



CEQA Supplemental Regulations



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1.0 INTRODUCTION

1.1 TITLE OF DOCUMENT

This document shall be known as the **City of Del Mar CEQA Supplemental Regulations**.

1.2 BACKGROUND

The California Environmental Quality Act (referred to as "CEQA" and found in Section 21000 et. seq. of the Public Resources Code of the State of California "PRC") together with the State CEQA Guidelines ("SG") promulgated by the California Office of Planning and Research are intended to enhance the long-term protection of the environment and to encourage public participation in the process. They present objectives, criteria, and procedures for the evaluation of projects and the preparation of Environmental Impact Reports and Negative Declarations.

1.3 PURPOSE OF CITY CEQA GUIDELINES

The City CEQA Guidelines implement CEQA and the State Guidelines, which are incorporated herein by this reference. Amendments to CEQA and the State Guidelines shall automatically be included as part of the City CEQA Guidelines. If the City CEQA Guidelines conflict with CEQA or the State Guidelines, CEQA and the State Guidelines will prevail. (PRC 21082)

The City CEQA Guidelines present the process used by the City to conduct environmental reviews. Figure 1 shows a flow chart of the major stages of environmental review established by the City CEQA Guidelines.

1.4 DEFINITIONS

Words, terms and phrases used in the City CEQA Guidelines shall be defined in accordance with the definitions in the Public Resources Code and the State Guidelines. (SG 15350 through 15387)

As used in the City CEQA Guidelines:

"City" means the City of Del Mar.

"City Council" shall mean the Del Mar City Council.

"Decision-making body" for public projects shall mean the City Council which is authorized to commit the public agency to a definite course of action in regard to a project by way of legislative action, final acceptance of a project design, or the authorization of funds to carry out the project by any person. If the project requires a discretionary permit or other entitlement required to carry out the project from a lower-decision making body, the lower decision-making body may conditionally act on the permit or entitlement, subject to the adoption of the CEQA document by the City Council, with consideration of the Draft Negative Declaration or EIR and make recommendations as an advisory body to the City Council, by resolution, on the CEQA document.

"Decision-making body" for private projects shall mean the City body which is authorized to approve the discretionary permit or other entitlement required to carry out the proposed project. If the proposed project requires permit approval from more

than one decision-making body, the highest decision-making body responsible for action on an application for a development permit shall approve the Negative Declaration or Mitigated Negative Declaration or certify the Final EIR prior to the time the project is considered for approval. If the proposed project requires permits or other entitlement from both the City Council and other City bodies, then the decision-making body for CEQA purposes shall be the City Council.

"Design Review Board" shall mean the City of Del Mar Design Review Board.

"Planning Commission" shall mean the City of Del Mar Planning Commission. When development permits are required from both the Planning Commission and the Design Review Board, the Planning Commission shall be the highest decision-making body.

"Staff" shall mean the City's Planning and Community Development Department.

"Director" shall mean the Director of Planning and Community Development or the Director's designee.

1.5 FORMS

The Planning and Community Development Department may adopt forms to implement the environmental review of projects in accordance with CEQA. The forms shall be used by the City and the Public and may be revised from time to time.

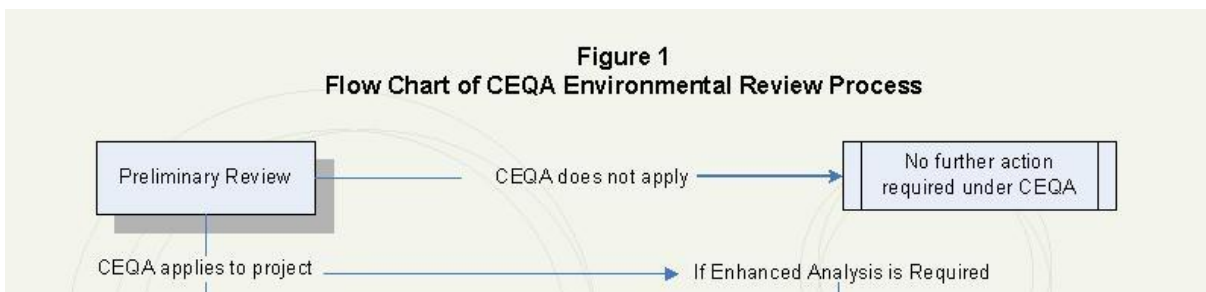
1.6 FEES FOR COST REIMBURSEMENT

The City shall charge and collect a reasonable fee from the person proposing a project, in an amount sufficient to reimburse the City for the costs incurred by the City in environmentally reviewing a project in accordance with CEQA, the State Guidelines and the City CEQA Guidelines. The fee shall reflect, without limitation, the costs associated with preparing an Initial Study, preparing a Negative Declaration, preparing an EIR, noticing public hearings, monitoring compliance with mitigation measures and following the procedures necessary to comply with the requirements of law. The City fee shall be established from time to time by resolution of the City Council.

Prior to the City incurring any EIR-related expense, the project proponent shall provide the City with an amount of money equivalent to the estimated cost of preparing the EIR. This money shall be kept on deposit by the City and used as needed to pay the associated EIR costs. Any surplus on deposit after completion of the EIR process will be returned to the project proponent. If actual costs exceed the deposit, additional deposits shall be made within five days notice thereof.

The City CEQA related documents shall be processed, noticed and/or filed only after the required City, County and/or State fees have been paid.

No permit or other entitlement shall be issued for any project for which any part of the costs of the EIR preparation have not been paid. Any such unpaid costs, or any unpaid costs associated with required mitigation monitoring, shall constitute a lien upon the land which was the



2.0 PRELIMINARY CEQA REVIEW

2.1 PURPOSE

The Preliminary CEQA Review is conducted by Staff. Staff identifies the CEQA relevant aspects of the proposed project for purposes of initial processing.

2.2 PROCESS

Figure 2 presents a diagram of the Preliminary CEQA Review process which commences when the project proponent has a pre-application scoping session with City Staff concerning a proposed project application to the City. During the preliminary CEQA review process Staff determines:

- a. Whether the application is acceptable for receipt and complete;
- b. Whether the application represents a "project" for CEQA purposes;
- c. Whether the City is the "Lead Agency" or a "Responsible Agency";
- d. Whether there are "Responsible/Trustee" agencies;
- e. Whether the project is exempt from further CEQA processing; and
- f. Whether enhanced CEQA environmental analysis is necessary.

To document the determinations made during the preliminary review, Staff may complete a "Preliminary CEQA Review" form. Staff maintains the completed form in the activity file for the project. The Preliminary CEQA Review process ends when Staff determines whether the application is complete for CEQA analysis.

2.3 PRE-APPLICATION SCOPING SESSION

Before a proponent presents a project application to the City, the proponent shall participate with Staff in a scoping session in which the proponent and Staff meet to discuss the proposed project. The scoping session may involve no more than a discussion at the Department counter or it may involve a meeting attended by other City Departments. A series of meetings may be required to complete a scoping session.

For the scoping session, the applicant shall provide at the request of City Staff, a detailed written description of the project, a completed "Preliminary CEQA Review Questionnaire", and pay the preliminary CEQA review fee.

The "b" through "f" determinations noted in the above 2.2 "Process" Section shall be made by Staff during the scoping session.

2.4 STAFF DETERMINATION WHETHER CITY IS THE "LEAD AGENCY"

Only one public agency is responsible for preparing an environmental review of a project for CEQA. This agency is designated as the Lead Agency by CEQA. (SG 15051)

If Staff determines that the City is not the Lead Agency for the proposed project, an entry shall be made on the "Preliminary CEQA Review" form. No further action under CEQA is required by the City at that time. However, the City will still be included in the CEQA process as specified by the State Guidelines. All environmental documentation must be received by the City prior to City action on the project.

When a dispute exists as to whether or not the City is the Lead Agency, the City will try resolving the dispute by consulting with the disputing agency or agencies. If an agreement is not

reached, the City will submit a written request to the State Office of Planning and Research (OPR) for resolution. (SG 15053)

2.5 STAFF DETERMINATION WHETHER CITY IS A "RESPONSIBLE AGENCY" OR IF THERE ARE RESPONSIBLE / TRUSTEE AGENCIES

The State CEQA Guidelines define a responsible agency as a public agency other than the lead agency which has discretionary approval power over the project. (SG 15052) A Responsible Agency acts upon its own discretionary approvals for the project after reviewing and commenting upon the CEQA documents prepared by the Lead Agency. (SG 15096) If Staff determines that the City is a Responsible Agency, an entry shall be made on the "Preliminary CEQA Review" form. The Lead Agency initiates the CEQA process. However, under certain circumstances, the City, as a Responsible Agency, may take a more active role in the CEQA analysis of the project.

A trustee agency is defined in the State Guidelines as a State agency having jurisdiction by law over natural resources affected by a project which are held in trust for the people of the State of California. A trustee agency may also be a responsible agency, if it has discretionary approval power over the project.

