



CITY OF GLENDALE CALIFORNIA
REPORT TO CITY COUNCIL / AGENCY

October 21, 2008

AGENDA ITEM

Review of the following Downtown Mobility Study tools:

- (1) In-Lieu Fee Ordinance
- (2) Establishing a Downtown Mobility Fund and the Downtown Mobility Fund Ordinance
- (3) Revising the existing Transportation Demand Management Ordinance

COUNCIL ACTION

Public Hearing []	Ordinance []	Consent Calendar []	Action Item [X]	Report Only []
Approved for <u>October 21, 2008</u> calendar				

ADMINISTRATIVE ACTION

	Signature
Submitted Hassan Haghani, Director of Planning.....	
Prepared Alan Loomis, Principal Urban Designer	
Michael Nilsson, Mobility Planner	
Reviewed Philip S. Lanzafame, Director of Development Services	
Stephen M. Zurn, Director of Public Works.....	
Jano Baghdanian, Traffic & Transportation Administrator.....	
Bob Elliot, Director of Finance.....	
Approved James E. Starbird, City Manager	
Reviewed Scott H. Howard, City Attorney	

RECOMMENDATION

Staff requests the City Council provide policy direction on the following Downtown Mobility Study implementation tools:

- (1) In-Lieu Fee Ordinance
- (2) Establishing a Downtown Mobility Fund and the Downtown Mobility Fund Ordinance
- (3) Revising the existing Transportation Demand Management Ordinance

SUMMARY

The Downtown Mobility Study was adopted in March 2007. The Downtown Mobility Study compliments the Downtown Specific Plan (DSP) in outlining pedestrian and transit-friendly policies to direct future growth into Downtown Glendale. Nelson\Nygaard Consulting Associates was the lead consultant for the development of the Mobility Plan and they have been retained by the City to assist in implementation of three key recommendations: establish an In-Lieu Fee Ordinance, a Downtown Mobility Fund, and revise the existing Transportation Demand Management Ordinance. This initial workshop is intended to update the Council on the Mobility Plan recommendations and to discuss the three upcoming ordinances, which will be brought to council later this year.

FISCAL IMPACT

There are no Fiscal Impacts to initiate and adopt the proposed ordinances. Once adopted, it is anticipated that the application of the In-Lieu Fee ordinance will generate revenue to the City on a case-by-case basis.

BACKGROUND

On March 25th 2008, Council / Agency approved a contract with Nelson\Nygaard to prepare several implementation measures of the Downtown Mobility Study. These are described below. It should be noted that none of these ordinances are intended for immediate action. Council direction is desired at this time to help shape future ordinances.

In-Lieu Fee Ordinance – (See Exhibits A and B) This ordinance will allow developers or existing change-of-use tenants within the DSP to pay a fee as a means of satisfying parking requirements as stated in the zoning code. Nelson\Nygaard researched existing city parking requirements and the parking reduction permit process, conducted a peer review of jurisdictions with existing In-Lieu Fee policies, and analyzed the approximate cost to build parking.

Based on the results of this research, the following In-Lieu Fee structure is proposed for the DSP area only:

- Change-of-use - forgo up to 100% of required parking paid as an annual fee of \$600 per space in perpetuity
- New development - forgo up to 50% of required parking paid as a one-time fee of \$24,000 per space paid prior to occupancy

Establishment of a Downtown Mobility Fund – (See Exhibits C and D) The Downtown Mobility Fund will provide a new dedicated account to receive various existing and anticipated fees for the purpose of

enhancing mobility downtown. Nelson\Nygaard evaluated the existing citywide Parking Fund and reviewed options to place new revenue sources generated in the DSP. This included creating an entirely new parking fund, broadening the purpose of the existing fund to include transit and pedestrian improvements, or depositing new funding sources into the existing fund.

Funding mechanisms are proposed to be implemented within the DSP in the following manner:

- New mobility related revenue generated within the DSP should be placed into a separate fund
- Revenue includes Parking Meters on Brand Boulevard and proposed In-Lieu Fees
- Money placed into the new fund will be invested in a variety of mobility improvements including parking, congestion relief, transit and streetscape improvements specifically in the downtown area.
- Money will not be extracted from the existing Parking Fund
- The new fund will be flexible to allow for other funding and financing mechanisms to be placed into it when adopted by Council.

Revised Transportation Demand Management Ordinance – (See Exhibits E and F) The Mobility Study recommends strengthening the City's existing Transportation Demand Management (TDM) ordinance. Nelson\Nygaard reviewed the existing TDM ordinance, analyzed the current functionality of the existing Glendale Transportation Management Association (TMA), and conducted a peer review of successful TMA's and TDM ordinances.

From this overview, it is recommended the City assume the role of program monitoring and implement TDM strategies within the City. The TDM Ordinance should be revised to include a clarification of the relationship between the existing Glendale TMA and any future Transportation Management Associations with the City of Glendale and local businesses. The City will define performance standards for TMAs within the City. The City would require:

- Mandatory participation of new businesses and developments within the downtown area
- Annual vehicle ridership surveys for all member companies
- Establish a yearly implementation schedule for TDM programs and annual reporting
- A minimum of four TMA board meetings per year with a quorum present at all meetings
- TMA boards to be composed of representatives from member companies with a decision-making capacity

EXHIBIT(S)

Exhibit A – In Lieu Fee Memo

Exhibit B – In Lieu Fee Draft Ordinance

Exhibit C – Downtown Mobility Fund Memo

Exhibit D – Downtown Mobility Fund Draft Ordinance

Exhibit E – Transportation Demand Management Memo

Exhibit F – Transportation Demand Management Draft Ordinance

M O T I O N

Moved by Council Member _____,
seconded by Council Member _____,
that pursuant to the discussion at the October 21, 2008 Joint
City Council and Redevelopment Agency meeting, and based on the
background provided in the October 21, 2008 staff report from the
Director of Planning regarding the development and adoption of
certain Downtown Mobility Study implementation tools, the City
Council hereby directs staff as follows as to the proposed
(1) In-Lieu Fee Ordinance: [_____];
(2) Downtown Mobility Fund and Downtown Mobility Fund Ordinance:
[_____]; and,
(3) revisions to the existing Transportation Demand Management
Ordinance: [_____].

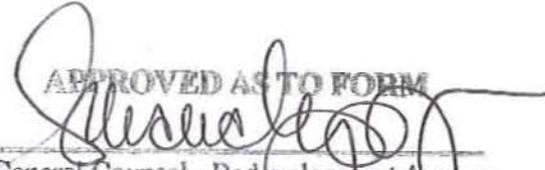
Vote as follows:

Ayes:

Noes:

Absent:

Abstain:

APPROVED AS TO FORM

General Counsel - Redevelopment Agency
Date: 10/9/08

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MEMORANDUM

To: Mike Nilsson
From: Linda Rhine and Bonnie Nelson
Date: August 12, 2008
Subject: In-Lieu Parking Fee

Introduction

An in-lieu parking fee gives developers the option to pay a fee in lieu of providing some portion of the number of parking spaces ordinarily required by the city's zoning ordinance. The fee could be structured as either a fixed one-time fee per space or an annual fee per space. The fees collected can then be used to build public parking spaces, purchase private spaces for public use, or to support transportation demand management strategies and/or improve overall mobility in the downtown area. Several adaptive reuse redevelopment projects proposed for downtown Glendale will not be financially or architecturally feasible if the projects are forced to provide all of the City's minimum parking standards on-site. An in-lieu fee could encourage new development of the highest architectural and urban design quality as well as the redevelopment of vacant, underutilized, historic, and/or dilapidated buildings downtown.

In-lieu fees have many benefits for both cities and developers. The fees provide flexibility for developers. If providing all of the required parking would be difficult or prohibitively expensive for developers, then they have the option to pay the fee instead.¹ This is particularly useful for historic buildings, which often have limited parking included at the facility. By eliminating the requirement for on-site parking, in-lieu fees make it easier to restore historic buildings. In this way, in-lieu fees can encourage businesses to locate downtown and help to avoid vacancies. In addition, since the fees can be used to pay for spaces in public lots, more uses can share parking. Shared parking works best when uses with different peak demand periods share spaces (such as movie theaters which have a peak demand at night and offices which have a peak demand during the day), thereby reducing the number of spaces needed to meet the combined peak parking demands. Shared parking also has the benefit of encouraging drivers to park once and visit multiple sites on foot rather than driving to and parking at each site. This reduces vehicle traffic and increases foot traffic, creating a safer pedestrian environment.

¹ Donald Shoup, *The High Cost of Free Parking*, 2005

An in-lieu fee ordinance can be combined with other techniques for meeting parking requirements including the use of shared parking, tandem or valet parking or stacked parking to encourage better management of parking spaces provided on and off-site.

Current Glendale Parking Regulations

Glendale's Municipal Code contains rules for minimum parking requirements, change of use regulations, reduction of parking requirements and parking fund expenditures. Further details about these rules and regulations are described below.

Minimum Parking Requirements

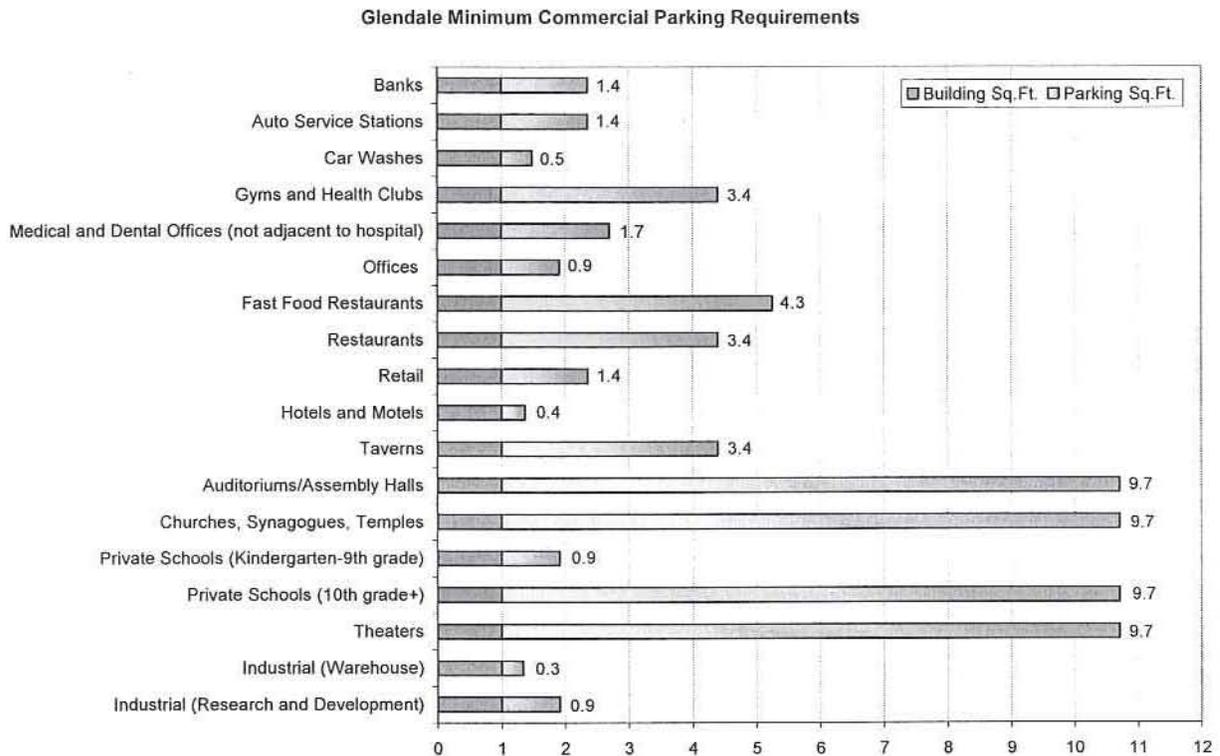
Glendale has regulations requiring that both residential and commercial uses provide a minimum number of parking spaces. Each use has a specific minimum requirement (see Figure 1). For most commercial uses, the amount of parking required actually takes up more square footage than the use itself (see Figure 2).

Figure 1 Commercial Minimum Parking Requirements for Glendale

Land Use	Spaces per 1,000 Sqft	Notes
Banks	4.0	<i>4 per 1000 sqft of customer service area, 2.7 per 1000 sqft office floor area</i>
Auto Service Stations	4.0	<i>never less than 3 spaces</i>
Car Washes	1.4	<i>never less than 10 spaces</i>
Gyms and Health Clubs	10.0	
Medical and Dental Offices (not adjacent to hospital)	5.0	
Offices	2.7	<i>offices where primary use is treatment of no more than 2 clients at a time</i>
Fast food restaurants	12.5	
Restaurants	10.0	
Retail	4.0	
Hotels and Motels*	1.1	<i>one space per habitable room</i>
Taverns	10.0	
Auditoriums/Assembly Halls	28.6	<i>or one space per five fixed seats</i>
Churches, Synagogues, Temples	28.6	<i>where no fixed seats</i>
Private Schools (Kindergarten-9th grade)	2.7	
Private Schools (10th grade+)	28.6	<i>or one space per five fixed seats</i>
Theaters	28.6	<i>or one space per five fixed seats</i>
Industrial- Warehouse	1.0	
Industrial- Research and Development	2.7	

*Special Assumptions for Hotels/Motels

Figure 2 Comparison of Building Square Feet to Parking Square Feet Required



Source: Glendale Municipal Code- Title 30, Zoning Code, April 2005, Table 30-32-- A

Change of Use Regulations

If a building is expanded, remodeled, or the use of the building changes, the building may be required to provide more parking than its previous use. According to the Glendale zoning code, if a building expansion creates an increase in floor area or additional seats; then additional parking must be provided to meet the minimum parking requirements.² Addition of floor area up to 25% for a historic resource is exempt from these requirements.

When a change in use requires more off-street parking than the previous use, additional parking spaces are required to address the new use. For example, if a full service restaurant was to be converted into a fast food restaurant, since full service restaurants are required to provide 10 spaces per 1,000 square feet of floor area and fast food restaurants are required to provide 12.5 spaces per 1,000 square feet of floor area, the new use would be required to provide 2.5 additional spaces per 1,000 square feet of floor area. For a building with 4,000 square feet of floor area, this would mean 10 additional parking spaces would be required for the change in use. However, there are some exceptions to this rule. Any change of use

² Glendale Municipal Code – Title 30, Zoning Code; Section 30.32.030

permitted in a historic building is not required to provide additional parking. Changes in use of commercial spaces under 2,000 square feet are not required to add more parking.

