. Developer is responsible for notifying the City of Carlsbad any time the transportation coordinator contact changes in the future.

Provide the name, company, title and contact information for the TC.

☐ Distribute New Hire Transportation Information
Transportation coordinator agrees to distribute transportation options information provided by the citywide TDM program to all new employees at the point of hiring.

☐ Promote One Citywide Event per Year
Transportation coordinator agrees to actively promote at least one citywide event (provided that at least one event is held each year).

☐ Comply with Monitoring and Reporting
Transportation coordinator agrees to distribute commute surveys to employees every two years following the baseline survey conducted within 12 months of occupancy reaching 75 percent or within 18 months of initial occupancy, whichever occurs first. Survey results along with a status report of above listed activities will be submitted to the city within one month of survey completion.

In addition, transportation coordinator agree acknowledges the interim and final alternative mode share goals, listed below, that the development is required to achieve. Should the goals not be achieved, transportation coordinator agrees to work with the citywide program to identify and implement additional measures suitable to the project site.

<table>
<thead>
<tr>
<th>Period in which Reporting Falls</th>
<th>Alternative Mode Share Goal</th>
<th>Existing Buildings/Tenant Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present till 2025</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>2025 - 2029</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>2030 -2034</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>2035 on</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>
SECTION V: Authorization for Occupancy

By signing below, developer and transportation coordinator certify that the information provided in this document is complete and accurate. By signing this document, the transportation coordinator is committing to implementing the required Tier 1 TDM plan elements listed above and participate in ongoing monitoring.

<table>
<thead>
<tr>
<th>Name and Signature of Developer Representative or Designated Applicant:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Printed Name and Organization</td>
<td>Signature</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name and Signature of (Interim or Final) Transportation Coordinator:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Printed Name and Organization</td>
<td>Signature</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name and Signature of City of Carlsbad Representative:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Printed Name</td>
<td>Signature</td>
</tr>
</tbody>
</table>
Tier 2 and 3 TDM Plan Template for Non-Residential Projects

How to Use this Document: Non-residential developments that meet trip generation thresholds specified in the city’s TDM Ordinance must submit a TDM Plan. This template applies to projects identified as Tier 2 and Tier 3 projects.
The average new development is required to submit and implement a TDM plan that achieves 18 points. The average redevelopment/tenant improvement is required to submit and implement a plan that achieves 9 points.
The Carlsbad Transportation Administrator (TA) is available to support developers with TDM Ordinance compliance and completion of your plan. To get started or for questions, please contact: Jennifer Horodyski at (760) 602-2747 or via email at Jennifer.horodyski@carlsbadca.gov.
The process for non-residential development is outlined graphically below. The TDM plan process is organized into two separate parts:

1. All developments subject to the ordinance must submit Part I: Project Background, Existing Conditions and Infrastructure TDM Strategies of the TDM plan prior to building permit issuance.
2. Part II of the TDM Plan consists of non-infrastructure strategies and must be submitted and approved prior to occupancy. Build-to-suit projects and tenant improvements may submit Part II along with Part I prior to building permit issuance.

Lastly, all developments are required to begin to monitor the alternative mode share of commute trips to the site through employee surveys within 12 months of reaching 75 percent occupancy or within 18 months of initial occupancy, whichever occurs first. Developments with multiple buildings or phases are required to conduct employee surveys within 12 months of reaching 75 percent occupancy of the first building or within 18 months of initial occupancy of the first building, whichever occurs first.
For more detailed information please refer to section 2, Non-Residential Developer TDM Plan Guidelines within the TDM Handbook.
1. Preapplication Consultation

- Build-to-suit or Tenant Improvement
  - Does project meet threshold for ordinance?
    - Yes
      - Background & Part 1: Infrastructure
      - Part 2: Non-Infrastructure & Implementation (may be completed anytime prior to pre-occupancy inspection)

- Build-to-spec
  - Does project meet threshold for ordinance?
    - Yes
      - Background & Part 1: Infrastructure

- Discretionary
  - Does project meet threshold for ordinance?
    - Yes

2. Initiate TDM Plan Development

3. Part 1 Plan Review

4. Pre-Occupancy Inspection & Part 2 Plan Review

5. Monitoring

- Baseline Employee Commute Survey & Report
- Ongoing Employee Commute Survey & Report (every 2 years)

- developer deliverable
- city approval
PART I: Project Background, Existing Conditions and Infrastructure TDM Strategies

Submission Date:

This section must be completed prior to building permit issuance and updated prior to occupancy as needed.

