



# Founders Row Transportation Demand Management And Parking Management Plan

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## **Purpose**

This City's Comprehensive Plan establishes a vision of providing a transportation network that offers choices in travel modes. The Plan also includes a strategy of meeting increased travel demand within, from, and through the City via non-automobile modes. To that end, the City expects redevelopment activity to use Transportation Demand Management (TDM) and Parking Management Techniques that provide a range of options and reduce the reliance on automobiles.

## **Goals**

Pursuant to Voluntary Concessions (VC's) approved by City Council, the following performance measures for the Founders Row TDM and Parking Management Plan (PMP) are attainable and meet the intent of the City's TDM Guidelines:

- Reduce the number of peak hour trips generated by residential and office uses from projected ITE Trip Generation amounts by 25%,
- Increase the non-SOV mode share for the site as a whole to 47%, and
- Reduce parking demand for the site by 13% from City standards.

## **Plan Flexibility**

This combined TDM and PMP recognizes that different strategies may work better for buildings and sites and that travel behavior may change over time. For that reason, this combined plan uses a strategy of adaptive management – monitoring performance and updating the strategies applied as necessary to achieve the stated goals.

## Plan

This table summarizes the plan elements and how they will be applied to different travelers to/from the site. The plan elements are split in the following four categories:

1. Site Design, Infrastructure, and Options. These options will be provided when the project is opened for operation.
2. Promotion, Education, and Incentives. These options will be provided while the project is in operation.
3. Monitoring and Enforcement. These techniques will be used to measure performance of the implemented strategies, ensure compliance, and assess whether the strategies applied are meeting the goals of the plan.
4. Adaptive Management. These additional techniques will be used if the implemented strategies are not sufficient to meet the goals of the plan. Note that this list is not exhaustive. Other strategies as needed will be used to meet the performance goals, as necessary.

	Site-Wide	Residential	Office/Retail/Cinema
<b>Site Design, Infrastructure and Options</b>	<ul style="list-style-type: none"> <li>• New Bus Shelter</li> <li>• Secure Bicycle Storage</li> <li>• Pedestrian/Bicycle Connectivity</li> <li>• Limited parking supply</li> </ul>	<ul style="list-style-type: none"> <li>• Shuttle to/from Metrorail</li> <li>• Business Center</li> <li>• Unbundled parking</li> </ul>	
<b>Promotion, Education, and Incentives</b>	<ul style="list-style-type: none"> <li>• Appoint a Transportation Coordinator (TC)</li> <li>• Develop TDM Program Branding</li> <li>• Develop a TDM Program Marketing Plan</li> <li>• Promote Real-Time Travel information</li> <li>• Develop Site-based Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint Residential Transportation Coordinator (RTC)</li> <li>• New resident commuter information package</li> </ul>	<ul style="list-style-type: none"> <li>• Promote pretax Metrorail, Vanpool, and Bicycle Benefits Programs</li> <li>• New employee commuter information package</li> </ul>

	<p>Access Guide</p> <ul style="list-style-type: none"> <li>• Implement Live-Work-Play Marketing</li> <li>• Advocate for Bike Share on the site</li> </ul>		
<b>Monitoring and Enforcement</b>	<ul style="list-style-type: none"> <li>• Commute survey</li> <li>• Traffic counts</li> <li>• Parking occupancy counts</li> <li>• Annual reports</li> </ul>		
<b>Adaptive Management</b>	<ul style="list-style-type: none"> <li>• As necessary based on TC and City review of annual report</li> </ul>		

**Site Design, Infrastructure, and Options**

Site design features supportive of TDM strategies will be implemented as part of the overall holistic design of the Founders Row redevelopment site. Such features will include the following and are consistent with the approved VC’s:

- Bus shelter (VC #6),
- Secure and safe bicycle storage at employment, retail and residential locations (VC #16),
- Pedestrian and bicyclist system connectivity with adjacent sites and other paths (VC #6),
- Business Center.

The Founders Row redevelopment site will include design elements to further the use of multimodal transportation options. As stated previously, TDM works best when complementary strategies are taken together. One of the strategies that have a significant impact on vehicle trip reductions is parking management. There are several parking management techniques that incentivize travelers to use an alternate mode and/or reduce auto ownership. Pursuant to the Voluntary Concessions approved by City Council, a separate Parking Reduction Report has been submitted to describe the Founders Row parking supply, reduction from City Code, and management strategies. *The following parking management strategies that shall be implemented at Founders Row will include the following:*

**Limited Parking Supply**

In order to encourage more efficient use of parking facilities, reduce parking demand and shift travel to alternate modes, the Applicant has filed a parking reduction request with City of Falls

Church Development Services. Managing parking by reducing the available supply helps to reduce the undesirable impacts of parking demand on local and regional traffic levels, as well as the resulting impacts on community livability. Two effective Parking Demand Management practices are (1) shared parking and (2) the implementation of parking maximums.

