



DATE: December 23, 2020
 TO: Robert Comstock
 COMPANY: Comstock Healdsburg, LLC
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 PROJECT NAME: North Village Hotel Transportation Demand Management Plan
 PROJECT NUMBER: 33-002150.02

1. EXECUTIVE SUMMARY

Comstock Healdsburg LLC (“Comstock”) is proposing to develop the North Village, a new mixed-use development within the North Entry Area Plan (NEAP), in the northwest part of the City of Healdsburg, California. The North Village master plan includes four different projects: a hotel, a mixed-use residential and retail development, a 30-unit multi-family apartments project, and Enso Village – a senior living community.

This transportation demand management (TDM) plan is focused on the hotel component of the project (herein referred to as the “hotel”). The proposed hotel includes 108 guest rooms with accompanying amenities, including an indoor/outdoor restaurant and rooftop bar, a fitness facility and spa, family and adult swimming pools, and a multi-purpose event space that expands to an outdoor lawn.

The hotel project is estimated to generate 903 daily vehicle trips, of which 51 are a.m. peak hour trips and 65 are p.m. peak hour trips, and to generate a parking demand of 130 spaces during the peak demand hour for the entire North Village development, estimated to be at 7:00 p.m., during the peak demand day, which is projected to be a weekend day in the spring season.

The TDM measures and strategies that are recommended for the hotel project have been selected based on compatibility with NEAP goals, the physical design of the North Village development, the transportation facilities and services currently planned and available near the site, and applicability of measures to hotel guests, visitors and employees. TDM measures fall into two categories:

- Project Design Measures:** TDM measures that the developer of the property, Comstock Healdsburg, will put into place in the urban design of the development and architectural design of the project. These measures include direct access to the building from the sidewalk, building façade and gardens facing the street, proximity to restaurant and retail services in the mixed-use development, on-site hotel amenities open to visitors such as the indoor/outdoor restaurant and rooftop bar and multi-purpose event space, shaded sidewalks and protected facilities to safely access Healdsburg Avenue and connections with the Foss Creek Path, that will become neighborhood amenities and increase the utility of alternative modes of transportation to access the development.
- Transportation Program Measures:** TDM measures that would be tailored to the end user (hotel guests, visitors and employees) to incentivize and change transportation behaviors, and that may change or adapt during the life of the project, such as providing a shuttle service to travel to Downtown Healdsburg or transport groups to nearby destinations, or providing secured and convenient parking for bicycles to facilitate use of bicycles for recreational, fitness and transportation purposes, or providing access to an electric vehicle carsharing service onsite.

Technical advisory guidelines (developed by the State of California Office of Planning and Research) to evaluate transportation impacts of land use projects under the California Environmental Quality Act (CEQA) recommend a minimum reduction of 15 percent of vehicle miles travelled (VMT) that are generated by the project, as the threshold of significance for environmental impact of transportation.

Compliance with OPR's guidelines for reduction of transportation impacts has already been met with changes in land use and design of the North Village development, which are estimated to reduce close to 40 percent of VMT, as compared to the development capacity approved under the City of Healdsburg's North Entry Area Plan (NEAP), so the focus of this TDM Plan is on creating the framework for the hotel project to support the North Village development reductions in VMT and deliver on the design principles of North Village.

The TDM measures and strategies that are recommended for the hotel project under this plan, have also been classified into two categories of priority for implementation – High Priority and Medium Priority:

- **High Priority** – High priority measures include TDM strategies that are deemed foundational for development of a comprehensive TDM program and include measures that are cost-effective and have a proven track record of delivering results in the TDM industry.
- **Medium Priority** – Medium priority measures include TDM strategies that are deemed as optional and recommended for implementation at a later phase, to strengthen the TDM program once it has reached maturity, or if initial reduction goals have not been met.

TDM program operations would be required of the hotel operator to mitigate the generation of motorized vehicle trips and carbon emissions throughout the life of the project. The hotel operator will be required to submit an annual monitoring report to the City of Healdsburg summarizing the performance of the TDM program in changing visitors and employees travel behavior. The details of the reporting will be determined in collaboration with the City but could include metrics of success related to single-occupancy vehicle (SOV) mode share, to ensure that the project's trip generation rate of motorized vehicles is being reduced and re-distributed to alternative low carbon mobility modes.

Walker Consultants recommends setting a simple, realistic and achievable goal such as a 10 percent reduction in drive-alone trips, which will have a direct impact on both VMT and parking demand reductions within the development. A 10 percent reduction of daily vehicle trips would result in a reduction of 90 motorized vehicle trips, which would be a significant reduction as compared to the peak demand hour for the p.m. period. Walker recommends establishing a daily vehicle trips baseline during the first year of full operation of the site, before agreeing on a specific reduction target, and use both to finalize the measures to implement under the TDM Plan.

2. PURPOSE OF THE TDM PLAN

The development of this TDM Plan has two main purposes:

- To comply with the City's design review requirements and the State of California Office of Planning and Research's (OPR) technical advisory guidelines for evaluating transportation impacts under CEQA, which includes technical recommendations regarding assessment of vehicle miles traveled (VMT), thresholds of significance, and mitigation measures.
- Developing a transportation and mobility strategy for the North Village hotel to reduce VMT and associated reductions in greenhouse gas emissions, and to provide a framework for articulation of an action plan toward climate change from the project's transportation and mobility impacts.

