

DRAFT SB 743 Analysis
Winchester Community Plan
December 1, 2020

Background

In 2013, SB 743 was signed into law by California Governor Jerry Brown with a goal of reducing Greenhouse Gas (GHG) emissions, promoting the development of infill land use projects and multimodal transportation networks, and to promote a diversity of land uses within developments. One significant outcome resulting from this statute is the removal of automobile delay and congestion, commonly known as Level of Service (LOS), as a basis for determining significant transportation impacts under the California Environmental Quality Act (CEQA).

The Governor's Office of Planning and Research (OPR) selected Vehicle Miles Traveled (VMT) as the principal measure to replace LOS for determining significant transportation impacts. VMT is a measure of total vehicular travel that accounts for the number of vehicle trips and the length of those trips. OPR selected VMT, in part, because jurisdictions are already familiar with this metric. VMT is already used in CEQA to study other potential impacts such as GHG, air quality, and energy impacts and is used in planning for regional Sustainable Communities Strategies (SCS).

VMT also allows for an analysis of a project's impact throughout the jurisdiction rather than only in the vicinity of the proposed project allowing for a better understanding of the full extent of a project's transportation-related impact. It should be noted that SB 743 does not disallow an agency to use LOS for other planning purposes outside the scope of CEQA.

This section documents SB 743 VMT analysis based on draft Riverside County traffic analysis guidelines¹

VMT Thresholds

Draft thresholds of significance, as currently proposed by Riverside County, are summarized in **Exhibit 1**. Since the proposed project is a community plan and includes multiple land uses within the study area (residential, office, retail, etc.), the threshold of significance is based on all the three categories listed in the table.

¹ *Riverside County Transportation Department Draft Transportation Analysis Guide, July 2020*

Exhibit 1 – VMT Thresholds of Significance

Land Use	VMT Threshold	Basis
Residential	15.19 VMT per capita	Existing county-wide average VMT per capita
Employment-Based VMT Generators	14.24 Work VMT/Employee	Existing county-wide average Work VMT per employee
Retail	Net regional change	Using the county as the basis
Other Employment	Work VMT/Employee	Existing county-wide average Work VMT per employee for similar land uses
Other Customer	Net regional change	Using the county as the basis

Analysis Scenarios

The VMT analysis was completed using the most current version of Riverside County’s travel demand model, RivTAM (referred to as the “RivTAM Model”). The model is a trip-based model and considers interaction between different land uses based on socio-economic data such as population, households and employment. Adjustments in socio-economic data (households, population and employment) were made to the appropriate Winchester Community Plan Traffic Analysis Zones (TAZ) in the RivTAM Model to reflect the Community Plan’s proposed land uses. The model was refined to include additional TAZs and local traffic access for the Community Plan area to enhance sensitivity to housing and employment density, mixed-use development, and accessibility to destinations by transit and non-motorized travel in the region. The current version of the RivTAM Model maintains a base year condition of 2012 which, for the purposes of analysis, is considered to be representative of existing conditions. The planning horizon for the RivTAM Model is 2040. A newer version of the RivTAM Model (RivCOM) is currently under development and is expected to be available in mid-2021.

VMT analysis was conducted for existing and cumulative scenarios and results were compared to the existing conditions. The analysis includes the following scenarios:

- **Existing Conditions** - based on 2012 RivTAM Model conditions
- **Existing Plus Project Conditions** – Based on 2012 RivTAM Model with proposed Winchester Community Plan land uses
- **Cumulative No Project Conditions** – Based on 2040 RivTAM Model conditions without proposed Winchester Community Plan land uses.
- **Cumulative Plus Project Conditions** – Based on 2040 RivTAM Model conditions with proposed Winchester Community Plan land uses.
- **Cumulative Plus Project Conditions with Regional Control Totals Maintained** – Based on 2040 RivTAM Model conditions with proposed Winchester Community Plan land uses. The 2040 RivTAM Model land use control totals (total housing and employment) were held constant as

compared to the Cumulative No Project Conditions by redistributing, on a weighted base, land use outside the Winchester Community Plan within unincorporated Riverside County.