Change of use regulations are particularly pertinent to Brand Boulevard and other streets in downtown Glendale, where small commercial spaces turn over and a number of vacancies present opportunity sites for new development. Given the presence of the Alex Theater, movies and other entertainment venues on Brand, restaurants and other retail/commercial outlets may be interested in developing in underutilized parcels along Brand; however, with limited options for on-site parking, it is difficult to encourage developers to locate to Glendale's "Main Street" because it is difficult or impossible to provide required parking. Developers at these sites almost always require exemptions from parking requirements, described below, which are fully discretionary. Developers are less likely to go through the process of obtaining a property or leasing a site if they are unsure whether they will be allowed to go forward.

Administrative Exceptions

If the owner would like to make a minor change to the parking requirement for a change of use project, they can apply for an administrative exception.³ The applicant may ask for a maximum of three spaces or a five percent reduction, whichever is greater, in the number of total parking spaces required for the building after a change of use. The zoning administrator will consider and render decisions on any administrative exception and may impose conditions to safeguard and protect the public health, safety and promote the general welfare, to insure that the development so authorized is in accordance with approved plans and is consistent with the objectives of the ordinance. The administrative exception will only be granted if the zoning administrator finds in writing that:

- The granting of the exception will result in design improvements, or there are space restrictions on the site which preclude full compliance with Code requirements without hardship
- The granting of the exception, with any conditions imposed, will not be materially detrimental to the public welfare or injurious to the property or improvements in such zone or neighborhood in which the property is located
- The granting of the exception will not be contrary to the objectives of the applicable regulations

It is the responsibility of the applicant to provide proof supporting the above statements.

Reduction of Parking Requirements

Beyond administrative exceptions, a discretionary process for reduction of parking requirements does exist in Glendale.⁴ The following types of projects might qualify for a reduction:

- Mixed use
- New construction and use intensification near public parking
- Uses adjacent to transit

³ Glendale Municipal Code – Title 30, Zoning Code; Section 30.44 – Administrative Exceptions

⁴ Glendale Municipal Code – Title 30, Zoning Code; Section 30.50 – Request for Parking Reduction Permit

- Projects in redevelopment areas
- Disabilities upgrade

Applicants can request parking reductions for other reasons as well. For projects within the DSP, requests must be approved by the City Council and follow the parking reduction procedure. For any request, the Director of Planning may require a parking demand study conducted by a licensed traffic engineer or other transportation professional.

In addition, the Director of Planning or the Director of Development Services shall set the matter for public hearing and notify the City Clerk of the hearing date.⁵ The City Clerk shall give notice of the public hearing. The notice shall contain the date, time and place of the hearing, the general nature of the parking reduction and the street address or legal description of the property involved.

Between 2000 and 2006, 76 parking requirement reduction requests were made in Glendale. Out of the 76 parking reductions requested, information was available on 66 parking reduction requests to conduct a thorough analysis. Based on the 66 requests analyzed, these properties ordinarily would have been required to provide 4,262 parking spaces. Reduction requests varied from 1% to 100% of required spaces. Overall, the properties proposed to provide 2,614 spaces, a reduction of 39% from the required number of spaces. (For more detail, see Appendix B-1 and Appendix B-2)

Currently, when the city grants parking reduction permits, it gets nothing in return. Providing the option of paying an in-lieu parking fee to satisfy some portion of a property's parking requirements would reduce the number of parking requirement reduction requests made, thus reducing administrative work involved in this process, and would raise money for the city.

It should be noted that a parking reduction permit allows developers to reduce the minimum parking requirements for a specific development. However, applying for a reduction gives no guarantee that it will be granted. By contrast, an in-lieu fee would allow developers to satisfy the minimum parking requirements by paying a fee per space not provided. Should the developer decide to pay the fee, they will have a guarantee that those spaces paid for by the fee will be counted towards meeting the minimum parking requirement. Paying the fee will not require the applicant to conduct a parking demand study or go to City Council.

Currently there is no in-lieu fee ordinance in place. However, should the in-lieu parking fee ordinance be adopted, developers will still have the option to apply for an administrative exception or a parking reduction permit should they so choose. Therefore, in order to avoid unnecessary permit requests, it might be beneficial to set the in-lieu fee level low enough to discourage developers from trying to continually "go around" the in-lieu fee ordinance by applying for a parking reduction permit. Developers may feel like they could get a better deal if they went directly to Council rather than following the ordinance.

Parking Use Permit

If a development does not have enough parking on-site to its meet minimum parking requirements, it may be able to satisfy some portion of its parking requirements off-site by

⁵ Glendale Municipal Code – Title 30, Zoning Code; Section 30.61 – Hearings and Public Notices

applying for a parking use permit.⁶ Off-site parking facilities secured by a lease may be used to satisfy the parking requirements for change of use projects. Off-site parking spaces secured by a covenant may be used to satisfy parking requirements for either change of use or new construction projects. For projects within the DSP, the Director of Planning will determine whether a public hearing is necessary. The permit will ultimately be granted by either the Director or the City Council.

Currently, there is no prescribed procedure for developers to lease parking spaces in public garages. However, the City has recently negotiated a parking space lease agreement with the developer of the DPSS Building, a project involving reuse of a historic building where on-site parking was not possible.⁷ This agreement was negotiated outside of a fee ordinance, and the developer did not need to obtain a parking use permit. However, this agreement can be seen as an example of the type of lease agreement that would be required to obtain a parking use permit.

The DPSS building, located at 225 E. Broadway, Glendale, California, was constructed at a time when on-site parking was not required and consequently has no parking available on-site. In addition, since the use of the building will not change, as it will remain an office building, no additional on-site parking is required in order to satisfy the current minimum parking requirements. However, in order to provide parking for tenants, the developer elected to lease 178 parking spaces in nearby public parking garages. The City and the developer entered into a parking space lease agreement in which the developer agreed to lease 178 spaces in the Glendale Marketplace and Exchange parking garages. The developer agreed to pay market rate for each space (in the form of a monthly parking permit) in addition to a premium of \$13.75 per space per month. The developer shall have the right to use the spaces on a non-exclusive basis in common with all other public users of the parking garages. Users must show the permit in order to enter the garage.

Developers of other buildings with no on-site parking may wish to enter into similar agreements in order to guarantee monthly parking passes for their tenants. In addition, developers may wish to enter into a similar agreement in order to satisfy some portion of their minimum parking requirements through leasing spaces in public garages, in which case the developer must apply for a parking use permit. It should be noted that parking space lease agreements are separate from the in-lieu fee. Payment of an in-lieu fee does not entitle a developer to specific parking spaces elsewhere in the city. Even if the developer pays an in-lieu fee, if the developer would like to reserve spaces in a public parking garage they will have to make a separate arrangement.

Parking Fund Expenditures

Currently, money collected from parking meters and parking garages is put into the City's Parking Fund. Money in the parking fund can be used only for related activities such as parking meters, parking lot enforcement, architectural and engineering studies and analyses, purchase and maintenance of off-street parking facilities, and can be transferred to the general fund if approved by the City Council. The Parking Fund is currently managed by the Transportation and Traffic Section of the Department of Public Works. The Department

⁶ Glendale Municipal Code – Title 30, Zoning Code; Section 30.51 – Parking Use Permit

⁷ DPSS Parking Space Lease Agreement for Parking in the Glendale Marketplace and Exchange Parking Garages, January 17, 2008

submits an annual accounting of the amount in the fund and a budget for fund expenditures. Although the fund was intended to be used as a source of funding for new parking, the Downtown Mobility Plan determined that new parking facilities are not needed in Downtown Glendale; rather that improved parking management and an emphasis on other modes would provide enhanced mobility in the downtown area.

In the future, when in-lieu revenues are also available, they could be deposited in the same fund, which should be broadened to address not only future parking supply, but also the other recommendations of the Mobility Plan, including improvements to all modes and demand management strategies. This is discussed in more detail at the end of this memorandum and will be the subject of additional analysis.

Peer Review

Many cities have already implemented in-lieu fees. Figure 3 summarizes the per-space in-lieu fees for twelve Californian cities in 2008.

Figure 3 Summary of In-Lieu Fees in Californian Cities

City	Fee Amount	Year Initiated	Fee Adjustments	Fee Revenue Expenditures
Beverly Hills	Rodeo: \$35,704.30 Beverly: \$28,563.40 Other CBD: \$21,422.40	1940's	Adjusted annually based on cost of living index	Used to construct parking garages on city owned lands and in partnership with private development
Davis	\$4,000	1970's	Adjusted on an as-needed basis	Held in a consolidated off-site parking fund program, spent on construction of public parking resources and parking structures downtown
Hermosa Beach	\$28,900	1980's	Adjusted on an as-needed basis	Used for construction of parking garages
Huntington Beach	\$16,884.39	1995	Adjusted annually based on CPI	Generally will be spent to provide parking in downtown
Laguna Beach	\$20,000	1960	Adjusted on an as-needed basis	
Millbrae	\$12,313	1987	Adjusted annually based on CPI	Used to improve parking in the city's commercial district. Have been used to enhance and modify the city's three municipal lots and for re-striping of the downtown area

City	Fee Amount	Year Initiated	Fee Adjustments	Fee Revenue Expenditures
Monterey	\$8,710	1960's	Adjusted annually based on CPI	Transportation demand management; operating funds for a free downtown shuttle "the Wave".
Mountain View	\$26,000	1988	Adjusted as needed based on cost of construction	Used to construct parking garages in downtown, provide shared parking facilities
Palo Alto	\$58,423	1995	Adjusted annually based on construction cost index	Used for construction of public parking spaces within the assessment district
Pasadena	\$146.53 per year	1987	Adjusted annually based on CPI	Used to build parking garages
Pismo Beach	\$36,000	2005	Adjusted on an as-needed basis	Spent on parking improvements including property acquisition, parking structure construction, parking lot lease fees, parking lot maintenance, implementing downtown paid parking program
San Luis Obispo	New construction: \$16,400 Change of use: \$4,100	1987	Adjusted annually based on CPI	Placed in the Parking Enterprise Fund, used for operations, maintenance, and new construction of parking facilities

Several other Southern Californian cities were also contacted, which do not have per-space in-lieu fees. These cities are summarized in Figure 4 below. However, the city of Alhambra states that development located near public parking can use these off-site spaces towards meeting their parking requirements. It should also be noted that although Santa Monica does not have a per-space fee, they do have an option for developments within the Bayside District to pay a fee of \$1.50 for every new square footage of building space added after 1986 for which parking is not provided.

Figure 4 Californian Cities without Per-Space In-Lieu Fees

City	Fee Status	Comments
Alhambra	No Fee	Development within 400 lineal feet of public parking lots can take credit for the public spaces toward meeting their parking requirement
Anaheim	No Fee	Code-required parking must be provided unless a parking study is completed and determines the actual demand of a project is less than the code-required demand

Irvine	No Fee	When a project is unable to provide the code-required parking, a request for Administrative Relief may be submitted to the City per Zoning Code Section 4-6-3
San Bernardino	No Fee	
Santa Clarita	No Fee	
Santa Monica	Building Fee	Fee is \$1.50 per SF of building space for which parking is not provided; no per-space fee
Oxnard	Pending	Pending approval of the City Council, fee will likely be \$3,500 per space
Long Beach	Suspended	Fee did not cover cost of providing parking, reanalysis required before the fee would be reinstated
Newport Beach	Suspended	A reduction or waiver is possible through at Use Permit, otherwise all required parking must be provided on site

Descriptions of how per-space in-lieu fees are administered in four of Glendale's peer cities are presented below. It should be noted, however, that Pasadena applies an annual fee whereas most cities apply a one-time fee.

Pasadena, California

In contrast to the automobile image of the City of Los Angeles, Pasadena has gained a reputation for its pedestrian-friendly, vibrant downtown, that combines a mix of uses with easy access by the automobile. However, this was not always the case. By the 1970's Old Pasadena had become run-down and somewhat of a skid row. Revitalization of the area occurred throughout the 1980's. When the Parking Credit Program was initiated in 1987, the parking in-lieu fee was set extremely low in order to encourage development in the area. Old Pasadena has since been transformed into a restaurant and entertainment center, and a major attraction in Southern California.

The city's "Parking Credit Program" allows property owners in Old Pasadena to pay a fee in lieu of satisfying minimum parking requirements on-site. This is particularly important in allowing adaptive reuse of historic buildings that were built without parking, where minimum parking requirements would be triggered by a change in use. Since few of the buildings in this historic part of the city have off-street parking, this removed one of the major barriers to adaptive reuse. The fee is collected annually, rather than as a lump sum which is common in many other cities, allowing developers to avoid financing problems. However, this approach has created some revenue collection issues, particularly where property has changed owners. The fee is set at an extremely low rate (\$146.53 per year per space in 2008). In 2002, the criteria were tightened, with eligibility limited to designated historic buildings, and buildings that would require additional parking following rehabilitation or a change in use. In-lieu fee revenue helped to fund two public parking structures, which total 1,567 spaces, and provided a public contribution to a private structure that is open to the public. One space has been built for every 1.5 parking credits awarded; fewer spaces are required since spaces are shared between uses. The in-lieu fee typically provides only a small portion (5%) of the funding needed to build and operate its public garages. However, because the city collects the great

majority of the revenue needed to build and operate parking from hourly and monthly parking charges (see Figure 5), it does not need to collect much revenue from its in-lieu fees.

Figure 5 Old Pasadena Parking Meter Revenues and Expenditures, FY2001

Line Item	Amount	Comments
Parking Revenues		
Meter Charges	\$1,288,012	\$1,867 per meter
Valet Charges	\$68,915	Valet use of meter spaces
Investment Earnings	\$89,067	Interest on fund balance
Total Revenue	\$1,445,994	\$2,096 per meter
Parking Expenses		
Operating	\$162,127	Including personnel, cash handling and materials
Capital	\$102,338	Lease payments and replacements
Total Expenses	\$264,465	\$383 per meter
Net Revenue	\$1,181,529	\$1,712 per meter
Other Expenses		
Security	\$247,681	Additional police patrols
Lighting Services	\$20,600	
Additional Sidewalk / Street Maintenance	\$410,796	
Marketing	\$15,000	
Debt Service	\$448,393	For streetscapes and alleyways
Total Expenditures in Old Pasadena	\$1,142,470	

Source: City of Pasadena

Beverly Hills, California

The in-lieu fee program in Beverly Hills dates back as far as the 1940's. The program has changed and evolved over the years to maintain effectiveness for the city. Originally the fee was calculated based on the cost of land and improvements, however, as these costs increased, interest in the program dropped. Now the fee is set at a level to cover the cost of constructing a parking stall. The fee only applies to the central business district (CBD).