This TDM Plan is also coordinated with the TDM plan for the North Entry Area Plan (NEAP) and North Village development project, where:

- The NEAP set the stage and vision for development of the north entry area of the city, ensuring compatibility with city goals of targeted and sustainable growth, including the provision of visitor lodging with amenities made available for local residents.
- The North Village project defined the land use mix, density and urban design guidelines for the development, which include a set of complementary land uses (senior housing, affordable housing, hotel and retail) that will generate economic development, and provide work opportunities and workforce housing for City residents, to help correct the jobs-housing balance in the region.
- The North Village hotel will be an integral part of the North Village development, that will create employment opportunities for area residents, lodging opportunities for area visitors, and hotel amenities made available for local residents.

The North Village TDM Plan identified a 40 percent reduction in trips expected to be generated by the project, as compared to the NEAP. By extension, this reduction in the number of trips will likely translate into a reduction of 40 percent of VMT as well. Therefore, exceeding the 15 percent minimum reduction threshold that is recommended by OPR's guidelines for evaluating transportation impacts under CEQA.

- The purpose of this plan is to support the expected reduction in vehicle trips and VMT with implementation of a transportation and mobility strategy that will provide hotel guests and employees with access to multiple transportation options and viable alternatives to driving alone.
- Driving alone is the predominant mode of travel in California and the U.S. and *the transportation sector remains California's largest source of greenhouse gas emissions, accounting for about 40% of the state's total.*¹
- Reductions in the share of trips that are made by driving alone have therefore a direct impact in VMT and carbon emissions. Sharing the ride or traveling by other modes of transportation such as public transit, shuttles, bicycles or walking have lower or zero carbon emissions impact and are more efficient at reducing climate change than solo driving of gas-powered vehicles.
- Generally, TDM plans aim at developing a set of strategies, services, structural solutions and supporting systems (the 4 Ss of TDM), that not only provide viable transportation options, but also attract and engage populations to change travel behaviors and lifestyle.
- More specifically, TDM plans seek to balance the use of personal vehicles and driving alone with other modes of transportation to create options and eliminate default choices. Availability of free and abundant

¹ Tony Barboza, Los Angeles Times. August 12, 2019. <https://www.latimes.com/california/story/2019-08-12/california-greenhouse-gas-emissions-fell>

parking is the most important factor explaining driving alone in the U.S. Free and abundant parking make driving alone the default choice for the large majority of trips.

- Therefore, limiting the amount of parking and charging for its use are primary strategies to incentivize changes in transportation mode choice and travel behavior.
- The key to generating a successful transportation outcome is to design TDM programs that support daily life inside the hotel for employees, guests and visitors of the hotel facilities.

3. PROJECT DETAILS

DEVELOPER

Comstock Healdsburg LLC is the owner and developer of the North Village development. The hotel is a component of the North Village development.

DESCRIPTION OF PROJECT

The proposed Hotel is comprised of the following components:

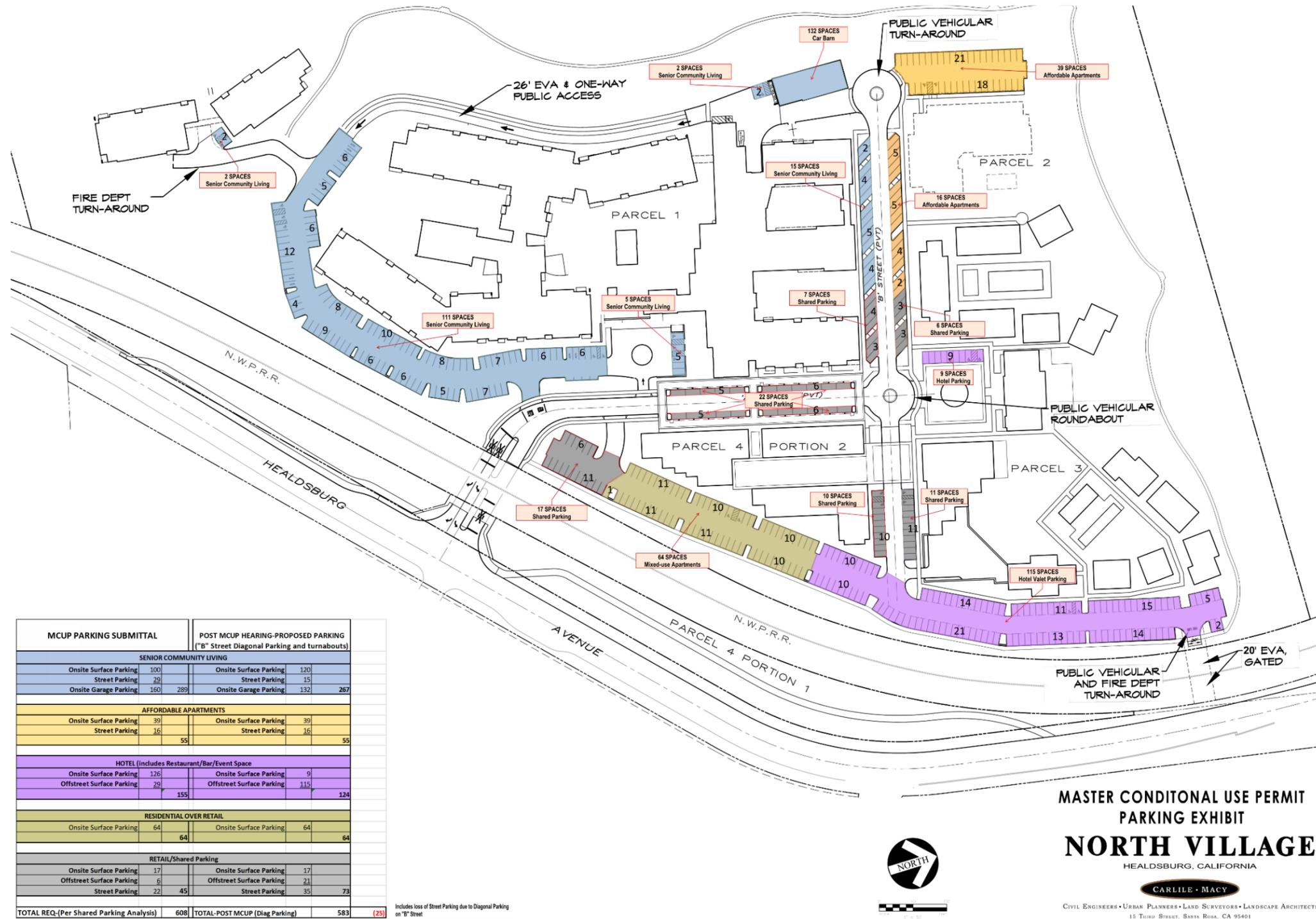
- Hotel keys: 108
- Hotel fitness and spa: 5,450 square feet
- Rooftop bar and restaurant space: 3,800 square feet
- Multi-purpose event space “The Grange”: 5,800 square feet