- **Cumulative No Project Conditions with City of Meniffee Update** – Based on 2040 RivTAM Model conditions without proposed Winchester Community Plan land uses but with land use updates provided by the City of Meniffee representing their forecasted 2040 conditions².
- **Cumulative Plus Project Conditions with City of Meniffee Update** – Based on 2040 RivTAM Model conditions with the proposed Winchester Community Plan land uses but with land use updates provided by the City of Meniffee representing their forecasted 2040 conditions².

Winchester Community Plan Land Use Conversion

In order to evaluate the Winchester Community Plan's VMT, the zoning for the Community Plan needed to be first turned into a RivTAM compatible dataset. This dataset relied on land use assumptions developed by Kimley-Horn and Riverside County staff as part of the Winchester General Plan. As the Winchester area is defined by its zoning rather than a group of developments with defined land use assumptions in terms of unit counts for residential land uses and building sizes for non-residential land uses, several assumptions were developed for each zoning type to convert acreages and land use type into dwelling units, population, and employees, the inputs required to run the TDM.

For residential land uses including very low density residential, medium density residential, highest density residential, among others, the conversion from acres to residential units involved developing a conversion factor for each parcel to determine the percentage of the parcel that would be developed. While each land use type has a range of units per acre allowed, the midpoint was the primary metric used to convert the developable acres into unit counts. For a few land use types, such as Rural Community- Very Low Density Residential, assumptions for dwelling unit per acre ratios were used based on previous work completed in the area. Population for each of the residential land use types was assumed to be 2.91 and 3.17 people per unit depending on the location within the Winchester area. However, existing socio-economic distributions were maintained.

For non-residential land uses such as commercial retail, light industrial, and business park among others, a similar process to residential land uses was used to convert the zoning into employees, the nonresidential input for the travel demand model. The primary difference between residential and nonresidential conversions is that rather than using a ratio to convert acreages to dwelling units, acreages are converted to square-feet, a land use-specific floor-to-area ratio (FAR) is used to convert the total square-feet to building square-feet, and then a square-feet to employee ratio is used to convert the building square-feet to employees. The building square-feet to employee ratio is developed using the daily or peak-hour trip rates contained in the *Trip Generation Manual, 10th Edition* published by the Institute of Transportation Engineers (ITE). The trip rate ratio between 1,000 square-feet and employees is developed for each land use type to easily convert building size into number of employees so that the trips generated by the TDM for the number of employees is comparable to what is expected of each building for each land use.

² Based on preliminary analysis completed by Kimley-Horn for the City of Meniffee related to their assessment of the planned Garbani Road/ I-215 Interchange

The resultant land use data was coded into the RivTAM Model for analysis. Generally speaking, for VMT analysis purposes this represented three broad land use categories:

- Residential
- Employee-Based VMT (land uses where the principle source of VMT relates to worker commutes); and
- Retail uses (where the primary source of VMT is customer-based)

VMT Analysis

As described in the draft Riverside County traffic analysis guidelines, VMT significance thresholds are based on land use type, broadly categorized as efficiency and net change metrics. Efficiency metrics include VMT/Capita (Residential) and Work VMT/employee (Employee-Based VMT). “Net Change” refers to the net change in regional VMT. “Net Change” is used for elements that include a significant customer base, such as retail uses, although it can extend to a variety of uses that have similar characteristics.

The calculations of VMT efficiency metrics has two components – the total number of trips generated and the average trip length of each vehicle. As the proposed project has both residential and non-residential trips, trip productions and attractions were used from the all home-based trip purposes and home-based-work trip purpose matrices, respectively. Using the peak and off-peak person trip matrices, skim (distances) matrices and appropriate occupancy rates, VMT was calculated for the Community Plan traffic analysis zones (TAZs). **Exhibit 2** shows the efficiency metric results for the analysis scenarios.