Shared parking works best when an area consists of multiple destinations within walking distance of each other and utilize a common parking facility, and when those destinations share patrons, or have different time periods when parking demand is at its highest. Shared parking is also effective in mixed-use developments. Parking maximums impose limits on the number of spaces provided at new developments and are most effective in activity centers or downtowns. Both shared parking and the use of parking maximums are proposed with the reduction request that has been submitted to Falls Church Development Services.

### Unbundled Parking for New Residential

Unbundling refers to a strategy where parking is rented or sold separately, rather than automatically included with the rent for a building space. This element reveals the true cost of parking, which allows users to consider a more accurate travel cost trade-off when deciding what transportation to choose.

Parking for residential units will be unbundled and purchased/leased at market rates. In cases where the market dictates that parking be inclusive of lease costs, the cost of the parking can be presented to the lessee as a line item.

In addition to the above and as described earlier in this document, the Applicant will provide a shuttle service for the residents of the site (both the multifamily and age restricted components). Therefore, residents of the development will have an additional alternative travel mode available through the shuttle service in order to lessen reliance on the personal automobile and encouraging reduced auto ownership.

### **Promotion, Education, and Incentives**

*The site-wide TDM program strategies for the Founders Row site may include one or more of the following elements:*

- Appoint a Transportation Coordinator (TC);
- Develop TDM Program Branding;
- Develop a TDM Program Marketing Plan;
- Promote Real-Time Travel information;
- Develop Site-based Transportation Access Guide;
- Implement Live-Work-Play Marketing;
- Advocate for Bike Share on the site; and

- Provide a Connection to Metrorail.

Detailed descriptions of each strategy are included in the sections below.

## Appoint a Site-Wide TDM Transportation Coordinator

Transportation program management responsibilities will be designated to a single site representative associated with the Founders Row redevelopment, which may also be responsible for overall operations and maintenance. This individual will serve as a central point of contact and manage the overall TDM program and Annual Report. The location of the program manager's office will be publicized broadly within the redevelopment site area, and the manager will be available for consultation during regular office hours.

TC Responsibilities will include, but may not be limited to:

- Develop an Annual TDM Report, which will outline the activities to be implemented in the upcoming year, provide an assessment of strategies implemented to date and in consultation with the City secure approval of the Transportation Management Plan.
- Promote transportation alternatives to all owners, residents and office/retail/cinema employees.
- Remain available to answer questions about all aspects of the TDM program
- Manage a volunteer network of individual Transportation Coordinators located at residential and office/retail/cinema buildings, and provide these coordinators with materials and information to distribute about the TDM Program and organize periodic and regular meetings with these coordinators.
- Recruit and engage participants for any outreach events or campaigns associated with the TDM Program over time.
- Coordinate with local TDM providers, Telework!VA and MWCOG to obtain support for program implementation.
- Train residential and commercial sales and/or leasing staff on TDM Program elements and information so they can provide these materials to tenants as they move in or to use as a recruitment tool.
- Coordinate and manage IT efforts associated with the TDM Program.
- Coordinate all monitoring and evaluation activities necessary to measure the effectiveness of the TDM program and parking occupancies.

The overall approach of the TC will likely follow an individualized marketing framework. Individualized marketing is a TDM implementation and evaluation process that takes the principles of social marketing and customizes them to transportation programs focused on the individual traveler. The approach is simple: target customized information, training, and incentives to people who are open to changing the way they travel. Identifying people open to trying transportation alternatives is achieved through surveys of the population to determine who uses transportation alternatives currently, who is interested in using them more, and who

would never consider changing their travel behavior. The programs are implemented and the participants are then surveyed again to understand how their travel behavior changed. This approach will ensure resources are spent on individuals most likely to change and will make sure all elements of the TDM program are captured in one fluid implementation strategy.

## TDM Program Branding

An initial step in the promotion and marketing of the TDM Program is the development of a program brand. The brand will be used on TDM program marketing materials, which may include e-newsletters, print ads, brochures, flyers, premiums, and news releases.