SECTION I: Developer Profile

Developer Name: ____________________________________________________________
Property Manager Name: _____________________________________________________
Developer Mailing Address: ___________________________________________________

<table>
<thead>
<tr>
<th>Number</th>
<th>Street</th>
<th>Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>City</th>
<th>State</th>
<th>Zip Code</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
<td></td>
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</tbody>
</table>

Primary Contact: ____________________________________________________________
Phone: ___________________________________________________________________

SECTION II: Project Information

Project Name: __________________________
Permit Number: _________________________
Project Address: ___________________________________________________________

<table>
<thead>
<tr>
<th>Number</th>
<th>Street</th>
<th>Suite</th>
</tr>
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<tbody>
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<td></td>
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<th>Zip Code</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

Project Interim Transportation Coordinator

☐ Developer agrees to provide an Interim Transportation Coordinator responsible for ensuring the infrastructure is developed as agreed upon with the City of Carlsbad, development and execution of TDM Plan requirements, and transitioning Transportation Coordinator duties to new owners or property managers upon occupancy.

Provide name, title, and contact information. This individual may be the primary contact listed above for the project.
Land Use and Area

Complete the chart below to include each non-residential use, gross floor area and expected number of employees allocated to each use.

<table>
<thead>
<tr>
<th>Land Use</th>
<th>GFA</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>H-0 Hospital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-1 Neighborhood Commercial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-2 General Commercial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-T Commercial Tourist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-M Heavy Commercial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-L Local Shopping Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>O Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V-R Village Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L-C Limited Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M Industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P-M Planned Industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Automobile Parking

<table>
<thead>
<tr>
<th>Automobile Parking</th>
<th>Existing # of Allocated Spaces</th>
<th>Proposed # of Allocated Spaces</th>
<th>Proposed # of New Parking Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface Parking Spaces</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Structured Parking Spaces</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION III: Existing Conditions & TDM Context

Complete the following section to establish existing conditions and TDM context.

**Relevant Existing TDM Infrastructure Network**

*Please provide a brief discussion or map that describes the alternative transportation infrastructure available that serves the project site. Include the following items:*

- Pedestrian infrastructure adjacent to the side (e.g. sidewalks, nearby crosswalks or signalized crossings)
- Bike infrastructure by type (e.g. Class I, II, or III) adjacent to the site
- Transit or shuttle services serving the site with a stop/station within a ¼ mile (or a 5-minute walk)

<table>
<thead>
<tr>
<th>Relevant Project-Specific TDM Infrastructure (Tenant Improvements Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please provide a brief discussion and site plan describing the onsite TDM infrastructure currently available:</td>
</tr>
<tr>
<td>Number of public bike racks and approximate location with regards to building entrance</td>
</tr>
<tr>
<td>Average utilization of bike racks (in %)</td>
</tr>
<tr>
<td>Number secure bike racks (specify whether in bike cage, bike room or bike lockers)</td>
</tr>
<tr>
<td>Average utilization of bike racks (in %)</td>
</tr>
<tr>
<td>Number of designated carpool/vanpool spaces and location with regards to building entrance</td>
</tr>
<tr>
<td>Average utilization of carpool/vanpool spaces (in %)</td>
</tr>
<tr>
<td>Any other infrastructure or services available to property tenants that encourage the use of public transit, carpooling, vanpooling, walking and biking, such as a bike repair station, an onsite shelter or waiting area for buses or shuttles, etc.</td>
</tr>
</tbody>
</table>
Environmental
In the box below, please provide maps of the relevant topographical and experiential conditions that will influence travel behaviors to the project site. At a minimum, provide the following:
- A Google map with terrain view and bike lanes showing approximately a 2-mile radius around the site
- Photos (or street view screenshot) of the roads adjacent to the property
- If relevant, discuss additional environmental aspects that may impact use of active and alternative transportation, such as traffic speeds, pedestrian safety, lighting, etc.)