Exhibit 2 – Project VMT Impact Evaluation – Efficiency Metrics

Analysis Scenario	Residential VMT/Cap	Threshold Performance	Employment-Based VMT/EMP	Threshold Performance
Riverside County Thresholds	15.19		14.24	
Existing				
Winchester Community Plan Area	25.13	+65.4%	14.14	-0.7%
Riverside County	15.19	0.0%	14.24	0.0%
Existing Plus Project				
Winchester Community Plan Area	16.54	+8.9%	12.05	-15.4%
Riverside County	14.74	-2.9%	13.98	-1.8%
Cumulative No Project Conditions				
Winchester Community Plan Area	23.33	+53.6%	15.26	+7.2%
Riverside County	16.63	+9.5%	15.72	+10.4%
Cumulative Plus Project Conditions				
Winchester Community Plan Area	17.43	+14.8%	13.45	-5.5%
Riverside County	16.36	+7.7%	15.56	+9.3%
Cumulative Plus Project Conditions with Regional Control Totals Maintained				
Winchester Community Plan Area	17.42	+14.7%	13.45	-5.5%
Riverside County	15.94	+4.9%	14.77	+3.8%
Cumulative No Project Conditions with City of Menifee Update				
Winchester Community Plan Area	23.23	+52.9%	15.08	+5.9%
Highway 79 Plan Area (Outside Winchester Community Plan)	22.89	+50.7%	16.42	+15.3%
Riverside County	16.63	+9.5%	15.66	+10.0%
Cumulative Plus Project with City of Menifee Update				
Winchester Community Plan Area	17.48	+15.1%	13.32	-6.5%
Highway 79 Plan Area (Outside Winchester Community Plan)	21.37	+40.7%	16.25	+14.1%
Riverside County	16.37	+7.8%	15.52	+9.0%

Based on the results in **Exhibit 2** and the draft Riverside County traffic analysis guidelines, the following initial unmitigated results are determined:

- The proposed project’s Residential land uses in aggregate exceed the threshold under all project scenarios. **To avoid a significant impact finding, approximately 15% mitigation is required.**
- The proposed project’s Employment-Based VMT land uses (does not include retail) **do not exceed the threshold under any project scenario.**
- Local-serving Retail under 50,000 square feet per store, per the draft Riverside County traffic analysis guidelines, **is presumed to not have a finding of a significant impact.**
- Regional-serving retail or other unique land uses will need to be evaluated on their own merits as detailed project descriptions become available in the future.

For informational purposes, total VMT resulting from proposed Winchester Community Plan land uses was also determined. These VMT calculations relied on a link-based methodology with specific trip types used to estimate the vehicular traffic volume and VMT generated from all the land uses within the Winchester Community Plan area. This methodology isolates specific trip types (using select zone analyses) depending on their origin and destination relative to the Community Plan area and includes the entire trip length of each vehicle trip in the VMT estimate. The three included trip types are as follows:

- Internal-internal (II) – trips that begin and end entirely within the Winchester Community Plan area
- Internal-external (IX) – trips with an origin within, but a destination outside the Winchester Community Plan area
- External-internal (XI) – trips with an origin outside, but a destination within the Winchester Community Plan area

A fourth trip type exists but is not included in the link-based Methodology to estimate vehicular traffic and VMT since the Winchester Community Plan policies within the County do not apply to these trips. External-external (XX) are trips that pass through the Community Plan Area without stopping at a destination. **Exhibit 3** summarizes the estimated total average daily weekday VMT for all the land uses within the Community Plan for the analysis scenarios.

Exhibit 3 – Total VMT Evaluation

Analysis Scenario	Total Project VMT
Existing	306,591
Existing Plus Project	5,402,038
Cumulative No Project Conditions	777,369
Cumulative Plus Project Conditions	5,912,768
Cumulative Plus Project Conditions with Regional Control Totals Maintained	5,920,164
Cumulative No Project Conditions with City of Menifee Update	776,849
Cumulative Plus Project Conditions with City of Menifee Update	5,915,735

VMT Reducing Design Principles, Policies, and Improvements

Given the lack of specifics that are available for this community level plan, it is not possible to fully account for the effect of specific design principles, policies, and improvements that will reduce VMT as part of this analysis. However, these approaches are still important considerations in evaluating the results of this VMT analysis and as appropriate they should be accounted for in subsequent VMT evaluations within the Winchester Community Plan area.

