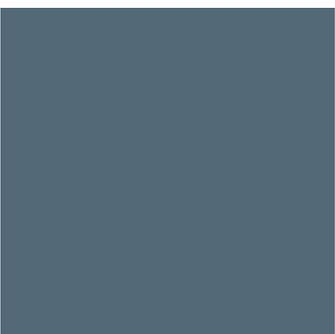
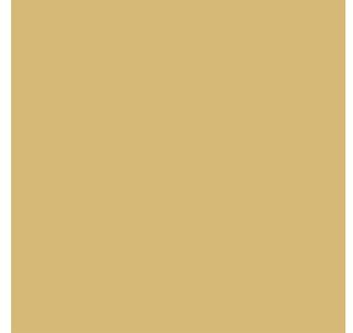




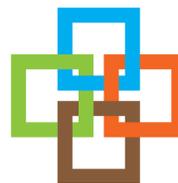
CITY OF FALLS CHURCH

# Transit-Oriented Design within and Beyond the Quarter-Mile

*Executive Summary*



Prepared by



FOURSQUARE INTEGRATED  
TRANSPORTATION PLANNING

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## EXECUTIVE SUMMARY

### INTRODUCTION

Falls Church is well known as “The Little City,” a community that prides itself in fitting within its compact 2.2 square mile footprint, great public amenities, retail, and recreation spaces. The Falls Church Comprehensive Plan (2005) states that the City recognizes itself as an “urban village with a balance of uses,” while identifying the need to preserve and enhance Falls Church as a “vibrant and lively enclave in Northern Virginia.” It established the following vision for transportation in the City of Falls Church:

*“All areas of the City will be highly accessible both internally and from the region via a range of public and private transportation alternatives, complementing the most common choice of transportation, the automobile. Neighborhoods, shopping, recreation, and schools will be linked in a variety of ways including public transit, pedestrian paths, and bikeways. This choice of modes of transport will contribute to the region’s efforts to improve air quality.”*

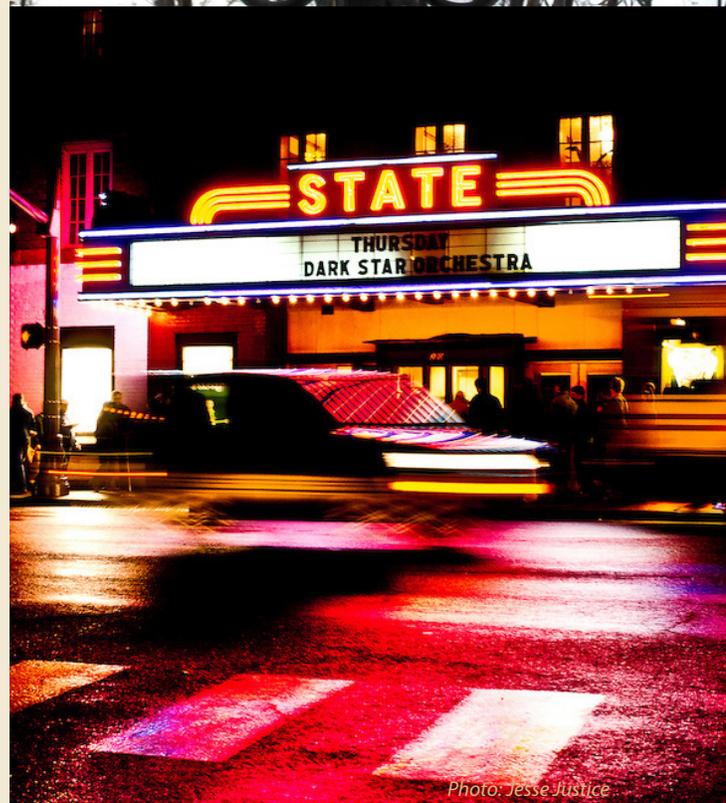
*City of Falls Church Comprehensive Plan (2005)*

Future growth will largely have to occur as infill development along the City’s two main corridors: Washington Street and West Broad Street. The City is confronted with a challenge: how to accommodate future growth while preserving and enhancing the community’s high quality of life. The City requested technical assistance to create a Transportation Demand Management (TDM) plan through the Metropolitan Council of Government (MwCOG) Transportation-Land Use Connections (TLC) program.

