

**CITY OF BOULDER  
TRANSPORTATION ADVISORY BOARD  
AGENDA ITEM**

**MEETING DATE: November 14, 2013**

**AGENDA TITLE:** Transportation Demand Management Toolkit Update

**PRESENTER/S:**

Tracy Winfree, Director of Public Works for Transportation  
Michael Gardner-Sweeney, Transportation Planning and Operations Coordinator  
Kathleen Bracke, GO Boulder Manager  
Chris Hagelin, Senior Transportation Planner

**EXECUTIVE SUMMARY:**

The purpose of this agenda item is to update the Transportation Advisory Board (TAB) on the process for redesigning the Transportation Demand Management (TDM) Toolkit. A process to update the TDM Toolkit was initiated in 2011 but was put on hold due to staff changes and changing priorities. With the Transportation Master Plan (TMP) Update in progress and the Access Management and Parking Strategy (AMPS) beginning, the process to modify the TDM Toolkit is returning to the 2013-2014 work plan. The redesign of the TDM Toolkit will be fully integrated into both the TMP and the AMPS processes.

The TDM Toolkit is used by Transportation and Community Planning & Sustainability staff and development applicants to plan and implement a set of policies, programs, facilities, and strategies to mitigate traffic impacts of new development or redevelopment projects as part of the Site Review process. As new residential and commercial developments are considered within the City of Boulder, it is important that they are consistent with the city's Transportation Master Plan goals of reducing single-occupant vehicle (SOV) trips and vehicle miles of travel (VMT). TDM strategies, which focus on facilitating alternate modes of transportation, are key considerations. Per Section 9-2-14(h)(2)(D)(iv),(v) of the Boulder Revised Code, development projects that are required to complete the Site Review process are required to provide a TDM plan outlining how multi-modal access will be improved and how impacts from traffic will be mitigated through a significant shift in vehicle trips. Examples of TDM programs include offering Eco Pass programs, parking management strategies, and bike share/car share services.

At the December 9 meeting, staff will present to TAB the current policies and process of designing, implementing, and evaluation of TDM plans for new developments and what policy and programmatic changes were previously being considered by past TAB and Planning Boards. TAB is asked to review the attached Planning Board memo from July 7, 2011 to provide context

from the prior discussions regarding this topic. Staff will be seeking input from TAB to help guide the upcoming work to revise the city's TDM Tool Kit as part of the current TMP Update. Based on input from TAB at the December 9 meeting, staff will develop specific TDM Tool Kit enhancements to bring to TAB for consideration in early 2014.

### **COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS:**

- Economic – By mitigating the impacts of new developments on the city's transportation system, the TDM Toolkit has an economic impact by reducing traffic congestion, the cost of travel, and helping to create an economically competitive environment to attract employers and employees.
- Environmental – The TDM Toolkit is one of many ways of reducing the environmental impacts of development by reducing vehicle trips, vehicle miles of travel and mobile emissions through programs and policies that are designed to mitigate impacts on our transportation system.
- Social – The TDM Toolkit expands access to transportation options and reduces the cost of travel. .

### **OTHER IMPACTS:**

- Fiscal – A redesigned TDM Toolkit could require additional and expanded TDM services and programs performed by staff or local partners, such as Boulder Transportation Connections (BTC). Any consultant work needed will be part of the ongoing TMP Update and/or the AMPS project.
- Staff time – Staff time to redesign the TDM Toolkit will be included as part of regular 2013-2014 work plans.

### **BACKGROUND:**

The attached Planning Board memo from July 7, 2011 provides background material on current TDM Plan policies and strategies and what changes were being considered. Some of the key issues include how define "significant" trip reduction, regulatory approaches versus setting expectations, and time limited mitigations for permanent benefits. Prior to putting the update process on hold, past TAB and Planning Boards were considering a package approach that would provide Planning Board with a set of expectation for what should be included in a TDM Plan.