PARKING PROGRAM

Figure 1 on the following page shows the parking site plan, with a preliminary distribution of parking areas by user group and purpose. There is a total of 124 parking spaces proposed for the hotel, which is proposed to be distributed and utilized as follows:

- 9 spaces of on-site surface parking (valet parking)
- 115 spaces of off-street surface parking used for valet parking

Figure 1: Parking Site Plan



4. ACCESS AND MOBILITY STRATEGY

TRIP GENERATION

The traffic impact analysis developed by W-Trans for the North Village development (based on guidelines contained in the ITE's Trip Generation Manual 10th Edition) shows the following for the hotel:

- The hotel's trip generation is estimated at 8.36 daily trips per hotel room.
- The hotel is expected to generate a total of 903 daily trips, with 51 trips during the AM peak and 65 trips during the PM peak.

These numbers demonstrate that more than eight vehicular trips are expected to be generated per hotel room during the weekday. This indicates that there is an opportunity to reduce the number of vehicular trips through strategies such as:

- Providing a car-sharing or bike-sharing service for hourly or daily rentals, that would allow hotel guests to visit car-free.
- Providing a shuttle service, that would allow hotel guests to stay at the hotel and visit Downtown Healdsburg or other common destinations without a car.

The trip generation analysis shows that trip generation during the morning or afternoon peak hour, is less than 10 percent of daily trips, which means that trip generation is not expected to be commute-oriented and instead distributed throughout the day without major peaks and valleys.

- While hotel guests may generate trips throughout the day, hotel employees' trips will correspond with the employee shift schedule.
- Visitors to the hotel may vary throughout the day, as visitors can include, for example, those attending a special event at the hotel, hotel restaurant patrons, or hotel spa visitors.
- This suggests that the hotel TDM plan will need to consider developing mobility programs that cater to the needs of the three different user groups (guests, visitors, and employees) for TDM strategies to be effective.

PARKING SUPPLY & DEMAND

For hotel uses, the City of Healdsburg parking standards require one parking space for each guest room or for two beds, whichever is greater, plus two spaces for each two employees or owner/occupants. For the hotel restaurant, the requirement is one space per three seats and for the hotel event space the requirement is one space per four fixed seats.² This results in a parking requirement of 269 spaces, as follows:

- 108 hotel rooms * 1 space per bed = 108 spaces
- 45 staff on day shift * 0.5 spaces per staff = 23 spaces
- 280 event space seats * (1/4 spaces per fixed seat) = 70 spaces
- 205 restaurant/bar seats * (1/3 per seat) = 68 spaces
- Total parking requirement = 269 spaces

However, parking demand among the different hotel functions is such that it never reaches 269 spaces. The maximum parking demand of hotel rooms usually happens late at night when staff parking is at its lowest and event space and restaurant/bar space demands are well passed their peak.

² Parking rates from City of Healdsburg Municipal Code.

Per the shared parking analysis developed by Walker Consultants, the recommended parking supply to serve the entire North Village development during the period of peak projected parking demand is 513 parking spaces. The North Village peak demand is expected to occur at around 7:00 p.m. in the evening, during a weekend day in the Spring. As shown in Figure 1, the proposed parking supply for the site is 583 parking spaces, resulting in a projected parking surplus of 70 parking spaces for the site.

During the period of peak projected parking demand for the whole North Village development, the recommended parking supply for the hotel use (hotel guestrooms, employees, and all hotel amenities) is 130 spaces, about 50 percent of code requirements. This only means that the peak projected parking demand for the hotel uses is 130 spaces during the peak demand hour for the entire development (7:00 p.m. in the evening, during a weekend day in the Spring). Parking demand for the hotel uses will vary from a maximum of 151 spaces at 5:00 p.m. and a minimum of 74 spaces at 6:00 a.m. Parking demand during the middle of the day is projected to be 130 spaces and 134 spaces at 9:00 p.m. in the evening.

As compared to the proposed parking supply for the hotel of 124 spaces, there is a potential shortage of six parking spaces to accommodate the hotel land uses during the period of peak projected parking demand for the entire North Village development. However, as previously stated, there is a projected 70-space surplus of parking spaces provided for the entire North Village development, with 34 spaces of this shared pool directly accessible to hotel buildings, along B Street. Which means that the hotel development will have a reserved supply of 124 spaces and a supply of 34 shared spaces, or 158 spaces that are directly accessible to hotel guests, employees and visitors.

