



# 555 West Middlefield Road Transportation Demand Management Plan

Revised March 2025



## Contents

<b>1</b>	<b>Background and Context</b> .....	<b>1-1</b>
	Project Profile .....	1-1
	Relevant Plans and policies .....	1-2
<b>2</b>	<b>TDM Strategies for 555 w Middlefield</b> .....	<b>2-3</b>
<b>3</b>	<b>Monitoring and Reporting</b> .....	<b>3-7</b>
	<b>Estimated Trip Impact Methodology</b> .....	<b>ii</b>

## Table of Figures

Figure 1	Precise Plan Boundaries.....	<b>Error! Bookmark not defined.</b>
Figure 2	Vehicle Parking Requirements for Multi-Family and Affordable Housing Developments .....	1-2
Figure 3	Summary of TDM Strategies at 555 West Middlefield Road .....	2-3
Figure 4	Proposed Parking Supply Reduction.....	2-5
Figure 5	Estimated Impact of Proposed Range of TDM Measures .....	iii

# 1 BACKGROUND AND CONTEXT

## PROJECT PROFILE

The proposed project, 555 West Middlefield, is located on the south side of Middlefield Road between Moffett Boulevard and CA-85. The existing site includes 404 units and 670 surface parking spaces. Based on a revised site plan, AvalonBay plans to convert some of the existing surface parking lots into new residential buildings. When complete, the site will have 727 dwelling units. The project will be served by two above-ground garages (740 spaces) and two surface lots (115 spaces). All 855 parking spaces will be available to new and existing tenants.

The City of Mountain View encourages a portion of new residential units to be affordable and priced below market rate. Key strategies to achieve this include incentivizing land donations for affordable housing developments, incorporating affordable units within market-rate projects, or collecting rental housing impact fees from market-rate developments. This site will comply by earmarking 48 affordable units and paying an in-lieu fee for the remaining fractional 0.45 unit.<sup>1</sup>

555 West Middlefield is within walking distance Downtown Mountain View and a 15-minute walk from the Mountain View Caltrain/VTA light-rail station. Additional nearby transit stops are VTA Lines 21, 51, and the Mountain View Community Shuttle along West Middlefield Road.<sup>2</sup> West Middlefield Road has Class II bicycle lanes and provides a dedicated bicycle connection to the Stevens Creek Trail, a mixed-use path connecting to North Bay Shore and neighborhoods south of West Middlefield Road.

The planned unit mix for 555 West Middlefield Road is as follows:

**Figure 1 Proposed Unit Mix**

Unit Mix	# of Units
Studio	10
1-Bedroom	150
2-Bedroom	132
3-Bedroom	31
Existing Units	404
<b>Total Units</b>	<b>727</b>

---

<sup>1</sup> Under the City's Below-Market-Rate (BMR) Program, 15% of all new housing must be set aside for low- and moderate-income persons. City of Mountain View (2025). *Below-Market-Rate Housing Program*. Retrieved from <https://www.mountainview.gov/our-city/departments/housing/affordable-housing/below-market-rate-housing-program>

<sup>2</sup> Route 21 and Route 51 run every 30-minutes during the weekday peak. On weekends, bus frequency changes to once every hour.