VMT Reducing Design Principles

Design elements of the project that are VMT reducing, as described within the Draft Winchester Design Guidelines³ include specific design direction related to Smart Growth, Transit Oriented Development, Sustainability, and Mixed-Use projects, all of which may reduce project VMT. The following subsections describe these considerations as outlined in the Draft Winchester Design Guidelines:

Smart Growth

Smart growth principles that reduce VMT and that are planned to be implemented as part of the project include:

- Compactness of design,
- A range of housing options,
- Walkable communities,
- A variety of transportation methods, and
- The preservation of open space.

Transit Oriented Development

There is an existing Burlington Northern/Santa Fe (BNSF) rail line running east-west that bisects Winchester. It is the stated goal that Metrolink will provide a station downtown, which is consistent with the Riverside County Integrated Project (RCIP) vision for Winchester. While this analysis does consider the impact of the Metrolink station, there is no other transit assumptions that have been made for analysis within the Winchester Community Plan area. This likely represents an overly conservative outlook for transit, given that it is probable that some supporting transit elements would be implemented in conjunction with the Metrolink station. In addition, the Winchester Community Plan area also has multiple design features tailored to supporting transit.

Mixed-Use Specific Principles

Mixed-Use combines two or more types of land uses into a building or set of buildings that are physically or functionally integrated. Mixed-Use, as outlined in the Draft Winchester Design Guidelines, seeks to promote smart growth principles including:

- Diversity and appropriate mix of uses
- Pedestrian Orientation
- Community Focal Point

³ Draft Winchester Design Guidelines, October 18, 2019

- Excellence in Design
- Coordination of development strategies
- Sustainability

The plan includes guidance for specific use types (commercial, residential, etc.) and based on location (downtown, mixed-use/commercial areas, etc.) that contribute to favorable conditions for active transportation through denser development. As planned, the downtown area within the Winchester Community plan area will comprise more than 1,110 acres of mixed-use development that will be based on a dense roadway grid to support active transportation and walkability. In addition, this area is anticipated to include extra roadway dedications for exclusive transit facilities.

As the RivTAM Model does not include specific functionality to reflect the impact of many of the design principles outlined and the exact nature, location, and timing of these VMT reducing considerations is not known, the additional impact of these design features will need to be evaluated at the individual project-level rather than at the programmatic level. However, it should be noted that these considerations will have a material impact on development project analysis although it will vary on the location and design features selected.

VMT Reducing Policies and Improvements

This section discusses the establishment of a framework for a programmatic approach to policies and improvements that respond to the need for feasible Vehicle Miles Travelled (VMT) mitigation within the Winchester Community Plan area. Identified VMT mitigation opportunities include:

1. Transportation Demand Measures
2. Implementation of SCAG SB 375 Measures
3. Transit and Multimodal Improvements
4. Establishment of a VMT Bank/Exchange

Transportation Demand Measures

VMT mitigation often relies heavily on Transportation Demand Measures (TDMs). These measures generally represent two basic approaches: policy and infrastructure. The California Air Pollution Control Officers Association (CAPCOA) guide for *Quantifying Greenhouse Gas Mitigation Measures*, last updated in 2010, is one of the primary bases for estimating mitigation effects in California. Although this resource is invaluable, care needs to be taken in terms of its application given that some TDMs have limited sample sizes and many of the measures are based on experiences in highly urbanized areas. Depending on the selected TDMs, it can be challenging from the standpoint of mitigation monitoring and are often unpopular with project applicants because they may need to be managed and paid for in perpetuity. These limitations have led jurisdictions to increasingly consider programmatic approaches to VMT mitigation.

