

Appendix A

Transportation Demand Management
Preliminary Measure Assessment

TRANSPORTATION DEMAND MANAGEMENT PRELIMINARY MEASURE ASSESSMENT

This Transportation Demand Management (TDM) Preliminary Measure Assessment document was prepared to conduct an initial assessment of available TDM strategies and help inform the future development of a TDM plan for the Proposed project, as required by Placer County Tahoe Basin Area Plan EIR/EIS Mitigation Measure 10-1d and Policy T-P-12 of the Area Plan. The TDM measures included in Table 1 below were primarily adapted from California Air Pollution Control Officers Association's (CAPCOA's) *Quantifying Greenhouse Gas Mitigation Measures* (2010) and Placer County's *Transportation Demand Management Strategies for North Lake Tahoe* (2019).

As detailed in this Final EIR, the applicant would be required to prepare and implement a TDM plan as part of the Placer County development review process to reduce Project-generated daily VMT to the maximum degree feasible. Therefore, it is recommended that a project-specific analysis of the economic, environmental, legal, social, and technological factors of each of the TDM strategies contained within this document be completed by the Project applicant, in coordination with Placer County, during the development review process.

To develop a successful TDM plan, the plan should include a variety of measures that work in conjunction to form a comprehensive strategy and the TDM strategies contained herein should be refined and tailored to the Project to ensure maximum effectiveness. Additionally, all TDM strategies are intended to be flexible so as to be adaptable over time to address gaps and improve effectiveness. The TDM plan would establish a monitoring process to ensure a responsive, effective, and evolving program and the Project applicant would be required to adhere to the monitoring and reporting requirements as determined by Placer County.

The TDM strategies included in this document are evaluated as to whether they are appropriate for potential incorporation into the TDM plan that will be developed with Placer County as part of the design review process. Table 1 below includes general descriptions of the individual TDM measures, provides a preliminary evaluation of feasibility and applicability of these measures to the Project, and shows general ranges of vehicle miles traveled (VMT) reductions typically associated with the measures. However, because the ranges of VMT reductions associated with each individual measure are based on studies typically conducted in urban and suburban areas, these ranges do not necessarily provide an accurate characterization of the possible VMT reductions associated with the Project due to its unique context and nature (i.e., weather patterns, project area topography, land use type, etc.).

Table 1 TDM Measures Assessed for Applicability to the Tahoe Cross-Country Lodge Replacement and Expansion Project

TDM Measure	Description	Feasibility	Typical VMT Reduction Range	Implementation/Applicability to Project
Neighborhood/Site Enhancements				
Provide Pedestrian Network Improvements	Implementation of this measure would entail a pedestrian access network that would connect to all existing or planned external streets and pedestrian facilities contiguous with the Schilling Lodge location. If present, the implementation of this measure could include minimizing barriers (e.g., walls, landscaping, slopes) to pedestrian access and interconnectivity.	Feasible	0% - 2%	Currently implemented as part of the Project. As required by the Placer County Tahoe Basin Area Plan Implementing Regulations (Section 3.06), roadway improvements along the proposed Schilling Lodge parcel frontage at Polaris Road or along the Alternative A site parcel frontage at Country Club Drive would be constructed consistent with the Placer County Design Standards and Guidelines. Improvements would include the construction/reconstruction of a 16-foot paved section from the existing centerline to a Traffic Index of 6.0 plus curb, gutter, and a 6-foot wide sidewalk.
Provide Traffic Calming Measures	Implementation of this measure would entail including pedestrian/bicycle safety and traffic calming measures in excess of jurisdiction requirements and designed to reduce motor vehicle speeds and encourage pedestrian and bicycle trips with traffic calming features. Traffic calming features may include: marked crosswalks, count-down signal timers, curb extensions, speed tables, raised crosswalks, raised intersections, median islands, tight corner radii, roundabouts or mini-circles, on-street parking, planter strips with street trees, chicanes/chokers, and others.	Potentially Feasible	0.25 – 1.00%	Currently implemented as part of the Project during the development review process. The applicant would participate and partner in a Neighborhood Traffic Management Program (NTMP) for the affected area. As detailed on page 3.5-6 of the Draft EIR and consistent with recommendations within the NTMP, the Project applicant would coordinate with County staff during the development review process regarding program participation and the appropriate traffic calming measures that could potentially be incorporated into the site/development plan. Enhancement of the NTMP (i.e., going above that which is required by the County) could be undertaken as part of this measure. This would consist of including additional traffic calming measures and establishing a point of contact that will disseminate information regarding events that will generate traffic, and serve as a liaison with neighbors to address issues as they arise.
Incorporate Bike Lane Street Design (onsite)	Implementation of this measure would entail incorporating bicycle lanes, routes, and shared-use paths into street systems, new subdivisions, and large developments. These on-street bicycle accommodations would be created to provide a	Potentially Feasible	Varies based on measures grouped with	Not currently implemented as part of the Project. As part of the TDM plan to be refined during the development review process, marked on-street bicycle lanes connecting the Project (proposed Project or Alternative A) to the nearest bicycle facility (i.e., bicycle lane, route, or path) could be