### **NEXT STEPS:**

- TAB is asked to review July 7, 2011 Planning Board memo and prepare feedback and policy consideration for its January board meeting.
- Based on input from TAB, staff will prepare an updated proposal for revisions to the city's TDM Tool Kit for TAB consideration in early 2014 in conjunction with the TMP Update and AMPS.

### **ATTACHMENTS:**

July 7, 2011 Planning Board Memo on proposed concept for improving Transportation Demand Management (TDM) effectiveness in Site Review as well as input on related potential code change

**CITY OF BOULDER  
PLANNING BOARD  
AGENDA ITEM**

**MEETING DATE: March 14, 2011**

**AGENDA TITLE:**

Staff briefing and Planning Board input on proposed concept for improving Transportation Demand Management (TDM) effectiveness in Site Review as well as input on related potential code changes

**PRESENTER:**

Maureen Rait, Director of Public Works  
Tracy Winfree, Director of Public Works for Transportation  
David Driskell, Executive Director of Community Planning and Sustainability  
Michael Gardner-Sweeney, Transportation Planning and Operations Coordinator  
Martha Roskowski, GO Boulder Program Manager  
Chris Hagelin, Senior Transportation Planner  
Jeff Arthur, Engineering Review Manager  
Charles Ferro, Land Use Review Manager

**EXECUTIVE SUMMARY:**

This memo outlines a staff proposal to improve the effectiveness of Transportation Demand Management (TDM) plans with the goal of significantly reducing vehicle trips. Planning Board is asked to give input on a set of administrative guidelines that will be used by staff to evaluate TDM plans submitted for Site Review. The new approach is based on a TDM “toolkit,” with various packages of TDM strategies described below.

As new residential and commercial developments are considered within the City of Boulder, it is important that they are consistent with the city’s Transportation Master Plan goals of reducing single-occupant vehicle (SOV) trips and vehicle miles of travel (VMT). TDM strategies, which focus on facilitating alternate modes of transportation, are key considerations. Per Section 9-2-14(h)(2)(D)(iv),(v) of the Boulder Revised Code, developments that are required to complete the Site Review process are required to provide a TDM plan outlining how multi-modal access will be improved and how impacts from traffic will be mitigated through a significant shift in vehicle trips.

The staff proposal outlines an approach to clarifying the city’s expectations for TDM Plans submitted by Site Review applicants. Staff suggests that the creation of administrative guidelines is more appropriate than attempting to articulate specific “one size fits all” requirements in code, as it will provide a level of flexibility to create effective TDM plans that meet the needs of specific developments.

Staff seeks Planning Board input on the concept of creating administrative guidelines for TDM Plans.

Also, staff requests preliminary feedback on two potential code changes that would strengthen TDM effectiveness in new developments.

- 1) Adding requirements for showers and changing facilities; and
- 2) Preferential parking for carpools/vanpools for commercial developments of specific sizes.

These code changes would be considered as part of a package of code updates that would be brought forward to Planning Board and Council at a future date.

## **BACKGROUND:**

### **Defining Significant Vehicle Trip Reduction**

Per Section 2.02(B) of the city's Design and Construction Standards, when a commercial development is expected to exceed 100 vehicle trips at peak hour or 20 vehicle trips at peak hour for residential developments, a traffic study is required (see [Appendix B](#) for more details). One requirement of the traffic study is the creation of a Transportation Demand Management (TDM) Plan, which provides an outline of site design amenities and vehicle trip reduction strategies to mitigate traffic impacts from the development. Site Review criteria further requires that the TDM Plan demonstrate a "significant shift" in vehicle trips. The creation of a toolkit is intended to identify TDM programs and strategies that will meet the city's interpretation of "significant" while still allowing sufficient flexibility. This will provide more clarity and predictability for developers and staff alike.