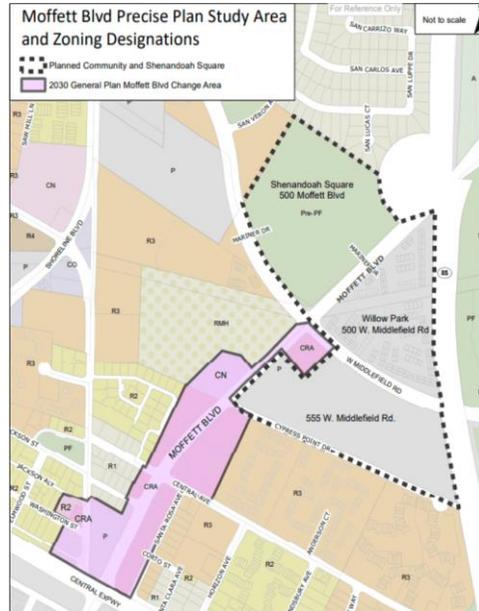
## RELEVANT PLANS AND POLICIES

### Zoning Code and the Moffett Boulevard Precise Plan

The boundaries of the Moffett Boulevard Precise Plan were recently expanded to include the streets surrounding 555 West Middlefield Road and identify the 555 West Middlefield Road property as a “Future Study Area”. As of March 2025, efforts are underway to draft a new precise plan that will align with the 'change area' goals outlined in the 2030 General Plan.<sup>3</sup>

This process will likely rezone properties within the current precise plan boundaries along Moffett Boulevard to allow for more dense, multiuse development. The Moffett Boulevard Precise Plan will be approved at the end of 2025 and will introduce new development standards for the public streets surrounding the 555 West Middlefield Rd site. Based on the outcome of this process, AvalonBay Communities will review the site’s TDM Plan and discuss potential modifications with the City.<sup>4</sup>

Figure 2 New Precise Plan Boundaries



### General Code – Article X (Vehicle and Bicycle Parking)

The TDM Plan references the general code as interim guidance for vehicle and bicycle requirements. Once the Moffett Boulevard Precise Plan is finalized, its design standards may supersede those in the general code but would not supersede the aforementioned exception which is aligned with state law. The general code vehicle parking requirements are as follows:

Figure 3 Vehicle Parking Requirements for Multi-Family and Affordable Housing Developments

Land Use Type	Unit Type	Vehicle
Multi-family dwellings	Studio	1.5 spaces per unit 1 space shall be covered
	1-bedroom	1.5 spaces per unit 1 space shall be covered
	2-bedrooms or more	2 spaces per unit, 1 space shall be covered

<sup>3</sup> City of Mountain View (2025). *Moffett Boulevard Precise Plan*. Retrieved from <https://www.mountainview.gov/our-city/departments/community-development/planning/city-planning-and-policy-projects/moffett-boulevard-rezoning-project>

<sup>4</sup> Mountain View Voice (2024). *Mountain View’s plan for future development along Moffett Boulevard just got a lot bigger*. Retrieved from <https://www.mv-voice.com/land-use/2024/12/04/mountain-views-plan-for-future-development-along-moffett-boulevard-just-got-a-lot-bigger/>

<sup>5</sup> City of Mountain View (2025) *Article X: Parking and Loading*. Retrieved from [https://library.municode.com/ca/mountain\\_view](https://library.municode.com/ca/mountain_view)

Land Use Type	Unit Type	Vehicle
Affordable Housing	All unit-types	No minimum requirement

However, because the project is located within a half-mile of a major transit stop as defined in section 21155 of the Public Resources Code, there is no minimum number of parking spaces required per Mountain View Code Section 36.32.50 (b) (1).

### **City-Wide TDM Ordinance Update**

Additionally, the City of Mountain View is developing a citywide TDM Ordinance to set consistent vehicle trip reduction goals. The new ordinance will be finalized by the end of 2025. AvalonBay Communities will discuss with the City potential changes to the site’s TDM plan to align it with the new ordinance.

## **2 TDM STRATEGIES FOR 555 W MIDDLEFIELD**

The TDM strategies outlined below will provide residents and visitors with mobility options expected to reduce the number of vehicle trips associated with the property. The strategies are organized into two categories: Physical Features and Amenities and Programs and Services. Measures in the first category generally involve one-time capital investments that become part of the development’s physical environment, whereas Programs and Services measures require ongoing investments and commitments to remain effective.

The proposed TDM program will meet the City’s goal of a 10 percent reduction in single-occupancy trips from residents in the new and existing buildings, a reduction previously determined as part of the site’s Conditions of Approval<sup>6</sup> This target may change with the new Precise Plan and/or TDM Ordinance once the details of those regulatory changes are made known.

