



TO: Mayor and Councilmembers

FROM: Peter Imhof, Planning and Environmental Review Director

SUBJECT: Transportation Demand Management (TDM) in Goleta

RECOMMENDATION:

Receive a presentation from Kent Epperson, Director, Traffic Solutions, Santa Barbara County Association of Governments regarding Transportation Demand Management in Goleta.

BACKGROUND:

Transportation Demand Management (TDM) refers to any of a suite of strategies designed to manage vehicle trips and reduce roadway congestion, especially during peak-hour commute periods.

The City of Goleta maintains a TDM program intended to encourage local businesses and City employees to reduce peak-hour car trips, e.g., by using alternative means of transportation for employees' travel between work and home. It also addresses reduction of school-related car traffic.

Benefits of the TDM program include reducing single-occupancy vehicle trips on local roads and highways and thereby traffic congestion, reducing air pollution and greenhouse gas emissions, and promoting healthy lifestyles through active transportation.

City of Goleta TDM Program Framework

Goleta General Plan Transportation Element Policy TE 2 Transportation Demand Management articulates the following objective:

To attempt to influence individual travel behavior, particularly by workers at larger-scale employers, to lower future increases in peak-hour commute trips and other trips by persons in single-occupant vehicles.

Attachment 1 shows the complete set of TDM policies and strategies included in the Transportation Element.

TE 2.1 lists possible means for shifting peak-hour trips to off-peak hours as including the following:

- a. Increased telecommuting.
- b. Establishment of flexible work schedules.
- c. Provision of incentives for carpooling.
- d. Provision of vanpools.
- e. Car sharing/ride sharing.
- f. Guaranteed ride home programs.
- g. Safe routes to school programs.
- h. Provision of pedestrian amenities.
- i. Provision of bicycle facilities and amenities.
- j. Bus pass programs for employees.
- k. Public information and promotion of ridesharing.

Other TDM measures include certain land use strategies (TE 2.2) and promoting mode shift to alternative modes of transportation (public transit, walking, biking, etc.) 9TE 2.3).

TE 2.4 specifically authorizes the City to condition large, non-residential projects with 100 or more employees to prepare and adopt Transportation Management Plans with specific measures to accomplish trip reduction, such as those listed in TE 2.1.

About Traffic Solutions At SBCAG

SBCAG Traffic Solutions serves Santa Barbara County residents, commuters, and employers – including those in the City of Goleta. Its programs and services encourage sustainable transportation use while serving its mission to reduce traffic congestion, vehicle miles driven, and emissions. Traffic Solutions offers community events and commuter programs for individuals, but the presentation will focus on its work in the business community. Its focus in this regard is to help employers create Commuter Benefits Programs and/or TDM Plans.

DISCUSSION

The City has used its authority under TE 2.4 to require large, non-residential development projects to adopt Transportation Management Plans. As one example, the Cabrillo Business Park Specific Plan and original Development Plan require that a TDM Plan be prepared for each individual project before a certificate of occupancy can be issued (see Attachment 2 CBP Specific Plan Section VI. Development Standards B.3. Transportation Demand Management). A TDM Plan was prepared pursuant to this condition for the Deckers project. When currently pending project clearances for CBP go through the condition compliance process, project applicants will similarly need to submit TDM plans for their projects.

Traffic Solutions is a critical part of the City's TDM efforts and the City works closely with SBCAG Traffic Solutions to implement the City TDM program. Attachment 3 shows the Traffic Solutions TDM Plan condition letter for CBP as an example of this partnership.