Transportation Demand Management (TDM) is a set of tools and policies that are employed to promote transportation alternatives such as transit, carpool/vanpools, biking, and walking. **TDM is not the provision of transit service or any type of transportation infrastructure, but seeks to maximize existing investments in alternative modes.** This plan a toolbox of TDM strategies, a framework for incorporating TDM conditions into the development process, an evaluation of the potential for a local area circulator to connect .



*Photo: John Mentis*



*Photo: Jesse Justice*



## TDM AND THE COMPREHENSIVE PLAN

“Traveling from the City to locations outside of the City by automobile will remain a challenge. Therefore public transit and non-automotive options for travel will remain extremely important to the City’s residents. The City should also pursue Transportation Demand Management Techniques to reduce traffic demand, particularly during peak travel periods.”

- *City of Falls Church Comprehensive Plan 2005, Chapter 7: Transportation*

Falls Church’s Comprehensive Plan identifies TDM as a means to reduce the community’s dependency on single-occupancy vehicles (SOVs). The plan calls for the development and implementation of a transportation demand management plan for City employees and for other businesses and organizations within the City, as Required Action associated with the Transportation Chapter’s Goal 6: Encourage the use of non-automotive modes of transportation within the City and to the region. This plan was developed to provide a toolbox of TDM strategies that the City can apply, and includes both programmatic measures as well as TDM measures that can be applied during the development process, to fulfill this Required Action as listed in the Comprehensive Plan.

An overarching TDM goal was created to emphasize the importance of explicitly focusing on implementing TDM. Two associated performance targets were created to provide a quantifiable method of gauging progress towards meeting this goal.

1. U.S. Census Bureau, American Community Survey, 2011, 5-year estimates.

The performance targets were established as realistic targets for SOV commute mode use reduction based on an evaluation of the current mode split data obtained from the U.S. Census Bureau’s American Community Survey. **Today, 63 percent of City of Falls Church residents and 74 percent of individuals working in the City drive alone to work.**

Progress towards meeting the performance targets can be easily evaluated using the American Community Survey on an ongoing basis. Nationally, 76 percent of all workers commute in a single-occupancy vehicle, and just 5 percent of workers use public transportation to reach their place of employment.<sup>1</sup> The City of Falls Church SOV commute mode share for residents is today lower than the national average, likely reflecting the greater availability of transit, particularly Metrorail, near the City.

### Goal

Utilize transportation demand management within the development process and beyond to increase the use of transportation alternatives to driving alone within and to the City.

### 2030 Performance Targets

- Achieve a commute mode share of 50 percent non-single occupancy vehicle (SOV) by the year 2030 for City of Falls Church residents.
- Achieve a commute mode share of 40 percent non-SOV by the year 2030 for City of Falls Church workers.



## TDM STRATEGIES TOOLBOX

City of Falls Church residents, workers, and visitors can benefit from a variety of TDM policies, programs, and services. This section outlines a toolbox of strategies that the City can employ to meet the goal of reducing single occupancy vehicle trips, and maximize the use of existing transportation infrastructure and alternative modes. The TDM Strategies Toolbox is structured by the four TDM market segments that the strategies are designed to serve.

Several toolbox strategies are listed as “comprehensive” which indicates that either they are city-wide TDM services (such as carsharing or bikesharing) or that they are a strategy that can be applied to multiple markets, although in application each of these would be implemented in a way that is targeted to a specific market. An example of the latter would be the provision of transit information, a foundational element of transportation demand



management, but something that can be tailored to meet the unique needs of residents, workers, and visitors. Each strategy described is also rated by its implementation priority – near-term, mid-term, and long-term. Near-term covers the next three-year period, Fiscal Year (FY) 2014 to FY2016, mid-term covers the years FY2017 to FY2019 and long-term includes the period from FY2020 onwards.