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	continuous network of routes, facilitated with markings and signage. These improvements can help reduce peak-hour vehicle trips by making commuting by bicycle easier and more convenient for more people. In addition, improved bicycle facilities can increase access to and from transit hubs, thereby expanding the "catchment area" of the transit stop or station and increasing ridership.			provided. The bicycle facility nearest to the proposed Project are the bicycle lanes along State Route 28 south of the project site. The bicycle facility nearest to Alternative A is the bicycle path to the north where Country Club Drive terminates. This measure should be finalized and approved by the County during the development review process.
Provide Bike Parking in Non-Residential Projects	Implementation of this measure would entail providing short-term and long-term bicycle parking facilities to meet peak season maximum demand. Providing bike parking in non-residential projects has minimal impacts as a standalone strategy and should be grouped with the other design-based strategies to encourage bicycling by providing strengthened street network characteristics and bicycle facilities.	Potentially Feasible	Varies based on measures grouped with	Partially implemented as part of the Project. As detailed in Table 2-2 in Chapter 2, "Revisions to the Draft EIR," the Project would provide new bike racks to allow for more secure bike parking. However, no long-term bicycle parking spaces are currently included as part of the Project. Therefore, as part of the TDM plan and the development review process and if deemed to be feasible, the applicant would submit plans that identify the location and number of long-term bicycle parking spaces. The final number of long-term bicycle would be determined in coordination with the County. Acceptable parking facilities should be conveniently located near the building entrance and would meet one of the following criteria: <ol style="list-style-type: none"> 1. Covered, lockable enclosures with permanently anchored racks for bicycles; 2. Lockable bicycle rooms with permanently anchored racks; or 3. Lockable, permanently anchored bicycle lockers.
Provide Electric Vehicle Parking	Implementation of this measure would entail providing accessible electric vehicle parking. The project will provide electric vehicle charging stations and signage prohibiting parking for non-electric vehicles.	Feasible	Unknown	Currently implemented as part of the Mitigation Measure 3.7-1a. As part of Mitigation Measure 3.7-1a detailed in Chapter 2, "Revisions to the Draft EIR," the applicant is required to provide Level 2 electric vehicle charging stations at a minimum of 10 percent of parking spaces for the Project.
Dedicate Land for Bike Trails	Implementation of this measure would entail being required to provide for, contribute to, or dedicate land for the provision of off-site bicycle trails linking the	Infeasible/ Ineffective	N/A	Infeasible/Ineffective. This TDM measure is appropriate for large residential, retail, office, mixed use, and industrial

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	project to designated bicycle commuting routes in accordance with an adopted citywide or countywide bikeway plan.			projects. Therefore, implementation of this TDM measure would not be appropriate due to the scale of the Project.
Parking Policy/Pricing				
Limit Parking Supply	Implementation of this measure would entail changing parking requirements and types of supply within the project site to encourage "smart growth" development and alternative transportation choices by project visitors and employees.	Infeasible/ Ineffective	N/A	Infeasible/Ineffective. This TDM measure is appropriate in the urban and suburban context and for residential, retail, office, mixed use, and industrial projects. Additionally, the measure is only effective if spillover parking is controlled. Therefore, implementation of this TDM measure would not be appropriate due to the surrounding land use context and the type of project (i.e., not urban and does not include retail, office, mixed use, or industrial uses), and because the control of spillover parking has been determined to be an infeasible/ineffective measure as detailed in the "Require Residential Area Parking Permits" discussion below.
Require Residential Area Parking Permits	Implementation of this measure would entail implementing a Residential Parking Permit (RPP) program. A RPP is typically designed to regulate on-street parking adjacent to commercial and recreational attractions by managing the "spillover," which is likely to occur as a result of a parking management program, particularly if parking in those areas are priced. The RPP would allow people with designated permits to park all day while other drivers have limited access. Residential Parking Permit programs are most appropriate in neighborhoods adjacent to areas that face high parking demand from other uses, such as commercial and recreation areas.	Infeasible/ Ineffective	N/A	Infeasible/Ineffective. This TDM measure is typically appropriate in the urban context and for residential, retail, office, mixed use, and industrial projects. Therefore, implementation of this TDM measure would not be appropriate due to the surrounding land use context and the type of project. Placer County notes in <i>Transportation Demand Management Strategies for North Lake Tahoe</i> (Placer County 2019) that such a program should be developed strategically in residential areas adjacent to State Route 89 in Tahoe City and/or State Route 28 in Kings Beach where regional parking demand is the highest. Therefore, the size and location of the Project and its relatively modest level of parking demand would not justify the implementation of such a program. The effectiveness of this measure is dependent on the ability of Project-generated trips to feasibly shift to other travel modes. In this particular case, the lack of nearby public transit and the primary season of facility use (winter) rendering walking or biking infeasible results in few alternative travel options. Finally, Placer County does not have any existing parking management programs; thus, this measure would require