Currently the city has three different fee amounts according to distance from the central business core:

- Inner CBD core (Rodeo Dr.): \$35,704.30 per space
- Mid-CBD (Beverly Dr.): \$28,563.40 per space
- Outer CBD: \$21,422.40 per space

The fee is readjusted every year, along with all other city fees, based on the cost of living index. However, the city is planning to re-assess the fee in the near future since construction costs have increased dramatically. Current building costs for subterranean parking spaces in Beverly Hills have been estimated at between \$65,000 and \$80,000.

The in-lieu fee is defined in the city's code and the program is administered by the Community Development Department. The applicant applies through the Planning Division and must receive approval from the Planning Commission. Once approved, the applicant will pay the fee in order to receive a building permit. The Building and Safety Division collects the fees, which are placed in the In-Lieu Parking Fund. These funds are then used to construct parking garages on city owned lands and recently have been used in partnership with private development.⁸

Mountain View, California

Mountain View's current in-lieu fee is a one-time fee of \$26,000 per space. The fee is not adjusted annually, however, the fee has been reset twice since its inception in 1988. The original fee was \$9,000. In 1991 the fee was increased to \$13,000 based on the actual cost of construction for the first downtown garage built in Mountain View. In 2000 the fee was increased again to its current value of \$26,000. The updated fee was agreed upon in consultation with the City's Downtown Committee and was in line with projected costs for the construction of a new City garage.

The fee was codified in the Downtown Precise Plan and applies to a specific parking district within this Precise Plan Area. The intent of the fee is to provide shared parking facilities to accommodate those sites within the Parking District that cannot or opt not to provide parking on-site. The fee is paid to the Parking District, which is administered by the Community Development Department, and is used to construct new parking. So far, money generated from the in-lieu fee has been contributed to the construction of two parking garages in Downtown Mountain View.⁹

Monterey, California

The City of Monterey's Parking Adjustment fee has been in existence since the 1960's. Developers have the option to either pay a one-time fee or a monthly fee per space. The one-time fee is \$8,710 per space and the monthly fee is \$72.58 per space per month. These fees are adjusted each year on July 1st according to the CPI. Fee agreements are handled by the city's Planning Division. Rather than investing the money solely in parking, fee revenue is contributed to transportation demand management, in order to reduce the demand for

⁸ Email communication with Peter Noonan, City of Beverly Hills Community Development Department, June 12, 2008

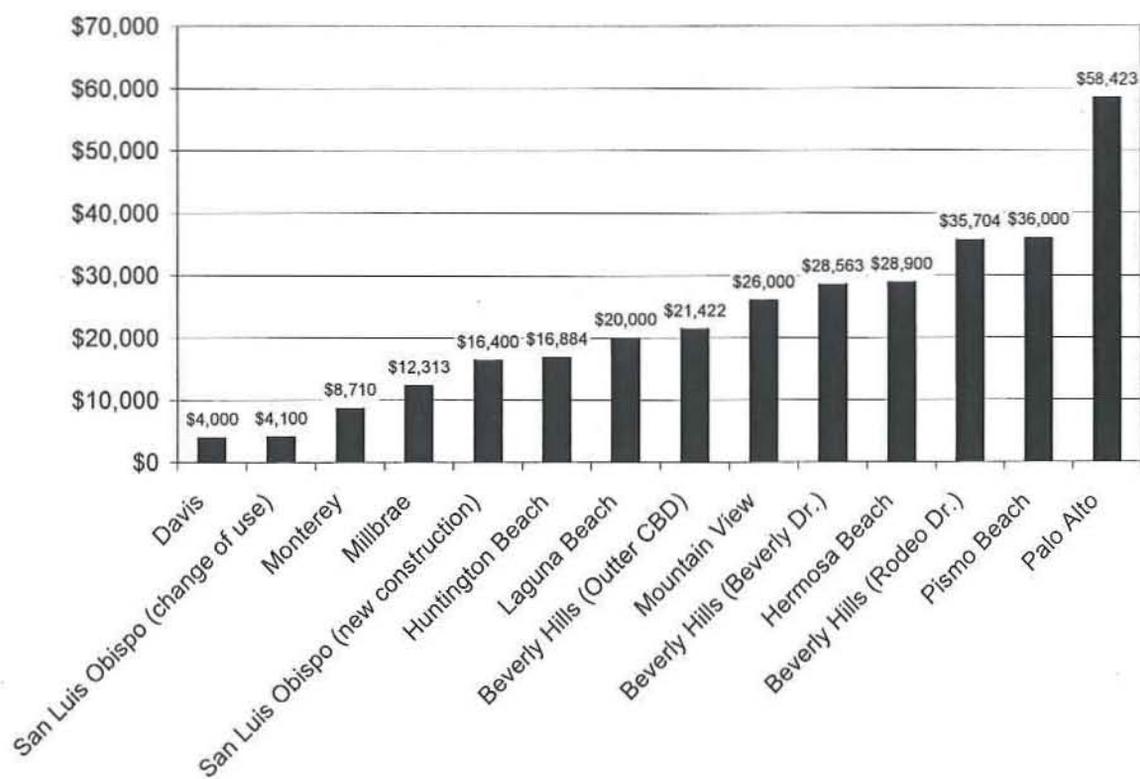
⁹ Email communication with Rebecca Shapiro, City of Mountain View Planning Division, June 13, 2008

parking. In particular, the fees are used to help offset some of the costs of a free, city-run shuttle which operates in the summer and during some holidays.¹⁰

Establishing In-Lieu Fee Rates

Setting an in-lieu fee is complicated, requiring a fee that is high enough to generate revenue for needed parking and mobility projects without being so high that a developer would rather simply build parking. If the fee is set too high, it could be cost-prohibitive for potential developers, which might lead to empty storefronts or cancelled projects. However, if the fee is set too low, then it will not be able to fund measures to replace parking or reduce the demand for parking. To give a basis for comparison, examples of one-time, per-space in-lieu fees in Californian cities, as discussed in the previous section, are shown below in Figure 6. In addition, the in-lieu fee for Pasadena is \$146.53 per space per year.

Figure 6 In-Lieu Fees from Californian Cities



Cost to Build Parking

An analysis of the annualized costs of building parking in Glendale was conducted in order to provide a reference point for determining the in-lieu parking fee. This scenario simulates a

¹⁰ Email communication with Wayne Dalton, City of Monterey Parking Superintendent, June 17, 2008

hypothetical situation in which a five story parking garage is built on top of an existing 100-space surface lot.

The assumptions used for this analysis are listed below:

- A five-story parking garage with six parking levels (parking on roof level)
- A structured garage displaces a 100-space surface parking lot on a 34,000 square foot (0.78 acre) site
- 80 spaces on each parking level for a total of 480 spaces
- Parking space size 340 square foot per space (or 128.1 spaces per acre)
- Land value in Downtown Glendale is approximately \$250 per square foot
- Direct cost refers to direct construction costs
- Soft cost refers to architectural and engineering fees
- Debt service equals payments needed to repay project costs over the lifetime of the structure
- 5% interest (tax-free municipal bonds)
- 35-year useful life
- Operation/maintenance and enforcement costs are based on the city's 2005 operation and maintenance costs for the Marketplace Garage

Under this scenario, the total project costs are \$18 million for the entire project or \$47,483 per space gained, as illustrated in Figure 7. This is in line with the cost per space added for several recent downtown public parking garages in California:

- UCLA (2001): \$21,000
- Mountain View (2000): \$26,000
- Walnut Creek (1994): \$32,400
- Palo Alto (2002): \$50,994

Figure 7 Estimated Capital Cost per Parking Space

New Downtown Garage	
Structured Spaces Built	480
Surface Spaces Displaced	100
Net Spaces Gained	380
Land Cost	\$8,500,000
Direct Cost	\$7,514,482
Project Cost (Land + Direct + Soft)	\$18,043,392
Gross Cost Per Space	
Direct	\$15,655
Project	\$37,590
Cost Per Space Gained	
Direct	\$19,775
Project	\$47,483

Source: Nelson\Nygaard Consulting Associates, Inc.

On an annualized basis, this results in a cost of \$283 per space per month or \$3,399 per space per year, as illustrated in Figure 8. It should be noted that this is a conservative estimate. Several costs are excluded, such as externalized public costs, which have been estimated at \$117/space for traffic congestion and air pollution costs. This example demonstrates that building parking is expensive and there are ongoing operating costs. It should be noted that many developers in Glendale choose subterranean parking, which can be far more expensive than aerial structured parking.

Figure 8 Resulting Costs per Space per Year

New Downtown Garage	
Project Cost per Space Gained	\$47,483
Annual Costs per Space Gained	
Debt Service	\$2,900
Operation & Maintenance	\$350
Insurance	\$95
Enforcement	\$54
Total Cost per Space Gained	
Per Year	\$3,399
Per Month	\$283
Per Workday	\$13

Source: Nelson\Nygaard Consulting Associates, Inc.

Parking Revenue

Although parking meters and lots generate some revenue, at Glendale's current parking rates, the revenue is lower than the annual costs to build and maintain public parking spaces. The

annual revenue per parking meter in off-street lots in Glendale for FY07/08 was \$736 (see Figure 9) while the annual revenue per space in public garages in Glendale in FY07/08 was \$801 (see Figure 10).

Figure 9 Annual Revenue from Off-Street Parking Meters

Lot Number	Number of Meters	% Occupancy	Annual Revenue	Revenue per Meter
1	58	25%	\$19,478	\$336
2	57	57%	\$44,793	\$786
3	65	69%	\$61,159	\$941
4	81	36%	\$40,439	\$499
6	117	90%	\$143,991	\$1,231
10	62	53%	\$45,113	\$728
11	66	23%	\$21,014	\$318
12	33	16%	\$7,338	\$222
15	25	66%	\$22,404	\$896
17	45	69%	\$42,254	\$939
TOTAL	609		\$447,984	\$736

Source: City of Glendale

Figure 10 Annual Revenue from Public Parking Garages

	Number of Parking Spaces	Annual Revenue	Revenue per Space
Exchange	675	\$615,370	\$912
Marketplace	1,100	\$1,014,169	\$922
Orange Street	620	\$288,110	\$465
Total	2,395	\$1,917,649	\$801

Source: City of Glendale

Users can either pay an hourly fee or purchase a monthly pass to park in the public garages. It should be noted that spaces in the Exchange and Marketplace garages are well used. This is reflected in the higher revenue per space. Spaces in the Orange Street garage, however, are under-utilized. Most of the spaces sit empty, even during the peak hour, and revenue generated from this lot is low. Excess capacity exists in this lot for parking from new developments.

In-Lieu Fee Assessment

An in-lieu fee would allow developers to avoid building at least some portion of required parking. As discussed, the cost to build a new parking space in Glendale is approximately \$47,483 for capital costs, resulting in an annualized cost to build and operate each space of \$3,399 annually. However, providing the space on-site could have various benefits for

developers, such as potential revenue from parking fees in addition to adding capital value and marketing value to the development. Therefore, the value of the option not to build parking is lower than the cost to build parking and should be set lower than the cost to build parking accordingly. It is difficult to determine the exact value of the option not to build parking, since it will vary per project. However, it is useful to set the in-lieu fee at a fixed amount so that developers can take this amount into consideration when deciding whether or not to build parking.

In addition, Glendale should consider that when a business opts not to build a parking space, the city does not necessarily need to build that space elsewhere. As described earlier, the demand for parking in main street areas is often lower than that what is currently required by the city's parking requirements. In addition, many on-street spaces are available to satisfy some parking needs. Therefore, even if some developments do not provide all of the required parking, there can still be sufficient parking available in the area.

Finally, when public spaces are efficiently used, as in the example of Pasadena, revenues generated by hourly and monthly parking fees will cover a significant portion of the cost to build and maintain parking. While Glendale's Exchange garage is being used efficiently and generating a fair amount of revenue, the Orange Street garage is not being used efficiently. Use in this garage should be increased before building a new garage can be justified. This also demonstrates the need to strategically plan new parking garages, because although an efficient garage can generate revenue for the city, an inefficient garage will continue to cost the city money.

Options and Recommendations

This section contains the various options as well as specific recommendations for the type of in-lieu fee, the fee amount and how the fee should be applied. In order to create an in-lieu fee, the City of Glendale will have to create an in-lieu fee ordinance in its municipal code. The ordinance should specify that the in-lieu fee will only apply to projects within the DSP area. These recommendations will aid in creating this ordinance.

Type of In-Lieu Fee

Options

The city has two options for type of fee:

- Option A: a fixed one-time fee per space
- Option B: an annual fee per space

A one-time fee is simpler to apply and easier for developers to incorporate into construction calculations. This option also provides more money to the city upfront. In addition, the one-time fee does not create any complications when ownership of a development changes hands.

An annual fee does not place as high of an upfront financial burden on the developer. Instead, the payments are smaller and spread out over time. This provides a continued income to the city for transportation improvements.

Recommendation

A combination of fee types is recommended. It is recommended that new developments are charged a one-time fee. The one-time fee is recommended to avoid revenue collection issues which can occur when property changes owners. In addition, a one-time fee would allow developers to more easily incorporate the fee into financial analyses and can decide early in the development or redevelopment process whether to provide the parking or pay the fee.

Change of land use should pay an annual fee. This option provides more flexibility, particularly since changing land uses poses more of a financial risk such as when a retail establishment becomes a restaurant with no guarantee of financial success. In this situation, the annual fee may be more financially feasible than a one-time fee. The in-lieu fee ordinance should clearly state that once the annual in-lieu fee has been established, the fee remains with the land use rather than the property owner.

Fee Amount

Options

In-lieu fees in other cities have a wide range. Different fee levels would have different impacts for the city. Three potential fee amounts Glendale could choose between are:

- High Fee Amount: one-time fee: \$40,000 per space; annual fee: \$2,400 per space
- Medium Fee Amount: one-time fee: \$24,000 per space; annual fee: \$1,500 per space
- Low Fee Amount: one-time fee: \$10,000 per space; annual fee: \$600 per space

The high fee amount of \$40,000 per space is close to the cost to construct a parking space in Downtown Glendale. The annual fee of \$2,400 per space was calculated based on the cost to cover the \$40,000 fee over the course of 35 years with an interest rate of 5%.¹¹ However, these values are quite high. The one-time fee is more than twice the in-lieu fee for several cities cited. Additionally, this fee level would likely discourage developers from developing in downtown.

The medium fee amount of \$24,000 per space was suggested because it is lower than the cost to build a parking space in downtown Glendale (about half the cost), and is close to the average in-lieu fee amount from the other cities cited for California. This amount is reasonable because it will generate sufficient funds for the city to invest in transportation improvements. In addition, it is low enough to encourage developers to build or redevelop sites in downtown Glendale. The annual fee of \$1,500 per space per year was calculated based on the approximate cost to cover the \$24,000 fee over the course of 35 years with an interest rate of 5%.