Project-Specific and/or Nearby Amenities
Count and report the number of project-specific and neighboring amenities onsite or within a 5-minute walk (1/4 mile) of the project site and provide map.
- Report the number of amenities or establishments by type. Include number of food establishments, child-care facilities, fitness/healthcare facilities and other relevant services such as dry-cleaning that can impact trip generation.

Anticipated Workforce and Commute Patterns
The makeup of the existing or anticipated workforce will help shape the approach to TDM for a given site. Include the following:
- Existing or anticipated commute hours based on shifts or typical work hours
- Existing or anticipated percentage of part-time employees
- If available, any existing commuting information, such as the percentage of employees using different commute modes and the average commute distance.
SECTION IV: Infrastructure TDM Selections

The developer will work with the TA to determine infrastructure strategies applicable to the site and the appropriate placement of TDM infrastructure.

Please reference Table 2-4 Menu of TDM Strategies, Part I: Infrastructure found in the Non-Residential Developer TDM Plan Guidelines within the TDM handbook for infrastructure strategies and points. An average new development is required to achieve a total of 18 points while a redevelopment/tenant improvement is required to achieve 9 points. Required strategies add 4 points towards the total required number of points. New developments must achieve a minimum of 6 points through infrastructure strategies unless otherwise agreed upon with city staff. Tenant improvement projects are eligible to achieve all required points in Part II.

In case of a tenant improvement, if the tenant has access to any infrastructure amenity below, the tenant can claim that amenity in their plan unless that amenity does not meet minimum standards or is, on average, fully utilized, such as two carpool spaces that are both occupied on most weekdays. The capacity of an existing infrastructure amenity will need to be evaluated at the time the strategy is proposed.

Points not earned through infrastructure strategies will be expected to be earned in Part II. Reference Part II strategies to ensure that the appropriate infrastructure is selected to support desired amenities or programs.

Infrastructure strategies must be selected and approved prior to building permit issuance. Programmatic strategies in Part II may be submitted after the building permit has been issued, but must be approved prior to occupancy.

Check the box to the left of the strategy to include it in the plan. Provide information as requested in the box below the strategy and indicate the points requested for the strategy, using the handbook as a guide. For strategies with a range of points, work with the TA who will assist in determining the appropriate number of points based on the unique context of the site and the proposed project. Refer to the Carlsbad TDM Handbook for details about each strategy.
☐ Secure Bike Parking  
**Points Requested:**
Indicate the number of secure, long-term bike parking spaces to be provided, how they will be accessed and where they will be located on the project site. Refer to the handbook for the number of spaces required to earn points. If practical, include location on the site map.

☐ Public Bike Parking  
**Points Requested:**
Indicate the number of short-term spaces and the type of bike rack to be provided and where they will be located on the project site. Refer to the handbook for the number of spaces required to earn points and guidance on installation. If practical, include location on the site map.

☐ Bicycle Repair Station  
**Points Requested:**
Describe what items will be included in the bicycle repair station and where it will be located within the project site.

☐ Micromobility Parking  
**Points Requested:**
Indicate where micromobility parking space (or interim bike racks) will be located on the project site. If practical, include location on the site map.
<table>
<thead>
<tr>
<th>Feature</th>
<th>Points Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit Shelter Additions or Improvements</td>
<td>Describe the location of transit stops and what types of additions/improvements are being proposed.</td>
</tr>
<tr>
<td>Preferential Parking for Car/Vanpools</td>
<td>Indicate the number of carpool and vanpool reserved spaces to be provided and where they will be located on the project site. Refer to the handbook for guidance on the required number of spaces. Maximum points will be awarded when offered in conjunction with ride-matching services.</td>
</tr>
<tr>
<td>Parking Spaces for Car Share Vehicles</td>
<td>Indicate the number of reserved spaces to be provided for car share vehicles and where they will be located on the project site. Should be offered in conjunction with car share vehicles.</td>
</tr>
<tr>
<td>☐ End of Trip Facilities</td>
<td>Points Requested:</td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td><em>Indicate the number of showers and changing rooms and where they will be located on the site/building plan.</em></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>☐ On-site Amenities</th>
<th>Points Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Discuss the on-site amenities that will be located at the development and explain how these offerings will mitigate trips rather than serve as trip-generators. Discuss discounts available to tenants if applicable. Provide a map showing the location of these amenities.</em></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>☐ Bicycle and Pedestrian Connections</th>
<th>Points Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Provide a map showing proposed pedestrian and bicycle infrastructure and connections to existing facilities.</em></td>
<td></td>
</tr>
</tbody>
</table>
☐ Passenger Loading Zone