To be successful, a brand must offer a relevant, consistent message that resonates with current and potential customers. The graphic identity of a program brand, including a logo, taglines, and a brand standards document should convey the program's ability to address the needs of the various types of residents, employees, and visitors that will travel to the redevelopment site. The brand should create a single point of reference for the individuals that will access the redevelopment daily.

## TDM Marketing Plan

The Marketing Plan reinforces the TDM brand and ensures that communications with Founders Row Residents/Employees/Visitors by the TDM Program remains organized, consistent, and efficient. The Marketing Plan will host messaging and timing of communication through the various communication channels the TC uses to communicate with Founders Row audiences. To ensure that significant progress is made site goals, the marketing plans will focus on concepts most likely to generate interest in specific commute options.

## Promote Real-Time Travel Information

The availability of real-time travel information has been shown to make travel using alternative transportation more attractive. Studies have shown that providing Real-time travel information has been found to decrease perceived wait times and increase rider satisfaction with travel systems. In order to encourage the use of alternative transportation, the TC will install an Electronic Information Display at high traffic areas to show real-time transportation information. Additionally, the TC will promote applications and websites that provide real-time travel information. The TC will also monitor new technology that can be used to increase the use of non-SOV travel modes and implement those strategies when appropriate based on costs and potential benefits. The information provided may include, but not be limited to, the following:

- Traffic conditions, road hazards, construction work zones, and road detours;
- Arrival times and delays on Metrorail and area bus routes;
- Real-time parking conditions and guidance to current on-site parking vacancies; and
- Carshare and Rideshare availability.

## Site-based Transportation Access Guide

A local access guide will be made available to all traveler groups to the redevelopment site, including residents, employees, and visitors. The guide will provide them with information about how to access transportation options, parking, retail, and services, as well as provide them with a sense of amenities and destinations within walking and biking distance. When possible these access guides will be provided to new residents as part of their move-in packet as well as to all new employees in office and retail space. The purpose of the local access guide is to familiarize residents, employees, and visitors with what is available in and around the Founders Row redevelopment site. By doing so, the need to travel off-site is reduced and in some cases eliminates the need for a vehicle during work hours to run errands. The local access guide will be updated on an annual basis or as needed.

### Live-Work-Play Marketing

A live-work-play marketing program will be implemented to encourage tenants of the residential uses to work, shop, and eat within Falls Church. An advanced strategy will be implemented to encourage local employees to purchase or lease housing close to their worksites through a variety of financial incentives that shall be determined. The TC will also seek discounts or coupons from local retail and service establishments and distribute those items to residents to encourage them to shop locally. This marketing encourages residents to shop at, eat at, and visit businesses that are within walking distance of their homes or accessible via transit.

### Bike Share

Should a bikeshare program be created in Falls Church, the TC will work with the City to determine whether location(s) on the properties for bike kiosks would be appropriate. If locations are deemed feasible, the TC will market and promote the bike share services to tenants, employees, and residents.

### Site Connection to Metrorail

In order to maximize the sites' proximity to Metrorail, Founders Row implement a free connection to Metrorail by way of a shuttle for the site's residential uses.

The shuttle service will transport passengers from Founders Row to Metrorail during peak hours on weekdays. Additional stops in-between can be considered based on resident demands. The shuttle service can be solely operated by Founders Row or part of a joint shuttle service agreement with nearby developments in Falls Church, in coordination with City staff.

### *Founders Row Residential TDM Program Elements*

In addition to site-wide TDM Program elements outlined previously, several TDM strategies will be implemented for new residents associated with the Founders Row property. These strategies leverage the site-wide TDM program elements, as well as existing Regional TDM strategies such as Ridesharing and Guaranteed Ride Home that are available for free use by residents. *The TDM strategies that shall be implemented for residents will include the following:*

- Appoint Residential Transportation Coordinator;
- New resident commuter information package.

Detailed discussions of each of the strategies are included below.

## Residential Transportation Coordinator (RTC)

Each residential building or group of buildings under common ownership will have a property manager designated to serve as a point of contact for the TDM program for that building(s). These RTCs could be paid staff of the property management company, residential leasing agents, or others who have responsibility for the ongoing operation and maintenance of the building(s). These individuals will have the following responsibilities:

- Promote and distribute information about the TDM Program. This information will be produced by the TC and the only responsibility of the RTCs will be to distribute it within their building(s).
- Inspect the condition and functionality of the bicycle storage located within or on the grounds of the building(s). Report any issues to the TC.
- Respond to questions or concerns about TDM program elements, provide information, and coordinate with the TC as necessary (i.e. transportation fairs, campaign events, etc.)

