



# APPENDIX I: TRANSPORTATION DEMAND MANAGEMENT STRATEGIES

The following transportation demand management (TDM) strategies provide a menu of options for applicants who wish to reduce the vehicle miles traveled for their project or who otherwise need to comply with the Santa Cruz County Code and are looking for some guidance.

Note that Table 2 provides a menu of options, not all strategies are required to comply with the code. See Table 1 below for a summary of requirements based on the type of development project.

If Table 2 is being used to demonstrate a quantifiable VMT reduction it should be noted that the County requires an applicant to use the most current tool available from County staff to actually calculate the numeric VMT reduction. Contact County staff to calculate your project's current VMT and subsequent VMT reduction from implementation of any of these strategies.

Strategies noted as infrastructure are strategies that are built at the time of the project development whereas strategies marked as incentives are ongoing and/or provided by the project occupant. This list may grow over time as the County implements more transit features or has other opportunities for alternative forms of transportation.

Additionally, there may be TDM measures specific to a site that the applicant may wish to propose. If a proposed measure does not appear on this list but can be shown to provide reductions in trips and/or vehicle miles traveled as demonstrated by documentation from a qualified transportation professional then the County will consider allowing that measure for that specific project. It is also important to note that some of the strategies below require special consideration from the Planning Director per SCCC so it is important to refer to SCCC 13.16 prior to proposing a TDM program for a project.



Table 1: Transportation Demand Management Requirements

Project Type	Project Size	Requirement	Measures to Consider
Residential	<25 Units	No requirement	N/A
	25 Units or more	Improvements as necessary to quantitatively demonstrate VMT equal to County's current thresholds as defined in the County's Analyzing Vehicle Miles Traveled for CEQA Compliance Guidelines.	Infrastructure
Employment	<50 employees	No Requirement	N/A
	50-99 employees	Participate in travel behavior change program with marketing	Communication & Marketing Strategies shown in Table 2 as well as on site carpool parking
	100 or more employees	Above requirements for 50-99 plus TDM Plan quantifying VMT to demonstrate VMT equal to County's current thresholds as defined in the County's Analyzing Vehicle Miles Traveled for CEQA Compliance Guidelines.	Infrastructure and incentives will be required. The TDM Plan should be prepared by a qualified transportation professional.
Mixed Use	See Above	Must meet the requirements based on the components of the development	See above

Note: See SCCC 13.16.200 for detailed requirements.



Table 2: Transportation Demand Management Menu

Transportation Demand Management Measure	Description	TDM Type
<b>Parking Strategies</b>		
Unbundled Parking	Unbundles parking costs from property costs, requiring those who wish to purchase parking spaces to do so at an additional cost. Allowed for projects with 25 units or more.	Incentive
Parking Cash-Out	Provide employees with a cash incentive to forgo employer provided parking. The amount of the incentive should be determined by the employer, however it should be comparable to other employers and enough to incentivize employees to forgo the parking.	Incentive
Residential Area Parking Permits	Implementation of residential permit parking zones for long-term use of on-street parking in residential areas on non-County maintained roadways. This may only be utilized in areas where an HOA or some other entity has the capacity/mechanisms for enforcement.	Incentive
Parking Management Strategies	Strategies to encourage efficiency in parking facilities and improve the quality of service to parking users such as signage, parking pricing, and parking enforcement. This can only be utilized in non-County maintained parking lots where another entity other than the County is able to provide the parking management.	Incentive
<b>Transit Strategies</b>		
Transit Stops	Coordinate with local transit agency to provide bus stop(s), improve existing stops, and/or amenities near the site for existing stops. Amenities may include shelters, garbage cans, benches, real time signage, etc. Real time transportation information displays support on-the-go decision making to support sustainable trip making.	Infrastructure
Safe and Well-Lit Access to Transit	Enhance the route for people walking or bicycling to nearby transit stops with lighting, improved walking surfaces and emergency phones. Provide Emergency 911 phones along these routes to enhance safety. If there is an existing path, improvements can include removing/relocating obstacles to pedestrian access such as utilities and poles in the middle of the sidewalk.	Infrastructure
Shuttle Services	Implement project-operated or project-sponsored shuttle service to residents, employees, and visitors of the project site.	Incentive