This approach has evolved through a series of conversations. One approach that was explored was establishing a trip reduction ordinance that would require that all new commercial and residential development meet certain trip reduction goals. TAB considered this approach at their October 2008 meeting. While TAB was intrigued by the possibility of significantly reducing single-occupant vehicle trips, they felt that the same goals could be better met through refinements to the existing approach, without the need of a new ordinance which could be seen as heavy-handed. Since then, staff has developed the toolkit as a way of identifying TDM packages that will achieve the desired outcome of significant trip reduction.

### **The Package Approach**

Under the proposed approach, an applicant that is required to provide a TDM Plan will select from two or more packages that include a set of trip reduction strategies with the understanding that any package would result in a significant vehicle trip reduction. Package A generally focuses on the Eco Pass as the primary trip reduction strategy along with a few additional requirements. The results of the Boulder Valley Employee Survey (BVES) and the Travel Diary Survey have consistently shown that the business and neighborhood Eco Pass programs result in substantial travel behavior change. Essentially, the basis of this approach is that the city will assume that the implementation of Package A will result in a "significant trip" reduction.

Package B will generally focus on parking management, financial incentives, and other requirements for when the Eco Pass is not a viable or practical option. Like Package A,

this package of strategy options will be designed based on documented experience in trip reduction implementation to achieve “significant” trip reductions while maintaining flexibility for individual applicants. A third package could be added for a customized TDM Plan that is developed by the applicant with input and approval from city staff.

#### Guidelines for Administration of Site Review TDM Plans

To maintain flexibility while at the same time ensuring appropriate mitigation of traffic impacts through trip reduction strategies, staff proposes that the TDM Toolkit and the packages serve as policy guidelines for staff. The packages will articulate the city’s expectations of what an effective TDM Plan should look like and will be used to inform the board’s review of TDM Plans. Following further input, staff intends to present an updated TDM Toolkit to Planning Board.

To develop the packages, a matrix was created for residential and commercial developments. The matrix consists of the applicable trip reduction strategies by type of development. The sample matrix included in Appendix C is meant to illustrate what the final packages may look like, but specifics are still to be determined and reviewed by city staff and then vetted with developers, the public and city boards. The matrix is used to show the status of the various TDM strategies for commercial and residential developments, specifically whether they are required all the time, required in Package A, required in Package B, or optional in either package.

#### Trip Reduction Strategies

The trip reduction strategies are divided into four categories; 1) parking, 2) infrastructure or amenities, 3) programs, and 4) evaluation. Each of these strategies will be defined and explained in the new TDM Toolkit. See [Appendix A](#) for a list of strategies.

#### Residential Development Factors

Residential development types are determined by two primary factors. The first factor is whether the development consists of detached single-family housing units or a multi-family housing development. Since the neighborhood Eco Pass program is limited to “neighborhoods” with 10 or more units, the second factor is size. Further refinement of the matrix could also include packages for more size categories and special types of residential developments, such as co-housing, senior housing, student housing, and low-income/affordable housing projects. Special consideration is also needed for residential developments in Boulder Junction, especially if the applicant decides against joining the TDM Access District.

#### Commercial Development Factors

Commercial development types are more complex and are determined by several additional factors. Since some trip reduction strategies can only be realistically implemented by a tenant or employer, the first factor considered is whether the applicant is a developer or an existing business. For example, an existing business that is undergoing re-development could include in their TDM Plan the establishment of an alternative work schedule policy that allows teleworking, while a developer cannot realistically include a similar strategy. For new developments, the next factor to consider is whether the project is for a single tenant or multiple tenants, since some strategies like unbundled parking can only work with more than one tenant. The next factor in the

commercial matrix is location. Staff has considered looking at the development's level of transit service as determined by its proximity (within a ¼ mile for example) to Community Transit Network (CTN) routes. The packages of strategies are also impacted if a commercial development is located in the CAGID, University Hill or Boulder Junction districts. Another characteristic to include is the size of the development as measured by square footage or number of employees.

### **Code Changes under Consideration**

Staff is also interested in examining two possible code changes. Currently, TDM Plans are required based on the impact of the development on traffic based on vehicle trip generation. The potential code changes would move forward in conjunction with other regularly scheduled ordinance changes.