## New Resident Commuter Information Package

The RTC will distribute to all new residents a transportation information package which will include information on alternative transportation at Founders Row. The purpose of these commute information packages is to raise awareness of the transportation benefits and amenities available for residents. Information in this package will include, but not be limited to, the following:

- Overview of Transportation Amenities on Site (Site Access Guide),
- Transportation Demand Management Program Overview,
- Shuttle or Transit Subsidy Information,
- Bikeshare information (if applicable),
- Promotion of subsidized delivery services,
- Transit service schedules,
- Promotion of Guaranteed Ride Home,
- Promotion of Commuter Connections,
- Promotion of Live Near Work Program, and
- Live Work Play Discounts Information.



## *Founders Row Office/Retail/Cinema TDM Program Elements*

In addition to the site-wide TDM Program elements outlined previously, several TDM strategies will be implemented for office/retail/cinema employees at the Founders Row site. These strategies leverage the site-wide TDM Program elements, as well as several existing Regional TDM strategies such as Ridesharing and Guaranteed Ride Home that are available for free use by employees. *The TDM strategies that shall be implemented for Retail/ Cinema employees will include the following:*

- Promoting Pretax Metrorail, Vanpool, and Bicycle Benefit Programs;
- Distributing New Employee Commuter Information Package.

Detailed discussion of each strategy is included below.

### Pretax Metrorail, Vanpool, and Bicycle Benefit Programs

Established in 2001 by the United States Internal Revenue Service (IRS), the Section 132(f) transit and vanpool pretax benefit enables commuters to pay for transit passes, vanpool fares, bicycle commuting costs, and parking costs through their employer on a pre-tax basis. The limits vary by mode used and are generally updated annually by the IRS. For the 2015 tax year, the benefit levels were \$130 per month for transit and vanpool services and \$250 per month for parking. The bicycling commuter benefit was recently introduced with a pre-tax benefit of \$20 per month.

The TC will conduct outreach to inform employers and employees of retail/cinema at Founders Row about this program element and its associated benefits as long as the tax law allows for this benefit.

### New Employee Commuter Information Package

The TC will distribute to all new employees, a transportation information package which should include information on alternative transportation at Founders Row. The purpose of the commute information packages is to raise awareness of the transportation benefits and amenities available for employees. Information in this package should include, but not be limited to, the following:

- Overview of Transportation Amenities on-site (Site-Access Guide),
- Transportation Demand Management Program Overview,
- Shuttle or Transit Subsidy Information,
- Bikeshare information,
- Transit Service schedules,
- Promotion of Guaranteed Ride Home,
- Promotion of Commuter Connections,
- Promotion of Live Near Work Program,

- Live Work Play Discounts Information, and
- Transit and Vanpool Pretax information.

## **Monitoring and Enforcement**

Program monitoring and evaluation are important components of any successful TDM and PMP. To ensure credibility and performance, the monitoring program should assess compliance of TDM program elements outlined herein using the metrics established in the Voluntary Concessions. These metrics include:

- Reduce the number of peak hour trips generated by residential and office uses from projected ITE Trip Generation amounts by 25%,
- Increase the non-SOV mode share for the site as a whole to 47%, and
- Reduce parking demand for the site by 13%.

Reasons to develop a monitoring program include, but are not limited to, the following:

- Provide a quantitative benchmark of the program's effectiveness in reducing trips and parking demand,
- Assist the City and the TC in redirecting efforts when assessing the effectiveness of program elements in achieving trip reduction and parking occupancy goals,
- Provide the TC with a tool to direct the TDM and Parking Management Program, and
- Provide evidence to the City and the public of the diligence of the Applicant in implementing the programs.

There are different methods for collecting the data necessary to monitor both the TDM and Parking Management Programs, including surveys (of employees, residents and/or visitors), program participation documentation, vehicle counts, parking occupancy counts, and activity logs. The Founders Row monitoring program will primarily use surveys, traffic counts, and parking counts to evaluate the effectiveness of program strategies. Each of these tools are discussed below.

### **Commute Survey**

One of the primary tools for monitoring the effectiveness of the Founders Row TMP and Parking Management Plan will be regular surveys of all on-site residents and employees. Surveys will be conducted annually post initial occupancy in accordance with the City's TDM guidelines. In addition to monitoring the success of the TDM Program, surveys will also assess auto ownership for residents of Founders Row.