Traffic Solutions' Program Scope

In Goleta and the South Coast region, an employer's motivation for creating a TDM Plan or Commuter Benefits Program varies and may include any of the following sets of considerations:

- Satisfy City TDM requirements and compliance documents
- Work toward Green Business Program (GBP) certification
- Participate in community events, e.g., the Bike Challenge or CycleMAYnia
- Reduce parking costs and neighborhood traffic impacts
- Meet corporate responsibility and sustainability goals
- Improve employee morale and increase hiring power

The Traffic Solutions' process for working with employers follows several steps from initial consultation to program development:

- Work with employer to assess specific goals and needs
- Administer commuter surveys, analyze employee demographics, and assess employees' commuting behaviors and preferences
- Recommend a customized program, for example, one might include transit pass subsidies, pre-tax deductions, and bike amenities
- Implement the new program, i.e. help compose outreach materials, provide free management software (SmartRide.org) and training, assist with graphic design, and present at meetings and events
- After program inception, provide ongoing customer service for program administrators and employees. This includes benefits management, reporting, commute planning, and SmartRide.org assistance

Goleta Employers with TDM/Commuter Benefits Programs

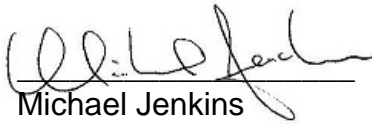
Large-to-medium-size employers in the Goleta area generally have TDM Plans and/or provide Commuter Benefits Programs. These employers include Cottage Health, Deckers Brands, UC Santa Barbara, Raytheon, Yardi Systems, Inc., CMC, Medtronic, ABC Clio, Lockheed Martin, Community West Bank, the US Forest Service, and the City of Goleta.

Smaller employers generally have programs in place through their certification in the Green Business Program (GBP) of Santa Barbara County. In Goleta, currently certified small businesses include Brighten Solar, Encina Meadows (The Towbes Group), Kitson Landscape Management, Inc., Willow Springs (The Towbes Group), Santa Barbara Airbus, Camino Real Marketplace (Business Offices), and the Goleta Sanitary District. Of note, some of the previously mentioned employers, such as CMC, the City of Goleta, and UC Santa Barbara (limited departments), also have GBP certification.

City Support for Traffic Solutions

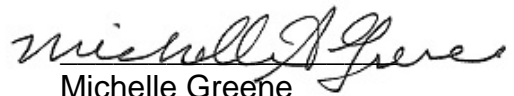
City Ordinances and TDM requirements, as those in place at the City of Goleta and City of Santa Barbara, help channel businesses to Traffic Solutions' services. The results of such requirements vary, and it sometimes takes significant effort by Traffic Solutions staff to get businesses to comply. Traffic Solutions notes that, in some instances, it would be helpful to have City of Goleta staff available to help enforce TDM requirements.

Legal Review By:



Michael Jenkins
City Attorney

Approved By:



Michelle Greene
City Manager

Attachments:

1. Transportation Element TDM Policies and Strategies
2. Cabrillo Business Park Specific Plan TDM Development Standards
3. Traffic Solutions TDM Plan condition letter for CBP

Attachment 1

Transportation Element TDM Policies and Strategies

Land Use Element of this plan and planned growth in adjacent jurisdictions, including UCSB, the County, and the City of Santa Barbara.

- TE 1.3 Improved Connectivity in Street, Pedestrian, and Bikeway Systems. [GP/CP]** In developing the future transportation system, the City will place priority on creating one or more additional non-interchange crossings of US-101 to connect the community from north to south. The intent shall be to facilitate cross-town traffic, improve bicycle and pedestrian flow and safety, and to relieve traffic congestion on cross-routes with freeway interchanges.
- TE 1.4 Multi-Use Street System. [GP/CP]** The City shall emphasize geometric configurations for street and intersections that will readily accommodate transit vehicles and other travel modes as well as to improve traffic flows and turning movements for automobiles. These actions shall be balanced with safety considerations and the value the community places on not widening roads and intersections to the extent that roadways would be inconsistent with desired community character.
- TE 1.5 Multimodal Transportation Center. [GP]** The City supports consideration of a multimodal transportation center in the city to facilitate interconnection and transfers between express bus routes, automobile, bicycle and pedestrian circulation, and potentially commuter and other passenger rail services. While a proposed area in the vicinity of the current Amtrak terminal should be studied, alternative sites should also be explored; the ultimate location will depend on the results of such study.
- TE 1.6 Development Review. [GP/CP]** As a condition of approval of new non-residential projects, the City may require developers to provide improvements that will reduce the use of single-occupancy vehicles. These improvements may include, but are not limited to, the following:
- Preferential parking spaces for carpools.
 - Bicycle storage, parking spaces, and shower facilities for employees.
 - Bus turnouts and shelters at bus stops.
 - Other improvements as may be appropriate to the site.