Appendix B of the State Guidelines contains a table listing the statutory authority of the State departments. Trustee agencies include California Department of Fish and Game, State Lands Commission, State Department of Parks and Recreation and the University of California. The Regional Water Quality Control Board for the San Diego Region and the San Diego County Air Pollution Control District may also be trustee agencies.

2.6 STAFF DETERMINATION WHETHER APPLICATION REPRESENTS A "PROJECT"

CEQA only applies to a "project" as defined by CEQA. (SG 15378 and PRC 21065) Staff will note on the Preliminary CEQA Review form whether the proposal constitutes a project as defined by CEQA. A "project" includes:

- a. Activities directly undertaken by the City or other governmental agency;
- b. Activities financed in whole or in part by the City; or
- c. Private activities which require discretionary approval from the City or some other governmental agency.

2.7 STAFF DETERMINATION WHETHER A PROPOSED PROJECT IS EXEMPT

A proposal which constitutes a "project" under CEQA may be exempt from further processing under CEQA. There are three general types of exemptions:

- a. Statutory;
- b. Categorical; and
- c. "General Rule".

Statutory Exemptions -The State CEQA Guidelines lists exemptions from CEQA granted by statute enacted by the California Legislature (SG 15260-15277). The exemptions take several

forms ranging from partial exemptions to full exemptions. Examples of statutorily exempt projects include:

- a. **Ministerial projects**, as defined by State Guidelines (SG 15268 and 15369);
- b. **Emergency projects**, as defined by State Guidelines (SG 15269 and 15359); and
- c. **Feasibility or planning studies**, as defined by State Guidelines (SG 15262).

Categorical Exemptions -The State Guidelines lists Classes 1 through 29 of Categorically Exempt Projects, projects determined by the State to be exempt from CEQA (SG 15300 - 15329). The City utilizes the categorical exemptions provided in the State Guidelines.

A categorical exemption may not be used when special circumstances exist which will result in environmental damage either individually or cumulatively by the project (SG 15300.2).

General Rule Exemption -The State Guidelines notes that CEQA applies only to projects which have the potential for causing a significant effect on the environment (SG 15061(b)(3)). Where it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment the activity is not subject to CEQA. This rule exempts many small or routine projects.

When a project is determined to be exempt, Staff will so indicate on the "Preliminary CEQA Review" form.

Staff may file a "Notice of Exemption" with the County Clerk. (PRC 21152) The filing of a Notice of Exemption will reduce the statute of limitations for legal challenges to the determination of exemption from 180 days to 35 days. (PRC 21167 d) A copy of a Notice of Exemption form is included in Appendix E of the State Guidelines. (SG 15062)

2.8 STAFF DETERMINATION WHETHER ENHANCED CEQA ANALYSIS IS NECESSARY

Enhanced CEQA environmental analysis is required of all projects that potentially would have significant environmental effects that could be potentially mitigated. This enhanced analysis, also known as an Environmental Study, could focus on issues such as traffic, visual impacts, biological resources, historic resources or potential environmental issues identified by the Director.

2.9 STAFF DETERMINATION WHETHER THE PROJECT APPLICATION IS ACCEPTABLE FOR RECEIPT BY THE CITY

The application must fully describe the project so that the project/s compliance with City laws can be determined, the need for various approvals/permits/entitlement can be ascertained and the CEQA processing can proceed.

Generally, a project will not be divided into separate segments. The "project" should include the whole of the proposed action. (SG15378).

A project application shall be acceptable for receipt by the City when the following conditions have been satisfied:

- a. A scoping session has been conducted;
- b. The fee is paid for the Preliminary CEQA Review;
- c. The proposed project is sufficiently described;

- d. The proponent presents a completed Environmental Information Form and a completed Environmental Checklist; and
- e. If staff has determined that an enhanced traffic analysis is necessary, then both the full enhanced CEQA cost and fee is paid and the enhanced analysis is complete.

Staff will determine whether the project application is acceptable for receipt by the City. The proposal must be substantively complete for processing, in the correct format, and contain adequate information for CEQA review. Staff may require incomplete, incorrect or inadequate submittals to be resubmitted or augmented.

If the proponent does not present an application acceptable for receipt, Staff shall advise the proponent of deficiencies and shall return the application.

2.10 STAFF DETERMINATION OF APPLICATION "COMPLETENESS" AND REQUIREMENT FOR AN INITIAL STUDY

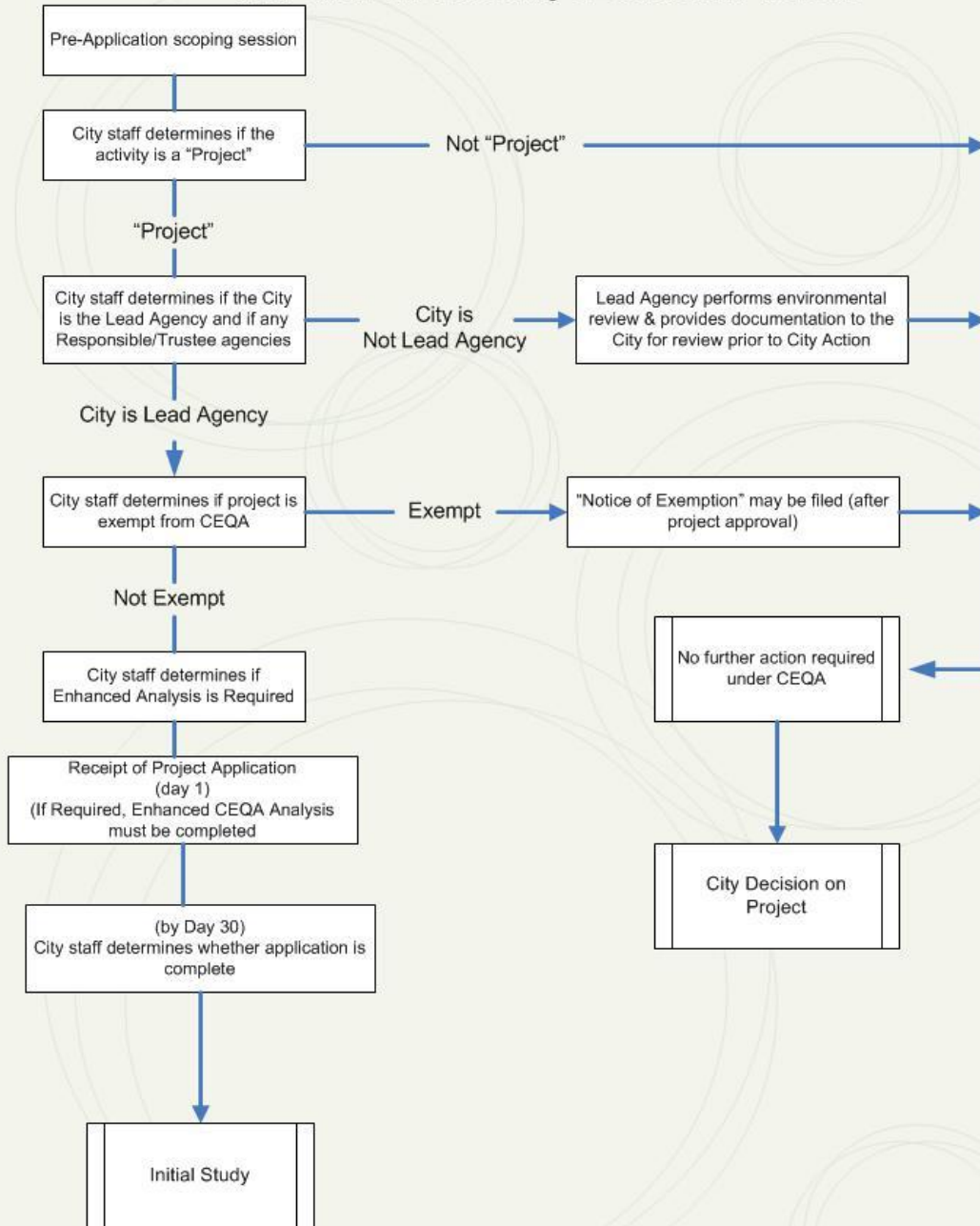
The Director shall order the preparation of an Initial Study when:

- a. The Preliminary CEQA Review is accomplished;
- b. The application is complete; and
- c. A non-exempt project has been identified (SG 15063).

A "Preliminary CEQA Review" form will be completed and placed in the project file, indicating the determination that an Initial Study will be conducted.

If an Initial Study is required, the application shall not be deemed complete until the proponent submits a deposit for the preparation fee of the Initial Study.

FIGURE 2
Flow Chart of Preliminary CEQA Review Process



NOTE: Figure 2 illustrates the general process set out in the City CEQA Guidelines. The language contained in the City CEQA Guidelines controls, subject to CEQA and State Guidelines.