- Staff is interested in pursuing a by-right requirement for showers and changing facilities in commercial developments (based on size) that would be included in 2012 Building code changes.
- Another code change under consideration is requiring that commercial developments (again, based on size) set aside a specific number of parking spaces for multiple-occupant vehicles, such as carpool and vanpool vehicles.

### **TRANSPORTATION ADVISORY BOARD INPUT:**

Staff presented this information to TAB on March 14, 2011. TAB supports the general approach as it clarifies and sets expectations for applicants when designing TDM Plans. TAB members discussed the possibility of ranking individual and/or groups of strategies and setting benchmark scores. TAB also expressed some concerns on the unintended consequences of requiring showers and changing facilities in terms of safety and questioned the need for a parking reduction trigger in light of how infrequent such situations occur.

### **BOARD ACTION REQUESTED:**

Planning Board is asked to provide input on the package approach to TDM Plans and the potential code changes under consideration.

### **NEXT STEPS:**

Based on Planning Board's input, transportation staff will refine the package approach in collaboration with staff from Community Planning and Sustainability and the City Attorney's Office.

Prior to finalizing the TDM Plan process and Toolkit, staff will set up a focus group with developers to get input from them on the approach.

The proposed code changes will be considered as one element of regularly scheduled code and ordinance changes. The process includes public input as well as consideration by Planning Board and Council.

**APPENDIX A: TDM Strategies**

| <b>Residential Strategies</b>              | <b>Commercial Strategies</b>                          |
|--|---|
| <u>Parking</u>                             | <u>Parking</u>  |
| Managed Parking                            | Managed On-street Parking                             |
| Unbundled Parking                          | Employee Paid Parking                                 |
| Short-term bicycle parking                 | Unbundled Parking                                     |
| Long-term bicycle parking                  | Short-term Bicycle Parking                            |
| Reserved Electric Vehicle Parking/Charging | Long-term Bicycle Parking                             |
| Reserved Carshare Vehicle Parking          | Preferential Parking                                  |
|  | Reserved Electric Vehicle Parking/Charging Station(s) |
|  | Reserved Carshare Vehicle Parking                     |
|  |   |
| <u>Infrastructure/Amenities</u>            | <u>Infrastructure/Amenities</u>                       |
| Pedestrian Access/Safety Enhancements      | Electric Vehicle Charging Stations                    |
| Bicycle Access/Safety Enhancements         | Pedestrian Access/Safety enhancements                 |
| Transit Enhancements                       | Bicycle Access/Safety Enhancements                    |
| Electric Vehicle Charging Infrastructure   | Transit enhancements                                  |
| Onsite Amenities                           | Showers   |
| Transportation Information Center          | Changing Facilities/lockers                           |
|  | Onsite Amenities                                      |
|  | Transportation Information Center/Access              |
|  |   |
| <u>Programs</u>                            | <u>Programs</u>                                       |
| NECO Pass Program (3 years)                | BECO Pass Program Participation (3 years)             |
| Alternative Transportation Subsidy Program | Alternative Transportation Subsidy Fund               |
| Resident Orientation Packets               | Financial Incentive Programs                          |
| Carshare Membership Subsidy Program        | Walk and Bike Month Participation                     |
| Bikeshare Membership Subsidy Program       | Walk and Bike Month Sponsorship                       |
| Pool Bike Program                          | Pool Bike Program                                     |
|  | Alternative Work Schedules and Policies               |
|  | CTR Lease Agreements (Master Contracts)               |
|  | ETC Appointment                                       |
|  | Employee/Tenant Orientation Information               |
|  |   |
| <u>Evaluation</u>                          | <u>Evaluation</u>                                     |
| Periodic TDM Plan Evaluation               | Periodic TDM Plan Evaluation                          |

## **APPENDIX B: Background on Current TDM Plans in Development Review**

The foundation for TDM Plans within the Development Process is located in the Boulder Revised Code 9-2 Review Process under 9-2-14-d-16 of the Site Review section.