Policy TE 2: Transportation Demand Management [GP]

Objective: *To attempt to influence individual travel behavior, particularly by workers at larger-scale employers, to lower future increases in peak-hour commute trips and other trips by persons in single-occupant vehicles.*

- TE 2.1 Reduction/Shifting of Peak-Hour Vehicle Trips. [GP]** The City supports efforts to limit traffic congestion through reducing low-occupancy auto trips and shifting peak-hour vehicle trips to off-peak hours. Possible means for accomplishing this include the following:
- Increased telecommuting.
 - Establishment of flexible work schedules.

- c. Provision of incentives for carpooling.
- d. Provision of vanpools.
- e. Car sharing/ride sharing.
- f. Guaranteed ride home programs.
- g. Safe routes to school programs.
- h. Provision of pedestrian amenities.
- i. Provision of bicycle facilities and amenities.
- j. Bus pass programs for employees.
- k. Public information and promotion of ridesharing.

TE 2.2 Land Use Strategies to Reduce Automobile Travel Demand. [GP] The City supports the following land use strategies, as provided in the Land Use and Housing Elements, which may enable greater reliance by commuters, shoppers, and others, on alternative modes of travel:

- a. Live-work development, wherein residential units in some areas may be designed to include work spaces for the residents.
- b. Mixed-use development on individual sites, whereby residential and non-residential uses are permitted in an integrated development project on a single site.
- c. Mixed-use development within particular subareas of the city, whereby varying uses on separate parcels are located in close proximity to one another so as to enable walking and bicycling between residences, workplaces, and shopping areas. These sub-areas include, but are not limited to: Old Town, the Hollister Corridor, and the Calle Real-Fairview Avenue areas.
- d. The provision of onsite commercial services for employees in new non-residential development, such as but not limited to cafeterias, childcare, financial services, convenience retail services, concierge services, and others as appropriate.
- e. The provision of onsite or nearby employee housing within business parks, office and institutional uses, and other employment concentrations as appropriate, to encourage walking to work.

TE 2.3 Diversion of Automobile Trips to Alternative Modes. [GP] The City encourages investment in alternative modes of travel that will make those modes more competitive with auto travel in terms of convenience, accessibility, costs, and safety. These may include, but are not limited to, improvements in the bus transit system, the bikeway system, pedestrian circulation



Old Town MTD Bus Stop

system, and potentially commuter rail services, if the region should determine to pursue this option.

- TE 2.4 Employer-Based or Project-Based Transportation Management Plans. [GP]** When appropriate, the City may as a condition of approval require proposed larger-sized non-residential developments with 100 or more employees to prepare and adopt a Transportation Management Plan (TMP) and to maintain a designated Transportation Manager. The TMP shall establish quantified objectives for trip reduction and shall identify the specific measures that will be employed to accomplish trip reduction, including but not limited to the measures identified in TE 2.1. The Transportation Manager shall work with Santa Barbara County Association of Governments' (SBCAG) Traffic Solutions (the county's rideshare organization) and the City in developing, implementing, and monitoring the TDM measures and shall provide an annual report to the City on the status and effectiveness of the measures.
- TE 2.5 City of Goleta TDM Program. [GP]** The City shall establish a program that will provide measures or incentives to encourage reduction in vehicle trips, including commute trips, by its employees. These measures may include but are not limited to the actions identified in TE 2.1.
- TE 2.6 Reduction of School-Related Automobile Traffic. [GP]** The City encourages public and private schools to adopt TDM Plans and to implement trip reduction programs to reduce congestion on streets near schools caused by commuting students and staff. Potential measures include funding for safe routes to schools, encouraging MTD and other transit providers to offer free or reduced-cost bus passes for students and employees, increased funding of school buses, and others as appropriate.