Many visitors of the hotel restaurant, bar and event spaces will also be visitors of the retail uses and share parking spaces along A Street and B Street. The North Village development will have a pool of 70 shared parking spaces that can be used as floating capacity to handle additional demand from exceptionally large special events, or periods of concurrent high parking demand by all land uses in the development, that generate higher demand than the typical peak or design day that has been accounted for in the shared parking model.

Additionally, the 513-space recommended supply is based on parking demand projections to accommodate the 85th percentile level of parking demand (design day parking demand). Parking demand will be lower than 513 spaces for many days in the year and for many hours of the day, which means there could be more than 70 spaces available on site to absorb additional demand for exceptionally large special events. For the hotel specifically, as shown in Figure 1, there are six angled shared parking spaces to the north of the hotel lobby and 11 spaces to the south of the hotel lobby on the east side of B Street that are directly accessible to hotel visitors.

VALET PARKING

The hotel parking supply of 124 spaces will be valet parking only spaces. The benefits of implementing a valet parking operation are that the hotel will be able to use its parking supply to its maximum capacity:

- The valet parking operation will ensure that designated hotel parking areas are used to its maximum capacity and that shared parking areas— such as those serving retail properties in the mixed-use project, maintain availability for retail visitors to be able to park in them.
- Normally self-parking areas get a few cars parked incorrectly or over the demarcation lines, that end up rendering some spaces unusable by potential users and result in a loss of capacity.
- Guests and visitors of the hotel will not be familiar with the development layout and parking areas; therefore, they will generally spend more time navigating different parking areas and finding available parking.

- The level of service afforded by the valet operation to hotel guests, employees and visitors, will ensure that the hotel's parking supply that is not directly accessible to buildings gets used to its maximum capacity, preventing the hotel parking demand from spilling over to other parts of the development.
- In other words, the valet parking operation will ensure that parking resources are used efficiently throughout the hotel and mixed-use project parcels.

Additionally, the valet operation would be able to accommodate peak parking demand more effectively, particularly when demand is higher than normal, for instance during exceptionally large special events occurring at the hotel meeting/event space. During these times, the hotel management can coordinate with other development tenants to use most or all of the 70-space shared parking pool, and the valet parking operation can make sure to reserve and operate the shared parking areas to their maximum capacity.

OTHER MOBILITY SERVICES

The hotel is planning to provide a shuttle service to transport visitors to and from Downtown Healdsburg. The provision of the shuttle will help reduce the need for hotel guests to bring a vehicle, as they have an alternative means of getting to shopping, dining, recreation, and entertainment in Downtown Healdsburg. Schedules for the shuttle should be coordinated with the shuttle planned for the Enso Village senior community (within the North Village development), such that access is available for all users to both shuttle services.

Also, the North Village development will invest in continuing the Foss Creek path through the development to connect with the City and to connect with the Foss Creek trail across the street.

- This would be a major infrastructure investment to make biking and walking more attractive and feasible for recreational and fitness as well as transportation purposes.
- The hotel will also provide its guests, visitors, and employees safe protected bicycle parking and promote bicycling as a recreational and fitness activity.

The North Village development has a number of factors that promote the reduction of VMT and trip making, including:

- The North Village development will have high standards of urban design and street design to facilitate walking and biking access from Healdsburg Avenue.
- Improvements to Healdsburg Avenue include provision of bike lanes, sidewalks, a traffic light and safe pedestrian crossings, as well as bus stop shelters to access the Sonoma County Transit Route 60 service that connects with Cloverdale, Windsor and Santa Rosa. This will be an important connection for workers commuting to the development from elsewhere in the region and vice versa.
- It is worth noting that the majority of workers that are employed in Healdsburg commute from Windsor and Santa Rosa, and that providing direct access to Sonoma County Transit Route 60 service is an effective strategy to facilitate access via public transit.

5. TRANSPORTATION IMPACT MITIGATION

VMT REDUCTION TARGET

Compliance with CEQA guidelines for reduction of transportation impact of land use projects has already been met with changes in land use and design of the North Village development, so the focus of this TDM Plan is on creating the framework for the hotel to support the North Village development reductions in VMT and deliver on the sustainability principles of North Village.

- Implementation of TDM programs take at least one year to produce results and at least three years of continuous support to reach maturity and achieve targets. Walker Consultants suggests establishing a percent reduction in drive-alone trips from the baseline, as initial target for the hotel development.
- However, there is no baseline until the hotel opens and programs get rolled out, so the first task will be to measure transportation mode share at the end of the first full year of operation. Once a drive-alone mode share baseline has been established, then we suggest setting a realistic and achievable goal – such as a 10 percent reduction in drive-alone trips, to be met over a period of 5 years.
- Changes in behavior take time. The *Transtheoretical Model* of behavior change³ says that there are five steps to behavior change that range from a Precontemplation Phase, where users are not yet interested in change, to an Action Phase and a Maintenance Phase, where users have made changes to their lifestyle and are actively working to prevent relapse.
- The key to success will be to weave programs that seek changes in travel behavior with the daily activities and movement needs of hotel guests, visitors and employees.