**Figure 4 Summary of TDM Strategies at 555 West Middlefield Road**

Measure Type	TDM Strategy
<b>Physical Features &amp; Amenities</b>	Affordable Housing
	Pedestrian Improvements
	Reduced Parking Supply
	Bicycle Parking
	Collaborative Workspace

<sup>6</sup> Conditions of Approval 56

	Convenient Delivery Storage Area
	Bicycle Repair Rooms
Programs & Services	TDM Coordinator
	Real-Time Transit Information
	Zipcar Car-Share Service

## Affordable Housing

555 West Middlefield will include 48 new affordable housing units. Projects with affordable housing have lower parking demand as residents of affordable units tend to have lower vehicle ownership. The proposed parking supply for the site has been adjusted to reflect a reduced parking ratio for affordable housing units, which is further detailed in the parking supply reduction strategy.<sup>7</sup>

## Pedestrian Improvements

The project's site plan includes pleasant, direct, and convenient pedestrian paths between residential buildings, amenities, and offsite destinations. The project design makes the accessibility of onsite amenities and public open space by walking the most feasible mode of travel for internal trips. Additionally, the ease of pedestrian connections to the sidewalk is associated with an increase in the choice of walking and walking to transit for trips compared to site design that is oriented towards parking and away from the sidewalk.

## Parking Supply Reduction

The site plan includes 1.19 parking spaces per market-rate unit and 1.00 parking space per below-market-rate unit, which is less than the general code requirement and allowed under the code exemption for projects located within a half mile of a major transit stop<sup>8</sup>. The proposed parking supply discourages single-occupancy vehicle trips and encourages residents and visitors to travel to and from the site by sustainable modes – biking, walking, and public transit. A reduced parking supply is most effective when paired with other strategies like incentivizing the use of share mobility options, like carshare and vanpool, and when demand for parking changes, pricing can be considered.

---

<sup>7</sup> TransForm, GreenTRIP Parking Database <http://database.greentrip.org/> Assembly Bill 744, which was approved on October 9, 2015, recognizes the lower parking demand and VMT associated with affordable housing developments. Assembly Bill No. 744 (2015) Retrieved from [http://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill\\_id=201520160AB744](http://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201520160AB744)

<sup>8</sup> Per Mountain View City Code SEC 36.32.50 (b) (a), "No minimum number of parking spaces is required for residential or nonresidential development on properties located within one-half (1/2) mile of a major transit stop as defined in Section 21155 of the Public Resources Code, unless the city makes written findings in accordance with Government Code Section 65863.2 (b)."

**Figure 5 Proposed Parking Supply Reduction**

Unit Type	Units	Parking Ratio (Per Unit)	Proposed Parking Spaces	General Code Parking Requirement Ratio (Per Unit)	General Code Parking Spaces
Affordable	48	1.00	48	1.00	48
Market-Rate	679	1.19	812	1.75	1188
<b>Total</b>	<b>727</b>	<b>1.18</b>	<b>855</b>	<b>1.70</b>	<b>1,236</b>

## Collaborative Workspace

A business services room supports remote work, directly reducing commute trips to and from the site—a need that became even more evident during the COVID-19 pandemic. This amenity is common in large rental buildings, though its size and specific services vary. At 555 West Middlefield, workspaces will include reservable private work rooms, high-speed internet, and printing/scanning services. The project applicant will be responsible for developing and maintaining these business services rooms.

## Real-Time Transit Information

The developer will install up to two real-time transit information screens that will be displayed prominently in shared spaces accessible to existing and future residents. Knowing the next bus or train arrives in real-time, reduces the uncertainty associated with using public transit and minimizes wait times. Access to real-time transit information, whether in fixed displays or via mobile apps, increases bus ridership and increases rider satisfaction.<sup>9</sup> These displays also typically include information for modes other than transit, like carshare vehicles or ride hailing services.