Policy TE 3: Streets and Highways Plan and Standards [GP/CP]

Objective: *To provide a street network, including appropriate provisions for bicycles and pedestrians, that is adequate to support the mobility needs of city residents and businesses.*

- TE 3.1 Overall Street Plan. [GP/CP]** Figure 7-2 shows the traffic circulation plan for Goleta. The map classifies the city's street system by function and identifies major intersections that either have or may require signalization in the future. Future street improvements shall be consistent with the functional classifications designated in Figure 7-2.
- TE 3.2 Freeways. [GP/CP]** US-101 and SR-217 are designated as freeways for their entire length in Goleta, as shown in Figure 7-2. The rights-of-way for these routes are controlled and managed by the California Department of Transportation (Caltrans). The following policies and standards shall apply to roads designated as freeways:
- Definition/function.** A freeway is a four- or six-lane divided highway with full control of access by grade-separated interchanges at intersections. Freeways serve as the principal routes for the inter- and intrastate system of highways, carrying large volumes of high-speed traffic between regions, cities, major traffic generators, and points of interest. As the highest level of road facility, freeways are designed and managed to provide maximum service and safety for through traffic.

Attachment 2

Cabrillo Business Park Specific Plan TDM Development Standards

VI. DEVELOPMENT STANDARDS

The purpose of this Section is to provide development standards for review and approval by the Director of individual projects for all buildings, structures and attendant site improvements proposed for construction within the Specific Plan Area.

A. PERMITTED USES

The following uses are permitted:

- **I-BP Subzone:** Uses set forth in GMC § 35-233 (M-RP Zone) are permitted along with land uses set forth in Table 2-3 (I-BP Category) of the Goleta General Plan. Commercial health/athletic clubs are permitted in the I-BP Subzone with a minor conditional use permit.
- **I-S Subzone:** Uses set forth in GMC § 35-234 (M-S-GOL Zone) are permitted along with land uses set forth in Table 2-3 (I-S Category) of the Goleta General Plan.

B. CIRCULATION

1. Project Trip Generation

The Public Works Director must confirm the number of Traffic Trips [Average Daily Trips (ADT), AM Peak Hour Trips (AM PHT), and PM Peak Hour Trips (PM PHT)] for Individual Projects based on a trip generation memorandum provided by the applicant. The Public Works Director must give an applicant for an Individual Project a Trip credit for an existing or previous entitlement and/or use.

Traffic trips for an Individual Project having more than one use must be calculated by adding together the traffic trips generated by the proportion of floor area of the Project devoted to each use unless the Public Works Director, based on reasonable methods, determines otherwise.

Applicants for an Individual Project and the Public Works Director must use reasonable methods to determine the appropriate number of traffic trips for Individual Projects, which methods include use of a recognized data source such as the Institute of Transportation Engineers (ITE) Trip Generation Handbook. The Public Works Director's determination should reflect the anticipated effect of the exclusion of pass-by traffic trips, the effect of interaction of on-site mixed-use development, the proximity of the Project to mass transit facilities, and implementation of other transportation demand management measures.

2. Required Traffic Improvements

Fees, Conditions and Dedications relative to traffic improvements must be implemented and/or funded consistent with the provisions of this Specific Plan, including the Cumulative Trip Thresholds, before an Individual Project's certificate of occupancy, or suitably guaranteed to the satisfaction of the Public Works Director.

3. Transportation Demand Management (TDM)

Before the City issues a certificate of occupancy for each Individual Project, Individual Permittees must prepare and submit to the Public Works Director a Transportation Demand Management Plan designed to limit traffic congestion by reducing single occupancy vehicle (SOV) trips and shifting peak-hour vehicle trips to off-peak hours.