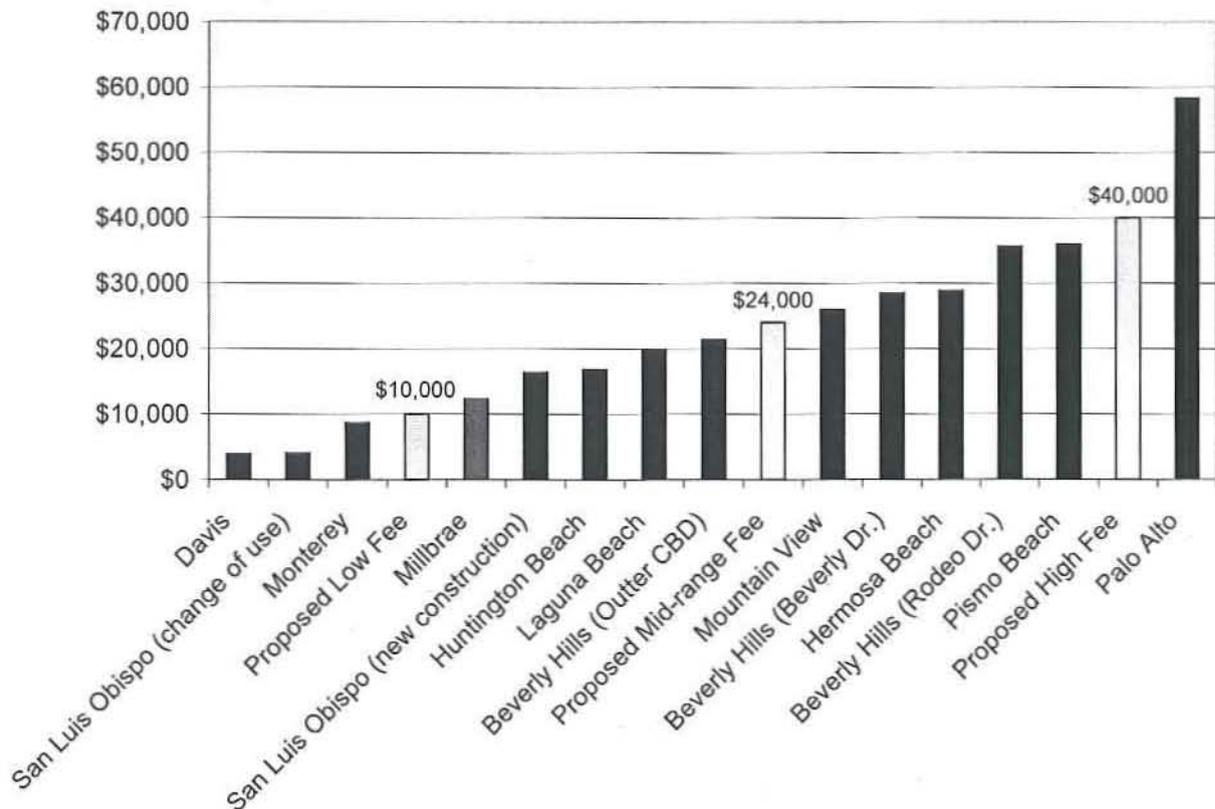
The low fee amount of \$10,000 per space represents the mid-range of in-lieu fees charged by cities in California. Since this fee is lower than the other options, it will likely encourage more developers to develop or redevelop in downtown. While this low value will not provide as much revenue for transportation investments, it can still generate sufficient funds for many transportation demand projects. The annual fee of \$600 per space per year was calculated

¹¹ annual payment = one-time payment * [interest rate/(1-(1+interest rate)^{(-number of years)))]}

based on the approximate cost to cover the \$10,000 fee over the course of 35 years with an interest rate of 5%.

A comparison between the proposed fees and current in-lieu fees in other California cities can be seen in Figure 11. In addition, Appendix A and Appendix B show comparisons between various in-lieu fee amounts.

Figure 11 Proposed and Current In-Lieu Fees



Recommendation

The in-lieu fee should be set low enough to encourage redevelopment in the downtown area yet high enough to allow the city to fund transportation improvements. The fee should be set lower than the approximate cost to build a parking space in Glendale, which has been estimated as much as \$47,483. The city does not need to build a new space for each space foregone. Therefore, the recommended one-time fee is the mid range option of \$24,000 per space. The recommended annual fee is the low option of \$600 per space per year. In addition, the fees should be adjusted every year according to the Consumer Price Index (CPI).¹² Many cities in Southern California currently adjust their in-lieu fees annually according to the CPI. While some cities, such as Beverly Hills, have found that the CPI does not keep up with the costs of construction, and have therefore decided to reevaluate their fee, this is only

¹² Each year the fee should be adjusted according to the percent change in CPI. For example, if the fee was \$24,000 in 2008 and the CPI increased 4% between 2008 and 2009, the fee should be increased by 4%: $\$24,000 \times 1.04 = \$24,960$. So the 2009 fee would be \$24,960.

an issue for cities who intend to use fee revenues to build parking. If the city of Glendale plans to invest fee revenue into other applications, as recommended in the Parking Fund section below, adjusting the fee by the CPI should be sufficient, since it will not be necessary for the fee revenue to cover the full cost of parking construction. However, the City Council may wish to review fee revenue and expenditures periodically to see if an adjustment beyond the CPI is needed.

Percent of Spaces Forgone

Options

While typically cities with an in-lieu fee allow the developer to forgo up to 100% of required spaces, Glendale might want to limit the percent of spaces forgone, at least during the early years of fee implementation. This will ease the mind of some who might think that developers will rush to avoid putting in a full complement of parking and available parking will be oversubscribed too quickly. Two options are:

- Option A: allow developers to forgo anywhere from 0% to 100% of required spaces by paying the in-lieu fee
- Option B: require developers to apply for an exemption if they wish to forgo more than 50% of required spaces

As previously mentioned, between 2000 and 2005, 72 parking requirement reduction requests were made in Glendale, with reduction requests ranging between 6% and 100% of required spaces. Overall this resulted in requests to reduce the required number of spaces for these specific sites by 59%. Therefore, developers requesting to forgo 100% of required spaces are balanced out by developers requesting to forgo fewer spaces. Even with this option, many developers would not request to forgo 100% of spaces, especially because many sites that are being redeveloped in Glendale already contain some on-site parking. Consequently, it might not be necessary to limit the number of parking spaces developers can request to forgo. Other cities typically do not place such a limit on spaces forgone and most projects do not choose to forgo 100% of spaces.

However, if the city wants to maintain some control over the spaces forgone, the in-lieu parking fee ordinance could include a requirement that any developer requesting to forgo more than 50% of spaces must apply for an exemption. If the requests are reasonable, it is likely that the city will honor many of these exemptions. However, this requirement will ensure the city a higher level of control over ensuring that sufficient parking spaces are provided on-site.

Recommendation

The recommended action is a combination of Option A and Option B. Change of use projects should be allowed to forgo any portion up to 100% of required parking, however new developments must apply for an exemption if they wish to forgo more than 50% of required parking. Requiring a change of use project to apply for an exemption could discourage developers from redeveloping sites downtown. There are many situations in which no parking spaces are included on a potential redevelopment site and it would be nearly impossible for the developer to build parking spaces. In these cases, developers should be allowed to forgo

100% of required spaces by paying the in-lieu fee without having to go through the extra step of applying for an exemption.

New developments, however, will only be able to forgo up to 50% of required parking by rights. If the developer wishes to forgo more than 50% of required spaces, they must apply for an exemption and provide reasons for the request. The exemption must be approved by city council. This will give the city a chance to review the project to determine how much parking is actually needed.

Parking Fund

Options

Currently, money collected from parking revenue is placed in the city's parking fund. Money in this fund can only be used for parking related activities. However, the Downtown Mobility Study recommended creating a new fund for parking revenue that will allow funds to be spent more broadly. The two options are outlined below:

- Option A: place money collected from the in-lieu fee in the city's current parking fund with use limited to maintaining or building parking
- Option B: replace the current parking fund with a new Downtown Transportation Fund; place revenue from the in-lieu fee and other parking revenue in the fund

There are three ways funds from in-lieu fees are typically spent: to build public parking spaces, to open private spaces for public use/shared parking and to fund other mobility projects and TDM. Current parking fund expenditures allow for the first two purposes. If the current municipal code for parking fund expenditures is not changed, money from the in-lieu fee can be used to either build new public parking structures, or to purchase private spaces to be used for public use.

The Glendale Mobility Study mentioned creation of a Downtown Transportation Fund. This fund would replace the current parking fund. All parking revenue and money collected from the in-lieu fee would be placed in this fund and the money would be dedicated for implementation of Downtown Mobility Study recommendations. Expenditures would include parking maintenance and operations, transportation demand management strategies, and transit improvements. These investments would help reduce the demand for parking in downtown Glendale. Money collected from parking fees, including in-lieu fees, in the downtown area would be spent downtown, which further encourages downtown businesses and developers to support parking management.

Recommendation

It is recommended that the City of Glendale create a Downtown Transportation Fund (Option B). However, the details involved in creating this fund will be provided at a later time. Initially, money collected from the in-lieu fees should be placed in the current parking fund. Once the Downtown Transportation Fund has been created, all parking revenue and money collected from the in-lieu fee will be placed in this fund and the money will be dedicated to implementing Downtown Mobility Study recommendations. Expenditures would include parking maintenance and operations, transportation demand management strategies, and transit improvements. These investments will help reduce the demand for parking in downtown

Glendale. The City should develop an annual budget for fund expenditures, which must be approved by the City Council.

Change of Use Exceptions

Options

The current zoning code states that changes in use of commercial spaces under 2,000 square feet are not required to add more parking.¹³ However, in order to encourage redevelopment of smaller establishments, this value could be increased to 5,000 square feet:

- Option A: do not change current change of use exceptions
- Option B: amend change of use exceptions to state that changes in use of commercial spaces under 5,000 square feet in the DSP area are not required to add more parking

Increasing the size of establishments that are waived from the change of use regulation to provide more parking from establishments under 2,000 square feet to establishments under 5,000 square feet will encourage more developers to redevelop small establishments. In addition, these redevelopment projects would also be exempt from paying an in-lieu fee.

Recommendation

It is recommended to amend the change of use exceptions in the Glendale Municipal Code, Section 30.32.030 to state that changes in use of commercial spaces under 5,000 square feet in the DSP area are not required to add more parking (Option B). Having to provide additional parking or pay an in-lieu fee could be a financial burden to small businesses. Therefore, changing this regulation to increase exemptions from businesses under 2,000 square feet to businesses under 5,000 square feet would encourage redevelopment of small establishments downtown.

¹³ Glendale Municipal Code – Title 30, Zoning Code; Chapter 30.32 – Parking and Loading, Section 30.32.030

APPENDIX A

The following table shows a list of example projects, including both change of use and new construction, that could apply for an in-lieu fee. The table includes the existing square feet of the building, the parking code requirement, the total parking spaces required, the spaces existing on-site, the total additional spaces needed, the total in-lieu fee that would be required to cover those spaces, the current monthly rent of the use, the additional cost per square foot per month that would be added due to the in-lieu fee, the total monthly rent including the in-lieu fee and the percent increase in rent. This set of examples is repeated for the high fee, medium fee, low fee, very low fee and Pasadena's fee level. These examples show the range of income that can be generated by the various fee amounts.

In-Lieu Parking Fee Project Scenarios

High In-Lieu Fee - \$2,400 Yearly, \$40,000 One-Time Fee								Total Potential Annual Revenue Generated - Existing Uses Only: \$193,008			
Business	Existing sqft	New / Existing Space	Parking Code Requirement	Total Parking Required	*Existing Spaces	Additional Spaces Needed	In-Lieu Total Yearly Fee	Monthly Rent without In-Lieu Fee	Additional Cost/sqft/month with In-Lieu Fee	Monthly Rent with In-Lieu Fee	% Increase in Rent
Career College	6,900	Existing	28.6 per 1,000 SF	197 spaces	62 spaces	135 spaces	\$324,816	\$13,800	\$3.92	\$40,868	196.1%
Restaurant	6,000	Existing	10 per 1,000 SF	60 spaces	24 spaces	36 spaces	\$86,400	\$12,000	\$1.20	\$19,200	60.0%
Bowling Alley	24,200	Existing	4 per 1,000 SF	97 spaces	50 spaces	47 spaces	\$112,320	\$48,400	\$0.39	\$57,760	19.3%
Restaurant	5,000	Existing	10 per 1,000 SF	50 spaces	25 spaces	25 spaces	\$60,000	\$10,000	\$1.00	\$15,000	50.0%
Restaurant with 5,000 Exemption	5,000	Existing	Exempt	0 spaces	0 spaces	0 spaces	\$0	\$10,000	\$0.00	\$10,000	0.0%
Nightclub	6,500	Existing	28.6 per 1,000 SF	186 spaces	65 spaces	121 spaces	\$290,160	\$13,000	\$3.72	\$37,180	186.0%
Fast Food Restaurant	6,000	Existing	12.5 per 1,000 SF	75 spaces	70 spaces	5 spaces	\$12,000	\$12,000	\$0.17	\$13,000	8.3%
							OneTime Fee				
Hotel	n/a	New	1 space per room	172 spaces	112 spaces	60 spaces	\$2,400,000				
**100 du Residential Development	n/a	New	2 per du+1/4 guest	225 spaces	200 spaces	25 spaces	\$1,000,000				

Medium In-Lieu Fee - \$1,500 Yearly, \$24,000 One-Time Fee								Total Potential Annual Revenue Generated - Existing Uses Only:			
Business	Existing sqft	New / Existing Space	Parking Code Requirement	Total Parking Required	*Existing Spaces	Additional Spaces Needed	In-Lieu Total Yearly Fee	Monthly Rent without In-Lieu Fee	Additional Cost/sqft/ month with In-Lieu Fee	Monthly Rent with In-Lieu Fee	% Increase in Rent
Career College	6,900	Existing	28.6 per 1,000 SF	197 spaces	62 spaces	135 spaces	\$203,010	\$13,800	\$2.45	\$30,718	122.6%
Restaurant	6,000	Existing	10 per 1,000 SF	60 spaces	24 spaces	36 spaces	\$54,000	\$12,000	\$0.75	\$16,500	37.5%
Bowling Alley	24,200	Existing	4 per 1,000 SF	97 spaces	50 spaces	47 spaces	\$70,200	\$48,400	\$0.24	\$54,250	12.1%
Restaurant	5,000	Existing	10 per 1,000 SF	50 spaces	25 spaces	25 spaces	\$37,500	\$10,000	\$0.63	\$13,125	31.3%
Restaurant with 5,000 Exemption	5,000	Existing	Exempt	0 spaces	0 spaces	0 spaces	\$0	\$10,000	\$0.00	\$10,000	0.0%
Nightclub	6,500	Existing	28.6 per 1,000 SF	186 spaces	65 spaces	121 spaces	\$181,350	\$13,000	\$2.33	\$28,113	116.3%
Fast Food Restaurant	6,000	Existing	12.5 per 1,000 SF	75 spaces	70 spaces	5 spaces	\$7,500	\$12,000	\$0.10	\$12,625	5.2%
							One-Time Fee				
Hotel	n/a	New	1 space per room	172 spaces	112 spaces	60 spaces	\$1,440,000				
**100 du Residential Development	n/a	New	2 per du+1/4 guest	225 spaces	200 spaces	25 spaces	\$600,000				