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Transportation Demand Management Measure	Description	TDM Type
Transit Subsidies	Provide subsidies of transit fares for residents and employees of the project site.	Incentive
	Provide payments to employees who use local transit. This could either be a discounted ticket or a fully reimbursed transit ticket.	
<b>Communication &amp; Marketing Strategies</b>		
Travel Behavior Change Program	Involves the development of a travel behavior change program that targets individuals' attitudes, goals, and travel behaviors, educating participants on the impacts of their travel choices and the opportunities to alter their habits. It requires providing a website that allows employees to research other modes of transportation for commuting. Employee-focused travel behavior change programs target individuals' attitudes, goals, and travel behaviors by educating participants on the impacts of their travel choices and includes gamification to promote the alternative choices. Note that this program is provided to employers at low cost by the Santa Cruz County Regional Transportation Commission.	Incentive
Promotions & Marketing	Involves the use of marketing and promotional tools to educate and inform travelers about site-specific transportation options and the effects of their travel choices with passive educational and promotional materials. Marketing and public information campaigns are used to promote awareness of the TDM program with an on-site coordinator to monitor program such as participating in regional and countywide events and educational campaigns. This is used in conjunction with the travel behavior change program. Note that this program is provided to employers at low cost by the Santa Cruz County Regional Transportation Commission.	Incentive
Monthly Budget or Give-Aways and Gamification	Provide employees or residents with monthly giveaways or a small budget that supports their non-drive alone mode choice such as gift cards to athletic stores. Doing this in a way that is competitive or makes a game out of the give aways encourages greater participation and behavior change.	Incentive
<b>Commuting Strategies</b>		
Employer Sponsored Vanpool or Shuttle	Implementation of employer-sponsored vanpools or shuttles for use by employees to access the project site.	Incentive / Infrastructure
Preferential Parking Spaces	Reserved carpool / vanpool spaces closer to the building entrance.	Infrastructure



Transportation Demand Management Measure	Description	TDM Type
Passenger Loading Zones	Provide easy access for carpools or vanpools to load and unload passengers.	Infrastructure
On-site Mobility	Provide on-site mobility options on large campuses such as carts, bicycles, or shuttles for employees to travel across campus.	Incentive / Infrastructure
Emergency Ride Home (ERH) Program	Provides an occasional subsidized ride to commuters who use non single occupancy modes of travel. Guarantee a ride home for people if they need to go home in the middle of the day due to an emergency or stay late and need a ride at a time when transit service is not available.	Incentive
On-site Childcare	Provides on-site childcare to remove the need to drive a child to daycare at a separate location.	Infrastructure
Telecommuting and alternative work schedules	A four-ten work schedule results in a 20% weekly VMT reduction, and other schedules offering a 10% trip reduction equals a 15% VMT reduction.	
<b>Shared Mobility Strategies</b>		
Ridesharing Program	Increases vehicle occupancy by providing rideshare matching services, designating preferred parking for rideshare participants, designing adequate passenger loading/unloading and waiting areas for ride-share vehicles, and providing a website or message board to connect riders and coordinate rides. Note that ride-share matching services are provided by joining the Cruz511/Go-Cruz program managed by the Santa Cruz County Regional Transportation Commission. They have partnered with Ecology Action to provide employers with a transportation coordinator and a complete ride share package for employers to engage in a ride share program.	Incentive
Employee/Employer Car Share	Provide on site car sharing to allow people to have on-demand access to a vehicle, as-needed. This may include providing membership to an existing program such as Zipcar located within 1/4 mile, contracting with a third-party vendor to extend membership-based service to an area, or implementing a project-specific fleet that supports the residents and employees on -site.	Incentive
	Provide an on-site car vehicle for employees to use for short trips. This allows for employees to run errands or travel for lunch.	Incentive
School Carpool Program	Implements a school carpool program to encourage ridesharing for students.	Incentive



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<b>Active Transportation Strategies</b>		
Bike Share	When the County has a shared bicycle system in place offer to host a parking station, provide employees with memberships to the program, and work with the County to see if other incentive options might exist to support a bikeshare system.	Incentive / Infrastructure
Implement/Improve On-street Bicycle & Pedestrian Facilities	Implement or provide funding for improvements to corridors and crossings for bicyclists and pedestrians as identified by the Active Transportation Plan within a one-half mile buffer area of the project boundary.	Infrastructure
Include Secure Bike Parking and Showers	Implement end-of-trip bicycle facilities beyond what is required by the SCCC to support safe and comfortable bicycle travel.	Infrastructure
Bicycle Repair Station / Services	Provide on-site bicycle repair tools and space to use them supports on-going use of bicycles for transportation.	Infrastructure
<b>Land Use &amp; Neighborhood Strategies</b>		
County Design Guidelines	Follow the County Design Guidelines to provide activated streets and attractive, safer environments for bicyclists and pedestrians.	Infrastructure
Traffic Calming Improvements	Implements traffic calming measures throughout and around the perimeter of the project site that encourage people to walk, bike, or take transit within the development and to the development from other locations. Refer to the Active Transportation Plan, the County Design Guidelines, and Town Plans for traffic calming specific measures.	Infrastructure
<b>Miscellaneous Strategies</b>		
Virtual Care Strategies for Hospitals/Health care providers/MOB/Clinic	Resources to allow patients to access healthcare services or communicate with healthcare staff through online or off-site programs.	Infrastructure
On-site Affordable Housing	Provides on-site affordable housing.	Infrastructure