USER GROUPS

The TDM programs will need to be designed for three user groups – hotel guests, hotel visitors and hotel employees:

- **Hotel Guests** – Hotel guests are people who stay overnight at the hotel. Guest TDM programs should focus on reducing the need to drive their own vehicle during their stay at the hotel by using active transportation modes, shuttle and transit modes or carsharing and ride-hailing services.
- **Hotel Visitors** – Hotel visitors are people who visit one of the hotel’s amenities (e.g. Hotel restaurant, spa) and hotel special event attendees. Visitor TDM programs should focus on reducing the usage of SOV trips to access the site, including using active transportation modes, shuttle and transit modes or carsharing and ride-hailing services.
- **Hotel Employees** – Hotel, hotel restaurant, and hotel spa, and hotel meeting/event space employees. Employee TDM programs should focus on reducing SOV trips to access work, which will ensure reductions in VMT and parking demand on-site, including using transit, shuttles, carpooling, vanpooling, biking and walking as main strategies.

RECOMMENDED PROGRAMS

The TDM measures and strategies that are recommended for the hotel project have been selected based on compatibility with North Village goals, the physical design of the development, the transportation facilities and services currently planned and available near the site, and applicability of measures to hotel guests, hotel visitors, and hotel employees. TDM measures fall into two categories:

- **Project Design Measures:** TDM measures that the developer of the property, Comstock Healdsburg, will put into place in the urban design of the development and architectural design of the project. These measures include direct access to the building from the sidewalk, building façade and gardens facing the street, proximity to restaurant and retail services in the mixed-use development, on-site hotel amenities open to visitors such as the indoor/outdoor restaurant and rooftop bar and multi-purpose event space, shaded sidewalks and protected facilities to safely access Healdsburg Avenue and connections with the Foss Creek Path, that will become neighborhood amenities and increase the utility of alternative modes of transportation to access the development.

³ <https://www.prochange.com/transtheoretical-model-of-behavior-change>

- **Transportation Program Measures:** TDM measures that would be tailored to the end user (hotel guests, visitors, and employees) to incentivize and change transportation behaviors, and that may change or adapt during the life of the project, such as providing a shuttle service to travel to Downtown Healdsburg or transport groups to nearby destinations, or providing secured and convenient parking for bicycles to facilitate use of bicycles for recreational, fitness and transportation purposes, or providing access to an electric vehicle carsharing service onsite.

TDM measures are identified by the implementing party, whether the developer, and by the target user, whether a hotel guest, hotel visitor, or hotel employee.

IMPLEMENTATION PRIORITIES

The TDM measures and strategies that are recommended for the project under this plan, have also been classified into two categories of priority for implementation – High Priority and Medium Priority:

- **High Priority** – High priority measures include TDM strategies that are deemed foundational for development of a comprehensive TDM program and include measures that are cost-effective and have a proven track record of delivering results in the TDM industry.
- **Medium Priority** – Medium priority measures include TDM strategies that are deemed as optional and recommended for implementation at a later phase, to strengthen the TDM program once it has reached maturity and if initial reduction goals have not been met.

Table 1 below shows the list of Project Design Measures that will be adopted by the developer of the North Village hotel project. It includes project design measures that Comstock is already considering implementing to support their community such as:

1. Land Use and Density
2. Urban Design and Streetscape
3. Infrastructure for Multi-Modal Transportation

Table 2 below shows the list of Transportation Program Measures that could be adopted by the hotel. Measures that would facilitate that would be effective at reducing single occupant vehicle trips and VMT. These include a range of strategies that can be categorized in seven groups, as follows:

4. Parking Supply and Design
5. Transit Promotion
6. Walking and Biking Promotion
7. Ridesharing and Carsharing Promotion
8. Transportation Program Support
9. Local Hiring, Housing and Commute Assistance
10. Transportation Management Coordination

A monitoring and evaluation program will need to be developed and put in place by property managers and future residents to gauge the effectiveness of the TDM program overtime. This is described in more detail in Section 6, Performance Monitoring and Administration.

Table 1: Project Design Measures

TDM Measure	Description	Implemented by		Target User			Priority	
		Developer	Operator	Guest	Visitor	Employee		
1. Land Use and Density								
1.1	Provision of on-site amenities	Project amenities that will be open to outside visitors and North Village residents include indoor/outdoor restaurant, rooftop bar and multi-purpose event space. The project will also include outdoor amenities that will be open to visitors, especially residents of North Village, such as a chef's garden, walking paths, and lawn for hosting events. Facility visitors may come from North Village development and neighboring developments that are walking distance.	X		X	X		High
1.2	Proximity to North Village retail and dining	The North Village mixed-use development will also include retail and dining opportunities that hotel guests and visitors can access without the need to drive.	X		X	X		High
1.3	Provision of affordable housing in the North Village development	North Village will provide 75 affordable multi-family housing units that could be inhabited by workers employed in North Village retail, hotel or senior community living properties or neighboring properties. Affordable housing unit residents generally have lower rates of car ownership and are more reliant on alternative modes of transportation to solve their mobility needs than residents of single-family market rate units.	X				X	High
2. Urban Design and Streetscape								
2.1	Introduction of traffic calming measures on streets	The North Village's A and B Streets will be designed as complete streets that provide a safe and attractive environment for pedestrians and cyclists to use the street. Traffic calming measures will create a safer and more vibrant public environment for people to move freely around the development.	X		X	X	X	High