In section 2.02 of the city of Boulder Design and Construction Standards, it states:

### **(A) Traffic Assessment**

The Director will require an applicant to submit a Traffic Assessment in order to adequately assess the impacts of any development proposal on the existing and planned transportation system. The Assessment shall include a peak hour trip generation study projection (Refer to 2.03(J)) and may require additional information as determined by the Director.

### **(B) Traffic Study Requirements**

For any development proposal where trip generation from the development during the peak hour of the adjacent street is expected to exceed 100 vehicles for nonresidential applications, or 20 vehicles for residential applications the Director will require an applicant to submit a Traffic Study to evaluate the traffic impacts of any development proposal required to undergo a concept review as set forth in Section 9-4-10, "Concept Plan Review and Comment," B.R.C. 1981. The traffic study may include the information required in Subsections (A) through (K), of Section 2.03, "Traffic Study Format," of these Standards at the discretion of the Director.

The TDM Plan requirements are specifically referred to in section I of Chapter 2:

### **(I) Travel Demand Management Strategies**

Include an outline of travel demand management strategies to mitigate traffic impacts created by proposed development and implementable measures for promoting alternate modes travel, including but not limited to the following:

(1) **Site Design:** Incorporate design features that facilitate walking, biking, and use of transit services to access a proposed development, including features such as transit shelters and benches site amenities, site design layouts, orientations and connections to increase convenience for alternate modes and reduce multiple trips to and from the site, and direct connections to existing offsite pedestrian, bicycle, and transit systems.

(2) **Programs and Education:** Incorporate alternate modes programs, such as providing transit passes to employees and residents, van pooling to the site by a major employer, ride-sharing, parking pricing, and planned delivery services, and educational measures such, as promoting telecommuting, distributing transit schedules and trails maps, signing alternate travel routes, and providing an onsite transportation coordinator or plan to educate and assist residents, employees, and customers in using alternate modes.

**APPENDIX C: Draft Toolkit Matrix**

Table 1: Draft Residential Development Toolkit Matrix of Packages

| Single Family-Under Ten Units           |                         | Single Family-Over Ten Units    |   | Multi Family-Under Ten Units            |  | Multi Family-Over Ten Units          |   |
|---|-------------------------|---------------------------------|---|---|--|--------------------------------------|---|
| Package A Requirements                  | Package B Requirements  | Package A Requirements          | Package B Requirements                  | Package A Requirements                  | Package B Requirements                 | Package A Requirements               | Package B Requirements                  |
| Alternative Transportation Subsidy Fund | Pedestrian Enhancements | NECO Pass Program Participation | Alternative Transportation Subsidy Fund | Alternative Transportation Subsidy Fund | Unbundled Parking                      | NECO Pass Program Participation      | Unbundled Parking                       |
| Orientation Packets                     | Bike Enhancements       | Orientation Packets             | Pedestrian Enhancements                 | Orientation Packets                     | Pedestrian Enhancements                | Orientation Packets                  | Alternative Transportation Subsidy Fund |
| Evaluation                              | Transit Enhancements    | Evaluation                      | Bike Enhancements                       | Evaluation                              | Bike Enhancements                      | Evaluation                           | Pedestrian Enhancements                 |
| Pedestrian Enhancements                 | Carshare Subsidy        | Pedestrian Enhancements         | Transit Enhancements                    | Meet short term bicycle parking code    | Exceed short term bicycle parking code | Pedestrian Enhancements              | Bike Enhancements                       |
| Bike Enhancements                       | Bikeshare Subsidy       | Bike Enhancements               | Carshare Subsidy                        | Meet long term bicycle parking code     | Exceed long term bicycle parking code  | Bike Enhancements                    | Transit Enhancements                    |
| Transit Enhancements                    | Orientation Packets     | Transit Enhancements            | Bikeshare Subsidy                       | Pedestrian Enhancements                 | Transit Enhancements                   | Transit Enhancements                 | Carshare Subsidy                        |
|   | Evaluation              |                                 | Orientation Packets                     | Bike Enhancements                       | Carshare Subsidy                       | Meet short term bicycle parking code | Bikeshare Subsidy                       |
|   |                         |                                 | Evaluation                              | Transit Enhancements                    | Bikeshare Subsidy                      | Meet long term bicycle parking code  | Orientation Packets                     |
|   |                         |                                 |   | Managed On-Street Parking               | Managed On-Street Parking              | Managed On-Street Parking            | Evaluation                              |
|   |                         |                                 |   |   | Orientation Packets                    |                                      | Exceed short term bicycle parking code  |
|   |                         |                                 |   |   | Evaluation                             |                                      | Exceed long term bicycle parking code   |
|   |                         |                                 |   |   |  |                                      | Managed On-Street Parking               |