As part of the Riverside County's development of its SB 743 Guidance, a review of TDM measures was undertaken for the purpose of identifying TDMs that are both appropriate to Riverside County and setting reasonable maximums for their resultant VMT reductions. Future project level analyses should rely on Riverside County's current TDM options and associated maximum reductions as provided for in its SB 743 Guidance. Although, many of the TDM options may be appropriate to individual project implementation, many of the identified TDMs may be better suited to a programmatic approach where they are implemented across the entire Community Plan area, a subset of projects, or distinct areas with

the Community Plan area. Based on discussions with Riverside County staff, the following TDMs have been identified as the potential basis for a programmatic approach to TDM implementation within the Winchester Community Plan Area:

- Reduce Parking Supply
- Transit Rerouting
- Transit Stops
- Implement Neighborhood Shuttle
- Mandatory Travel Behavior Change Program, Promotions & Marketing
- Promotions & Marketing
- Emergency Ride Home (ERH) Program
- School Carpool Program
- Bike Share
- Implement/Improve On-street Bicycle Facility
- Traffic Calming Improvements
- Pedestrian Network Improvements

Note that the list is anticipated to be revised based on future analysis and policy determinations. Additional information on each of these approaches is provided in **Appendix A**.

Implementation of SCAG SB 375 Measures

Pursuant to Senate Bill (SB) 375, SCAG prepared a Sustainable Communities Strategy (SCS) that was incorporated into the 2016 Regional Transportation Plan (RTP). SB 375 requires that the RTP include an SCS, which outlines growth strategies that better integrate land use and transportation planning and help reduce the state's greenhouse gas emissions from cars and light trucks. There are two mutually important facets to the SB 375 legislation: reducing VMT and encouraging more compact, complete, and efficient communities for the future. For the SCAG region, the California Air Resources Board (CARB) has set certain greenhouse gas reduction targets by 2035. As identified in the SCAG 2016 RTP/SCS, the region is projected to meet or exceed these targets, and significantly lower greenhouse gas emissions by 2035. The 2016 RTP/SCS has also identified several strategies to achieve these goals. The strategies focus on integrating land use planning and transportation improvements. Some of the key strategies identified in the 2016 RTP/SCS are mentioned below:

Land Use Strategies

- Improve job-housing balance in the region
- Focus new growth around transit
- Plan for growth around livable corridors
- Provide more options for short trips
- Support local sustainability planning

Transportation Strategies

- Improve passenger rail network
- Expand regional express lane network
- Reduce congestion by highway and arterial expansion
- Promote and improve active transportation

- Support Zero-Emission Vehicles (ZEV)
- Introduce neighborhood electric vehicles for short trips
- Promote shared mobility

There is a substantial difference between how RIVTAM and SCAG handle the SCS resultant effects outlined above, which has a material difference on modeled outcomes. As SCAG includes significant reductions related to the strategies above, it is anticipated to see an overall reduction in VMT in 2035 for major land use categories. However, modeling completed using the RIVTAM model results in a finding of increasing VMT in the future when implementing through 2040. **Exhibit 4** below illustrates this finding.

Exhibit 4 – Comparison of RIVTAM and SCAG Model VMT Results

Land Use	RIVTAM Model		SCAG Model	
	Residential VMT/Cap	HBW VMT/Emp	Residential VMT/Cap	HBW VMT/Emp
Existing*	15.2	14.2	20.4	20.6
2040	16.6	15.7	16.2	15.1
% Change	9.5%	10.4%	-20.6%	-26.8%

Note: RIVTAM Existing Base Year is 2012 and Future Year is 2040 while SCAG's Existing Base Year is 2016 and Future Year is 2040.

As the current version of the SCAG model has not been refined sufficiently to use for detailed project analysis within Riverside County, it is unclear as to the extent to which the full or partial implementation of the SCS could affect the outcomes. However, it is likely that the implementation of the SCS within the context of this project will provide meaningful mitigation, particularly for the impact resulting from the Residential land uses within the Winchester Community Plan area.