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				establishing a new program with no existing potential to share staff or costs. Therefore, the implementation of these aforementioned strategies in this specific location would result in monetary costs and neighborhood impacts with little potential to meaningfully reduce automobile use.
Commute Trip Reduction Programs				
Provide Ride-Sharing Programs	Implementation of this measure would entail including a ride-sharing program as well as a permanent transportation management association membership and funding requirement. Funding may be provided by a Community Facilities, District, or County Service Area, or other non-revocable funding mechanism.	Potentially Feasible	1 – 15%	<p>Not currently implemented as part of the Project. The Project applicant would promote ride-sharing programs through a multi-faceted approach such as:</p> <ul style="list-style-type: none"> ▶ Designating a certain percentage of parking spaces for ride sharing vehicles ▶ Designating adequate passenger loading and unloading and waiting areas for ride-sharing vehicles ▶ Providing a web site or message board for coordinating rides <p>The program must be finalized and approved by the County as part of the TDM plan during the development review process.</p>
Implement Subsidized or Discounted Transit Program	Implementation of this measure would entail providing subsidized/discounted daily or monthly public transit passes to employees. The project could also provide free transfers between all shuttles and transit to participants. These passes could be partially or wholly subsidized by the employer, school, or development.	Infeasible/ Ineffective	N/A	<p>Infeasible/Ineffective. This TDM measure is appropriate in the urban and suburban context and for residential, retail, office, mixed use, and industrial projects. Therefore, implementation of this TDM measure would not be appropriate due to the surrounding land use context and the type of project. Additionally, the distance from the proposed Project and Alternative A to the nearest transit stop (0.8 miles and 0.6 miles, respectively) combined with the topography of project area and the inclement winter weather in the region would discourage the use of transit to access the Project.</p>
Provide End of Trip Facilities	Implementation of this measure would entail providing "end-of-trip" facilities for bicycle riders including showers, secure bicycle lockers, and changing spaces. End-of-trip facilities encourage the use of bicycling as a viable form of travel to destinations, especially to	Potentially Feasible	Varies based on measures grouped with	<p>Partially implemented as part of the Project. As detailed in Chapter 2, "Description of the Proposed Project and Alternative Evaluated in Detail," of the EIR, the Schilling Lodge would have space dedicated for public lockers and public showers. Therefore, consistent with the "Provide Bike</p>