### City of Falls Church TDM Strategies Toolbox

TDM Market(s)	TDM Strategy	Strategy Description	Implementation Priority
Developer	Site Plan Policy	A policy that provides developers with a set of potential TDM conditions that can be applied during the site plans process.	Near-Term
Employers	Employer Services Program	Employer services programs work with employers to provide a transit benefit programs, and other services such as personalized commute planners.	Near-Term
Employers	Travel Surveys	Annual employer commute surveys as part of an employer services program.	Near-Term
Employers	Employee Transportation Coordinators	Trained on-site volunteers or assigned Employee Transportation Coordinators assist fellow employees with planning their commutes and promote the use of transit, bicycling, and walking within the City.	Mid-Term
Employers	Telework Promotion	Promote the use of Telework, and existing programs such Telework!VA, to Falls Church companies.	Near-Term
Employers and Residents	Bicycle Education	Cost-effective bicycle education classes at times that are convenient for residents and workers.	Mid-Term
Residents	Walkabouts	Volunteer-led walking tours of local neighborhoods that highlight local historical landmarks and population destinations, and also show residents the high quality walking routes that they can use for travel within the City.	Near-Term
Residents	Satisfaction Surveys	Periodically survey residents to ascertain their level of satisfaction with the local area transportation system, and how they use the City's transportation infrastructure and services.	Long-Term
Residents	Ciclovía	A car-free event that celebrates the use of the streets by alternative modes of transportation.	Long-Term
Visitor	Concierge Training	Provide training on local transit options as well as transit passes bulk purchase options for hotel concierges.	Mid-Term
Comprehensive	Static Transit Information	Targeted transit information that meets the needs of specific populations: workers (commute planners), residents (City-specific bus maps), and visitors (landmark maps).	Near-Term
Comprehensive	Real-Time Transit Information	Real-time transit information screens or mobile applications that display location specific real-time transit information.	Long-Term
Comprehensive	Ridesharing	Facilitate ridesharing through the promotion of existing ridematching databases or the use of a commercial dynamic ridematching application.	Mid-Term
Comprehensive	Carsharing	Attract a private carsharing vendor to provide carsharing vehicles for use within the City of Falls Church.	Mid-Term
Comprehensive	Bikesharing	Bikesharing programs provide short-term bicycle rentals with low membership fees and typically no usage fees for rides under 30 minutes.	Mid-Term
Comprehensive	Parking Strategies	Strategies that ensure that there is the right-sized supply of parking to meet existing demand.	Long-Term



## TDM for Site Plans Policy

Incorporating TDM conditions in the development process is the foundation of a successful comprehensive public sector TDM program. A TDM Site Plans policy acknowledges the impact of development on a community's existing transportation infrastructure and puts the onus of demand management on the developer and new tenants rather than on the jurisdiction. In this way, TDM for Site Plans mitigates the travel outcome of new development before the impact is felt.

The chart below describes the common elements of a TDM for Site Plans program based on a literature review. Successful TDM for Site Plans programs contain all four program components (marketing and support, alternative commute services, financial incentives, on-site, off-site construction and lease agreements) along with parking measures, such as shared parking or designated ridesharing parking spaces, to ensure an appropriate supply of parking in commercial areas.

### Employer Services

A successful TDM program cannot only focus on residents, but should also seek to serve the nearly 9,000 people employed in the City of Falls Church. Falls Church's

employment base is a major driver of the community's economic vitality, bringing in crucial tax revenue as well as jobs. Yet the City's working population also adds to local congestion and parking demand. Employer focused TDM has been highly effective in many American communities as workers have predictable travel patterns that may be easily served by alternative modes of transportation modes. Among the most common Employer Services TDM strategies used are:

- Introduction of on-site transit benefits
- Confidential travel surveys of employees to better understand their travel needs
- Ridematching support for carpooling, ridesharing, or vanpools.
- On-site promotion of transportation alternatives such as transit, biking, walking and carpooling to work
- Training an Employee Transportation Coordinator, to assist employees with commute planning
- Provide transit schedule, route, and Park and Ride information
- Help companies assess parking options
- Advise on the set-up of a teleworking program
- Parking cash-out (offering employees the cash equivalent of the cost of their parking space)

## Elements of a TDM for Site Plans Policy

### Parking Management and Pricing

#### Support, Promotion, Information

- Transportation Fairs
- Bike to Work Day
- Employer designated transportation coordinator
- Information dissemination
- Real-time transit displays
- Locate/operate a transit store
- Monitoring and compliance