3.0 INITIAL STUDY

3.1 PURPOSE

The purpose of the Initial Study is:

- a. To identify potential significant effects, if any, that may result from the proposed project; and
- b. To provide a basis (evidence and data) for determining:
 - (1) Whether to proceed with a Negative Declaration; or
 - (2) Require the preparation of an EIR.

3.2 PROCESS

The Initial Study phase starts when Staff has determined that the application is complete and the proponent has submitted a deposit for the preparation of the Initial Study; and ends with the City's determination whether to proceed with a Negative Declaration or require the preparation of an EIR. Figure 3 presents a diagram of the Initial Study process which includes the following:

The following documents are compiled as part of the draft Initial Study:

- a. Proponent's Application;
- b. Proponent's Environmental Information Form;
- c. Proponent's Environmental Checklist;
- d. Preliminary CEQA Review Form prepared by Staff;
- e. Written Comments from other City Departments and Consultants;
- f. Written Comments from Other Agencies (Responsible/Trustee);
- g. Written Comments from the Public; and
- h. Staff's Written Analysis/Initial Study Determination.

Staff may select certain Initial Study documents to be prepared by consultants hired by the City or the proponent.

3.3 APPLICANT'S ENVIRONMENTAL INFORMATION FORM AND ENVIRONMENTAL CHECKLIST

The applicant's Environmental Information Form and Environmental Checklist present the applicant's analysis of how the project will impact the environment. These documents are submitted concurrently with the project application.

3.4 OTHER AGENCIES

Staff will solicit, from other agencies, written comments regarding the identification of potential significant effects from the project.

3.5 STAFF ANALYSIS

Staff will consult with Responsible Agencies, Trustee Agencies and all appropriate City departments to determine the issues involved in the project along with potential significant effects.

If an EIR may be required, Staff will assess whether a tiered EIR can be used (PRC 21093-21094).

Staff may notify the proponent of potential environmental impacts in order to allow the redesign, revision or resubmittal of the proposed project in a manner to eliminate such impacts.

3.6 DETERMINATION OF WHETHER TO PROCEED BY NEGATIVE DECLARATION OR EIR

a. Determinations.

The Director will determine:

- Whether the project description is complete / adequate;
- Whether the project may have potential significant impacts; and
- Whether to proceed by Negative Declaration or require the preparation of a Draft Environmental Impact Report (Draft EIR). The determinations will reference the information in the draft Initial Study. The determinations shall be in writing and shall become part of the final Initial Study.

b. EIR Required.

The Director body shall direct that a Draft EIR be prepared if a fair argument can be made, based on substantial evidence in the record, that a project may have a significant effect on the environment, even though a fair argument could also be made, based on substantial evidence in the record, that the project may not have a significant effect on the environment (SG 15064).

The State Guidelines describe in detail the determination of significant effects and list conditions under which a project would normally have a significant effect on the environment. (SG 15064, 15065 and Appendix G) The determination of "significance" must be based upon substantial evidence in the record (PRC 21082.2).

However, when the City is the project proponent, the City Council may direct that an EIR be prepared, even if not required.

c. Direction to Prepare EIR.

If the Director determines that the preparation of a Draft EIR is required, the Director will determine the type and scope of EIR needed:

1. The State CEQA Guidelines list different types of EIRs and discuss the applicability of each type (SG 15160 -15170).
 2. The State CEQA Guidelines list conditions under which a previously certified EIR may be used (SG 15153) and conditions under which a new EIR must be prepared. (SG 15162)
- d. As directed by the Director, Staff will initiate the process to prepare either a Negative Declaration or a Draft EIR.

3.7 APPEALABLE DETERMINATION

The determination of whether the project description is complete/adequate; whether the project may have potential significant impacts; and whether to proceed by Negative Declaration or require the preparation of a Draft EIR is appealable to the City Council.

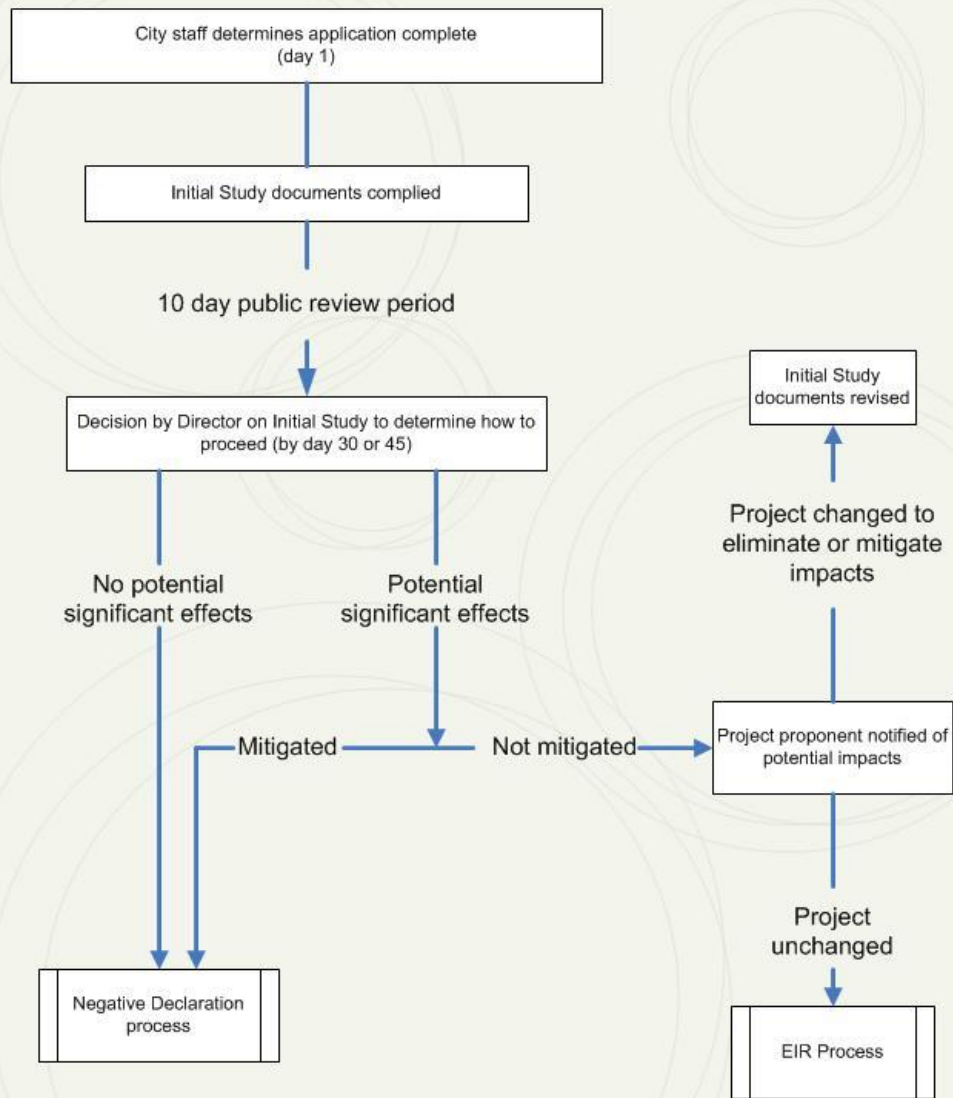
3.8 TIME LIMIT

The City has 30 days after an application is deemed complete to determine whether it intends:

- a. To rely on a Negative Declaration;
- b. To require the preparation of a Draft EIR; or
- c. To use a previously prepared EIR or Negative Declaration.

The 30-day period may be extended.

FIGURE 3
Flow Chart of Initial Study Process



NOTE: Figure 3 illustrates the general process set out in the City CEQA Guidelines. The language contained in the City CEQA Guidelines controls, subject to CEQA and State Guidelines.

4.0 NEGATIVE DECLARATION/MITIGATED NEGATIVE DECLARATION

4.1 PURPOSE

The City shall proceed by way of the Negative Declaration process, when the Initial Study shows either of the following:

- a. There is no substantial evidence in light of the whole record that the project as initially proposed may have a significant effect on the environment; or
- b. Potentially significant effects have been avoided or mitigated by revisions to the project and there is no substantial evidence that the revised project may have significant effects on the environment (PRC 21080, SG 15070).

A "negative declaration" is a written statement by the City briefly describing the reasons that a proposed project, not exempt from CEQA, will not have a significant effect on the environment and therefore does not require the preparation of an EIR (SG 15371). The Negative Declaration also specifies the location and custodian of the documents or other materials which constitute the record of proceedings upon which the decision is based (PR 21081.6). This environmental document may be titled either a Negative Declaration or a Mitigated Negative Declaration, depending on whether measures to eliminate significant environmental impacts have been included.

4.2 PROCESS

Figure 4 presents a diagram of the Negative Declaration process which includes the following:

- a. Preparation of draft Negative Declaration.
- b. Notice of Intent to Adopt a Negative Declaration is given which announces a Public Review Period and sets a Public Hearing.
- c. Review Period takes place.
- d. Consideration of Adoption of Negative Declaration.