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	work. End-of-trip facilities provide the added convenience and security needed to encourage bicycle commuting.			Parking in Non-Residential Projects" measure detailed above, the Project applicant would provide bike lockers on site if determined to be feasible.
Implement Commute Trip Reduction Marketing	This measure would entail implementing marketing strategies to reduce commute trips through information sharing and marketing strategy.	Potentially Feasible	0.8 – 4.0%	<p>Not currently implemented as part of the Project. The Project applicant, in coordination with the County, would develop a commute trip reduction marketing program designed to reduce VMT. Marketing strategies may include:</p> <ul style="list-style-type: none"> ▶ New employee orientation of trip reduction and alternative mode options ▶ Event promotions ▶ Publications (e.g., newsletter, fliers)
Implement Preferential Parking Permit Program	Implementation of this measure would entail providing preferential parking in convenient locations (such as near building front doors) in terms of free or reduced parking fees, priority parking, or reserved parking for commuters who carpool, vanpool, ride-share or use alternatively fueled vehicles. The project would provide wide parking spaces to accommodate vanpool vehicles.	Potentially Feasible	Unknown	<p>Partially implemented as part of the Project. As part of Mitigation Measure 3.7-1a in Chapter 2, "Revisions to the Draft EIR," of the Final EIR, the applicant is required to dedicate onsite parking for shared vehicles. As part of the TDM plan and the development review process, the applicant would submit plans that locate and identify designated preferential parking spaces for carpool, vanpool, ride-share, or use alternatively fueled vehicles in convenient locations.</p>
Implement Car-Sharing Program	This measure would entail implementing a car-sharing project to allow people to have on-demand access to a shared fleet of vehicles on an as-needed basis. User costs are typically determined through mileage or hourly rates, with deposits and/or annual membership fees. The car-sharing program could be created through a local partnership or through one of many existing car-share companies.	Infeasible/ Ineffective	N/A	<p>Infeasible/Ineffective. This TDM measure is appropriate in the urban and suburban context and for residential, retail, office, mixed use, and industrial projects. Additionally, there are no existing car-share companies operating in the region surrounding the proposed Project or Alternative A sites. Therefore, implementation of this TDM measure would not be appropriate due to the surrounding land use context and the lack of car-share companies operating in the region, and the limited number of onsite employees.</p>
Provide Employer-Sponsored Vanpool/Shuttle	This measure would entail implementing an employer-sponsored vanpool and/or shuttle. A vanpool would usually service employees' commute to work while a shuttle would service nearby transit stations and	Potentially Feasible	0.3 – 13.4%	<p>Not currently implemented as part of the Project. The Project applicant, in coordination with the County, would develop and implement an employer-sponsored vanpool to service employee commutes to work. The vanpool program</p>

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	surrounding commercial centers. Employer-sponsored vanpool programs entail an employer purchasing or leasing vans for employee use, and often subsidizing the cost of at least program administration, if not more. The driver usually receives personal use of the van, often for a mileage fee. Scheduling is within the employer's purview, and rider charges are normally set on the basis of vehicle and operating cost.			would provide service between the Schilling Lodge and general locations where employees live. The Project applicant would purchase or lease vans for employee use and pay for mileage and maintenance of the vehicles. The Project applicant would study the feasibility of implementing a shuttle plan and service designed to serve Project visitors. If determined that the demand for such a service exists, the Project applicant, in coordination with the County, would develop a shuttle service plan and subsequently implement the shuttle service. To avoid high operating costs, service could be designed to operate in peak seasons and/or as a circulator with limited stops and service areas.
Price Workplace Parking	This measure would entail implementing workplace parking pricing. This may include: explicitly charging for parking for its employees, implementing above market rate pricing, validating parking only for invited guests, not providing employee parking and transportation allowances, and educating employees about available alternatives.	Infeasible/ Ineffective	N/A	Infeasible/Ineffective. This TDM measure is appropriate in the urban and suburban context and for retail, office, mixed use, and industrial projects. Additionally, the measure is only effective if spillover parking is controlled. Therefore, implementation of this TDM measure would not be appropriate due to the surrounding land use context and the type of project (i.e., not urban and does not include retail, office, mixed use, or industrial uses), and because the control of spillover parking has been determined to be an infeasible/ineffective measure as detailed in the "Require Residential Area Parking Permits" discussion above.
Implement Employee Parking "Cash-Out"	Implementing this measure would entail employers offering employee parking "cash-out." The term "cash-out" is used to describe the employer providing employees with a choice of forgoing their current subsidized/free parking for a cash payment equivalent to the cost of the parking space to the employer.	Potentially Feasible	0.6 – 7.7%	Not currently implemented as part of the Project. The Project applicant would offer employees the choice to receive a cash payment equivalent to the cost of the parking space to the employer. The applicant would provide County staff with a signed letter agreeing to implement this measure as part of the TDM plan including provisions for the Parking Cash-Out Program, via new employee packets, tenant lease documents, and/or deeds. This information would be submitted during the development review stage.

Note: N/A = not applicable

Source: Adapted by Ascent Environment in 2021 from Quantifying Greenhouse Gas Mitigation Measures (CAPCOA 2010) and Transportation Demand Management Strategies for North Lake Tahoe (Placer County 2019)

REFERENCES

California Air Pollution Control Officers Association. 2010 (August). *Quantifying Greenhouse Gas Mitigation Measures*.
Placer County. 2019 (March). *Transportation Demand Management Strategies for North Lake Tahoe* (Draft).