Low In-Lieu Fee - \$600 Yearly, \$10,000 One-Time Fee								Total Potential Annual Revenue Generated - Existing Uses Only:			
Business	Existing sqft	New / Existing Space	Parking Code Requirement	Total Parking Required	*Existing Spaces	Additional Spaces Needed	In-Lieu Total Yearly Fee	Monthly Rent without In-Lieu Fee	Additional Cost/sqft/ month with In-Lieu Fee	Monthly Rent with In-Lieu Fee	% Increase in Rent
Career College	6,900	Existing	28.6 per 1,000 SF	197 spaces	62 spaces	135 spaces	\$81,204	\$13,800	\$0.98	\$20,567	49.0%
Restaurant	6,000	Existing	10 per 1,000 SF	60 spaces	24 spaces	36 spaces	\$21,600	\$12,000	\$0.30	\$13,800	15.0%
Bowling Alley	24,200	Existing	4 per 1,000 SF	97 spaces	50 spaces	47 spaces	\$28,080	\$48,400	\$0.10	\$50,740	4.8%
Restaurant	5,000	Existing	10 per 1,000 SF	50 spaces	25 spaces	25 spaces	\$15,000	\$10,000	\$0.25	\$11,250	12.5%
Restaurant with 5,000 Exemption	5,000	Existing	Exempt	0 spaces	0 spaces	0 spaces	\$0	\$10,000	\$0.00	\$10,000	0.0%
Nightclub	6,500	Existing	28.6 per 1,000 SF	186 spaces	65 spaces	121 spaces	\$72,540	\$13,000	\$0.93	\$19,045	46.5%
Fast Food Restaurant	6,000	Existing	12.5 per 1,000 SF	75 spaces	70 spaces	5 spaces	\$3,000	\$12,000	\$0.04	\$12,250	2.1%
							One-Time Fee				
Hotel	n/a	New	1 space per room	172 spaces	112 spaces	60 spaces	\$600,000				
**100 du Residential Development	n/a	New	2 per du+1/4 guest	225 spaces	200 spaces	25 spaces	\$250,000				

Very Low In-Lieu Fee - \$300 Yearly (for existing uses only)								Total Potential Annual Revenue Generated - Existing Uses Only:			
Business	Existing sqft	New / Existing Space	Parking Code Requirement	Total Parking Required	*Existing Spaces	Additional Spaces Needed	In-Lieu Total Yearly Fee	Monthly Rent without In-Lieu Fee	Additional Cost/sqft/ month with In-Lieu Fee	Monthly Rent with In-Lieu Fee	% Increase in Rent
Career College	6,900	Existing	28.6 per 1,000 SF	197 spaces	62 spaces	135 spaces	\$40,602	\$13,800	\$0.49	\$17,184	24.5%
Restaurant	6,000	Existing	10 per 1,000 SF	60 spaces	24 spaces	36 spaces	\$10,800	\$12,000	\$0.15	\$12,900	7.5%
Bowling Alley	24,200	Existing	4 per 1,000 SF	97 spaces	50 spaces	47 spaces	\$14,040	\$48,400	\$0.05	\$49,570	2.4%
Restaurant	5,000	Existing	10 per 1,000 SF	50 spaces	25 spaces	25 spaces	\$7,500	\$10,000	\$0.13	\$10,625	6.3%
Restaurant with 5,000 Exemption	5,000	Existing	Exempt	0 spaces	0 spaces	0 spaces	\$0	\$10,000	\$0.00	\$10,000	0.0%
Nightclub	6,500	Existing	28.6 per 1,000 SF	186 spaces	65 spaces	121 spaces	\$36,270	\$13,000	\$0.47	\$16,023	23.3%
Fast Food Restaurant	6,000	Existing	12.5 per 1,000 SF	75 spaces	70 spaces	5 spaces	\$1,500	\$12,000	\$0.02	\$12,125	1.0%

Pasadena's Annual Fee - \$135 Yearly (for existing uses only)								Total Potential Annual Revenue Generated - Existing Uses Only:			
Business	Existing sqft	New / Existing Space	Parking Code Requirement	Total Parking Required	*Existing Spaces	Additional Spaces Needed	In-Lieu Total Yearly Fee	Current Monthly Rent without In-Lieu Fee	Additional Cost/sqft/ month with In-Lieu Fee	Current Monthly Rent with In-Lieu Fee	% Increase in Rent
Career College	6,900	Existing	28.6 per 1,000 SF	197 spaces	62 spaces	135 spaces	\$18,271	\$13,800	\$0.22	\$15,323	11.0%
Restaurant	6,000	Existing	10 per 1,000 SF	60 spaces	24 spaces	36 spaces	\$4,860	\$12,000	\$0.07	\$12,405	3.4%
Bowling Alley	24,200	Existing	4 per 1,000 SF	97 spaces	50 spaces	47 spaces	\$6,318	\$48,400	\$0.02	\$48,927	1.1%
Restaurant	5,000	Existing	10 per 1,000 SF	50 spaces	25 spaces	25 spaces	\$3,375	\$10,000	\$0.06	\$10,281	2.8%
Restaurant with 5,000 Exemption	5,000	Existing	Exempt	0 spaces	0 spaces	0 spaces	\$0	\$10,000	\$0.00	\$10,000	0.0%
Nightclub	6,500	Existing	28.6 per 1,000 SF	186 spaces	65 spaces	121 spaces	\$16,322	\$13,000	\$0.21	\$14,360	10.5%
Fast Food Restaurant	6,000	Existing	12.5 per 1,000 SF	75 spaces	70 spaces	5 spaces	\$675	\$12,000	\$0.01	\$12,056	0.5%

*Spaces may be existing or grandfathered from the previous use.

**Assumes 2 Bedrooms per unit.

Note: All costs and numbers are approximate and are subject to change.

APPENDIX B-1

The following table is a summary of 66 parking reduction/exception requests broken down by GRA jurisdiction and requests outside of GRA jurisdiction in the City of Glendale between the years of 2000 and 2006. The table also includes the total parking reductions requested by area and total in-lieu fees the uses would have paid under each fee level. In addition, this table also display the average parking reduction and average in-lieu fee paid per individual parking reduction/exception request.

Summary - Sample Glendale Parking Reduction/ Exception Requests

	Parking Reduction Requested	Parking Provided	Parking Required	Percent Reduction	High In-Lieu Fee - Yearly	High In-Lieu Fee Cost per Month	Medium In-Lieu Fee - Yearly	Medium In-Lieu Fee Cost per Month	Low In-Lieu Fee - Yearly	Low In-Lieu Fee Cost per Month	Very Low In-Lieu Fee - Yearly	Very Low In-Lieu Fee Cost per Month	Pasadena In-Lieu Fee Yearly	Pasadena In-Lieu Fee Cost per Month
Inside Glendale Redevelopment Agency Jurisdiction (GRA)/Downtown Specific Plan (DSP)														
Total amount of parking/In-Lieu Fees for approved projects	247	993	1240		\$592,800	\$49,400	\$370,500	\$30,875	\$148,200	\$12,350	\$74,100	\$6,175	\$33,345	\$2,779
Average Parking Reduction/In-Lieu Fee for approved projects	31	124	155	20%	\$74,100	\$6,175	\$46,313	\$3,859	\$18,525	\$1,544	\$9,263	\$772	\$4,168	\$347
Total amount of Parking/In-Lieu Fees (all projects)	465	993	1458		\$1,116,000	\$93,000	\$697,500	\$58,125	\$279,000	\$23,250	\$139,500	\$11,625	\$62,775	\$5,231
Average Parking Reduction/In-Lieu Fee (all projects)	52	110	162	32%	\$124,000	\$10,333	\$77,500	\$6,458	\$31,000	\$2,583	\$15,500	\$1,292	\$6,975	\$581
Inside Glendale Redevelopment Agency Jurisdiction (GRA)/San Fernando Road Corridor (SFR)														
Total amount of parking/In-Lieu Fees for approved projects	46	141	187		\$110,400	\$9,200	\$69,000	\$5,750	\$27,600	\$2,300	\$13,800	\$1,150	\$6,210	\$518
Average Parking Reduction/In-Lieu Fee for approved projects	12	35	47	25%	\$27,600	\$2,300	\$17,250	\$1,438	\$6,900	\$575	\$3,450	\$288	\$1,553	\$129
Outside Glendale Redevelopment Agency Jurisdiction (Outside GRA) - Citywide Parking Reduction Permit Requests														
Total amount of parking/In-Lieu Fees, excluding denied requests	1079	1392	2471		\$2,589,600	\$215,800	\$1,618,500	\$134,875	\$647,400	\$53,950	\$323,700	\$26,975	\$145,665	\$12,139
Average Parking Reduction/In-Lieu Fee (excluding denials)	23	30	54	44%	\$56,296	\$4,691	\$35,185	\$2,932	\$14,074	\$1,173	\$7,037	\$586	\$3,167	\$264
Total amount of Parking/In-Lieu Fees (all projects)	1137	1480	2617		\$2,728,800	\$227,400	\$1,705,500	\$142,125	\$682,200	\$56,850	\$341,100	\$28,425	\$153,495	\$12,791
Average Parking Reduction/In-Lieu Fee (all projects)	21	28	49	43%	\$51,487	\$4,291	\$32,179	\$2,682	\$12,872	\$1,073	\$6,436	\$536	\$2,896	\$241
*Overall Parking Reduction Requests 2000-2006 City of Glendale														
Total amount of parking/In-Lieu Fees, excluding denied requests	1372	2526	3898		\$3,292,800	\$274,400	\$2,058,000	\$171,500	\$823,200	\$68,600	\$411,600	\$34,300	\$185,220	\$15,435
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Total amount of Parking/In-Lieu Fees (all projects)	1648	2614	4262		\$3,955,200	\$329,600	\$2,472,000	\$206,000	\$988,800	\$82,400	\$494,400	\$41,200	\$222,480	\$18,540
Average Parking Reduction/In-Lieu Fee (all projects)	25	40	65	39%	\$59,927	\$4,994	\$37,455	\$3,121	\$14,982	\$1,248	\$7,491	\$624	\$3,371	\$281

APPENDIX B-2

The following table is a sampling of individual parking reduction/exception requests in the city of Glendale between the years of 2000 and 2006. The table organizes parking reduction/exception requests within GRA jurisdiction (Downtown Specific Plan and San Fernando Road Corridor) as well as requests made within the City of Glendale outside the jurisdiction of the GRA. The table also includes, for each request, the amount of in-lieu fee the use would have paid under each fee level (high, medium, low, very low and Pasadena). In addition, the table mentions whether the initial parking reduction request was approved or denied (when the information was available). The following table is a summary of parking reduction/exception requests broken down by GRA jurisdiction and requests outside of GRA jurisdiction in the city of Glendale between the years of 2000 and 2006.