4.3 PREPARATION OF DRAFT NEGATIVE DECLARATION/ MITIGATED NEGATIVE DECLARATION

Upon the determination that the City is to proceed by way of a Negative Declaration, the Staff will prepare a draft Negative Declaration (See SG 15071 for required contents).

4.4 NOTICE OF INTENT TO ADOPT A NEGATIVE DECLARATION/ MITIGATED NEGATIVE DECLARATION

- a. Staff will also prepare a Notice of Intent to Adopt a Negative Declaration which:
 1. Announces a 30 day, public review period for the Draft Negative Declaration that is to be on file at the City;
 2. Sets a date, time and place for a public hearing, to be conducted by the decision-making body after the review period, to consider the adoption of the Negative Declaration; and
 3. Specifies the address where the proposed Negative Declaration and all documents referenced therein are available for review.
- b. Notice (See PRC 21092 and SGs).
 1. To the Public (SG 15072).

On or before the commencement of the review period, the Notice of Intent to Adopt a Negative Declaration shall be:

- (a) Given to all persons who have requested such notice;
- (b) Published one time in a newspaper of general circulation within the City; and
- (c) Posted in the Office of the County Clerk, San Diego County.

2. To Other Agencies (SG 15073).

On or before the start of the review period, Staff shall mail to all Responsible Agencies and Trustee Agencies:

- (a) The Notice of Intent to Adopt a Negative Declaration;
- (b) The Draft Negative Declaration; and
- (c) The Initial Study documents.

When one or more State agencies will be a responsible agency, trustee agency, or has jurisdiction over natural resources affected by the project, Staff shall mail to the State Clearinghouse for distribution to the appropriate State agencies:

- (a) The Notice of Intent to Adopt a Negative Declaration;
- (b) The Draft Negative Declaration; and
- (c) The Initial Study documents.

- c. The project applicant must accept any mitigation measures prior to the commencement of the public review period (PRC 21080, SG 15070).

4.5 REVIEW PERIOD

During the noticed review period:

- a. Written comments regarding the Draft Negative Declaration will be accepted by the City during the review period.
- b. After the review period, the Director will consider all written comments accepted and will make a recommendation to the decision-making body.

4.6 CONSIDERATION OF ADOPTION OF NEGATIVE DECLARATION

- a. If the Planning Commission or the Design Review Board are not the decision-making body for the project, but act as an advisory body(ies), the Planning Commission or Design Review Board shall consider (as a regular agenda item) the Draft Negative Declaration together with the project and make recommendations to the City Council on both items.
- b. At the date, time and place set forth in the Notice of Intent to Adopt a Negative Declaration, the decision-making body for the project will conduct a public hearing to consider the adoption of the Draft Negative Declaration for the project. This hearing can be conducted at the same meeting that the project is considered for approval (SG 15074 (b)).
- c. If the decision-making body finds, on the basis of the Initial Study and any comments received regarding the Draft Negative Declaration, that there is no substantial evidence that the project will have a significant effect on the environment, the decision-making body shall adopt the Negative Declaration. (SG 15074 (b))
- d. If the decision-making body finds that the project may potentially have a significant effect, the decision-making body shall direct the preparation of an EIR.

- e. If the decision making body is the Planning Commission or the Design Review Board, the determination of the decision-making body to adopt or not adopt the Draft Negative Declaration may be appealed to the City Council at no cost to the appellant.

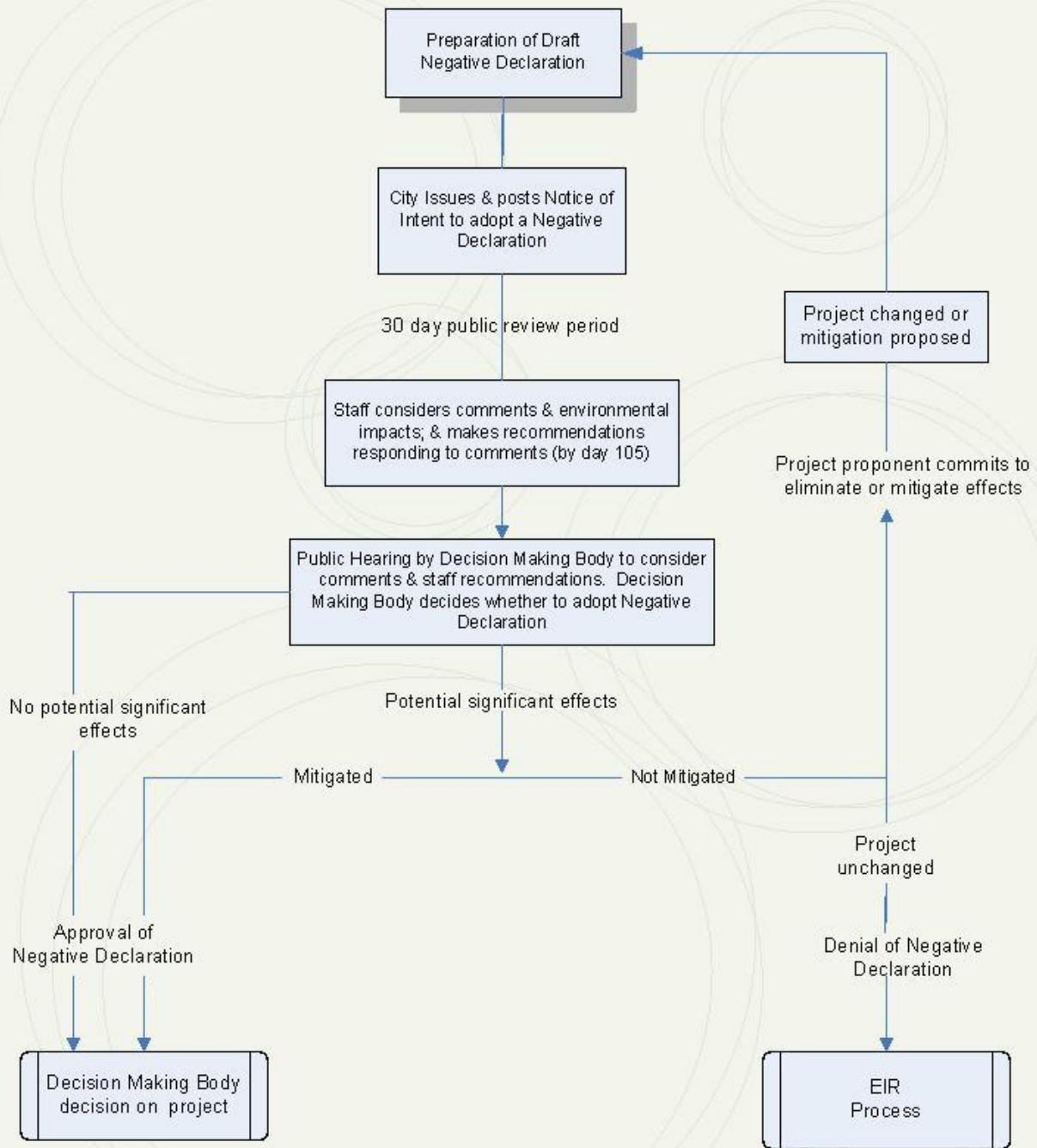
4.7 ADOPTION OF MITIGATION MONITORING PROGRAM

When the CEQA process has resulted in mitigation measures being incorporated into the approval of the project, the City shall adopt a monitoring program for the project to ensure compliance with those measures during project implementation (PRC 21081.6).

As a condition to the approval of the project, the proponent must agree in writing:

- a. To the mitigation measures to be included in the project;
- b. To the requirements of the monitoring program; and
- c. To the City's proposed plan for funding the mitigation measures and the monitoring method.

Figure 4
Flow Chart of Negative Declaration Process



NOTE: Figure 4 illustrates the general process set out in the City CEQA Guidelines. The language contained in the City CEQA Guidelines controls, subject to CEQA and the State Guidelines

5.1 PURPOSE

When the Initial Study has produced substantial evidence from which a fair argument can be made that any aspect of the proposed project, either individually or cumulatively, may cause a significant negative effect on the environment, regardless of whether the overall effect of the project is adverse or beneficial, an Environmental Impact Report (EIR) is required (PRC 21151, SG 15063).

"EIR" or "Environmental Impact Report" is a detailed statement prepared under CEQA describing and analyzing the significant environmental effects of a project and discussing ways to mitigate or avoid the effects. The purpose of an EIR is to provide information to the decision-making body when it considers the entitlements, approvals, and permits required to carry out the project (SG 15362). The EIR will:

- a. Identify and analyze the significant effects of a project on the environment;
- b. Identify alternatives to the project as proposed; and
- c. Indicate the manner in which significant effects can be reduced, mitigated or avoided to preclude possible environmental damage (PRC Section 21002.1).