C. PARKING AND LOADING

Figure CBP-2 (CBP-FLIR Master Parcel Plan) is illustrative of the essential form, including parking areas, that the Cabrillo Business Park is intended to take. A total of 2,498 parking spaces are planned for construction through build-out of the Specific Plan Area. As building and parking lots are anticipated to change and evolve as the Specific Plan Area is built out, the parking requirements for Individual Projects may similarly evolve.

Individual Projects must provide and/or demonstrate access to parking spaces at the following minimum recommended ratios, to be approved at Project Clearance by the Director:

Office, Corporate Headquarters, R&D, Retail (I-BP): 2.96 spaces per 1,000 square feet of floor area.

Manufacturing, Light Industrial (I-S): 1.84 spaces per 1,000 square feet of floor area.

Warehouse (I-BP/I-S): 1.00 spaces per 1,000 square feet of floor area.

Self-storage and Related Uses: 3.00 spaces per building.

Off-Street Loading: One (1) loading space per building, with dimensions of ten (10) feet in width, thirty (30) feet in length, and with an overhead clearance of fourteen (14) feet in height.

Alternative Requirements. The number of required parking spaces may be reduced if the Director finds that such reduction is justified based on substantial evidence including, without limitation (a) a Parking Demand Analysis demonstrating that parking required for certain uses or combination of uses is less than the number of parking spaces which would otherwise be required for such uses; and/or (b) measures such as Transportation Demand Management programs, implemented individually or in conjunction with owners and/or tenants of other projects; and/or (c) other similar measures.

Parking Demand Analysis. The Director and Public Works Director must confirm the number of parking spaces will be adequate for each Individual Project based on the above parking ratio requirements. Individual Permittees with land uses not identified above and/or submitted with

Attachment 3

Traffic Solutions TDM Plan condition letter for CBP



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April 18, 2007

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City of Goleta
130 Cremona Drive, Suite B
Goleta, California 93117

RE: **Cabrillo Business Park: Condition of Approval**

Section TE-2 of the Goleta General Plan allows the City of Goleta to require as a condition of approval for large commercial developments the adoption of a Transportation Management Plan, including objectives for trip reduction, coordination with Traffic Solutions, and the implementation and monitoring of Transportation Demand Management measures. The Cabrillo Business Park Environmental Proposed Final Impact Report, indicates that a Transportation Management Plan will be required and will be a condition of approval for the project (p. 5-51). Traffic Solutions recommends the following condition of approval in support of the Goleta General Plan for the above mentioned project:

1. The applicant shall submit a Transportation Management Plan in an effort to limit traffic congestion by reducing single occupancy vehicle (SOV) trips and shifting peak-hour vehicle trips to off-peak hours. The Transportation Management Plan will include an employer goal of having an average of 40% of employees commute using non-SOV methods and shall identify the specific measures that will be employed to accomplish trip reduction including, but not limited to, the following:

- a. Telecommuting.
- b. Flexible work schedules, including compressed work weeks.
- c. Carpool incentives.
- d. Provision of bicycle lockers or other secure bicycle facilities.
- e. 50% transit pass and vanpool benefit for full time employees.
- f. Designation of one Employee Transportation Coordinator per employer.


Plan Requirements and Timing: The Transportation Management Plan shall be reviewed and approved by the City of Goleta and Traffic Solutions prior to occupancy clearance of each development phase.

MONITORING: The City of Goleta shall ensure the plan is reviewed by staff and Traffic Solutions prior to occupancy for each phase of development. The approved plan shall be implemented and annual reports on the status and effectiveness of measures submitted to City

of Goleta staff for review. With the assistance of Traffic Solutions staff, the approved plan shall be periodically updated to incorporate current Transportation Demand Management policies and procedures.

Traffic Solutions appreciates the opportunity to provide input for the Cabrillo Business Park and other commercial projects. If you have any questions or need to contact me for any reason, don't hesitate to call me at 805-961-8917.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kent Epperson', with a long horizontal flourish extending to the right.

Kent Epperson
Director, SBCAG Traffic Solutions