File Year	Zone	Dev. Type	Inside/ Outside GRA Zone (Inside/Outside DSP)	Parking Reduction Requested	Parking Provided	Parking Required	Percent Reduction	Parking Request Approved/ Denied	High In-Lieu Fee - Yearly	High In- Lieu Fee Cost per Month	Medium In-Lieu Fee - Yearly	Medium In-Lieu Fee Cost per Month	Low In-Lieu Fee - Yearly	Low In- Lieu Fee Cost per Month	Very Low In-Lieu Fee - Yearly	Very Low In-Lieu Fee Cost per Month	Pasadena In-Lieu Fee Yearly	Pasadena In-Lieu Fee Cost per Month
Inside Glendale Redevelopment Agency Jurisdiction (GRA)/Downtown Specific Plan (DSP)																		
2005		commercial	Inside GRA/DSP	4	0	4	100%	Approved	\$9,600	\$800	\$6,000	\$500	\$2,400	\$200	\$1,200	\$100	\$540	\$45
2005		commercial	Inside GRA/DSP	7	83	90	8%	Approved	\$16,800	\$1,400	\$10,500	\$875	\$4,200	\$350	\$2,100	\$175	\$945	\$79
2004		commercial	Inside GRA/DSP	17	6	23	74%	Approved	\$40,800	\$3,400	\$25,500	\$2,125	\$10,200	\$850	\$5,100	\$425	\$2,295	\$191
2004		commercial	Inside GRA/DSP	20	472	492	4%	Approved	\$48,000	\$4,000	\$30,000	\$2,500	\$12,000	\$1,000	\$6,000	\$500	\$2,700	\$225
2004		commercial	Inside GRA/DSP	34	33	67	51%	Approved	\$81,600	\$6,800	\$51,000	\$4,250	\$20,400	\$1,700	\$10,200	\$850	\$4,590	\$383
2004		commercial	Inside GRA/DSP	53	11	64	83%	Approved	\$127,200	\$10,600	\$79,500	\$6,625	\$31,800	\$2,650	\$15,900	\$1,325	\$7,155	\$596
2003		commercial	Inside GRA/DSP	54	366	420	13%	Approved	\$129,600	\$10,800	\$81,000	\$6,750	\$32,400	\$2,700	\$16,200	\$1,350	\$7,290	\$608
2004		commercial	Inside GRA/DSP	58	22	80	73%	Approved	\$139,200	\$11,600	\$87,000	\$7,250	\$34,800	\$2,900	\$17,400	\$1,450	\$7,830	\$653
2005		commercial	Inside GRA/DSP	218	0	218	100%	Denied	\$523,200	\$43,600	\$327,000	\$27,250	\$130,800	\$10,900	\$65,400	\$5,450	\$29,430	\$2,453
Total amount of parking/In-Lieu Fees by approved project				247	993	1240			\$592,800	\$49,400	\$370,500	\$30,875	\$148,200	\$12,350	\$74,100	\$6,175	\$33,345	\$2,779
Average Parking Reduction/In-Lieu Fee by approved project				31	124	155	20%		\$74,100	\$6,175	\$46,313	\$3,859	\$18,525	\$1,544	\$9,263	\$772	\$4,168	\$347
Total amount of Parking/In-Lieu Fees (all projects)				465	993	1458			\$1,116,000	\$93,000	\$697,500	\$58,125	\$279,000	\$23,250	\$139,500	\$11,625	\$62,775	\$5,231
Average Parking Reduction/In-Lieu Fee (all projects)				52	110	162	32%		\$124,000	\$10,333	\$77,500	\$6,458	\$31,000	\$2,583	\$15,500	\$1,292	\$6,975	\$581
Inside Glendale Redevelopment Agency Jurisdiction (GRA)/San Fernando Road Corridor (SFR)																		
2005		commercial	Inside GRA/SFR	9	14	23	39%	Approved	\$21,600	\$1,800	\$13,500	\$1,125	\$5,400	\$450	\$2,700	\$225	\$1,215	\$101
2005		commercial	Inside GRA/SFR	10	40	50	20%	Approved	\$24,000	\$2,000	\$15,000	\$1,250	\$6,000	\$500	\$3,000	\$250	\$1,350	\$113
2005		commercial	Inside GRA/SFR	5	10	15	33%	Approved	\$12,000	\$1,000	\$7,500	\$625	\$3,000	\$250	\$1,500	\$125	\$675	\$56
2005		commercial	Inside GRA/SFR	22	77	99	22%	Approved	\$52,800	\$4,400	\$33,000	\$2,750	\$13,200	\$1,100	\$6,600	\$550	\$2,970	\$248
Total Amount of Parking/In-Lieu Fees by approved project				46	141	187			\$110,400	\$9,200	\$69,000	\$5,750	\$27,600	\$2,300	\$13,800	\$1,150	\$6,210	\$518
Average Parking Reduction/In-Lieu Fee by approved project				12	35	47	25%		\$27,600	\$2,300	\$17,250	\$1,438	\$6,900	\$575	\$3,450	\$288	\$1,553	\$129
Outside Glendale Redevelopment Agency Jurisdiction (Outside GRA) - Citywide Parking Reduction Permit Requests																		
2000	R-1650	MF	Outside GRA	1	16	17	6%	Denied	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2000	R-2250	MF	Outside GRA	1	1	2	50%	Denied	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2002	R-2250	MF	Outside GRA	1	73	74	1%	Approved	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2006	C2	commercial	Outside GRA	1	6	7	14%	Approved	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2003	R-2250	MF	Outside GRA	1	3	4	25%	Approved	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2004	R-2250	MF	Outside GRA	1	3	4	25%	Denied	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2004	R-3050	MF	Outside GRA	1	0	1	100%	Approved	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2005	C3	commercial	Outside GRA	1	11	12	8%	Approved	\$2,400	\$200	\$1,500	\$125	\$600	\$50	\$300	\$25	\$135	\$11
2001	C3	commercial	Outside GRA	2	3	5	40%	*No Data	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2002	R-2250	MF	Outside GRA	2	12	14	14%	Approved	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2004	C2	commercial	Outside GRA	2	18	20	10%	*No Data	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2002	R-3050	MF	Outside GRA	2	6	8	25%	Approved	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2002	R-1250	MF	Outside GRA	2	4	6	33%	Approved	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2000	R-1650	commercial	Outside GRA	2	8	10	20%	*No Data	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2004	R-2250	MF	Outside GRA	2	0	2	100%	Denied	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2004	R-2250	MF	Outside GRA	2	2	4	50%	Denied	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23

File Year	Zone	Dev. Type	Inside/ Outside GRA Zone (Inside/ Outside DSP)	Parking Reduction Requested	Parking Provided	Parking Required	Percent Reduction	Parking Request Approved/ Denied	High In-Lieu Fee - Yearly	High In- Lieu Fee Cost per Month	Medium In-Lieu Fee - Yearly	Medium In-Lieu Fee Cost per Month	Low In-Lieu Fee - Yearly	Low In- Lieu Fee Cost per Month	Very Low In-Lieu Fee - Yearly	Very Low In-Lieu Fee Cost per Month	Pasadena In-Lieu Fee Yearly	Pasadena In-Lieu Fee Cost per Month
2004	R-2250	MF	Outside GRA	2	0	2	100%	Denied	\$4,800	\$400	\$3,000	\$250	\$1,200	\$100	\$600	\$50	\$270	\$23
2003	R-2250	MF	Outside GRA	3	0	3	100%	Approved	\$7,200	\$600	\$4,500	\$375	\$1,800	\$150	\$900	\$75	\$405	\$34
2004	R-2250	MF	Outside GRA	3	6	9	33%	Approved	\$7,200	\$600	\$4,500	\$375	\$1,800	\$150	\$900	\$75	\$405	\$34
2005	CBD	commercial	Outside GRA	4	6	10	40%	*No Data	\$9,600	\$800	\$6,000	\$500	\$2,400	\$200	\$1,200	\$100	\$540	\$45
2005	C3	commercial	Outside GRA	4	18	22	18%	Approved	\$9,600	\$800	\$6,000	\$500	\$2,400	\$200	\$1,200	\$100	\$540	\$45
2001	C3	commercial	Outside GRA	4	16	20	20%	*No Data	\$9,600	\$800	\$6,000	\$500	\$2,400	\$200	\$1,200	\$100	\$540	\$45
2000	C2	commercial	Outside GRA	5	12	17	29%	*No Data	\$12,000	\$1,000	\$7,500	\$625	\$3,000	\$250	\$1,500	\$125	\$675	\$56
2000	C3	commercial	Outside GRA	5	4	9	56%	*No Data	\$12,000	\$1,000	\$7,500	\$625	\$3,000	\$250	\$1,500	\$125	\$675	\$56
2001	C1	commercial	Outside GRA	5	9	14	36%	*No Data	\$12,000	\$1,000	\$7,500	\$625	\$3,000	\$250	\$1,500	\$125	\$675	\$56
2004	C3	commercial	Outside GRA	6	205	211	3%	*No Data	\$14,400	\$1,200	\$9,000	\$750	\$3,600	\$300	\$1,800	\$150	\$810	\$68
2006	CR	commercial	Outside GRA	6	0	6	100%	Approved	\$14,400	\$1,200	\$9,000	\$750	\$3,600	\$300	\$1,800	\$150	\$810	\$68
2005	C3	commercial	Outside GRA	6	0	6	100%	Approved	\$14,400	\$1,200	\$9,000	\$750	\$3,600	\$300	\$1,800	\$150	\$810	\$68
2004	CR	commercial	Outside GRA	8	3	11	73%	*No Data	\$19,200	\$1,600	\$12,000	\$1,000	\$4,800	\$400	\$2,400	\$200	\$1,080	\$90
2001	CR	commercial	Outside GRA	8	10	18	44%	*No Data	\$19,200	\$1,600	\$12,000	\$1,000	\$4,800	\$400	\$2,400	\$200	\$1,080	\$90
2005	C3	commercial	Outside GRA	8	0	8	100%	Approved	\$19,200	\$1,600	\$12,000	\$1,000	\$4,800	\$400	\$2,400	\$200	\$1,080	\$90
2005	C1	commercial	Outside GRA	9	0	9	100%	**Approved	\$21,600	\$1,800	\$13,500	\$1,125	\$5,400	\$450	\$2,700	\$225	\$1,215	\$101
2000	M2	commercial	Outside GRA	9	17	26	35%	*No Data	\$21,600	\$1,800	\$13,500	\$1,125	\$5,400	\$450	\$2,700	\$225	\$1,215	\$101
2004	C1	commercial	Outside GRA	11	19	30	37%	*No Data	\$26,400	\$2,200	\$16,500	\$1,375	\$6,600	\$550	\$3,300	\$275	\$1,485	\$124
2003	C2	commercial	Outside GRA	14	0	14	100%	*No Data	\$33,600	\$2,800	\$21,000	\$1,750	\$8,400	\$700	\$4,200	\$350	\$1,890	\$158
2003	C3	commercial	Outside GRA	16	8	24	67%	*No Data	\$38,400	\$3,200	\$24,000	\$2,000	\$9,600	\$800	\$4,800	\$400	\$2,160	\$180
2004	C3	commercial	Outside GRA	18	51	69	26%	*No Data	\$43,200	\$3,600	\$27,000	\$2,250	\$10,800	\$900	\$5,400	\$450	\$2,430	\$203
2005	C3	commercial	Outside GRA	21	0	21	100%	Approved	\$50,400	\$4,200	\$31,500	\$2,625	\$12,600	\$1,050	\$6,300	\$525	\$2,835	\$236
2002	R-2250	commercial	Outside GRA	22	25	47	47%	*No Data	\$52,800	\$4,400	\$33,000	\$2,750	\$13,200	\$1,100	\$6,600	\$550	\$2,970	\$248
2000	CR	commercial	Outside GRA	25	0	25	100%	*No Data	\$60,000	\$5,000	\$37,500	\$3,125	\$15,000	\$1,250	\$7,500	\$625	\$3,375	\$281
2003	RMU	commercial	Outside GRA	29	8	37	78%	*No Data	\$69,600	\$5,800	\$43,500	\$3,625	\$17,400	\$1,450	\$8,700	\$725	\$3,915	\$326
2003	M2	commercial	Outside GRA	30	12	42	71%	*No Data	\$72,000	\$6,000	\$45,000	\$3,750	\$18,000	\$1,500	\$9,000	\$750	\$4,050	\$338
2003	CG	commercial	Outside GRA	39	21	60	65%	*No Data	\$93,600	\$7,800	\$58,500	\$4,875	\$23,400	\$1,950	\$11,700	\$975	\$5,265	\$439
2006	IMU	commercial	Outside GRA	39	166	205	19%	Approved	\$93,600	\$7,800	\$58,500	\$4,875	\$23,400	\$1,950	\$11,700	\$975	\$5,265	\$439
2002	C3	MF	Outside GRA	43	74	117	37%	Approved	\$103,200	\$8,600	\$64,500	\$5,375	\$25,800	\$2,150	\$12,900	\$1,075	\$5,805	\$484
2006	R-1650	commercial	Outside GRA	44	35	79	56%	Approved	\$105,600	\$8,800	\$66,000	\$5,500	\$26,400	\$2,200	\$13,200	\$1,100	\$5,940	\$495
2002	R-1250	MF	Outside GRA	49	66	115	43%	Denied	\$117,600	\$9,800	\$73,500	\$6,125	\$29,400	\$2,450	\$14,700	\$1,225	\$6,615	\$551
2002	CR	commercial	Outside GRA	52	0	52	100%	*No Data	\$124,800	\$10,400	\$78,000	\$6,500	\$31,200	\$2,600	\$15,600	\$1,300	\$7,020	\$585
2003	CR	commercial	Outside GRA	58	0	58	100%	*No Data	\$139,200	\$11,600	\$87,000	\$7,250	\$34,800	\$2,900	\$17,400	\$1,450	\$7,830	\$653
2000	R-1650	commercial	Outside GRA	66	25	91	73%	*No Data	\$158,400	\$13,200	\$99,000	\$8,250	\$39,600	\$3,300	\$19,800	\$1,650	\$8,910	\$743
2002	M1	commercial	Outside GRA	71	11	82	87%	*No Data	\$170,400	\$14,200	\$106,500	\$8,875	\$42,600	\$3,550	\$21,300	\$1,775	\$9,585	\$799
2000	C3	commercial	Outside GRA	71	4	75	95%	*No Data	\$170,400	\$14,200	\$106,500	\$8,875	\$42,600	\$3,550	\$21,300	\$1,775	\$9,585	\$799
2002	M/C	commercial	Outside GRA	300	483	783	38%	*No Data	\$720,000	\$60,000	\$450,000	\$37,500	\$180,000	\$15,000	\$90,000	\$7,500	\$40,500	\$3,375
Total amount of parking/In-Lieu Fees, excluding denied requests				1079	1392	2471			\$2,589,600	\$215,800	\$1,618,500	\$134,875	\$647,400	\$53,950	\$323,700	\$26,975	\$145,665	\$12,139
Average parking reduction/In-Lieu Fee (excluding denials)				23	30	54	44%		\$56,296	\$4,691	\$35,185	\$2,932	\$14,074	\$1,173	\$7,037	\$586	\$3,167	\$264
Total amount of parking/In-Lieu Fees (all projects)				1137	1480	2617			\$2,728,800	\$227,400	\$1,705,500	\$142,125	\$682,200	\$56,850	\$341,100	\$28,425	\$153,495	\$12,791
Average parking reduction/In-Lieu Fee (all projects)				21	28	49	43%		\$51,487	\$4,291	\$32,179	\$2,682	\$12,872	\$1,073	\$6,436	\$536	\$2,896	\$241
Overall Parking Reduction Requests - City of Glendale																		
Total amount of parking/In-Lieu Fees by approved project				1372	2526	3898			\$3,292,800	\$274,400	\$2,058,000	\$171,500	\$823,200	\$68,600	\$411,600	\$34,300	\$185,220	\$15,435
Average parking reduction/In-Lieu Fee by approved project				24	44	67	35%		\$56,772	\$4,731	\$35,483	\$2,957	\$14,193	\$1,183	\$7,097	\$591	\$3,193	\$266
Total amount of parking/In-Lieu Fees (all projects)				1648	2614	4262			\$3,955,200	\$329,600	\$2,472,000	\$206,000	\$988,800	\$82,400	\$494,400	\$41,200	\$222,480	\$18,540
Average parking reduction/In-Lieu Fees (all projects)				25	40	65	39%		\$59,927	\$4,994	\$37,455	\$3,121	\$14,982	\$1,248	\$7,491	\$624	\$3,371	\$281

*No Data = No Data Available

**Parking Reduction Permit Initially Approved in 2005, revoked by Zoning Administrator in 2007.

785 Market Street, Suite 1300
San Francisco, CA 94103
(415) 284-1544 FAX: (415) 284-1554

In-Lieu Parking Fee

A. Applicability. In the Downtown Specific Plan (DSP) zone only, off-street parking requirements defined in Section 30.32.050 may be satisfied by paying a fee in lieu of each parking space not provided on-site, according to the following restrictions:

1. New construction and building expansion projects shall pay a one-time fee.
2. Change of use projects shall pay an annual fee.
3. New construction and building expansion projects may pay an in-lieu parking fee in order to satisfy any portion up to 50% of required parking.
4. Change of use projects may pay an in-lieu parking fee in order to satisfy any portion up to 100% of required parking.
5. The in-lieu parking fee may be used in conjunction with other methods for satisfying the minimum parking requirements.