5.2 PROCESS

Figure 5 diagrams the EIR process which includes the following:

- a. An EIR is prepared in draft form.
- b. Notice of Completion is given that the Draft EIR is completed and available for public review and comment.
- c. The City evaluates and responds to comments.
- d. A Final EIR is prepared; and
- e. The decision-making body conducts a public hearing to consider certifying the Final EIR as complete.

5.3 PREPARATION OF DRAFT EIR

The Draft EIR will be prepared by Staff or an environmental consultant selected by Staff and under contract directly to the City. The Draft EIR will satisfy the requirements of the State Guidelines (SG 15120 -15132 and 15140 -15153).

Staff [or consultant] will cause a Notice of Preparation to be created and sent to other governmental agencies which will have 30 days to respond (PRC 21080.4, 21083.9, 21092.4, 21151.4.21153; SG 15082, 15103, and 15206). The contract to prepare an EIR for the City shall be executed within 45 days from the Notice of Preparation distribution date unless a time extension is mutually agreed to by the applicant and the City (PRC 21151.5 (b)).

In preparing the Draft EIR, Staff [or consultant] may consult with other persons and organizations (SG 15083 and 15086b) and shall consult with other governmental agencies (PRC 21082.1, 21153; SG 15086a).

Staff [or consultant] may require the project proponent to supply information for use in preparing the draft EIR (SO 15084).

5.4 NOTICE OF COMPLETION OF DRAFT EIR

As soon as the Draft EIR is completed, Staff [or consultant] will prepare a Notice of Completion (PRC 21092; SO 15085, 15087) which shall be:

- a. Filed with the Office of Planning and Research;
- b. Published at least one time in a newspaper of general circulation within the City;
- c. Posted in the Office of the County Clerk of San Diego County;
- d. Mailed to all Responsible Agencies and Trustee Agencies identified in the Initial Study;
- e. Mailed to anyone requesting such notice who has deposited an amount sufficient to pay the involved costs;
- f. Mailed to landowners, as shown on the latest equalized tax rolls, of property within 300 feet of the project site (SG 15087); and
- g. When a state agency is a responsible/trustee agency or project will have statewide, regional or area wide impact outside the City, Staff [or consultant] will submit the Notice of Completion and ten copies of the Draft EIR to the State Clearinghouse.

The Notice of Completion will:

- a. Announce the public review period for the Draft EIR;
- b. Specify the address where the Draft EIR and all documents referenced therein are available for review; and
- c. Include a description of the significant effects on the environment, if any, anticipated as a result of the project.

5.5 REVIEW PERIOD OF DRAFT EIR

The Review Period for the Draft EIR will be no less than 45 days or longer than 90 days. All Draft EIRs shall be submitted to the State Clearinghouse for review.

Staff [or consultant] shall make copies of the Draft EIR available for reading at City Hall and the Del Mar Library. Staff [or consultant] shall make copies available for purchase at a charge equal to the actual costs of reproducing the document (SG 15045).

During the Review Period of the Draft EIR, affected agencies and the public have the opportunity to submit to the City written comments regarding the adequacy of the Draft EIR.

During the review period, the decision-making body may, but is not required to, conduct one or more noticed, public hearings on the Draft EIR to solicit more comment. A public hearing on the Draft EIR shall be conducted no sooner than fourteen (14) days after the publication of the Notice of Completion (SG 15087 (g)).

5.6 EVALUATION OF AND RESPONSES TO COMMENTS

After the Review Period, Staff [or consultant] shall evaluate and prepare written responses to the comments received during the Draft EIR's Review Period (SG 15088).

If, after the Review Period, significant new information is added or substantial changes are made to the Draft EIR, then Staff will recirculate the modified, Draft EIR for additional review (PRC 21092.1).

5.7 PREPARATION OF FINAL EIR

Based on the Draft EIR, the comments thereon and the City's responses to those comments, Staff [or consultant] shall prepare a Final EIR (SG 15132).

5.8 CERTIFICATION OF FINAL EIR

The Final EIR shall be submitted to the decision-making body. (SG 15089) Staff [or consultant] will prepare a "Notice of Public Hearing to Certify Final EIR" which:

- a. Announces that the Final EIR is on file at the City; and
- b. Sets a date, time and place for a public hearing, to be conducted by the decision-making body to consider the certification of the Final EIR.

The Notice of Public Hearing to Certify Final EIR will be:

- a. Filed with the Office of Planning and Research;
- b. Published at least one time in a newspaper of general circulation within the City;
- c. Posted in the Office of the County Clerk of San Diego County;
- d. Mailed to all Responsible Agencies and Trustee Agencies identified in the Initial Study;
- e. Mailed to any interested parties requesting such notice;
- f. Mailed to landowners, as shown on the latest equalized tax rolls, of property within 300 feet of the project site (SO 15087); and
- g. When a state agency is a responsible/trustee agency or project will have statewide, regional or area wide impact outside the City, Staff [or consultant] will submit the Notice of Completion and ten copies of the Final EIR to the State Clearinghouse.

If the Planning Commission or the Design Review Board is not a decision-making body for the project, but does act as an advisory body regarding project approval, then prior to the City Council's public hearing, the Planning Commission or Design Review Board shall consider the Final EIR, together with the project, and make recommendations to the City Council on both items.

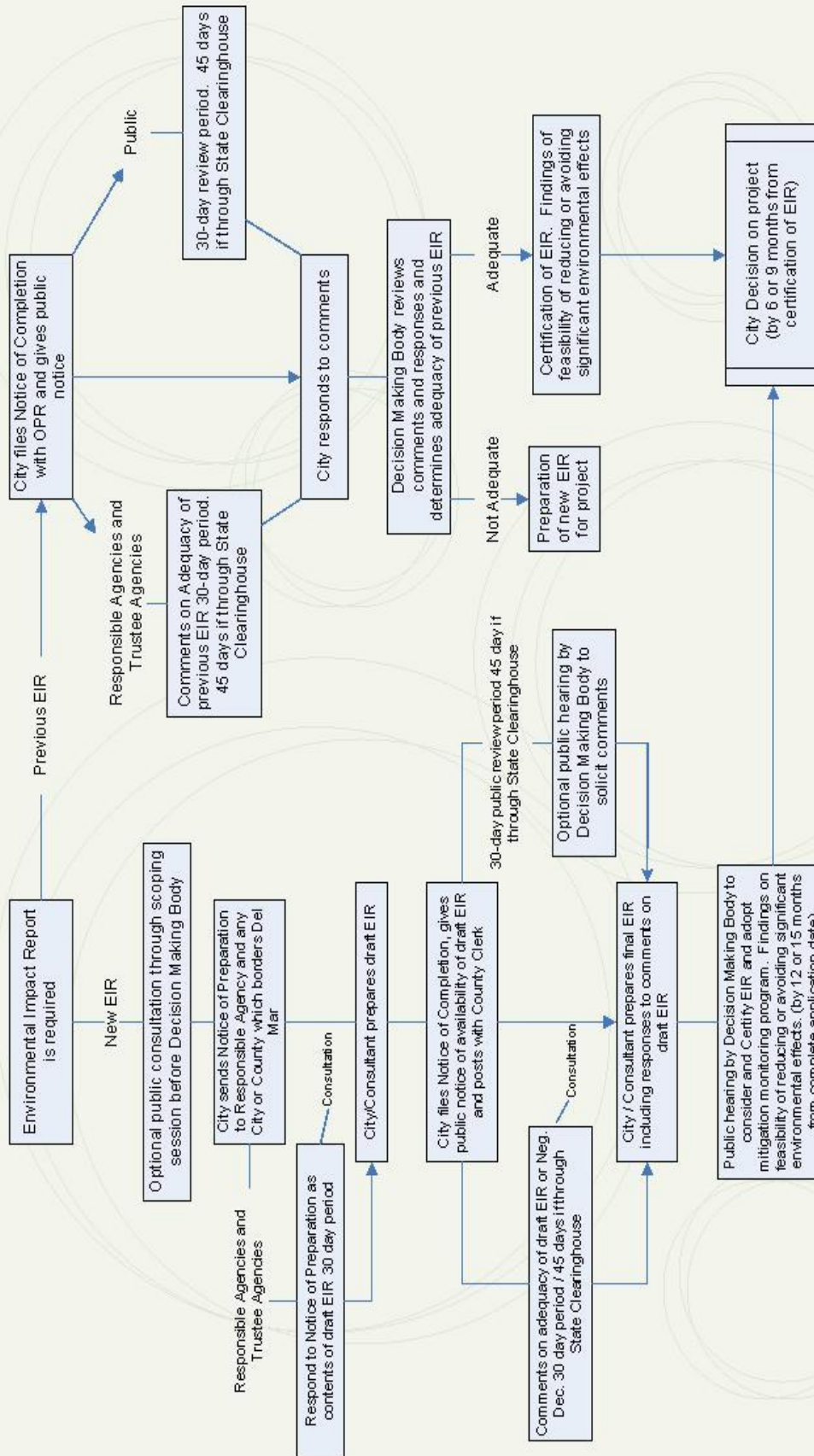
At the date, time and place set forth in the Notice of Public Hearing to Certify Final EIR, the decision-making body for the project will conduct a public hearing to consider the certification of the Final EIR for the project. This hearing may be conducted at the same meeting that the project is considered for approval (SO 15074 (b)).