Multimodal Improvements

In terms of transit, the RIVTAM model currently only includes the planned Metrolink station located within the Winchester Community Plan Area. There are several transit routes that are located on the edge of the Winchester Community Plan. However, as described in the VMT Reducing Design Principles section of this report, this likely represents an overly conservative outlook for transit, given that it is probable that some supporting transit elements would be implemented in conjunction with the Metrolink station. In addition, the Winchester Community Plan area also has multiple design features tailored to supporting transit. Additionally, Mineral Creek Trail and Diamond Valley Lake Trails are identified within the Draft Winchester Design Guidelines dated October 18, 2019 as being primary bicycle and pedestrian pathways within the community. These facilities could provide meaningful active transportation opportunities. As shown, in **Exhibits 5 and 6**, the existing and future transit mode split is estimated to be approximately 2% across all of Riverside County. It is reasonable to assume that at a minimum of a 2% mitigation effect would result if a supporting transit infrastructure were located within the Winchester Community Plan area. It is likely the potential impact of transit may be higher given the planned Metrolink station and the identified VMT Reducing Design Principles identified in the prior section.

Exhibit 5 – RivTAM Estimated Mode Split for Existing Conditions

Trip Mode	2012 Riverside Daily Person Trips	2012 Riverside Mode Share
Drive Alone	2,349,231	35.1%
Carpool	3,354,950	50.1%
Transit	104,992	1.6%
Walk/Bike	884,178	13.2%

Exhibit 6 – RivTAM Estimated Mode Split for Cumulative Conditions

Trip Mode	2040 Riverside Daily Person Trips	2040 Riverside Mode Share
Drive Alone	3,997,936	38.3%
Carpool	4,934,383	47.3%
Transit	168,391	1.6%
Walk/Bike	1,332,303	12.8%

Participation in a VMT Bank

Programmatic approaches that rely on collectively funding larger infrastructure projects appear to hold great promise for VMT mitigation as they allow a project to obtain an amount of mitigation commensurate with their impact, include only a single payment without the complexity of ongoing management, and do not require on-going mitigation monitoring. Programmatic approaches can also provide a public benefit in terms of funding transportation improvements that would not otherwise be constructed, resulting in improvements to congestion, GHG emissions, increased transportation choices, and additional opportunities for active transportation.

Under a VMT Banking framework, multiple VMT reducing projects are grouped together and their associated VMT reductions are monetized in the form of credits. These credits are then purchased for the purposes of mitigating VMT in excess of determined impact thresholds. The underlying projects may be either regionally or locally beneficial to the area in which the project is located.

The Western Riverside Council of Governments (WRCOG) has indicated a desire to develop a VMT Banking program or similar, however it is early in development so there is insufficient detail to estimate the impact on VMT mitigation of such a program. It is also unclear how this would affect the existing Transportation Uniform Mitigation Fee (TUMF) that WRCOG is responsible for maintaining and implementing. However, the implementation of a VMT Bank could provide meaningful opportunities for development projects that might otherwise not have the ability to mitigate their impact.

VMT Mitigation

As discussed previously, given the lack of specifics that are available for this community level plan, it is not possible to fully account for the effect of specific design principles, policies and improvements that will reduce VMT as part of this analysis. Although many of the VMT reducing design principles, policies, and improvements that are described in the prior section may ultimately mitigate and/or potentially reduce the VMT impacts outlined in this evaluation, necessary details to assure implementation and appropriately evaluate their effect are not yet available.

It is important to note that the approaches to VMT reduction described in the prior section are supportive of existing Riverside policies and guidelines. However, the VMT reducing approaches cited in the prior section will require further planning and development as well as committed funding sources including those from participants in the development community (many of which many not be identified yet as large areas of land may be further subdivided into specific projects and developments). As such, it is reasonable to assume that the findings of this analysis reflect a worst-case scenario given the guidance within the Winchester Design Guidelines⁴ and Riverside County's existing policy direction and SB 743 Guidance⁵.