*Describe location of and denote loading zone on building/site plan.*

☐ Innovation (Infrastructure-Based)

*Describe the strategy and discuss how it will lead to reduced single-occupancy vehicle trips to and from the site.*
SECTION V: Authorization for Building Permit Issuance

By signing below, Developer certifies that the information provided in this document is complete and accurate. By signing this document, a developer is committing to build/provide the infrastructure strategies identified in this document. Failure to provide the identified infrastructure may result in a building not obtaining an occupancy permit until such infrastructure is constructed or other commitments are made to reduce vehicle trips by an amount equivalent to the trips that would have likely been reduced by constructing and providing the listed infrastructure strategies. The developer also acknowledges that commitments to implement additional TDM strategies and monitor and report on those strategies must be made prior to occupancy. These commitments can be made by completing Part II of this document and obtaining subsequent approval of the proposed strategies and monitoring plan.

**Name and Signature of Developer Representative or Designated Applicant:**

<table>
<thead>
<tr>
<th>Printed Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

**Name and Signature of Property Owner (if different from above):**

<table>
<thead>
<tr>
<th>Printed Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

**Name and Signature of City of Carlsbad Representative:**

<table>
<thead>
<tr>
<th>Printed Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>
PART II: Non-Infrastructure TDM Strategies, Implementation and Monitoring Plan

Submission Date: 
This section must be completed and approved prior to occupancy.

SECTION I: Non-Infrastructure TDM Selections

The developer will work with the TA to determine strategies applicable to the site. Please reference Table 2-5 Menu of TDM Strategies, Part II: Non-Infrastructure found in the Developer TDM Plan Guidelines within the TDM handbook for relevant infrastructure strategies and points. It is expected that Part II will contain a sufficient number of strategies to earn the remaining required points not earned through infrastructure strategies. A total of 18 points is required from Part I and Part II combined for new developments and 9 points for redevelopments/tenant improvements. Required strategies add 4 points towards the required total. The non-infrastructure strategies are organized into the following categories: amenities, policies, developer/employer programs, employer programs, partnerships and innovation. A well-rounded, effective and sustainable TDM plan should include strategies from multiple categories and be applicable to the anticipated workforce and commute patterns. Check the box to the left of the strategy if it will be included in the development. Provide information as requested in the box below the strategy. Additionally, indicate the points requested for the strategy. Refer to the Carlsbad TDM Handbook for additional guidance and for the number of points available for each strategy.

Required Strategies

☐ Transportation Coordinator Points: 1
All developments subject to the TDM ordinance are required to designate an on-site transportation coordinator responsible for ensuring that infrastructure is maintained, policies and programs are implemented, and amenities and partnerships are maintained as described in the approved TDM Plan and otherwise ensuring compliance with City of Carlsbad TDM Plan requirements.

Provide the name, title and contact information for the TC.
☐ Distribute New Hire Transportation Information

Points: 1

All developments subject to the TDM ordinance are required to ensure that transportation options information is distributed to new employees during the hiring and orientation process.

☐ Citywide TDM Program

Points: 2

Transportation Coordinators of all developments subject to the TDM ordinance are required to meet with the citywide TDM programs outreach staff on a regular basis (at least annually) and participate in at least one event held by the citywide TDM program (if available).

Elective Strategies

Amenities

☐ Car Share Vehicles

Points Requested:

Identify the number of car share vehicles that will be provided on-site and if these vehicles will be provided by an existing car share operator or by the employer/property owner. Indicate whether membership will be fully or partially subsidized for employees/tenants. Indicate the number of reserved spaces to be provided for car share vehicles and where they will be located on the project site.

☐ Micromobility Service Credits

Points Requested:

Describe the micromobility service that will be available for use by employees/tenants and the level of service credits/subsidy. Indicate if all employees/tenants will have access to the service credits and how the program will be administered.