The decision-making body shall determine whether to certify the Final EIR. (SG 15090) If the decision-making body determines not to certify the Final EIR, a new Draft EIR shall be processed.

If the decision-making body is the Planning Commission or the Design Review Board, the determination of the Planning Commission or the Design Review Board to certify the Final EIR may be appealed to the City Council.

Once the Final EIR is certified, the decision-making body may determine whether to approve the project.

**Figure 5
Flow Chart of Environmental Impact Report Process**



NOTE: Figure 5 illustrates the general process set out in the City CEQA Guidelines. The language contained in the City CEQA Guidelines controls, subject to CEQA and State Guidelines

6.0 DECISION ON PROJECT

6.1 PURPOSE

The purpose of the final step of these Guidelines is to integrate the information developed by the CEQA process into the decision-making process regarding the approvals, entitlements, and permits required to carry out the project.

State CEQA Guidelines contain both the process for project approval and the notification process (SG15091 -15095).

6.2 PROCESS

Figure 6 presents a diagram of the process for deciding whether to approve the proposed project and includes the following:

- a. Findings regarding significant adverse effects;
- b. Responses to Environmental Effects;
- c. Statement of Overriding Considerations (if necessary);
- d. Adoption of Mitigation Monitoring Program;
- e. Notice of Determination; and
- f. Certificate Regarding Fish and Game Fee

6.3 FINDINGS REGARDING SIGNIFICANT ADVERSE EFFECTS

The decision-making body must make findings demonstrating that the City considered the environmental consequences regarding each significant adverse effect identified in the CEQA documents. The findings must be supported by substantial evidence in the administrative record (PRC 21081, 21081.5, 21002.1; SG 15003, 15091).

6.4 RESPONSES TO ENVIRONMENTAL EFFECTS

The State Guidelines lists the conditions under which a project may be approved by the decision-making body (SG 15092).

The CEQA process by itself does not control the way in which a project can be built or carried out. Rather, when the CEQA process shows that a project would cause significant adverse effects to the environment, the City may respond to the environmental information by one or more of the following methods:

- a. Requiring revisions to the proposed project which eliminate adverse effects (SG 15091);
- b. Imposing mitigation measures as conditions on the approval of the project to eliminate the adverse effects;
- c. Adopting plans or ordinances applicable to the proposed project to control a broader class of activities to eliminate adverse effects caused by the project;
- d. Choosing a project alternative discussed in the CEQA documents, which eliminates or lessens the adverse effects, and meets the same need as the proposed project;
- e. Disapproving the project; or
- f. Finding that the changes or alterations to the project necessary to totally eliminate all of the significant adverse effects are not feasible and that the unavoidable significant environmental damage is acceptable due to overriding considerations (SG 15093).

6.5 STATEMENT OF OVERRIDING CONSIDERATIONS

To approve a project which will have an adverse environmental effect, the decision-making body must find that the benefits of the proposed project outweigh the unavoidable adverse environmental effects that are likely to result from the project. The requirements for a "Statement of Overriding Considerations" are detailed in the State CEQA Guidelines (SG 15093).

6.6 ADOPTION OF MITIGATION MONITORING PROGRAM

When the CEQA process has resulted in mitigation measures being incorporated into the approval of the project, the City shall adopt a monitoring program for the project to ensure compliance with those measures during project implementation (PRC 21081.6).

As a condition to the approval of the project, the proponent must agree in writing:

- a. To the mitigation measures to be included in the project;
- b. To the requirements of the monitoring program; and
- c. To the City's proposed plan for funding the mitigation measures and the monitoring method.

6.7 NOTICE OF DETERMINATION

Within 5 days of project approval, Staff will file a Notice of Determination with the County Clerk (PRC 21152). If the project requires a discretionary approval from any state agency, the Notice of Determination shall also be filed with the State Office of Planning and Research. The appeal statute of limitation ends thirty (30) days after this filing.

The State CEQA Guidelines contains a Notice of Determination form. The Notice of Determination will include any Statement of Overriding Considerations (SG Appendix D).

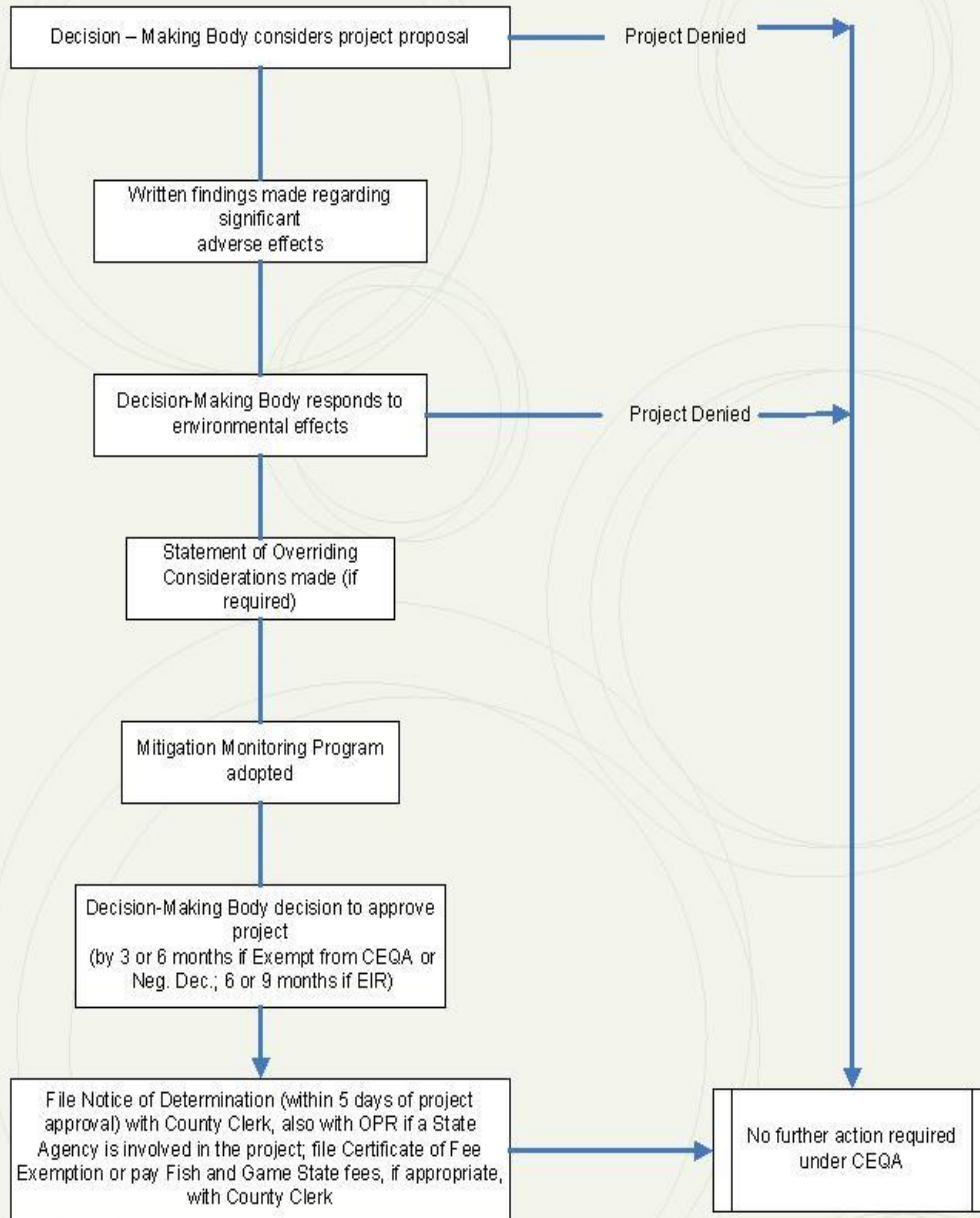
6.8 CERTIFICATE REGARDING FISH AND GAME FEE

Either the State Fish and Game fee or a Certificate of Fee Exemption must be filed with the County Clerk together with the Notice of Determination. State Department of Fish and Game can reject the claim of exemption. Without the fee or an accepted exemption, the Notice of Determination is not operative, vested, or final.

6.9 PROJECT APPROVAL OR DISAPPROVAL

- a. The City shall not approve or carry out a project for which an environmental impact report has been certified which identifies one or more significant effects on the environment that would occur if the project is approved or carried out unless:
 1. The City makes one or more of the findings required by CEQA, based on substantial evidence in the record (PR 21081, & PR 21081.5);
 2. The City adopts appropriate reporting or monitoring programs (PR 21081.6a);
 3. The City adopts with appropriate mitigation measures (PR 21081.6b);
 4. The City specifies the location and custodian of the documents or other material which constitute the record of proceedings upon which its decision is based (PR 21081.6d); and
 5. When acting as a Responsible Agency, the City comments to the Lead Agency during the public review period as specified by CEQA (PR 21081.6c).
- b. The City shall not disapprove a project in order to comply with the time limits specified in these CEQA Guidelines (GC 65952.2).