Table 2: Draft Commercial Development Toolkit Matrix of Packages- Single Tenant Development/Redevelopment

| Single Tenant Development/Redevelopment  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
| Within CTN Buffer                        |  | Outside CTN Buffer                       |  | CAGID                                    | Uni Hill                                 |  |
| Package A                                | Package B                                      | Package A                                | Package B                                      | Package A                                | Package A                                | Package B                                      |
| Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional         | Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional         |  | Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional         |
| Meet short term bicycle parking code     | Exceed short term bicycle parking code         | Meet short term bicycle parking code     | Exceed short term bicycle parking code         | Meet short term bicycle parking code     | Meet short term bicycle parking code     | Exceed short term bicycle parking code         |
| Meet long term bicycle parking code      | Exceed long term bicycle parking code          | Meet long term bicycle parking code      | Exceed long term bicycle parking code          | Meet long term bicycle parking code      | Meet long term bicycle parking code      | Exceed long term bicycle parking code          |
| Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share             | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share             | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share             |
| Pedestrian Enhancements                  | Pedestrian Enhancements                        | Pedestrian Enhancements                  | Pedestrian Enhancements                        | Pedestrian Enhancements                  | Pedestrian Enhancements                  | Pedestrian Enhancements                        |
| Bike Enhancements                        | Bike Enhancements                              | Bike Enhancements                        | Bike Enhancements                              | Bike Enhancements                        | Bike Enhancements                        | Bike Enhancements                              |
|  | Transit Enhancements- Conditional              |  | Transit Enhancements- Conditional              |  |  | Transit Enhancements- Conditional              |
| Showers-Conditional                      | Showers-Conditional                            | Showers-Conditional                      | Showers-Conditional                            | Showers-Conditional                      | Showers-Conditional                      | Showers-Conditional                            |
| Changing Facilities- Conditional         | Changing Facilities- Conditional               | Changing Facilities- Conditional         | Changing Facilities- Conditional               | Changing Facilities- Conditional         | Changing Facilities- Conditional         | Changing Facilities- Conditional               |
| Transportation Information Center/Access | Transportation Information Center/Access       | Transportation Information Center/Access | Transportation Information Center/Access       | Transportation Information Center/Access | Transportation Information Center/Access | Transportation Information Center/Access       |
| BECO Pass Program (3 years)              | Financial Incentives Program                   | BECO Pass Program (3 years)              | Financial Incentives Program                   | BECO Pass Program provided by District   | BECO Pass Program (3 years)              | Financial Incentives Program                   |
|  | Walk and Bike Month Participation?             |  | Walk and Bike Month Participation?             |  |  | Walk and Bike Month Participation?             |
|  | Alternative Work Schedule Program and Policies |  | Alternative Work Schedule Program and Policies |  |  | Alternative Work Schedule Program and Policies |
| ETC                                      | ETC  | ETC                                      | ETC  | ETC                                      | ETC                                      | ETC  |
| Periodic Evaluation                      | Periodic Evaluation                            | Periodic Evaluation                      | Periodic Evaluation                            | Periodic Evaluation                      | Periodic Evaluation                      | Periodic Evaluation                            |