☐ Real-Time Travel Information

Points Requested:

Describe the proposed location of the resources and any other relevant information (i.e., range of the WiFi hotspot, location of real-time travel information screens or kiosk).
☐ Mobile On-site Amenities  

Points Requested:
Discuss the mobile on-site amenities that will be located at the development and explain how these offerings will mitigate trips rather than serve as trip-generators. Discuss discounts available to tenants. Provide a map showing the location of these amenities if applicable and discuss agreements between vendors and schedules.

Policies

☐ TDM in Leases and Purchase Agreements  

Points Requested:
Applies to new developments only. Provide language that will be included in the lease that will allow for TDM supporting roles.
☐ Non-Standard Vehicle Policies  
Points Requested:
Applies to new developments only. Describe the site’s non-traditional vehicle management plan. This strategy may be implemented with the non-standard vehicle parking infrastructure strategy (micromobility/bicycle/etc.).

Developer/Employer Programs

☐ Mobility Services Incentives Budget  
Points Requested:
Include details of program including how the program will be administered. Indicate the total annual budget, describe what percentage of the workforce will be eligible to participate, how the program will be marketed and how participation will be monitored.

☐ Ride-matching Services  
Points Requested:
Developer should discuss plans to create an internal ride-matching program. At a minimum, developer will promote existing ride-matching platform.

☐ Guaranteed Ride Home (GRH) Services  
Points Requested:
Developer should discuss plans to create an internal GRH program. At a minimum, developer will promote existing services, such as SANDAG’s iCommute.
☐ Marketing and Outreach

Include details of marketing and outreach efforts.

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Employer Programs

☐ Telework Program

Include information about the program, such as the infrastructure and policies that will be available to support teleworking, the anticipated percentage of employees that will be eligible and any limits or guidance on the number of days employees can telework per week or month. The number of points range based on the expected number of telework days and associated trip reductions (see handbook for further guidance).

---

☐ Flexible/Alternative Work Schedules

Include information about the program, such as the anticipated percentage of employees that will be eligible and any limits or guidance on the arrangements that are acceptable.
☐ Alternative Transportation Incentive Points Requested:
Include details of program including how the program will be administered. Indicate the total annual budget, describe what percentage of the workforce will be eligible to participate, how the program will be marketed and how participation will be monitored.

☐ Commuter Tax Benefits Points Requested:
Include how the program will be marketed to employees.
<table>
<thead>
<tr>
<th>Customized Travel Plans</th>
<th>Points Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify department/position that will be responsible for implementation.</td>
<td></td>
</tr>
</tbody>
</table>

**Partnerships**

<table>
<thead>
<tr>
<th>Establish and Maintain Partnerships with Area Businesses</th>
<th>Points Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify partner business(es) or entities and the TDM resource(s) that will be provided through the partnership. Describe how costs will be shared.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Establish and Maintain Partnerships with Private Vendors</th>
<th>Points Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify partner business(es) or entities and the TDM resource(s) that will be provided through the partnership.</td>
<td></td>
</tr>
</tbody>
</table>
Innovation

☐ Innovation (Non-Infrastructure-Based)  

Points Requested:

Describe the strategy and discuss how it will lead to reduced single-occupancy vehicle trips to and from the site.

SECTION III: Implementation (New Developments Only)

By signing below, developer agrees to inform the city of a sale and provide contact information for a new owner to ensure that the plan will continue throughout the life of the project.

Name and Signature of Developer Representative or Designated Applicant:

<table>
<thead>
<tr>
<th>Printed Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>
SECTION IV: Monitoring

By signing below, developer agrees to distribute commute surveys to employees every two years following the baseline survey conducted within 12 months of occupancy reaching 75 percent or within 18 months of initial occupancy, whichever occurs first. Alternatively, developer may provide a copy of the signed lease that stipulates that the employer tenant(s) will administer employee commute surveys on the same schedule.

In addition, developer acknowledges the interim and final alternative mode share goals, listed below, that the development is required to achieve. Should the goals not be achieved, transportation coordinator agrees to work with the citywide program to identify and implement additional measures suitable to the project site.