FIGURE 6
Flow Chart of Decision of Project Process



NOTE: Figure 6 illustrates the general process set out in the City CEQA Guidelines. The language contained in the City CEQA Guidelines controls, subject to CEQA and State Guidelines.

Update to the City of Del Mar CEQA Guidelines

Guidelines for Transportation Impact Analysis

Introduction:

The Transportation Impact Analysis guidance is intended to assist City staff, project proponents, the public, and decision makers in determining whether, based on substantial evidence, a project may have a significant effect on the environment under CEQA Section 21082.2 that requires mitigation. This guidance is consistent with 2013 California Senate Bill 743 (SB 743), the Del Mar Community Plan (General Plan), Del Mar Climate Action Plan, and City Council Policy 114 (Complete Streets).

The purpose is to analyze the transportation impact of a proposed project by assessing the associated vehicle miles traveled (VMT) and related noise, air pollution, and greenhouse gas emission impacts. Analysis of the significance of a proposed project transportation-related impact will depend on multiple factors (i.e. project setting, design, construction, timing, etc). Where transportation-related impacts are identified, the intent of the mitigation is to promote public health and quality of life through strategies that reduce VMT and invest in “complete streets” improvements that support non-vehicular access to everyday activities in Del Mar.

This guidance is intended to provide a consistent and objective basis for determining the level of significance of a project’s transportation-related impacts. It is to be used in conjunction with commonly accepted professional standards, judgements, and practices.

Step 1: Determine the Project Type

Determine which type of project is proposed.

For the purpose of the CEQA analysis, VMT for a project is to be classified into the following categories and the associated metrics are to be analyzed accordingly as applicable:

- Residential uses – Compare project to Del Mar VMT per resident
- Employment uses – Compare project to Del Mar VMT per employee
- Other land use uses – Compare project to total Regional VMT

The San Diego Association of Governments (SANDAG) provides an online VMT calculation tool to estimate project VMT. SANDAG also has a VMT database where models can be run for each City and the region as a whole. The SANDAG VMT database is what is used to identify the Del Mar VMT and Regional VMT for comparison to the estimated VMT of a proposed project.

Step 2: Determine if the project is eligible to be “screened out” and exempt from further VMT analysis

Determine whether the proposed project has potential to cause a significant effect on the environment. Where applicable, calculate the trip generation for the project. Then determine

whether the project type is eligible to be screened out with no further VMT analysis required. The following project types are presumed to cause a less than significant impact on the environment and are therefore exempt from any further VMT analysis, unless substantial evidence is otherwise identified that indicates a project would generate a potentially significant level of VMT:

- Projects that generate less than 110 trips per day
- Projects of 18 apartments or less
- Projects of 11 single dwelling units or less
- Projects of 2,750 square feet or less of commercial retail
- Projects of local serving retail that are less than 10,000 square feet and that would offer a new retail option in Del Mar that is currently only offered outside of the City
- Projects within .5 miles of a high-quality transit stop with fixed route bus service that has bus intervals no longer than 15 minutes during the weekday commute hours (State PRC 2115)
- Projects with 100 percent affordable units
- Transit, bicycle, and pedestrian projects
- Roadway and mobility projects included in the Del Mar Community Plan
- Amendments to a Land Use Plan or Zoning Ordinance that provide for mixed use zoning that allows up to 20 dwelling units per acre

If the project is not screened out, then proceed to the Step 3 analysis per the CEQA Guidelines.

Step 3: Analyze and Compare the Project to the City's Transportation - CEQA Significance Thresholds:

Answer the following CEQA Guideline questions about the proposed project to help determine whether there will be a potential significant impact as follows:

- a. Would the project or plan/policy conflict with an adopted program, plan, ordinance or policy addressing the transportation system including transit, roadways, bicycle, and pedestrian facilities?
- b. Would the project or plan/policy result in VMT that is not at least 15 percent below the existing baseline VMT for Del Mar as applicable?
- c. Would the project or plan/policy substantially increase hazards due to a design feature or incompatible use?
- d. Would the project or plan/policy result in inadequate emergency access?

Step 4: Determine whether the proposed project has the Potential to cause a Significant Impact

As the City of Del Mar residential, employment and total VMT are above the regional average, proposed projects that are not screened out will result in a significant transportation impact. Therefore, the City of Del Mar has established the existing baseline to be the existing City of Del Mar VMT/resident (residential project), VMT/employee (employment projects) and total VMT for all other projects. The existing VMT baseline condition is based on SANDAG's VMT maps using the most recent version of the SANDAG travel demand forecasting model.

View SANDAG's VMT per capita and VMT per employee map here:

- VMT/capita: http://sandag.github.io/sb743/sb743_concept_map.htm
- VMT/employee: http://sandag.github.io/sb743/sb743_concept_map_employee.htm

Mitigation shall be required to reduce project VMT to 15 percent below the existing baseline. The required 15 percent reduction is consistent with the Del Mar Climate Action Plan and with recommendations of the Governor's Office of Planning and Research and California Air Resources Board as necessary to meet the State of California climate action goals.

Step 5: Require mitigation

If a project is not screened out, then the project is required to provide VMT mitigation that would result in a reduction in project VMT to a level considered below the Threshold of Significance. As stated in Step 4, this is 15% below the baseline condition. If the project is not able to provide the 15% VMT reduction, as outlined in Step 4, the environmental document shall disclose an unmitigated significant transportation impact associated with the proposed project.

The following mitigation options should be made available to address mobility and reduced congestion, VMT, greenhouse gas emissions (GHG) and air pollution:

- Implementation of Local Transportation Demand Management (TDM) Strategies
- Mitigation through Payment of an In-Lieu Fee

Mitigation through the Implementation of Transportation Demand Management

Transportation Demand Management (TDM) is a mitigation tool that is used to improve mobility and reduce congestion, VMT, GHG emissions, and air pollution. For a project that requires mitigation, an applicant may select one or more measures from the City's TDM Matrix or equivalent mitigation measures consistent with City Council Policy 114 (Complete Streets) as necessary to reduce the project VMT by at least 15%.

Mitigation through the Payment of In-Lieu Fee

As an alternative to implementing TDM improvements or programs in accordance with the mitigation option above, a project applicant may pay an in-lieu fee in accordance with the methodology approved by the City Council into the City's in-lieu fee mitigation fund. Once established, the in-lieu mitigation fund shall be used by the City to contribute to or fund active transportation projects and programs. This can include decisions by the Del Mar City Council to approve the contribution of in-lieu program funds towards:

- Local mobility programs to be determined such as:
 - Bike share or Electric Vehicle share program
 - On-demand transportation service (community assistance programs, first/last mile transit)
 - Shuttle (electric vehicle)
 - Wayfinding signage to connect users to locations of sustainable transportation choices
- Mobility partnership agreements with major employers located in Del Mar or that employ a significant number of local residents (i.e. 22nd District Agricultural Association and UCSD)
- Mobility projects in SANDAG's regional TDM program (i.e. removal of the railroad from the bluff)

Transportation Demand Management (TDM) Strategies Matrix

Method	Description	CAPCOA	SANDAG	Level of Effort	Potential Cost
PG1. Comprehensive Employer Commute Program and/or Involvement in Free Commute Trip Reduction Program (iCommute)	<p>Helps local businesses, helping them develop and implement customized employee commuter benefit programs. May include some or all the following:</p> <ul style="list-style-type: none"> • Marketing, outreach, and education of alternative travel to employees • Bi-annual surveying of employee commutes • Personal trip planning • Commuter assistance • Guaranteed Ride Home • Regional recognition program 	<p>Voluntary involvement 6.2%</p> <p>Required involvement and monitoring 21%</p>	Up to 26% (SANDAG)	Low	Free
PG2. Commute Information for New Hires	<p>A flyer or communication to new hires that highlight local alternative travel options. May include:</p> <ul style="list-style-type: none"> • Nearby or regional bike routes or facilities • Local or regional transit connections • Guaranteed Ride Home information • Carpool/vanpool information/resources 	Minimal in isolation (CAPCOA), best grouped with PG1	Minimal in isolation (SANDAG), best grouped with PG1	Low	\$
PG3. Telecommuting and/or Alternative Work Schedules	Remote work at least one day per week or implement a condensed workweek schedule	Up to 21% (CAPCOA)	Up to 44% (SANDAG)	Med	\$
Alternative Travel Employer Subsidies	<p>Subsidies or partial subsidies provided for various alternative travel:</p> <ul style="list-style-type: none"> • Bike commuting • Carpooling • Vanpooling • Transit 	5.5% (CAPCOA)	Up to 11% (SANDAG)	Med	\$\$\$
Priced Workplace Parking	Employers or property managers charge single occupancy vehicle commuters a daily rate	Up to 2% (CAPCOA)	-	High	\$\$\$
Onsite Bike Share	Employer provides a bike share program for staff to use to minimize VMT during workhours	Minimal in isolation. Works best when implemented with PG1	--	High	\$