Real-time transit information screens installed in lobbies or common areas show residents all their available transportation options in a clear, user-friendly display. Leading vendors such as Actionfigure and Roadify provide installation assistance as well as subscriptions to area transit information. These systems are typically “fit and forget”, with an initial customization fee to tailor information to the project site and then an annual fee for licensing and upkeep.

## TDM Coordinator

The TDM coordinator will be a mobility concierge to residents and visitors. Beyond facilitating the abovementioned strategies, the TDM coordinator will share information about the nearest mobility services and liaise with residents to understand which strategies are the most effective and which strategies should be eliminated, revised, or added. The TDM coordinator will meet with residents at move-in to have one-on-one conversations about the site’s mobility services, provide information about tax benefits, and talk through nearby transit options.

<sup>9</sup> Brakewood, Candace (2014). *Evaluating the Impacts of Real-Time Transit Information in Tampa and Atlanta*. Retrieved from <https://www.cutr.usf.edu/wp-content/uploads/2014/08/CUTR-Webcast-Handout-8.7.14.pdf>

## On-Site Carshare Spaces

555 West Middlefield will provide at least two parking spaces at no cost to carshare operators, with the possibility of increasing up to four spaces over time in response to demand. Carshare facilities act as both a transportation solution and an attractive building amenity. Programs allow for 24/7 on-demand access to a shared fleet of vehicles. Providing access to carshare helps offset a smaller parking supply by supplying residents with access to a vehicle without having to purchase one.

While the City of Mountain View does not require carshare spaces in its citywide zoning code that covers 555 West Middlefield, comparable South Bay developments typically provide at least two to three on-site carshare spaces to reduce resident parking demand. In Mountain View's North Bayshore Precise Plan area, multi-family developments of more than 200 units are required to allocate two carshare spaces, plus one for every additional 200 units.<sup>10</sup> This same requirement also exists for developments of more than 200 units throughout the city of San Francisco, and this rate of carshare space allocation is equivalent to a 1 percent trip reduction "credit" that counts towards the project's mandatory vehicle miles traveled (VMT) reduction threshold. To earn a higher number of credits towards the VMT reduction threshold, projects with more than 200 units can provide more substantial carshare incentives, including increasing the number of carshare spaces up to one space per every 40 units, and carshare membership for each household.<sup>11</sup>

A UC Berkeley study found that each carsharing vehicle takes between 9 and 13 private cars off the road, including member vehicles sold and postponed vehicle purchases.<sup>12</sup> In other words, a typical household with a carshare membership reduces its vehicle ownership, on average, by between 0.24 and 0.47 vehicles. By reducing vehicle ownership, car sharing typically reduces the number of vehicle trips.<sup>13</sup> Spaces will be in the guest parking surface lots or in high-visibility parking spots within the parking garage, with clear exterior signage to increase visibility and emphasize the convenience of carshare. **Error! Reference source not found.** shows an example of Zipcars in a surface lot.

## Secure Bicycle Parking

The site will provide approximately 160 secure bicycle parking spaces for residents, in addition to approximately 35 short-term public bicycle parking spaces. Residents are more likely to bike when offered the same level of access and security as motorists. Secure bicycle parking is an important feature for new residential developments to encourage bike trips for errands and first- and last-mile transit connections.

The secure spaces will be located at easily accessible, well-lit, and attractive locations close to main entrances within buildings. The project applicant will provide a fob, a key, or another secure access mechanism for residents. Bike parking will be designed to also accommodate cargo bicycles. Short-term bicycle parking is for guests and will include inverted-U bicycle racks in well-lit and highly accessible locations near building entrances. Long-term bicycle parking will be secure to protect against theft. Bicycle lockers, enclosed cages or other restricted interior areas are typical types of long-term bicycle parking.