The survey questions, at a minimum, will ask residents and employees for the type and frequency of modes of transportation used in a typical week, reasons behind driving alone,

incentives that would encourage drive alone respondents to use an alternative mode, whether or not respondents participate in telecommuting and/or flex work hours, etc. Additionally, residents will be asked about the amount of vehicles owned and/or leased per household type. Surveys will be developed and conducted by the TC in consultation with the City of Falls Church.

The TC will conduct such surveys in the spring or fall season of a given year (between March and May or between September and November). The survey will be completed during a week without any holidays and when area Falls Church Public Schools are in session. The surveys may be conducted by mail, telephone and/or email. Regardless of the type of survey ultimately used, a high degree of follow-up is recommended to ensure a high response rate.

### Parking Occupancy Counts

Parking counts refer to a visual or automated account of occupied and/or empty parking spaces used to ensure that the amount of parking supply on the redevelopment site is appropriate to meet peak hour parking demand.

At a minimum, parking occupancy counts will be conducted annually beginning one year after site occupancy.

- Residents, employees, and visitors will not be advised as to the date/time of the parking occupancy counts;
- Occupancy counts will be conducted on a typical Tuesday, Wednesday or Thursday during a non-holiday week when area public schools are in session;
- Counts will be collected between 6:00 AM and 6:00 PM;
- Parking occupancies will be recorded every 60 minutes; and
- The counts will be segmented by residential and non-residential uses.

Parking Occupancy Counts, as described above, will continue to be collected until two (2) years of consecutive counts conducted post-full occupancy show that the parking demand associated with residential uses is met based on the overall amount of parking supply.

Once two (2) years of consecutive counts show that the parking demand is met based on the overall parking supply, the TC will continue to conduct annual parking occupancy observations on the site on a more informal basis which may be limited to one site-wide count to be included in the annual report.

As outlined above, the specifics of the parking occupancy collection and reporting efforts will be coordinated with the City of Falls Church prior to the initiation of data collection activities. Parking counts will be overseen by the on-site TC and timing will be consistent with commute surveys and traffic surveys.

If the average percentage occupied is greater than or equal to 97% of the available supply, then the TC will meet with the City to discuss additional strategies within the Parking Management Plan to be implemented in order to reduce parking demand. The TC shall present the results of the parking count results to the City in the annual report, as specified herein.

In addition to the above and as stipulated in the executed VC's, the applicant agrees that City of Falls Church staff, upon written notice to the owner's designated representative, will have access to the garages on the site at all times to conduct parking utilization counts and to monitor compliance with the TDM and Parking Management Plans.

### Traffic Counts

Vehicular traffic counts will be collected post build out for the site on an annual basis at all building vehicular entries/exits and/or select intersections to complement person surveys of the redevelopment site discussed above. Counts will be conducted during weekday AM and PM peak hours, as identified by a traffic engineering analysis. Vehicle counts will be recorded at 15-minute intervals. Automated data collection may be supplemented with manual peak hour turning counts at select locations if necessary. The specifics of the traffic count collection and reporting formats will be coordinated with the City of Falls Church and will be generally consistent with the process associated with the Parking Occupancy Counts. Traffic counts will be performed by the TC and timing will be consistent with the Commute Surveys and Parking Occupancy Counts. Traffic Counts will continue to be collected until two (2) years of consecutive counts conducted post-full occupancy show that the traffic generation associated by the residential uses meets the goals for the site. Additional counts may be performed any time thereafter as requested by the City, but not to exceed once per year.

Traffic counts are a very accurate snapshot of the real impact of a TDM Program and provision of alternative modes and services. However, they do not provide insight on the overall effectiveness of a TDM Program, such as residents' perceptions and/or appreciation of transportation benefits, utilization of transit services, number of people biking, using the telework program, or traveling during off-periods. For these reasons the commute survey detailed above will also be implemented.

### Annual Report

The TC will summarize the results of the TMP and Parking Management Plan (PMP) for Founders Row annually. These reports will detail when strategies were implemented, how many individuals participated, and lessons learned regarding the most effective strategies. The Annual Report will contain a summary report of survey, parking occupancy, and traffic count results as applicable. All reports will be submitted to the City of Falls Church.

## **Adaptive Management**

If any of the Annual Reports show the redevelopment site is not meeting the target reduction goal, the Non-SOV mode split, or the parking demands are exceeding the available supply, then the TC will review the strategies in place and develop modifications to the TDM strategies, adopt additional TDM strategies, and conduct such supplemental parking occupancy, surveys, and/or traffic counts as deemed appropriate in coordination with the City of Falls Church staff.