Table 3: Draft Commercial Development Toolkit Matrix of Packages- Single Business Development- Developer

| <b>Single Business Development-Developer</b> |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
| <b>Within CTN Buffer</b>                     |  | <b>Outside CTN Buffer</b>                |  | <b>CAGID</b>                             | <b>Uni Hill</b>                          |  |
| <b>Package A</b>                             | <b>Package B</b>                         | <b>Package A</b>                         | <b>Package B</b>                         | <b>Package A</b>                         | <b>Package A</b>                         | <b>Package B</b>                         |
| Managed On-Street Parking- Conditional       | Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional   |  |  |  |
| Meet short term bicycle parking code         | Exceed short term bicycle parking code   | Meet short term bicycle parking code     | Exceed short term bicycle parking code   | Meet short term bicycle parking code     | Meet short term bicycle parking code     | Exceed short term bicycle parking code   |
| Meet long term bicycle parking code          | Exceed long term bicycle parking code    | Meet long term bicycle parking code      | Exceed long term bicycle parking code    | Meet long term bicycle parking code      | Meet long term bicycle parking code      | Exceed long term bicycle parking code    |
| Required?- Ratio of MOV Mode Share           | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       |
| Pedestrian Enhancements                      | Pedestrian Enhancements                  | Pedestrian Enhancements                  | Pedestrian Enhancements                  | Pedestrian Enhancements                  | Pedestrian Enhancements                  | Pedestrian Enhancements                  |
| Bike Enhancements                            | Bike Enhancements                        | Bike Enhancements                        | Bike Enhancements                        | Bike Enhancements                        | Bike Enhancements                        | Bike Enhancements                        |
|  | Transit Enhancements-Conditional         |  | Transit Enhancements-Conditional         |  |  | Transit Enhancements-Conditional         |
| Showers-Conditional                          | Showers-Conditional                      | Showers-Conditional                      | Showers-Conditional                      | Showers-Conditional                      | Showers-Conditional                      | Showers-Conditional                      |
| Changing Facilities-Conditional              | Changing Facilities-Conditional          | Changing Facilities-Conditional          | Changing Facilities-Conditional          | Changing Facilities-Conditional          | Changing Facilities-Conditional          | Changing Facilities-Conditional          |
| Transportation Information Center/Access     | Transportation Information Center/Access | Transportation Information Center/Access | Transportation Information Center/Access | Transportation Information Center/Access | Transportation Information Center/Access | Transportation Information Center/Access |
| BECO Pass Program (3 years)                  | Alternative Transportation Subsidy Fund  | BECO Pass Program (3 years)              | Alternative Transportation Subsidy Fund  | BECO Pass Program provided by District   | BECO Pass Program (3 years)              | Alternative Transportation Subsidy Fund  |
| Periodic Evaluation                          | Periodic Evaluation                      | Periodic Evaluation                      | Periodic Evaluation                      | Periodic Evaluation                      | Periodic Evaluation                      | Periodic Evaluation                      |

Table 4: Draft Commercial Development Toolkit Matrix of Packages- Multiple Business Development- Developer