Conclusion

Based on the results of this analysis, the following findings are made:

- The proposed project's Residential land uses in aggregate exceed the threshold under all project scenarios. **The project is determined to have a significant transportation impact for residential development.**
- The proposed project's Employment-Based VMT land uses (excluding retail) **do not exceed the threshold under any project scenario and as a result are determined to not have a significant transportation impact.**
- Local-serving Retail under 50,000 square feet per store, per draft Riverside County traffic analysis guidelines, **is presumed to not have a significant impact.**
- Regional-serving retail or other unique land uses will need to be evaluated on their own merits as detailed project descriptions become available in the future.

Note that specific development projects may perform better or worse than the overall impacts determined by this programmatic level analysis. However, in the aggregate it is likely that this VMT

⁴ Draft Winchester Design Guidelines, October 18, 2019

⁵ Riverside County Transportation Department Draft Transportation Analysis Guide, July 2020

analysis represents a worst-case scenario given that it does not fully represent the effect of planned VMT reducing design principles or the effect that targeted mitigation measures may ultimately have on development projects.

Appendix A

Potential Programmatic TDM Measures for Winchester Community Plan^{6*}

*Note that additional options maybe appropriate, refer to the current Riverside County Guidelines

ID #	Transportation Demand Management Measure	Description	TDM Type	Riverside County Max VMT Reduction
Parking Strategies				
1	Reduce Parking Supply	Changes on-site parking supply to provide less than the amount required by County zoning ordinance. Permitted reductions could utilize mechanisms such as TOC, Density Bonus, Bike Parking ordinance, or locating in a Specific Plan Area.	Infrastructure	12.5%
Transit Strategies				
5	Transit Rerouting	Coordinate with local transit agency to provide or reroute existing transit services near the site	Infrastructure	1.0%
6	Transit Stops	Coordinate with local transit agency to provide bus stop near the site	Infrastructure	1.0%
8	Implement Neighborhood Shuttle	Implement project-operated or projectsponsored neighborhood shuttle serving residents, employees, and visitors of the project site	Incentive	3.0%
Communication & Information Strategies				
10	Mandatory Travel Behavior Change Program, Promotions & Marketing	Involves the development of a travel behavior change program that targets individuals attitudes, goals, and travel behaviors, educating participants on the impacts of their travel choices and the opportunities to alter their habits. Provide a web site that allows employees to research other modes of transportation for commuting. Involves the use of marketing and promotional tools to educate and inform travelers about site-specific transportation options and the effects of their travel choices with passive educational and promotional materials.	Incentive	1.0%

⁶ This list is based on the *Riverside County Transportation Department Draft Transportation Analysis Guide*, July 2020

11	Promotions & Marketing	Involves the use of marketing and promotional tools to educate and inform travelers about site-specific transportation options and the effects of their travel choices with passive educational and promotional materials.	Incentive	1.0%
Commuting Strategies				

16	Emergency Ride Home (ERH) Program	Provides an occasional subsidized ride to commuters who use alternative modes. Guaranteed ride home for people if they need to go home in the middle of the day due to an emergency or stay late and need a ride at a time when transit service is not available.	Incentive	3.0%
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Shared Mobility Strategies

21	School Carpool Program	Implements a school carpool program to encourage ride-sharing for students.	Incentive	15.0%
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Bicycle Infrastructure Strategies

22	Bike Share	Implement bike share to allow people to have on-demand access to a bicycle, as-needed.	Incentive / Infrastructure	0.25%
23	Implement/Improve On-street Bicycle Facility	Implements or provides funding for improvements to corridors and crossings for bike networks identified within a one-half mile buffer area of the project boundary, to support safe and comfortable bicycle travel.	Infrastructure	0.625%

Neighborhood Enhancement Strategies

26	Traffic Calming Improvements	Implements traffic calming measures throughout and around the perimeter of the project site that encourage people to walk, bike, or take transit within the development and to the development from other locations.	Infrastructure	1.0%
27	Pedestrian Network Improvements	Implements pedestrian network improvements throughout and around the project site that encourages people to walk.	Infrastructure	2.0%