#### Alternative Commute Services

- Realtime ridesharing
- Vanpool and Carpooling ridesharing
- Carsharing
- Bicycle and pedestrian facilities
- Cash contributions to local subsidized transit

#### Financial Incentives

- Vanpool/carpool subsidy
- Carsharing registration
- Parking cashout
- SmartBenefits Program
- Fare media subsidy

#### On/Off Site Construction

- Unbundle parking leases
- Pedestrian improvements on-site
- Connections to Metro
- Electric vehicle charging station
- Shared parking
- Lease agreements

## Resident Services

Nationally, less than 20 percent of all trips are commute trips, meaning that the vast majority of trips are made for non-work reasons including shopping and other errands, to go to school, access entertainment, visit family or friends and other personal reasons.<sup>2</sup> A TDM program that focuses only on providing resources to reduce commute trips will be limited in its effectiveness. Transportation demand management services aimed at residents include:

- Providing transportation information focused on the needs of residents and in languages accessible to the resident population and available at public facilities serving residents
- Working with senior services to address the mobility needs of seniors
- Bicycle education
- Walking maps and tours
- Working with the school system on Safe Routes to School programs
- Holding *Ciclovias*, or local events that temporarily close streets to celebrate biking, walking, physical activity and community

## Visitor Services

There is a role for TDM in the tourism industry, helping visitors navigate the city and access transportation options that mean they can leave their car in the garage or even travel car-free their next visit. Regardless of the size of a city's tourism economy, hotels, conferences, and proximity to tourist sites means visitors and tourists who are unfamiliar with the city and its transportation options. The Washington, DC metropolitan area is the seventh largest tourist market in the nation, with over 1.8 million visitors to the region annually.<sup>3</sup>

There are several simple, cost-effective steps that can encourage visitors to walk, bike, or take transit during their stay in the City. Developing maps that highlight only those Metrobus routes that provide access to the Metrorail Stations, as well as the relative location of tourist sites within the City limits, provides visitors with a quick way of ascertaining which bus routes they can use to meet their individual needs. Walkabout maps and bike maps, developed primarily for residents and workers, may also be provided to hotels to encourage visitors to walk to key destinations within the City. City staff can also work to establish a point-of-contact with the concierge staff of hotels located within the City and provide updates to local transit schedules and maps, information on the availability of bulk fare purchase discounts for visiting groups, and a connection to an employer services program that can provide assistance to hotel employees.



2 U.S. Census Bureau, *Commuting in the United States: 2009 American Community Survey Reports*, Issued September 2011, available online at: <http://www.census.gov/prod/2011pubs/acs-15.pdf>, as of June 30, 2013.

3 Destination DC; *Washington DC's 2011 Visitor Statistics*, available online at: [http://washington.org/sites/washington.org/master/files/2011\\_VisitorStatistics2.pdf](http://washington.org/sites/washington.org/master/files/2011_VisitorStatistics2.pdf), as of May 20, 2013.

## WASHINGTON STREET CORRIDOR

Washington Street (US Route 29) is a key anchor of Falls Church's commercial redevelopment. In order to guide future growth along the corridor, the City commissioned three Small Area Plans (SAPs) that outline a vision for integrating new development into Washington Street. The South and North Washington Street SAPs, the first two of Washington Street's SAPs, have been approved by City Council, and work has begun on the City Center SAP. Both approved small area plans encourage the use of many of the TDM strategies detailed in this document. The SAPs have identified important bicycle and pedestrian connections and amenities that need to be enhanced and recommend reducing off-street parking. In the small area plans there is a general focus on increasing the multimodal access to and within Falls Church. Many of the strategies outlined in the SAPs can be incorporated into the City's TDM for Site Plans Policy and can be financed in part by developer contributions.

The City requested that this planning process outline Transportation Demand Management techniques to

facilitate transit-oriented development in the Washington Street Corridor extending from the East Falls Church Metrorail Station, beyond the quarter-mile radius that is traditionally accepted as a boundary for such development. This plan assessed two specific corridor-level strategies for their applicability to the Washington Street Corridor: a local area circulator to facilitate transportation within the corridor and to the Metrorail Station and the implementation of a TDM for Site Plans Policy specifically for the mixed-use Washington Street Corridor.