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
2.2	Provision of a walkable environment	Design of buildings facing the street, sidewalks buffered from the street with parking and landscaping and shaded by trees, create a safe and inviting environment for people to walk.	X		X	X	X	High
3. Infrastructure for Multi-Modal Transportation								
3.1	Network of sidewalks and trails for pedestrians to travel on foot	Provision of protected pedestrian walkways encourages people to walk in and around the development.	X		X	X	X	High
3.2	Bike lanes and trails for safe and protected travel on bicycles	Connecting the North Village development with the Foss Creek Pathway and Foss Creek Trail will allow users to access the development safely and efficiently via non-motorized modes of travel.	X		X	X	X	High
3.3	Safe pedestrian crossings (at development's main entrance) to access public transit bus stops	Designing project with protected pedestrian crossings and direct walking connections to transit facilities (bus stops and safe crossings to get there) encourages use of public transit services for all – residents, employees and visitors of the development.	X		X	X	X	High
3.4	Provision of safe internal pedestrian crossings	Provision of internal pedestrian crossings on A Street and B Street help pedestrians feel more at ease to walk between North Village land uses.	X		X	X	X	High

Source: Walker Consultants

Table 2: Transportation Program Measures

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
4. Parking Supply, Design, and Management								
4.1	Limit the parking supply	Limiting the parking supply encourages sharing of parking resources among land uses, encourages sharing of personal vehicles, and disincentives the use of single-occupant vehicle travel.	X		X	X	X	High
4.2	Encourage shared parking	Shared parking reduces the amount of empty space and impervious surfaces from unused parking, and it allows the design of buildings to face the street and increase accessibility from sidewalk and alternative modes of travel.	X		X	X	X	High
4.3	Valet parking operation	Valet parking allows for more efficient utilization of available parking capacity, including parking spaces that are farther from the hotel main entrance. Although a high level of service to guests and visitors, it increases the cost of parking to drivers in terms of wait time (vehicle retrieval time) and money (valet operator tip).		X	X	X		High
4.4	Parking pricing for guests, visitors and employees	Disincentives the use of single occupant vehicles, encourages carpooling and ridesharing, active transportation and transit use to access the development. It also provides a balanced environment for the district with parking charges on street and surrounding lots.		X	X	X	X	Medium
4.5	Guest and visitor discounts or coupons for not parking	Similarly, offering hotel guests and visitors a discount or coupon for not parking encourages use of alternative modes to access the mixed-use project.		X	X	X		Medium

TDM Measure	Description	Implemented by		Target User			Priority
		Developer	Operator	Guest	Visitor	Employee	
5. Transit Promotion							
5.1	Increase transit service along Healdsburg Avenue		X	X	X	X	High
5.2	Operation of fixed-route shuttle service to downtown		X	X	X	X	High
5.3	Operation of on-demand shuttle service to nearby destinations		X	X	X		Medium
5.4	Provide discounted transit passes		X			X	High
5.5	Provide mobile app for shuttle service and other mobility services		X	X	X	X	High
5.6	Provide transit pass for event participants		X		X		Medium

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
6. Walking and Biking Promotion								
6.1	Provide secured bicycle parking	Secured bicycle parking facilities (such as a gated bike house) provide employees that commute by bike with piece of mind that their bike will be safe and available at all times for the trip home.	X				X	High
6.2	Provide convenient bicycle parking	Convenient bicycle parking (near the main entrance) encourages use of bicycles, especially in developments where there are good biking facilities on street and off-street trails.	X				X	High
6.3	Provide access to bike sharing programs	Use of bikes can be encouraged by providing bicycles on-site, either through bike rental businesses, a public bike-sharing station or the development's own bike-sharing program. Facilitating access to bikes ensures that guests, visitors and employees commute in non-SOV modes.		X	X	X	X	Medium
6.4	Provide access to e-bikes	E-bikes have demonstrated huge potential for short distance trips in warm weather and hilly terrain. E-bikes provide guests with a fun and healthy option for short-distance mobility needs. Providing employees with subsidies to purchase an e-bike will help with adoption of e-bikes a commute option to/from the development.		X	X		X	Medium
6.5	Provide bike commuting amenities such as showers and locker rooms	Access to showers and changing room allows employees to start the workday fresh and clean from their bike commute trip.		X			X	High
6.6	Provide bike riding training and safety tips for road cycling	Help employees ease onto bicycles again or for the first time through one-on-one training lessons, bike buddy programs and general biking knowledge such as use of comfortable clothing, gear and safety lights and basic mechanic repair and maintenance.		X			X	Medium

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
6.7	Provide bike tune-ups and mechanical training to repair and maintain bikes	Help employees with bike repair and maintenance incentivizes use of bicycles. Mobile bike repair shops or access to bike repair and credits, provide users with continuous support for their travel mode.		X			X	Medium
6.8	Seek certification as bike friendly development and business	A bike friendly business designation can be used to provide recognition and marketing to the community and development, as well as to show commitment to local sustainability efforts.		X	X	X	X	Medium
7. Ridesharing and Carsharing Promotion								
7.1	Provide ride-matching services to assist formation of carpools and vanpools	Formation of carpools and vanpools generally requires assistance from a coordinator to identify partners but also to provide information and answer questions. Sharing a resident/employee transportation coordinator with the Hotel and Enso Village is an effective way of addressing user needs and facilitating contact between potential carpool partners and vanpool groups. Alternatively, provide access to regional ride-matching database and/or create own database with help of a service provider such as Scoop, Waze Carpool or Enterprise Rideshare.		X			X	High
7.2	Provide rewards and subsidies for carpooling or vanpooling	Forming carpools and vanpools often requires outside assistance and a nudge. Providing an incentive encourages formation of new carpools and vanpools. Providing a reward to established carpools and vanpools is also a good way to maintain their operation and monitor their status.		X			X	Medium
7.3	Offer reserved and preferential parking for carpools and vanpools	A preferential parking location, near the main entrance, provides an incentive to carpool and vanpool and a reward for those making the effort to not drive alone.		X			X	High