B. Procedure.

1. So long as the above restrictions are met, no public hearing is required.
2. The fees shall be collected by the Glendale Redevelopment Agency.
3. Either the full amount of the one-time fee or the first payment of the annual fee shall be paid prior to issuance of a building permit for the structure or occupancy for which the parking is required or prior to the issuance of a city business license for the activity for which the parking is required, if no building permit is required.
4. Fees shall be placed in the Downtown Transportation Fund, once this fund is created. Prior to the creation of this fund, fees may be placed in the Parking Fund, which is defined in Section 4.64.030.

C. Calculation Method of Parking In-Lieu Fee. In-Lieu Fee rates shall be assessed in the amount established by the city council by resolution. The resolution shall include a fee schedule for both change of use projects and new construction. These fees shall be reviewed on July 1st of each year and may be adjusted according to the change in the Consumer Price Index (CPI) from the previous year.

D. Change in Ownership. A change of ownership or the dividing or merging of properties shall not affect an obligation for in-lieu parking fees or a determination that parking requirements have been met according to fees paid for a particular use.

E. Other Charges. Payment of an in-lieu parking fee shall not relieve any owner, developer, lessee or sublessee from any ad valorem tax or special district assessment or from any charge

which may be imposed for the use of parking spaces within any established City off-street parking facility.

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MEMORANDUM

To: Mike Nilsson
From: Linda Rhine, Bonnie Nelson and Todd Vogel
Date: September 19, 2008
Subject: Downtown Transportation Fund

Introduction

The purpose of this memorandum is to present the City of Glendale with policy considerations and options to establish a new Downtown Transportation Fund or revise or expand the existing Parking Fund. Money collected for the fund would help pay for a variety of mobility related improvements recommended in the Downtown Mobility Plan.

The memorandum includes an overview of the current Parking Fund, reviews revenues that would be collected for a newly created Downtown Transportation Fund or a revised Parking Fund and suggests the types of projects and programs that would be eligible expenditures for this Fund. It identifies three options for the Fund and concludes with preliminary recommendations and next steps.

Current Citywide Parking Fund

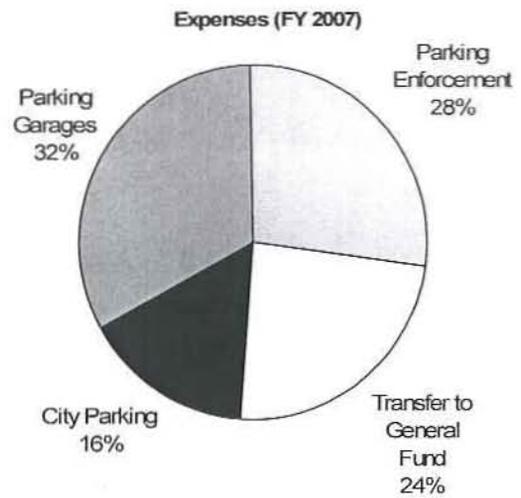
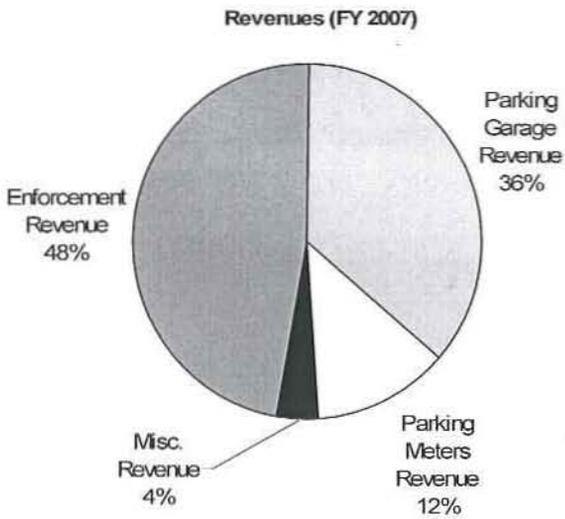
The City of Glendale has an established Parking Fund which accrues revenue from on-street parking meters, city-owned or leased lots, operation of parking garages and parking enforcement activities. Areas of the City that contribute to the Parking Fund include the downtown area (both surface lots and garages), the area around City College and the Montrose neighborhood commercial district. Parking citation revenue generated from throughout the City also contributes to the parking fund. The fund is primarily dedicated to maintaining, improving and managing parking in the City of Glendale. The Parking Fund is currently managed by the Transportation and Traffic Section of the Department of Public Works.

The Fund currently generates just under \$8 million in annual revenues. Of this amount, \$3.7 million comes from parking citations and nearly \$4 million is revenue from parking garages and meters.

Money from the Parking Fund is used for parking garages and enforcement. Funds are also transferred from the Parking Fund to the General Fund on an annual basis. A breakdown of the revenue and expenses for FY 2007 is presented in Figure 1 (tabular and chart presentation). There are no reserves or set-aside funds.

Figure 1 Parking Fund Revenues and Expense (FY 2007)

Revenues	FY 2007	Percent
Enforcement Revenue	\$3,730,451	48%
Parking Garage Revenue	2,849,976	36%
Parking Meters Revenue	977,199	12%
Miscellaneous Revenue ¹	316,522	4%
Total Revenues	\$7,874,148	100%
Expenses		
Parking Garages	\$2,618,295	32%
Parking Enforcement	2,196,724	28%
Transfer to General Fund	1,900,000	24%
City Parking	1,254,718	16%
Total Expenses	\$7,969,737	100%



¹ Includes but is not limited to: interest and inv. revenue, collectible jobs-agency, and street permits.

Potential Revenue Sources for a new Downtown Transportation Fund or Revisions to the Existing Parking Fund

Revenue from a new Downtown Transportation Fund or revisions to the Parking Fund would be used to support a broad array of mobility projects in the downtown area, including but not limited to parking, reducing congestion, increasing public transit downtown, and improving the pedestrian realm. New funding sources could help fund mobility improvements in the downtown area and contribute to projects of regional significance, without negatively impacting the current Parking Fund. The potential sources of revenues are discussed below. Of these, only the new parking meters on Brand Boulevard have already been implemented or slated for implementation.

- **Parking Meters on Brand Boulevard** – New parking meters were approved for downtown along Brand Boulevard in the summer of 2008. It is expected that these meters may help increase turnover and increase revenues. Officials estimate that these meters will generate about \$500,000 in revenue per year.² Increased enforcement of these meters will also generate additional revenue.
- **In-lieu parking fees** are being considered as an option for developers to pay in lieu of providing the required number of parking spaces according to the City's zoning ordinance. The proposed fees would be collected as a one-time fee at a set dollar amount per space or as an annual fee amount per space. A portion of these fees could be used to build public parking spaces or fund a variety of transportation demand management strategies to reduce the need for parking and improve mobility in the downtown area. If in-lieu funds were used for mobility improvements, then it would be important to educate developers on how the funds are used and benefiting their projects as well as ensure that the projects are high profile and highly visible. In-lieu fees could be included in either the current parking fund, and spent entirely on parking needs, or that fund could be more broadly defined to include a broader mission. Alternatively, these new funds could be managed through a Downtown Mobility Fund that would include parking as an eligible expense, but not as the only way these funds could be spent.
- **Proposed Local Development Impact Fee** – A development impact fee is a charge imposed on new development to compensate for their impacts on the local transportation infrastructure. Such a fee was proposed in the Glendale Downtown Mobility Study as a potential new revenue source for mobility projects. No specific fee has been proposed; however, a development impact fee is typically assessed on square footage of planned development. Like all developer fees, transportation fees must show a nexus between the development and service provided. The revenues generated from an impact fee could be used for a variety of transportation related projects including roadway improvements and Transportation Demand Management (TDM) strategies. The revenues generated from an impact fee can vary tremendously dependent upon the fee structure and the level of development growth. For impact fees to be eligible for a Downtown Fund, the fee must be broadly defined as transportation impacts rather than narrowly focused on specific mitigations. To be included in the Parking Fund, the purpose and eligible expenditures of the fund would need to be significantly redefined.

² Glendale NewsPress.Com, August 1, 2008.

- **Proposed Congestion Mitigation Fee** (fees only for regional projects) – This is a proposed fee currently being studied by the Los Angeles County Metropolitan Transportation Authority (Metro). This is a proposed countywide fee that would be implemented locally. When adopted by Metro, it would be a single, countywide minimum fee applied across all land uses. Glendale could adopt a fee amount higher than the minimum fee and/or could pool funds with other jurisdictions for sub-regional projects. The funds generated by the fee must be spent on local projects that have *regional significance* and could be multi-modal in nature. These funds would be inappropriate for inclusion in the Parking Fund, which is both Citywide and focused on parking expenditures.
- **Business Improvement District** – The City of Glendale currently has two successful business improvement districts (BIDs), in the Montrose Shopping Park and the Adams Square area. There have been some preliminary discussions at the staff level of creating a downtown BID which would be focused on improving security and potentially improving mobility. Funds raised by the BID could also guarantee all BID membership in a Transportation Management Organization (TMO) that focuses on assisting employers with providing alternative commutes for their employees and reducing their auto impact. Funds from the BID dedicated to transportation purposes could logically be managed as part of a newly created Downtown Transportation Fund. These funds could not be added to the current Parking Fund without redefining the purpose and expenditures of the parking fund revenue.

Eligible Expenditures

If the City were to establish a New Downtown Transportation Fund or make revisions to the existing Parking Fund, then guidelines are needed to define eligible expenditures. The guidelines need to be broadly defined to give the City flexibility in using the funds and at the same time, they should clearly define eligible categories of expenditure. As with the current Parking Fund, it is proposed that revenue could be used for capital investments or for ongoing operations. Ideally, revenues from a newly created Downtown Fund or revised Parking Fund would be leveraged to bring in Federal or State dollars to further increase the revenue potential for downtown Glendale.

Five broadly defined eligible categories for the City to consider include:

- **Transit Services/Enhancements** – This category would include enhancements to proposed Buzz Shuttle service downtown, as well as other downtown service enhancements and bus amenities in the downtown area such as passenger shelters, benches and improved signage.
- **Pedestrian and Streetscape Improvements** – This category would consist of investments in streets and sidewalks, especially to improve the pedestrian environment and the overall appearance, identity, and image of downtown Glendale and other locations as civic and cultural destinations for residents, businesses and visitors. Key amenities could include street lighting for pedestrians, landscaping, benches, trash receptacles, and regular cleaning of public spaces.
- **Bicycle Projects** – This category could include funding to update the 15 year old bicycle plan, as well as funding for infrastructure improvements such as bicycle lanes, secure parking facilities (racks, lockers, etc.) and programs to help encourage more people to bicycle more often, and feel more safe doing so.
- **Transportation Demand Management (TDM)** – This category could include a variety of TDM strategies, such as hi-touch marketing and personalized training for use of transit and bicycle facilities, reduced cost transit passes, subsidies to support the introduction of carshare and bikeshare services, carpool and vanpool programs, a TDM coordinator, etc.

- Parking - Parking facilities should be an eligible expense especially if these funds could be used to a large scale or significant project to add parking in the downtown.

Options and Recommendations

This section identifies three options for the city to administer funds that would be used to help pay for mobility related improvements in downtown Glendale.

Options

The three options are:

- Option A: Establish a new Downtown Transportation Fund which would allow the current Parking Fund to continue without revision.
- Option B: Deposit new revenue in the existing Parking Fund, but change the mission of the Parking Fund to include broader expenditures.
- Option C: Deposit new revenue in the existing Parking Fund without making significant changes to the policies governing the fund.

Option A would establish a new downtown Transportation Fund with revenues used for downtown mobility improvements. There are a number of good reasons to establish a new fund (Option A). These include:

- Brand Boulevard merchants were enthusiastic about implementing meters downtown with the understanding that funds collected from their meters would be spent on a variety of mobility projects in the downtown area. The existing Parking Fund is a citywide fund that does not require a connection to Downtown.
- A Downtown Transportation fund could be spent on mobility projects which would manage parking supply and demand and reduce the need for costly new parking.
- New funding sources are being considered that do not necessarily have a linkage to parking, but rather focus on reducing congestion and increasing overall mobility including transit and pedestrian projects.

Option B would maintain the existing Parking Fund and all existing and new revenue would be deposited in this fund. A new Downtown Transportation Fund would not be established. In order to allow these new funds to be spent on mobility projects beyond parking, it would be necessary to expand the definition of eligible expenditures to include mobility related improvements. One other California city has an established Parking Fund that invests its revenues more broadly than parking. The City of Monterey contributes revenues toward transportation demand management strategies in order to reduce parking demand. A portion of their revenues are used to help fund a free fare city-run shuttle service referred to as The Wave. It operates in the summer and during some holidays.³ A disadvantage of this option is that the Parking Fund revenues are distributed citywide, and that revenues for mobility improvements are intended solely for downtown use which could create problems when linking the nexus between impacts and expenditures.

The third option (Option C) would deposit new revenue into the existing Parking Fund and would commit these funds to parking related expenditures citywide. These expenditures could include management and creation of parking as well as operation of parking facilities. This option would allow meter and in lieu fee revenue to be deposited in the Parking Fund, but would not be a viable

³ Email communication with Wayne Dalton, City of Monterey Parking Superintendent, June 17, 2008

alternative for funding related to overall congestion management, or to developer fees that are not directly tied to parking needs.

Recommendation

It is recommended that the City of Glendale create a Downtown Transportation Fund (Option A). All revenues from this fund will be used for downtown mobility improvements. Establishing this new fund is not intended to reduce revenue in the current parking fund, but rather to serve as a way to manage new revenue for a broader and more geographically localized purpose. Expenditures could include parking maintenance and operations, transportation demand management strategies, and transit improvements. These investments will help reduce the demand for parking in downtown Glendale.

In order to establish a new fund, the City of Glendale could pass an ordinance amending its municipal code. The ordinance should specify that the new fund would apply to mobility related improvement programs and projects in the downtown areas. The following recommendations will assist in the development of this ordinance.

- Maintain the Parking Fund and continue to fund parking related improvement projects.
- Establish a new Downtown Transportation Fund that is dedicated to funding mobility related improvements in the downtown area.
- Agree on the revenue sources to be deposited in this Fund.
- Establish guidelines for allowable expenditure categories and the percentage or dollar contribution to each.
- Educate the development community on the purpose of this Fund and how it will benefit and support downtown businesses.
- Determine the format and structure for annual reporting constructed to illustrate how money in the fund is spent.

Additional Considerations

In addition to selecting eligible categories of expenditures, the City will need to consider several other factors discussed below.