---

<sup>10</sup> City of Mountain View (2017). *North Bayshore Precise Plan*. Table 24: Ridesharing Vehicle Parking Requirements. Retrieved from <https://www.mountainview.gov/civicax/filebank/blobdload.aspx?BlobID=15050>

<sup>11</sup> City of San Francisco. (2017). *TDM Program Standards: Appendix A*. Retrieved from [http://default.sfplanning.org/plans-and-programs/emerging\\_issues/tsp/TDM\\_Measures\\_02-17-2017.pdf](http://default.sfplanning.org/plans-and-programs/emerging_issues/tsp/TDM_Measures_02-17-2017.pdf)

<sup>12</sup> Martin, Elliot, Susan Shaheen, and Jeffrey Lidicker. (2010) *Impact of Carsharing on Household Vehicle Holdings*. *Transportation Research Record* 2143: 150–58. doi:10.3141/2143-19.

<sup>13</sup> TransForm, GreenTRIP Traffic Reduction Strategies – Free Carshare Membership, GreenTrip Connect Carshare Factsheet.

## Bicycle Repair Stations

Bike repair stations make it easier for bicyclists to keep their bikes operable for free. The project applicant will set aside adequate space for installing two cycle repair stations on site. Each space will be equipped with a bike stand and necessary tools and supplies. Tools and supplies will include, at a minimum, those necessary for fixing a flat tire, adjusting a chain, and performing other basic bicycle maintenance. This may include a bicycle pump, wrenches, a chain tool, lubricants, tire levers, hex keys/Allen wrenches, screwdrivers, and spoke wrenches.

## Convenient Delivery Storage Space

AvalonBay Communities will provide storage space near the elevators to store packages. Building residents typically access deliveries through a locker system with unique pick-up codes that include the locker number and access times for the delivery recipient when building staff are unable to receive the package.

This strategy has been implemented at Parkmerced Apartments, a residential apartment complex in Parkmerced near San Francisco State University. Residents have access to Amazon Lockers to help facilitate online ordering. Residents can have their packages delivered to the lockers and are then notified through the residential portal when their packages have arrived.<sup>14</sup>

## Electric Vehicle Charging

While electric vehicle (EV) charging has no effect at reducing vehicle trips or parking demand, they are helpful in achieving the City's climate action goals established in its Community Climate Protection Roadmap (CPR). In alignment with Mountain View's green building reach code, 555 West Middlefield will provide 128 parking spaces with Level 2 charging stations, in addition to power outlets at most parking spaces for EV charging.

One of the City's primary climate objectives is reducing its greenhouse gas emissions by 80% by 2050, and a key mechanism to achieve this target is the expansion of EV charging in multi-family residential developments.<sup>15</sup> EV charging at 555 West Middlefield will support residents who want to purchase electric vehicles by providing convenient access to charging infrastructure.

# 3 MONITORING AND REPORTING

The property owner shall prepare an annual TDM report and submit it to the City of Mountain View to document the effectiveness of the TDM program in achieving the goal of 10% peak-hour vehicle trip reduction for the project. The TDM report shall be prepared by an independent consultant and paid for by the property owner or tenant; the consultant team shall work with the property's TDM coordinator. The

---

<sup>14</sup> Maximus Real Estate Partners (2018). *Resident Services for Better San Francisco Living*. Parkmerced. Retrieved from <https://www.parkmerced.com/residents/>.

<sup>15</sup> City of Mountain View (2015). *Climate Protection Roadmap*. Retrieved from <https://www.mountainview.gov/home/showpublisheddocument/818/637940982477330000>

**555 West Middlefield Road, Transportation Demand Management Plan**  
AvalonBay Communities, Inc.

TDM report will include a determination of historical resident commute methods, which shall be informed by surveying all residents living on the project site and through driveway traffic counts. All nonresponses to the residential commute survey will be counted as a drive-alone trip. The driveway traffic counts shall be prepared and provided by an independent, licensed consultant and paid for by the property owner. The driveway counts and resulting data shall be included in the TDM report provided to the City.