## Falls Church Circulator

As part of this plan, the feasibility of implementing a shuttle service connecting the core of Falls Church to the Metro was explored. The intersection of Broad Street (VA-7) and Washington Street lies just 1.1 miles from the East Falls Church Metrorail Station, a quick bus, bike, or car ride away, but generally just beyond what would be considered a convenient walk. Developing a circulator between the City center and the Metro could provide that critical last mile link. In Falls Church, high frequency bus service can only be supported through ongoing development in the City's core. This creates a dilemma: transit service is dependent on higher densities in the City core but those densities will partially rely on the availability of transit service. A circulator service can succeed only if it is phased in concurrently with new development.

In the short-term, the existing Metrobus service can accommodate demand for bus service between Washington Street and East Falls Church Metro. Buses come every 10 to 20 minutes throughout the day, however existing service in poorly marketed, lacks quality stop facilities, and suffers from poor reliability at times. The City could work with WMATA more closely to resolve any issues with existing Metrobus service, while investing in improved marketing and stop facilities to make the service more attractive to Falls Church residents, employees, and visitors.

In the long-term, as Washington Street continues to be redeveloped, residential densities and commercial development may support the creation of a circulator connecting Washington Street with the Metro. Such a circulator would need to provide direct, frequent, and easy to understand service to East Falls Church Metrorail Station.



## A Framework for TDM for Site Plans in the City of Falls Church

The City of Falls Church’s TDM for Site Plans Program may be structured in such a way that any development on the Washington Street Corridor and the Broad Street Corridor (Route 7) will be subject to participate in the TDM for Site Plans Program. There are two types of TDM for Site Plans programs proposed: a Full TDM program for larger development projects with structured monitoring and evaluation requirements, and a TDM Light program that allows for TDM infrastructure and programs without the reporting requirements to encourage TDM in smaller scale development projects.

The outline of the TDM for Site Plans programs described in this section is intended to provide a *framework* for determining TDM site plan conditions. The City may choose to refine this framework further, prior to any possible formal adoption a TDM for Site Plans Program.

## Full TDM Program

If the proposed development within one of the two corridors meets the minimum threshold size outlined in the table below, then the developer will be required to follow the steps as outlined. Any development proposal that meets the threshold size in Table 1, is also required to submit a Traffic Impact Analysis (TIA) to the City, to estimate the effect of the proposed development on the site and on nearby intersections.

Thresholds for the Full TDM Program	
Land Use Type	Minimum Size
Office	50,000 or more square feet of usable space
Retail	40,000 or more square feet of usable retail space
Industrial	150,000 or more square feet of usable industrial space
Residential	200 or more dwelling units
Mixed-Use	40,000 or more square feet of any combination of usable space including one or more of the previous uses, at the size applicable to that use.

## Existing Metrobus Service in the City of Falls Church



Once the development has entered into the TDM Program, the developer/tenant will be required to produce a customized set of the following items after consultation with the City:

- Set non-SOV mode share goals, based on results from the TIA
- Identify TDM strategies that the developer will be responsible for incorporating into the development process and identify ongoing funding obligations:
  - Infrastructure
    - ◆ On-Site improvements, such as:
      - Bicycle racks
      - Bus stop/shelter with real time passenger information
      - Sidewalks
      - Capital Bikeshare capital costs
      - Carshare parking
    - ◆ Off-Site improvements, which are one-time contributions required pending the results of the TIA:
      - Intersection improvements
      - Roadway improvements, including any potential bicycle and pedestrian improvements leading to the development site
  - Transit Operating
    - ◆ Cash contributions to fund local transit service as determined by the City of Falls Church. Transit operating contributions may contribute to one or more of the following: WMATA subsidy, Capital Bikeshare operating costs, or any other locally-operated transit service.
  - Tenant TDM Services (Information and Incentives)
    - ◆ Information and services that the tenant/owner provides including an on-site transportation coordinator who is responsible for carrying out the TDM programs. Strategies include working with an employer TDM program, establishing a residential TDM, information displays, transit screens, unbundle parking (lease agreement), providing free or reduced cost transit passes, and parking cash outs.
- Identify a transportation coordinator on-site post-occupancy

4. Funding levels for the two proposed funds are based on funding amounts used in Tyson's Corner and in Fairfax County. \$0.05 and \$0.10 are used as starting point in the discussion with Falls Church. City representatives will need to decide if these funds should be reduced.