Method	Description	CAPCOA	SANDAG	Level of Effort	Potential Cost
Subsidize Costs Associated with Alternative Travel	Provide partial or full reimbursement for: <ul style="list-style-type: none"> Costs associated with biking to work (lights, reflectors, panniers, tune-ups, etc) Costs associated with carpooling to work (car wash, oil changes, headphones) Costs associated with walking to work (new shoes, reflective gear, headphones) 	--	--	Med	\$\$\$
Provide end-of-trip facilities	Provide lockers, bike parking, and showers; can be established based on the number of parking spaces or parking space reduction.	Minimal in isolation. Works best when implemented with PG1	Minimal in isolation (SANDAG)	Med	\$\$
Commute Trip Reduction Marketing	Marketing materials that highlight alternative commuting on an ongoing basis or participation in Rideshare Week and/or Bike to Work Day. Marketing materials can be provided by SANDAG. Businesses and/or employers can promote campaigns to staff and city residents.	Up to 4% (CAPCOA)	Works best when implemented will full commute trip reduction program (see PG1)	Low	\$

Cost for Implementation

\$ Low Cost (less than \$10,000)

\$\$ Medium Cost (\$10,000 to \$50,000, may include annual recurring cost)

\$\$\$ High Cost (more than \$50,000, may include annual recurring cost)

Method	Description	CAPCOA	SANDAG	Level of Effort	Potential Cost
S1. Increase TODs (with affordable or BMR housing)		See S2, PJ2, and PJ6	Up to 14%	High	\$\$\$
S2. Integrate Affordable and Below Market Housing	BMR housing provides greater opportunity for lower income families to live closer to jobs centers and achieve jobs/housing match near transit	1.2% (CAPCOA)	Varies widely. Works best when implemented with S1 and other TDM strategies	High	\$\$\$
S3. Increase Land Density	Percentage increase in housing units per acre, number of jobs per job acre,	Up to 30% (CAPCOA)	--	High	\$\$\$
S4. Increase Transit Accessibility	Transit connections to regional destinations and neighborhoods designed for walking and cycling to transit	Up to 25% (CAPCOA)	--	Low	\$\$
S4. Zone for and/or Support Mixed Use Development	Co-locate land uses; strategically place development close to transit, jobs, and/or bike facilities (lanes, trails, etc.)	Up to 30% (CAPCOA)	Varies widely. Works best when implemented with a variety of TDM strategies	Med	\$
S5. Enhancements to Pedestrian and/or Bike Network	Enhancement of sidewalks, bike lanes, bike parking, wayfinding, or payment to city for improvements	1% per square mile of Class II bike lanes (CAPCOA)	up to 1.4 for pedestrian improvements and 0.3% for bike improvements (SANDAG)	Med	\$\$\$

Method	Description	CAPCOA	SANDAG	Level of Effort	Potential Cost
S6. Traffic Calming Measures	<ul style="list-style-type: none"> • Bulb outs • High visibility (continental) crosswalks • Lane width reductions • Reverse-angled parking in dense areas or near beach • Traffic circles and/or roundabouts • Chicanes • Raised crosswalks at highly trafficked intersections • Medians and islands 	2% (CAPCOA)	--	Medium	\$\$-\$\$\$
S7. Microtransit to/from COASTER Station	<p>A public-private partnership to implement first/last mile options to/from the COASTER station. May include:</p> <ul style="list-style-type: none"> • NEV community shuttle • Van shuttle • E-bike share 	--	Varies widely	Medium	\$\$
S8. Reduce Parking Requirements on Development Applications	Establish parking maximums or provide incentives for employment uses to reduce employee parking through implementation of complimentary TDM programs (vanpool, carpool, etc).	--	Varies widely based on parking minimum	Low	\$
S9. Implement a Citywide Bikeshare Program	Could expand upon North County Coastal communities bike share program	Best implemented grouped with S10 and PJ3	Up to 0.1% (SANDAG)	High	\$
S10. Expand Pedestrian and Bike facilities and/or designate land for pedestrian or bike trails	Connection to regional trail systems.	Best implemented grouped with PJ3	Up to 5% (SANDAG)	High	\$\$-\$\$\$
S11. Implement a Rideshare Program with a Rideshare, Carpool, or Vanpool Vendor	Assistance can be provided by SANDAG or vanpool vendor in establishing citywide program	--	Up to 8% (SANDAG)	Medium	\$\$

Method	Description	CAPCOA	SANDAG	Level of Effort	Potential Cost
S12. Citywide Commute Reduction Marketing	Marketing material for city residents	5.5% work VMT	--	Low	\$
S13. Mobility Hub Improvements	Designate a mobility hub and apply for grants to enhance, with the support of SANDAG staff and/or make mobility hub improvements to existing transit	--	Up to 5.9% (SANDAG)	High	\$\$\$
S14. School Pool Program	A program and/or app that allows parents to connect to one another and promote alternative travel to/from school	Up to 15.8% (CAPCOA)	--	Medium	\$-\$\$
S16. Community Bike Education	Provide bike education for all ages at public events	--	--	Low	\$-\$\$
S17. Implement A Transportation Management Association (TMA) or Transportation Management Organization (TMO)	Non-profit, member-controlled organizations that provide transportation services in a given area. Allows businesses to pool money and provide commuter support	TMA's are cited in CAPCOA, but are not highlighted as a specific <i>method</i> . May result in similar VMT reduction as noted in PG1.	--	High	\$\$\$
S18. Citywide Carshare Program	Partner with a vendor to provide a carshare program to reduce parking demand and VMT in high-demand areas such as the coast and/or shopping centers	--	0.7% (SANDAG)	Medium	\$\$

Cost for Implementation

- \$ Low Cost (less than \$10,000)
- \$\$ Medium Cost (\$10,000 to \$50,000, may include annual recurring cost)
- \$\$\$ High Cost (more than \$50,000, may include annual recurring cost)

Method	Description	CAPCOA	SANDAG	Level of Effort	Potential Cost
PJ 1. Parking management	<ul style="list-style-type: none"> • Flexible curb space (varies) • Shared parking (varies) • Smart parking (varies) • Reduced parking (5-12%, CAPCOA) • Parking Cash-out (up to 12%, SANDAG) • Unsubsidized (or priced) parking (2.6-12.8% CAPCOA; 12%, SANDAG) • Preferential parking for carpool and vanpool (varies) • Unbundle parking cost from property cost (varies) 	Up to 20% (CAPCOA)	Varies widely based on what type of parking management is implement (SANDAG)	Low	\$\$\$
PJ 2. Increase Transit Accessibility (project)	Provide access and connections to local and regional facilities such bicycle lanes, trails and transit stops.	Up to 25% (CAPCOA)	--	Low	\$\$
PJ 3. Enhancements or Expansions to Pedestrian and/or Bike Network (project)	Installation of sidewalks, bike lanes, bike parking, wayfinding, or payment to city for improvements	1% per square mile of Class II bike lanes (CAPCOA)	up to 1.4 for pedestrian improvements and 0.3% for bike improvements (SANDAG)	High	\$\$-\$\$\$
PJ 4. Bikeshare Program	Program available for tenants, residents, or guests of development	0.01% (CAPCOA)	Up to 0.1% (SANDAG)	Medium	\$\$
PJ 5. Transit Fare Subsidy	Provide transit passes for tenants or residents for up to a year	20% work VMT; no data for housing developments (CAPCOA)	--	Low	\$\$\$

Method	Description	CAPCOA	SANDAG	Level of Effort	Potential Cost
PJ 6. Improve project or development design	Pedestrian-forward design <ul style="list-style-type: none"> • Shade • Sidewalks in parking lots • Garden area and seating • Benches and/or street furniture on sidewalk adjacent to property Design with commuters in-mind (or end-of-trip facilities) <ul style="list-style-type: none"> • showers • secure, covered bike storage • lockers • café or dining area on site • orientation to sidewalk, bike path, or transit facility 	Up to 21.3% (CAPCOA)	Best used with other TDM strategies listed in section	High	\$\$\$
PJ 7. Impact fees	If developer or employer is not willing or able to implement X% of final City TDM measures, they pay a fee which goes to help City fund multi-modal travel enhancements or projects	--	--	High	\$\$-\$\$\$

Cost for Implementation

\$ Low Cost (less than \$10,000)

\$\$ Medium Cost (\$10,000 to \$50,000, may include annual recurring cost)

\$\$\$ High Cost (more than \$50,000, may include annual recurring cost)