| <b>Multiple Business Development-Developer</b> |  |  |  |  |  |
|--|--|--|--|--|--|
| <b>Within CTN Buffer</b>                       |  |  | <b>Outside CTN Buffer</b>                |  |  |
| <b>Package A</b>                               | <b>Package B</b>                         | <b>Package C</b>                                     | <b>Package A</b>                         | <b>Package B</b>                         | <b>Package C</b>                                     |
| Managed On-Street Parking- Conditional         | Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional               | Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional   | Managed On-Street Parking- Conditional               |
| Meet short term bicycle parking code           | Exceed short term bicycle parking code   | Exceed short term bicycle parking code               | Meet short term bicycle parking code     | Exceed short term bicycle parking code   | Exceed short term bicycle parking code               |
| Meet long term bicycle parking code            | Exceed long term bicycle parking code    | Exceed long term bicycle parking code                | Meet long term bicycle parking code      | Exceed long term bicycle parking code    | Exceed long term bicycle parking code                |
| Required?- Ratio of MOV Mode Share             | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share                   | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share                   |
| Pedestrian Enhancements                        | Pedestrian Enhancements                  | Pedestrian Enhancements                              | Pedestrian Enhancements                  | Pedestrian Enhancements                  | Pedestrian Enhancements                              |
| Bike Enhancements                              | Bike Enhancements                        | Bike Enhancements                                    | Bike Enhancements                        | Bike Enhancements                        | Bike Enhancements                                    |
|  | Transit Enhancements-Conditional         | Transit Enhancements-Conditional                     |  | Transit Enhancements-Conditional         | Transit Enhancements-Conditional                     |
| Showers-Conditional                            | Showers-Conditional                      | Showers-Conditional                                  | Showers-Conditional                      | Showers-Conditional                      | Showers-Conditional                                  |
| Changing Facilities-Conditional                | Changing Facilities-Conditional          | Changing Facilities-Conditional                      | Changing Facilities-Conditional          | Changing Facilities-Conditional          | Changing Facilities-Conditional                      |
| Transportation Information Center/Access       | Transportation Information Center/Access | Transportation Information Center/Access             | Transportation Information Center/Access | Transportation Information Center/Access | Transportation Information Center/Access             |
| BECO Pass Program (3 years)                    | Alternative Transportation Subsidy Fund  | Lease Requirements-BECO Pass Participation (3 years) | BECO Pass Program (3 years)              | Alternative Transportation Subsidy Fund  | Lease Requirements-BECO Pass Participation (3 years) |
| Periodic Evaluation                            | Periodic Evaluation                      | Periodic Evaluation                                  | Periodic Evaluation                      | Periodic Evaluation                      | Periodic Evaluation                                  |

Table 5: Draft Commercial Development Toolkit Matrix of Packages- Multiple Business Development- Developer, cont.

| <b>Multiple Business Development- Developer</b> |  |  |   |
|---|--|--|---|
| <b>CAGID</b>                                    | <b>Uni-Hill</b>                          |  |   |
| <b>Package A</b>                                | <b>Package A</b>                         | <b>Package B</b>                         | <b>Package C</b>                                      |
|   |  |  |   |
| Meet short term bicycle parking code            | Meet short term bicycle parking code     | Exceed short term bicycle parking code   | Exceed short term bicycle parking code                |
| Meet long term bicycle parking code             | Meet long term bicycle parking code      | Exceed long term bicycle parking code    | Exceed long term bicycle parking code                 |
| Required?- Ratio of MOV Mode Share              | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share       | Required?- Ratio of MOV Mode Share                    |
| Pedestrian Enhancements                         | Pedestrian Enhancements                  | Pedestrian Enhancements                  | Pedestrian Enhancements                               |
| Bike Enhancements                               | Bike Enhancements                        | Bike Enhancements                        | Bike Enhancements                                     |
|   |  | Transit Enhancements- Conditional        | Transit Enhancements- Conditional                     |
| Showers-Conditional                             | Showers-Conditional                      | Showers-Conditional                      | Showers-Conditional                                   |
| Changing Facilities- Conditional                | Changing Facilities- Conditional         | Changing Facilities- Conditional         | Changing Facilities- Conditional                      |
| Transportation Information Center/Access        | Transportation Information Center/Access | Transportation Information Center/Access | Transportation Information Center/Access              |
| BECO Pass Program provided by District          | BECO Pass Program (3 years)              | Alternative Transportation Subsidy Fund  | Lease Requirements- BECO Pass Participation (3 years) |
| Periodic Evaluation                             | Periodic Evaluation                      | Periodic Evaluation                      | Periodic Evaluation                                   |