- Produce a Transportation Management Plan (TMP)
- Participate in an annual travel survey to estimate the building site's mode share
- Produce an annual report citing the results of the annual travel survey for the first three years after building occupancy
- The developer is required to set aside cash contributions for two funds<sup>4</sup> each year for the first fifteen years that a building is occupied. Cash contributions serve an essential function as an enforcement mechanism for the site plan policy. Based on interviews with neighboring jurisdictions, it is recommended that the City of Falls Church require developers to set aside funds in advance to bridge the gap between non-SOV mode share goals established in the TMP by the developer and the actions of the building owners and/or tenants. Setting aside both an operating and a penalty fund ensures the TMP goals are met. The funds are set aside as a guarantee by the developer and do not require administrative or management time on the part of City staff.
  - Operating Fund – this escrow account is used to fund the transit operating costs and to fund the costs associated with tenant TDM.
    - ◆ \$0.10 per square foot of development
  - Penalty Fund - this escrow account is set aside in case the tenant/owner is not able to meet the non-SOV goals established in the TMP. If the tenant/owner meets the non-SOV goals set in the TMP for three consecutive years, then they are eligible to cash in the penalty fund. If they do not meet the goals set in the TMP during the first three years, then the tenant/owner is required to use a portion of the penalty fund towards additional TDM activities.
    - ◆ \$0.05 per square foot of residential space
    - ◆ \$0.10 per square foot of office space



## TDM Light Program for Small Development Projects

Any development that is located within one of the two corridors and is at least 10,000 square feet but smaller than the thresholds established for the Full TDM Program are eligible to participate in the TDM Light Program. This modified program allows the developer to negotiate with the City to incorporate on-site and off-site TDM improvements, contributions towards transit operations, and/or the provision of tenant TDM services. These TDM services can be negotiated on an ad-hoc basis in exchange for adjustments to the project's minimum parking requirement. The total expenditures dedicated to TDM infrastructure, programs, and services must be equal to or greater than the cost of parking deferred through estimated adjustments.

The TDM Light Program does not require a TMP or performance measurement, reporting, or dedicated funding. The program is intended to encourage developers to invest in an array of TDM elements to support and encourage the use of transit, bicycling, walking, and ridesharing among potential tenants and visitors. This is in direct support of the City of Falls Church's non-SOV mode share goals for both residents and workers.



## IMPLEMENTING A CITY OF FALLS CHURCH TDM PROGRAM

In a small jurisdiction such as the City of Falls Church, the administration of a new program may appear to be a task that would be too resource intensive to feasibly accomplish. However, there are a number of strategies that the City can pursue to implement a quality TDM program that incorporate many of the elements discussed in this plan without adding an excessive amount of new work for current staff or present a significant new expense. The City of Falls Church's should focus in the near-term on priorities that are high-impact and low-cost. TDM for Site Plans, Employer Services and developing transit information and marketing materials that serve residents, workers and visitors can all be implemented with little to no additional cost to the City.

### TDM for Site Plans

The administration of a TDM for Site Plans program includes participating in the development of TDM conditions, assisting the developer with complying with the agreed upon TDM conditions and creation of the escrow accounts, ensuring that TMPs are submitted and monitoring the progress towards meeting site-level TDM goals, and working to facilitate the coordination of marketing, outreach and implementation with other TDM initiatives, as applicable. The cost of the administration of this program may be incorporated as a part of the TDM conditions agreed upon in the site plan itself. Compliance with the TDM conditions must also be monitored on an ongoing basis. If compliance by developers with the TDM policies are not met, then the TDM for Site Plans program may not succeed. Several options should be considered as the City of Falls Church considers a TDM for Site Plans program, including the use of current Falls Church staff, utilizing the staff of a neighboring jurisdiction with an existing site plans program to perform the work in Falls Church through an inter-local agreement, and creating a Transportation Management Association (TMA) that would manage this and possibly other TDM programs.

## Employer Services

The City of Falls Church may also wish seek to partner with a neighboring jurisdiction that has an active employer services program to provide TDM programs to City of Falls Church businesses and workers. Given the fact that only five percent of the individuals working in the City also live in the City, but that over half of those working in the City live within 10 miles<sup>5</sup>, partnering neighboring jurisdiction(s) to provide employer services to the City's businesses also may be beneficial to the potential partners.