**TDM Reporting:** The initial TDM report for the project will be submitted one year after the granting of a Certificate of Occupancy for fifty percent (50%) or more of the project. Subsequent reports will be collected annually.

**Reporting Requirements:** The TDM report shall confirm the TDM measures which have been implemented by the project and either: (1) state that the project has achieved 10 percent (10%) reduction or higher, providing supporting statistics and analysis to establish attainment of the goal; or (2) state that the project has not yet achieved the 10 percent (10%) peak-hour vehicle trip reduction, providing an explanation of how and why the goal has not been reached and a description of additional measures that will be adopted in order to attain the TDM peak-hour vehicle trip reduction goal.

## **APPENDIX A**

---

### Estimated Trip Impact Methodology

# ESTIMATED TRIP IMPACT METHODOLOGY

555 West Middlefield is committed to reducing trips generated by its site by 10 percent through the implementation of TDM measures. According to industry research on the effectiveness of the TDM measures included in this Plan, the project should achieve this goal.

## Estimation Methodology

The project team estimated the potential impact of the package of TDM measures using a widely used estimation approach published by the California Air Pollution Control Officers Association (CAPCOA). The CAPCOA approach is rooted in an extensive literature review on the effectiveness of TDM and other greenhouse gas-reduction strategies, and an accompanying manual provides clear guidance on the assumptions and limitations of each measure.<sup>16</sup>

The research indicates that parking management and pricing is one of the strongest trip reduction mechanisms, even in the absence of a robust set of supporting TDM strategies. This may be due in part to the fact that parking-associated travel behavior is measured more easily than other strategies whose impacts may be more dispersed.

PROPOSED RANGE OF TDM STRATEGIES, 555 MIDDLEFIELD				Estimated Range of Trip Reduction		
Reduction Factor	Associated 555 West Middlefield Strategies	CAPCOA Policy	Theoretical Range of Reductions and Rationale (CAPCOA)	Most likely	Low	High
Land Use	Affordable Housing (48 new units)	LUT-6	Ranges from 0.04 – 1.20% trip reduction, as determined by the percentage of affordable units in the development	1.2%	0.04%	1.2%
	Site Enhancements	SDT-1	Encourage walking to facilities onsite and nearby	1.0%	0.0%	2.0%
Parking	Parking supply reduction	PDT-1	Reduction of parking compared to **general code	5.0%	5.0%	12.5%
Other TDM Inducements (Categorized as CTR by CAPCOA)	Collaborative workspace	TRT-6	Ranges from 0.07-5.5% commuter trip VMT reduction, based on the number of residents participating and the frequency of telecommuting.	1.5%	0.07%	5.5%
	Real-time transit information	TRT-1	Estimated at 0.8-4% of commute VMT reduction, based on the percentage of people utilizing these resources. Given the level of effort invested by 555 West Middlefield in robust marketing, including general and personalized information and transportation guidance, the potential trip reduction is estimated to be high.	3.0%	0.8%	4.0%
	TDM coordinator					

<sup>16</sup> California Air Pollution Control Officers Association (CAPCOA). *Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emissions Reductions from Greenhouse Gas Mitigation Measures*. August 2010. Retrieved October 2017 from <http://www.capcoa.org/wp-content/uploads/2010/11/CAPCOA-Quantification-Report-9-14-Final.pdf>.

PROPOSED RANGE OF TDM STRATEGIES, 555 MIDDLEFIELD				Estimated Range of Trip Reduction		
	Car share - 2-4 spaces on-site	TRT-9	Ranges from 0.4-0.7% VMT reduction, based on a deployment of one car per 1,000 people. The planned number of car sharing spaces at 555 West Middlefield, at one vehicle per 184 units, is higher than many comparable developments. However, given the suburban setting and lack of membership subsidies for residents, the potential trip reduction of these strategies is estimated to be moderate.	2.0%	2.0%	4.0%
Other	Secure bike parking	SDT-6, LUT-9	Currently, these strategies have no point of reference in the existing emission and trip reduction literature. However, they fill in key gaps between the other recommended TDM strategies, by supporting bike and transit trips. The potential trip reduction estimate of these strategies is likely to be negligible, as their benefits reinforce other more quantifiable TDM strategies.	Complementary Impacts		
	Bike repair station	SDT-5, LUT-9				
	Convenient delivery storage space	LUT-9				
<b>Combined</b>				<b>13.7%</b>	<b>7.91%</b>	<b>29.20%</b>