- "Set Asides"—It may be valuable to consider a "set aside" for special projects of significance or projects that are high profile and warrant special attention. This could be handled as a "set aside" or "off the top" with a percentage of the fund reserved for high priority projects. This could also be used to guarantee funding for a specific project for a set time period to ensure it is fully funded.
- Fixed Amount for each Category – Regardless of the number of categories, a key consideration is whether there should be a specific percentage or fixed amount devoted for each category or whether there should be total flexibility in how funds are allocated on an annual basis.
- Project Readiness – Projects should be "ready to go" before they receive funding. This will ensure that funds are spent in a timely manner.
- Reserve Fund - It would be prudent to establish a small reserve fund in the event a project or program experiences a funding shortfall and needs additional funding.

- Administrative Accounting – As with the existing Parking Fund, there should be a requirement to annually track and report expenditures. Guidelines should be established to ensure the "right level" of detail is recorded to ensure meaningful reporting.

Next Steps

The City needs to consider whether it is interested in pursuing the establishment of a Downtown Transportation Fund. Assuming the City agrees to establish this new Fund, then the above recommendations need to be further fleshed out. The City will also need to draft and adopt an ordinance creating this new fund.

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Appendix:

DRAFT Downtown Transportation Fund Ordinance

A. Creation of a Downtown Parking Fund.

A Downtown Parking Fund would be used to support a broad array of mobility related improvement programs and projects in the downtown areas. All fees paid and collected in accordance with this Ordinance shall be paid into the Fund. The Fund shall be a special, segregated and interest-bearing Fund of the City. All interest or other moneys earned on amounts deposited in the Fund shall be credited to the Fund. The creation of a new fund is not intended to reduce revenue in the current parking fund, but rather to serve as a way to manage new revenue for a broader and more geographically localized purpose.

B. Procedure.

1. The fees shall be collected by the City of Glendale Department of Public Works.
2. Revenues shall be placed in the Downtown Transportation Fund. Prior to the creation of this fund, designated revenues may be placed in the Parking Fund, which is defined in Section 4.64.030.
3. The Treasurer shall account separately for all receipts and disbursements to and from the Fund and shall not commingle any part of the Fund with other funds of the City.

C. Downtown Transportation Fund Revenues.

Revenues pursuant to this ordinance shall become part of a Downtown Transportation Fund. Sources of revenues to be deposited in this fund shall include:

- a. Parking Meters on Brand Boulevard. Revenue collected from new parking meters that were installed downtown along Brand Boulevard, as authorized by Council for implementation in fall, 2008 shall be placed in the Downtown Fund.
- b. In-lieu parking fees collected in the Downtown Specific Plan area. The City is considering an ordinance to allow developers to pay a fee in lieu of providing the required number of parking spaces according to the City's zoning ordinance. Funds collected from any future in lieu fee ordinance within the Downtown Specific Plan area shall be deposited in the Downtown Transportation Fund.
- c. Additional funds as determined by Council.

D. Downtown Transportation Fund Expenditures.

Expenditures from the Downtown Transportation Fund shall support a broad array of mobility projects within the Downtown Specific Plan area of the City of Glendale, including

but not limited to parking management, parking expansion, reducing congestion, increasing public transit downtown, and improving the pedestrian realm. Money in the Downtown Transportation Fund shall be expended for capital investments, ongoing operations, and/or used to leverage Federal or State dollars to further increase the revenue potential for mobility improvements in downtown Glendale. The Department of Public Works shall prepare an annual expenditure plan to designate a dollar amount for each of the following categories. The fees collected shall be used for the following purpose(s):

- Transit Services/ Enhancements.
- Pedestrian and Streetscape Improvements
- Bicycle Projects
- Transportation Demand Management (TDM)
- Parking

In addition to the five categories, the City may elect to use a portion of the Downtown Fund revenues for a special project(s) of significance.

E. Termination. If this fee program is terminated, any excess funds collected prior to dissolution of this fee program shall be used within the separate Parking Fund for those purposes identified.

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MEMORANDUM

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

Introduction

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

The memo includes the following sections:

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

¹ TMA and TMO are interchangeable, though Transportation Management Association is most common.

Existing Conditions – Glendale TDM Ordinance

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

Key elements of the TDM ordinance include the following:

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

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

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

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

² http://www.ci.glendale.ca.us/gmc/Zoning_Code/Chapter30-32.pdf (p 23).

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

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

Existing Conditions – Glendale TMA

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

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

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

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

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

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

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

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

Programs and services currently provided by the TMA include:

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

Peer Review – TMAs

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

The following TMAs were reviewed:

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

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

Characteristics of Successful TMAs

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

1. Coordination and support from Public Agencies

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

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

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

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

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

2. Voluntary versus Mandatory Membership

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

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

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

3. Funding Sources

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

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

4. Roles and Responsibilities

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

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

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

5. Visibility and Identity

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

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

6. Monitoring and Enforcement

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

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

7. Performance Measures

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

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

Recommendations to Strengthen TMAs

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

1. Coordination and support from Public Agencies

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

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

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

2. Voluntary versus Mandatory Membership

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

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

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

3. Funding Sources

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

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

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

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

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

4. Roles and Responsibilities

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

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

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

5. Visibility and Identity

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

6. Monitoring and Enforcement

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

7. TMA Board Membership

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

8. Performance Measures

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

Recommended TMA Programs and Strategies

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

1. City Carshare

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

2. Bikesharing

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

3. Travel Training and High-Touch Marketing

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

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

4. Transit Passes

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

Peer Review – TDM Ordinances

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

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

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

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

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

Recommendations for a Revised TDM Ordinance

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

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

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

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

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

City	South San Francisco	Pasadena	Pasadena
Participation Voluntary or Mandatory?	Mandatory for new non-residential and expansions of existing non-residential	Mandatory for new development, and expansion of existing development, or redevelopment, especially if prior use was nonconforming.	Mandatory for non-residential projects in TOD areas to meet the 1.75 goal within a three year period from the adoption of the Trip Reduction Ordinance.
"Trigger" for TDM requirements	Greater than 100 average daily trips expected, or increase in FAR over base FAR.	Tier 1 - Projects exceeding 25,000 sq ft gross floor area Tier 2 - Projects exceeding 100,000 sq ft gross floor area	TDM Program Plans to be developed for: a) multifamily residential projects with 100 or more units, b) mixed use projects where number of residential units are 50 or more and/or non-residential part of the project is 50,000 sq. ft. or more, and c) non-residential projects in TOD areas.
Fees			
TDM Plan Required?	Yes		Yes
TDM Programmatic Requirements	Long varied list required of all projects generating 100 or more trips (see below). Projects seeking increase in FAR must implement programs as determined by Chief Planner.		Trip reduction performance goal.
Opt-out? (e.g. in-lieu fee?)	With approval of Chief Planner, who must set alternative trip reduction target.		Applicant will be required to provide adequate information to demonstrate to the City and Metro that alternative TDM measures have equal or greater ability to reduce trips
Alternative Approach? Must join TMA?	Yes, or organization providing equivalent trip reduction support.		Yes
Performance Trip Reduction Target	Non-drive-alone of at least 28%		Average vehicle idleness for non-residential projects to be 1.5 or 1.75 in TOD areas.
Monitoring	Submit annual surveys for all projects, Triennial Reports for Applicants Seeking an FAR Bonus (penalties for non-compliance).		Yes
Enforcement			Yes
Applicant to reimburse city for costs to monitor and enforce?	Yes		No
CEQA / EIR requirements			exempt from the California Environmental Quality Act (CEQA) pursuant to State CEQA Guidelines, Section 15061 and Section 1 5378.
Specific Programmatic Requirements			
Bicycle Facilities			Yes
Bicycle Racks		Yes - specific number of spaces based on land use	Yes
Bicycle Lockers			Yes
Shower and changing facilities			Yes
Pedestrian Facilities		Tier 2 - full sidewalk connectivity	Yes
Transit Connectivity (Site Design) Shuttle Services	Yes		Yes
Automobiles	Yes		
Preferential Parking (1)	Yes	At least 10% (plus drop-off area for Tier 2 projects)	Yes
Ridesharing Services	Yes, like trails, lighting, landscaping and building orientation, art to enhance pedestrian safety		Yes
Programs and Activities			
Transportation Coordinator/Contact	Yes	Yes	Yes
Information Board/Kiosk	Yes	Yes	Yes
Guaranteed Ride Home	Yes		Yes
Budget			Yes
Other Programs/Requirements	Yes		Commuter ridesharing, parking cash out programs,

(1) May include preferential parking for carpools and vanpools, and/or passenger drop-off zone
(2) Employers with less than 25 employees on property owned and occupied by firms with over 25 employees must participate through the larger firm.

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

City	Burbank Center Overlay Zone	Los Angeles
Participation Voluntary or Mandatory?	Mandatory for employers with more than 25 employees or over 25,000 sq ft within the Meija District Overlay Zone. (2) Voluntary for others within Zone. Multi-family residential excluded.	Mandatory for construction of new non-residential gross floor area of three types: (a) over 25,000 sq ft of gross floor area (Tier 1), (b) over 50,000 sq ft of gross floor area (Tier 2), and (c) over 100,000 sq ft of gross floor area (Tier 3).
"Trigger" for TDM requirements.		See above
Fees		
TDM Plan Required?		
TDM Programmatic Requirements	Suggested strategies, but not required.	See below
Opt-out? (e.g. in-lieu fee?)		
Alternative Approach? Must join TMA?	Yes, for those with same requirements as above.	
Performance Trip Reduction Target	9.5% reduction after first 5 years, additional 9.5% reduction each subsequent 5 years. If project build-out projections exceeded, any firm with 25 or more employees must achieve 38% reduction in first year of occupancy.	
Monitoring	Annual report of programs and strategies and outcomes. (PM peak-hour trips).	Yes, by Department of Transportation
Enforcement	If targets not achieved, City may impose TDM programs to help achieve.	
Applicant to reimburse city for costs to monitor and enforce?		
CEQA / EIR requirements		
Specific Programmatic Requirements		
Bicycle Facilities		Yes (Tier 2 and 3)
Bicycle Racks		See Section 12.21A.16
Bicycle Lockers		See Section 12.21A.16
Shower and changing facilities		
Podestian Facilities		Yes - Sidewalk connectivity (Tier 3)
Transit		
Connectivity (Site Design)		Bus stop(s), if City determines necessary
Shuttle Services		
Automobiles		
Preferential Parking (1)		Yes (Tier 2 and 3)
Ridesharing Services		
Programs and Activities		
Transportation	Yes	
Coordinator/Contact		
Information Board/Kiosk		Yes
Guaranteed Ride Home		
Budget		
Other Programs		
Other Programs/Requirements		

Appendix A - TMA Peer Review

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

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

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

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

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

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

TMA	Warner Center TMO	Glendale TMA
Year Founded	1989	1989
Membership		
Number of Companies/ Property Owners Represented	39 (22 employer members and 17 multi-tenant commercial properties)	12 members - businesses and property owners, and City of Glendale. Also, Glendale Community College, as pro bono member.
Number of Employees and Residents Represented	40,000 (over 95% of the total work force).	15,000-20,000 employees
Composition	70% Office, 20% Retail, 5% Manufacturing, 5% Residential	
Voluntary or Required Membership	Voluntary for most, but City of LA requires TMO membership for commercial properties of at least 30,000 sq ft. Some larger new residential development also required to join.	Voluntary, except Glendale Plaza, which is required to be a member (though shops within Plaza not required to be a member)
Board Structure	Five board members. City of LA is not a member of the board.	Board of Directors (7) - each representing their respective company, with 4 "Founding Members" and 3 "Regular Members." City is one of the "Founding Members," currently with voting privileges.
Financial Information		
Fees / Membership Dues	Annual member dues, ranging from \$2100 to \$4800 per year, depending on employer size and property size.	Companies < 250 employees = \$7.30 per empl per year, Companies with more than 250 employees (and therefore regulated by AQMD) = \$10.30 per employee per year (capped at 750 empl.). For developers, \$0.015 per sq ft of leasable space if tenants provided TMA services and TMA dues paid, \$0.03 per sq ft if not.
Other Funding Sources	\$85,000 annually from City of LA transportation impact fees collected from new development.	None currently. TMA received approx. \$40,000 per year in grant funds through LA MTA until Sept. 2007.
Annual Operating Budget	\$250,000	\$94,000 (FY 2008)
Programs and Strategies		
Services Offered	All-day shuttle service connecting to Metro Orange Line; Ridematching for carpools; subsidized vanpool fleet (19 vehicles); promotion and sale of LA Metro bus passes and five other transit agencies; Guaranteed Ride Home; Rideshare incentive program; celebrations and promotional activities; consultation with large employers to help them develop trip reduction plans for their organization and provide individualized ridesharing recommendations for employees; represent members and their employees in local and regional discussions and planning with the general public, government agencies, and special interest groups.	Immediate available resource for employees transportation needs; Emergency Ride Home Program; Marketing Material (including regular bulletin board material); New employee orientation materials; Monthly bus pass sales; Vanpool listing and assistance; Outreach to member and potential member companies
Monitoring	Metro AVR Survey	None
Trip Reduction Target	1.5 AVR for large employers and 1.4 for multi-tenant properties	None
Enforcement	Responsibility of the City of LA Dept of Transportation/Planning.	None
Actual Trip Reduction	Drive-alone has decreased over twenty years from 85% to 68%, carpooling has increased from 10% to 23%, public transit from 0.4% to 5%, and walking and bicycling from 0.5% to 2%. Overall rideshare participation is 32% (compared to 22% for LA region).	Not known.
Overall Effectiveness	In 2007, ridesharing participation saved commuters \$6.8 million, reduced vehicle miles traveled by 31,277 miles each day, and reduced mobile source emissions by 184 tons. Vanpools provide 200 people round-trip rides each day. 1,000 requests were received for RideGuides (individualized rideshare information and recommendations).	Courtesy of facilitating bus pass sales and personalized attention for member companies has been particularly successful approach.
Successful Recruitment and Outreach Efforts	For voluntary members, the most successful method is having CEOs of members directly contact CEOs of other companies. For regulated members, having the City contact them is very effective.	It is a challenge to recruit smaller employers - enlisting property managers could help with this. Loss of grant funding has reduced ability to do more outreach.
Website		www.glendaletma.net

Appendix B – Draft TDM Ordinance for the City of Glendale

Objectives and Goals

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

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

Definitions of Terms

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

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

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

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

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

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

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

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

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

Applicability

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

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

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

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

Requirements

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

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

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

Transportation Demand Management Plan

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

Transportation Management Association / Organization

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

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

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

Facilities

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

Bicycle Facilities

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

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

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

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

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

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

Pedestrian Facilities

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

Transit Facilities

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

Auto Facilities

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

Programs

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

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

Monitoring and Enforcement

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

All projects subject to this Ordinance shall submit an annual performance report to the City to validate continue compliance with the requirements of the Ordinance. A statistically-valid

³ http://www.metro.net/riding_metro/commute_services/avr_services.htm

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

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

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

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

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