## Funding TDM Programs and Materials

Funding to develop TDM programs and materials, including transit information and marketing materials specific to the needs of Falls Church residents, visitors, and workers may be obtained through a variety of means. One of the most common forms of funding for Transportation Demand Management in Virginia is the Virginia Department of Rail and Public Transportation's (DPRT) TDM specific and eligible grants. DRPT offers grants for the operation of TDM programs grants, and for special projects or purposes (e.g., the development of TDM materials, or a one-time program such as cycling education). The Virginia Department of Transportation (VDOT) also offers grants for which TDM is an eligible activity. Other sources of funding for TDM in the City may include contributions from business organizations, charitable grant funding, or in-kind resources made available through the use of volunteers or other donated services.

Adding TDM messaging to existing programs or initiatives, including any future Green Initiatives, should also be considered as a low-cost way of maximizing the use of existing resources. Identifying creative ways of implementing TDM programs that limit their ongoing fiscal impact is an important element of developing a sustainable and successful TDM program.

## NEXT STEPS

A number of potential TDM strategies, policies and programs have been recommended throughout this plan. Developing a comprehensive TDM program takes a number of years, no matter the size of the jurisdiction or the availability of resources. In the near-term, across calendar years 2014 and 2015, the City of Falls Church should focus on the "building blocks" of a comprehensive TDM program.

5. U.S. Census Bureau, Longitudinal Employer-Household Dynamics database, 2011 primary jobs.



These improvements includes strategies that create an environment that provides the physical infrastructure and environment, and the programmatic support that facilitates the use of transit, bicycling and walking for more trips.

## PARKING

Given the role the supply of parking plays both in mode choice and in the cost of development, the City should begin with a study to understand the current parking utilization and needs in the City's commercial corridors. A comprehensive set of parking strategies will ensure that businesses have enough parking to attract clients, and that developers are not building an excess of parking that increases the cost of development and unnecessarily uses funds for parking that may have been better spent on other forms of transportation infrastructure. The parking study must also address the parking needs of existing residents, to ensure that residential parking and mobility are effectively preserved as new development occurs in commercial corridors.

## TDM FOR SITE PLANS POLICY

A deeper understanding of parking needs within the City will inform the finalization of the TDM for Site Plans Policy, including a better definition of the relationship between parking and TDM strategies within the policy. A comprehensive parking study, along with a formalized TDM for Site Plans policy, will ensure that the built environment is conducive to multi-modal travel and the implementation of effective TDM measures.

Employer Services is one of the most effective programmatic TDM strategies that can be implemented, and as it can likely be accomplished at little cost to the City is recommended for implementation as soon as possible. The development of basic transit, cycling and walking promotional information that is specific to the needs of City of Falls Church workers, residents and visitors is another basic programmatic strategy that can be implemented without the need for additional staff. Grant funding should be sought in through the FY2015 grant funding cycle for the development of these materials, as well as any associated marketing campaign elements that the City wishes to pursue at this time.

Beyond these first steps, the City can reference the Implementation Priority as listed in the TDM Strategies Toolbox. In general, the strategies that are easier to implement and less resource intensive are listed for near-term and mid-term implementation. However, the implementation priority can be subject to change depending on the specific transportation needs identified and available resources at any given point. The City of Falls Church should seek to find creative ways of implementing TDM programs that limit the ongoing fiscal impact to the City, while achieving the goal of limiting SOV use and preserving the quality of life that defines The Little City.

### Near-Term Implementation Actions, 2014-2015

#### PARKING STUDY

1

Conduct a Parking Study to assess current parking utilization and needs in the City's commercial core, while defining strategies to protect residential parking.

#### TDM FOR SITE PLANS POLICY

2

Refine and formalize a TDM for Site Plans Policy framework.

#### EMPLOYER SERVICES

3

Implement an employer services program with the assistance of a partner jurisdiction.

#### TRANSIT INFO AND MARKETING

4

Request grant funding to develop Falls Church-specific transit information and TDM marketing materials or to have a contractor develop and implement a TDM marketing campaign.