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
7.4	Provide car-sharing programs	Facilitating access to on-site carsharing provides guests with a direct car-free incentive. On-site access to carsharing services for hourly or daily rentals, allows guests to move around the region freely and for any travel need.		X	X			High
7.5	Incorporate neighborhood electric vehicle network	Carsharing can be provided with a fleet of electric vehicles to encourage guests use of zero emissions vehicles as well as reduce the need for driving or renting a car. The hotel may also install Level 2 electric chargers on property for use of guest and visitors' electric vehicles.		X	X	X		Medium
7.6	TNC first/last mile partnership/discount	Partnering with TNCs to provide credits to registered guests and employees supports reliance on non-SOV mode for mobility needs.		X	X		X	Medium
8. Transportation Program Support								
8.1	Implement a guaranteed ride home (GRH) program to users of non-auto modes	GRH is a primary support measure, and a very effective measure at providing alternative transportation users with a safeguard option for getting back home in an emergency. Knowing that they have options for the trip home in an emergency provides piece of mind and support for choosing a different mode of travel.		X			X	High
8.2	Implement a motorized vehicle trip reduction program	Implementing a commute trip reduction program with a specific reduction goal, clear strategy and recognizable branding, helps disseminating information, messaging, adoption and enticing guest, visitors and employees to participate.		X	X	X	X	High
8.3	Centralized information about transportation options and benefits	Providing information about all mobility options, programs, incentives, subsidies and policies in one place such as a web portal or one-stop shop setting, helps with access to options, maintenance of behaviors and administrative needs.		X	X	X	X	High

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
8.4	New hire orientation package	Providing comprehensive information about transportation programs and benefits during onboarding of new employees is a great opportunity to introduce changes in travel behaviors, because both groups are in the process of evaluating their transportation options and open to adopting new behaviors.		X			X	High
8.5	Individualized transportation options consultation	One-on-one consultations, trip planning assistance and provision of targeted information are very effective at changing behaviors.		X			X	Medium
8.6	Provide a transportation coordinator for the site	A hotel staff person available to coordinate mobility would increase the reach of program information, delivery of educational and promotional programs, and overall program effectiveness. This mobility coordinator can provide one-on-one consultation and assistance to support use of commute alternatives, as well as manage and coordinate the entire trip reduction program.		X	X	X	X	Medium
8.7	Provide compressed work week options to employees of development.	Providing employees with compressed work week options reduces their weekly trips to work.		X			X	Medium
8.8	Provide travel information station or concierge desk	Providing mobile apps, information stations or concierge desks is an effective measure to disseminate information and making it easily available to everyone in the development. Travel information can include daily itineraries to nearby wineries and destinations without a car, or walk, bike and transit maps to help residents and visitors navigate the region, familiarize with available mobility options and support efforts to not using a car for living, working and visiting the development.		X	X	X		Medium

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
8.9	Provide transit screens	Providing a “transit screen” that aggregates information in real-time about all available mobility options, including public transit, shuttles, car-sharing, bike-sharing, and Uber and Lyft, in one screen increases the usability of alternative mobility options for commute and other trips. A transit screen could be made available at the hotel lobby.		X	X	X	X	Medium
9. Local Hiring, Housing and Commute Assistance								
9.1	Implement program that gives preference to hiring of local residents	Giving advantage to local workers (e.g., those that live within the City of Healdsburg) increases the chances of them using alternative options for their trip to work, and at a minimum reduces their vehicle miles traveled regardless of mode.		X			X	High
9.2	Provide housing assistance to employees so they can live close to work	Providing housing assistance to employees to live closer to the North Village project or priority selection to live in the multi-family residential units of the development will eliminate vehicle trips and miles traveled.		X			X	Medium
9.3	Pre-tax transportation benefits	Access to pre-tax transportation benefits to employees (for parking and transit costs) saves commuters money and encourages use of transit and vanpool options.		X			X	High
9.4	Parking cash out or transportation allowance	Offering employees an allowance equivalent to cost of parking (i.e., the market rate for leasing parking or building parking in Healdsburg) encourages switching to other modes and not driving alone to work on a regular basis.		X			X	Medium
9.5	Providing incentives or subsidies that increase the use of modes other than single-occupancy vehicle	Biking and walking are not eligible for pre-tax commute benefits. Providing rewards (such as drawing prizes or membership to bike-sharing services) to those that bike and walk supports their behavior and reward their effort in using alternative commute modes of travel.		X			X	High

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
10. Transportation Management Coordination								
10.1	Coordinate TDM programs with other developments	Coordinated TDM efforts with other developments such as Enso Village and Mixed-Use, can have a multiplier effect for residents, guests, visitors and employers of the City of Healdsburg North Entry Area. Coordinated efforts can be more effective and affordable by attracting more users and better conditions of operation, and it can help make them financially sustainable in the long term.		X	X	X	X	High
10.2	Create a Transportation Management Association (TMA) for North Entry area	One sure way to coordinate efforts is to create and/or participate of a management district or TMA. Traffic congestion, non-motorized facilities and alternative mobility options can be better managed through a coordinated district-wide approach. TMAs often create strategic plans and action plans that can be supported by the City and/or have shared responsibility in their implementation.		X	X	X	X	Medium
10.3	Annual Surveying, Evaluation and Reporting of Performance	Coordination and administration of TDM measures also increases the accountability of the TDM program. The primary method of measuring progress toward reducing SOV mode share and reducing VMT is to track the use of mobility programs and survey its users periodically. Best practice is to survey hotel guest, visitors and employees at least annually to measure mode choice and collect input on travel behavior, and to use the information to adjust program offering and make the program more effective.		X	X	X	X	High