Figure 65 **Error! Reference source not found.** summarizes the estimated impact of key TDM measures included in the Strategy in the context of the broader potential ranges of impact included in the CAPCOA report. The measures included in the table are the ones that are expected to generate notable levels of trip-reduction. Other strategies can be considered supportive of these measures. The table indicates the range of each strategy’s expected impact on trips generated by the primary land use types, and our projection of where within that range the impact is likely to fall, based on our understanding of the project, and the combined impacts of a comprehensive TDM plan on the effectiveness of individual measures

**555 West Middlefield Road, Transportation Demand Management Plan**  
AvalonBay Communities, Inc.

**Figure 6 Estimated Impact of Proposed Range of TDM Measures<sup>17</sup>**

PROPOSED RANGE OF TDM STRATEGIES, 555 MIDDLEFIELD				Estimated Range of Trip Reduction		
Reduction Factor	Associated 555 West Middlefield Strategies	CAPCOA Policy	Theoretical Range of Reductions and Rationale (CAPCOA)	Most likely	Low	High
<b>Land Use</b>	Affordable Housing (48 new units)	LUT-6	Ranges from 0.04 – 1.20% trip reduction, as determined by the percentage of affordable units in the development	<b>1.2%</b>	0.04%	1.2%
	Site Enhancements	SDT-1	Encourage walking to facilities onsite and nearby	<b>1.0%</b>	0.0%	2.0%
<b>Parking</b>	Parking supply reduction	PDT-1	Reduction of parking compared to **general code	<b>5.0%</b>	5.0%	12.5%
<b>Other TDM Inducements (Categorized as CTR by CAPCOA)</b>	Collaborative workspace	TRT-6	Ranges from 0.07-5.5% commuter trip VMT reduction, based on the number of residents participating and the frequency of telecommuting.	<b>1.5%</b>	0.07%	5.5%
	Real-time transit information	TRT-1	Estimated at 0.8-4% of commute VMT reduction, based on the percentage of people utilizing these resources. Given the level of effort invested by 555 West Middlefield in robust marketing, including general and personalized information and transportation guidance, the potential trip reduction is estimated to be high.	<b>3.0%</b>	0.8%	4.0%
	TDM coordinator					
Car share - 2-4 spaces on-site	TRT-9	Ranges from 0.4-0.7% VMT reduction, based on a deployment of one car per 1,000 people. The planned number of car sharing spaces at 555 West Middlefield, at one vehicle per 184 units, is higher than many comparable developments. However, given the suburban setting and lack of membership subsidies for residents, the potential trip reduction of these strategies is estimated to be moderate.	<b>2.0%</b>	2.0%	4.0%	
<b>Other</b>	Secure bike parking	SDT-6, LUT-9	Currently, these strategies have no point of reference in the existing emission and trip reduction literature. However, they fill in key gaps between the other recommended TDM strategies, by supporting bike and transit trips. The potential trip reduction estimate of these strategies is likely to be negligible, as their benefits reinforce other more quantifiable TDM strategies.	Complementary Impacts		
	Bike repair station	SDT-5, LUT-9				
	Convenient delivery storage space	LUT-9				
<b>Combined</b>				<b>13.7%</b>	<b>7.91%</b>	<b>29.20%</b>

<sup>17</sup> The committed trip reduction is 10%, and the scenarios shown in Figure 6 represent a range of potential measures that may be used to achieve this commitment.