<table>
<thead>
<tr>
<th>Period in which Reporting Falls</th>
<th>Alternative Mode Share Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New Developments</td>
</tr>
<tr>
<td>Present till 2025</td>
<td>25%</td>
</tr>
<tr>
<td>2025 - 2029</td>
<td>30%</td>
</tr>
<tr>
<td>2030 - 2034</td>
<td>35%</td>
</tr>
<tr>
<td>2035 on</td>
<td>40%</td>
</tr>
</tbody>
</table>
SECTION V: Authorization Occupancy

By signing below, developer and transportation coordinator certify that the information provided in this document is complete and accurate. By signing this document, the transportation coordinator is committing to providing the strategies identified in this document and to participate in monitoring activities described in Section IV.

Name and Signature of Developer Representative or Designated Applicant:

<table>
<thead>
<tr>
<th>Printed Name and Organization</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

Name and Signature of (Interim or Final) Transportation Coordinator:

<table>
<thead>
<tr>
<th>Printed Name and Organization</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

Name and Signature of City of Carlsbad Representative:

<table>
<thead>
<tr>
<th>Printed Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>
D Sample iCommute Employee Commute Survey
**Commuter Survey June 2018**

1. What is your home ZIP Code?  
   [Blank]

2. On average, how many days per week do you commute to/from work using the following? (Select applicable only):

<table>
<thead>
<tr>
<th>Mode of Transportation</th>
<th>1 day per week</th>
<th>2 days per week</th>
<th>3 days per week</th>
<th>4 days per week</th>
<th>5 or more days per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>I drive a personal vehicle alone</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I carpool</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I drive/ride in a vanpool</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I take the COASTER</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I take the Trolley</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I take the bus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I ride a motorcycle</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I ride a bike</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I walk</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I take an Uber/Lyft to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don't commute, I telework/work from home</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(please specify)  
   [Blank]
4. Are you willing to try a different commute choice to get to/from work one day each week or more?

- Yes
- No
- I already commute by alternative transportation

3. If applicable, please share the reason(s) you choose to walk, bike, bus, trolley, train, carpool, or vanpool. (Select up to two choices.)

- I save money
- I save time
- I avoid parking costs
- I avoid traffic
- I don’t own a car
- I want to help reduce pollution
- It’s healthy for me
- Not applicable, I drive alone to work

Other, please specify:

[Input field]
5. Which other way(s) of commuting to work are you willing to try? (Select all that apply.)

- Drive/ride in a carpool
- Drive/ride in a vanpool
- Drive an electric car
- Take an Uber Pool/Lyft Line
- Take the bus
- Take the train
- Take the trolley
- Ride a bike
- Ride an electric bike (eBike)
- Walk
- Telework

Other, (please specify):

6. How many days per week are you willing to use the commute choice(s) you selected in the previous question?

- 1 day per week
- 2 days per week
- 3 days per week
- 4 days per week
- 5 or more days per week

Other, (please specify):

7. If you drive alone to work a majority of the time, what are your main reasons? (Select up to three.)

- I use my personal car at work for business purposes
- So I can get home in an emergency
- My parking is free or inexpensive
- I don't have anyone with whom to carpool or vanpool
- I need to run errands before or after work
- I have an irregular work schedule
- I need to transport my children
- There is no train, bus, or Trolley near my home and/or work
- I'm concerned about bicycle conditions along my route to/from work
- I'm concerned about walking conditions along my route to/from work
- I choose not to respond

Other, (please specify):

- [ ]

8. What would encourage you or help you make the choice not to drive alone? (Select up to three.)

- Help finding people with whom to carpool/vanpool
- Vanpool subsidy
- Guaranteed ride home in the event of an emergency or unscheduled overtime
- Information about transit routes and schedules
- Maps and Information about bicycle routes and regional bike parking
- Prizes, drawings, or contests
- Nothing/not interested
- I choose not to respond
- Other, (please specify):

- [ ]
9. Are you aware of iCommute, iCommuteSD.com, or 511sd.com/iCommute?

- Yes
- No

10. If you would like to be entered to win one of 8 $25 gift cards, please complete the information below. By providing this information, you are agreeing to the terms and conditions of the prize drawing.

Thank you for your time and input. Please click the DONE button to complete the survey.

Name: 

Email: 

11. Do you have any questions, comments, or feedback for Sony and iCommute regarding your transportation and commuter experience?