TDM Measure		Description	Implemented by		Target User			Priority
			Developer	Operator	Guest	Visitor	Employee	
10.4	Emergency evacuation route and transportation coordination	A major advantage of coordinating TDM programs through hotel staff is that in addition to managing programs to incentivize use of alternative modes of transportation during normal times, they can also coordinate transportation during emergency evacuation events, which in California can occur with frequency due to seismic activity and wild fires. The hotel development will prepare an emergency preparedness plan (following the guidance of the California Emergency Management System) will include an evacuation program that can leverage all available mobility options in the development.		X	X	X	X	High

Source: Walker Consultants

6. PERFORMANCE MONITORING & ADMINISTRATION

MONITORING AND REPORTING

The TDM measures that are recommended for implementation in this plan are based on proven and effective experience, which has been summarized in the OPR Technical Advisory for Evaluating Transportation Impacts under CEQA and is also available in other planning documents such as the Quantifying Greenhouse Gas Mitigation Measures, from the California Air Pollution Control Officers Association (CAPCOA), a resource for local governments to assess emissions reductions from greenhouse gas mitigation measures.

Recommended TDM measures have been selected for their potential to support or impact reductions in VMT, and they have been categorized in levels of high or medium priority for implementation, as a recommendation or guideline. The high and medium priority for implementation assessment is based on professional judgement, the characteristics of the hotel project, the location in the City of Healdsburg, characteristics of the North Village project, and general commute travel patterns in the region, as described in the latest American Community Survey⁴ and the Longitudinal Employer-Household Dynamics⁵ data and OnTheMap⁶ tool that are assembled and maintained by the U.S. Census Bureau.

Implementation of TDM programs take at least one year to produce results and at least three years of continuous support to reach maturity and achieve targets. Walker recommends using the reporting of the first year of full operation of the hotel development to establish a mode share baseline for all groups.

Once the mode share baseline has been established for each group and mode of transportation, we suggest setting a simple, realistic and achievable goal – such as a 10 percent reduction in drive-alone trips (which will directly impact on both VMT and parking demand), and then roll out a TDM program (or set of high priority TDM measures) especially designed to effect change and meet this target.

If the findings in the annual report show that a 10 percent reduction in single-occupant vehicle mode share has not been met, over a period of 5 years, the hotel operator will work with City staff to identify additional TDM measures that could feasibly be implemented to further reduce trip generation from the project.

The traffic impact analysis developed by W-Trans for the North Village development (based on guidelines contained in the ITE's Trip Generation Manual 10th Edition) shows that the Hotel project will generate 903 daily vehicle trips, of which 51 are A.M. Peak trips and 65 are P.M. Peak trips. A 10 percent reduction of daily vehicle trips would result in 90 trips, which is more than the vehicle trip estimates for the peak hour.

In order to meet these goals, Comstock and the hotel operator will select a group of recommended TDM measures and other measures, as appropriate, and implement a coordinated and integrated TDM program that includes strategies for hotel guests, visitors, and employees. **Priority will be given to TDM measures that were assessed as having a high potential for reducing VMT** such as transit/shuttle service and promotion of ridesharing and car-sharing strategies.

It is anticipated that the TDM program may need to evolve over time as hotel guest, visitors, and employee travel behavior adapt to the conditions of the project and the North Village development. The property manager will be required to submit an annual monitoring report to the City of Healdsburg summarizing the success of individual TDM measures and the TDM program as a whole.

⁴ American Fact Finder. 2013-2017 American Community Survey 5-Year Estimates. City of Healdsburg.

⁵ Longitudinal Employer-Household Dynamics. <https://lehd.ces.census.gov/>

⁶ OnTheMap Tool. <https://onthemap.ces.census.gov/>

The details of the reporting and calculation of VMT reduction will be determined in collaboration with the City but could include metrics of success related to parking occupancy, drive-alone mode share, use of alternative modes and average travel distance for a typical day or week.

The paragraphs below present methods that can be used to evaluate the effectiveness of the TDM program and individual measures, based on parking occupancy and drive-alone mode share for each target group.

- **Hotel Guests and Visitors**
 - Provide a description of the current TDM programs and services offered to hotel guests and visitors, number of users that utilized each program on a quarterly basis, as well as the cost of program operation and subsidies and incentives used, to assess program effectiveness and return on investment.
 - Conduct a brief bi-annual transportation survey or pulse survey (one issued during peak-season and one during off-season) that captures data on how hotel guests and visitors travel to and from the site and satisfaction with available mobility options.
- **Hotel Employees**
 - Provide a description of the current TDM programs and services offered to hotel employees, the number of active users utilizing each program on a quarterly basis, as well as the cost of program operation and subsidies and incentives used, to assess program effectiveness and return on investment.
 - Conduct an annual commute survey that captures data on how hotel employees travel to and from the site, their attitudes toward alternative commute modes, feedback on current TDM programs in place, and satisfaction with available mobility options.
- **Hotel Operator**
 - Compile an annual report summarizing program costs and utilization, and results of guest, visitor, and employee surveys, and share with the City of Healdsburg.