

**Appendix B:  
CAPCOA CEQA and Climate Change  
Mitigation Measure Summary**



## Appendix B

### Mitigation Measure Summary

**Table 16  
Mitigation Measure Summary**

Mitigation Measure	Applicable Project/Source Type <sup>1</sup>	Effective	Feasible (Yes/No)		Secondary Effects (Yes/No)	Agency/Organization/Other <sup>6</sup>	Description/Comments	
		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>				Logistical <sup>5</sup>
<b>Transportation</b>								
<b><i>Bicycle/Pedestrian/Transit Measures</i></b>								
<b>MM T-1:</b> Bike Parking	LD (C, M), I, SP, TP, AQP, RR, P/Mobile	1%-5%/High: CCAP presents combined % reductions for a range of mitigation measures (Dierkers et al. 2007). SMAQMD allocates combined reductions among individual measures (e.g., 2.5% reduction for all bicycle-related measures and one-quarter of 2.5% for each individual measure) (TIAX 2005, EDAW 2006, SMAQMD 2007). VTPI presents % reductions for showers and combined measures in the TDM encyclopedia (VTPI	Yes: Lockers (\$1,200-\$2,950, \$700/bike on average), Racks (\$70-\$2,000, \$70/bike on average).	Yes (Caltrans 2005, Dierkers et al. 2007, VTPI 2007)	Yes (Caltrans 2005, Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	Caltrans, Portland Bicycle Master Plan (City of Portland 1998), CCAP Transportation Emissions Guidebook (Dierkers et al. 2007), SMAQMD Recommended Guidance for Land Use Emission Reductions (SMAQMD 2007), VTPI, CA air quality management and control districts, and cities/counties.	Nonresidential projects provide plentiful short- and long-term bicycle parking facilities to meet peak season maximum demand (e.g., one bike rack space per 20 vehicle/employee parking spaces).
<b>MM T-2:</b> End of Trip Facilities	LD (C, M), I, SP, TP, AQP, RR, P/Mobile	reductions for all bicycle-related measures and one-quarter of 2.5% for each individual measure) (TIAX 2005, EDAW 2006, SMAQMD 2007). VTPI presents % reductions for showers and combined measures in the TDM encyclopedia (VTPI	Yes	Yes (Caltrans 2005, Dierkers et al. 2007, VTPI 2007)	Yes (Caltrans 2005, Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	Caltrans, Portland Bicycle Master Plan (City of Portland 1998), CCAP Transportation Emissions Guidebook (Dierkers et al. 2007), SMAQMD Recommended Guidance for Land Use Emission Reductions (SMAQMD 2007), VTPI, CA air quality management and control districts, and cities/counties.	Nonresidential projects provide “end-of-trip” facilities including showers, lockers, and changing space (e.g., four clothes lockers and one shower provided for every 80 employee parking spaces, separate facilities for each gender for projects with 160 or more employee parking spaces).
<b>MM T-3:</b> Bike-Parking at Multi-	LD (R, M), SP, AQP, RR,	measures in the TDM encyclopedia (VTPI	Yes: Lockers (\$1,200-	Yes (Caltrans 2005,	Yes (Caltrans	Adverse: No Beneficial:		Long-term bicycle parking is provided at apartment

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>	Logistical <sup>5</sup>		
Unit Residential	P/Mobile	2007). JSA bases estimates on CCAP information (JSA 2004).	\$2,950, \$700/bike on average), Racks (\$70-\$2,000, \$70/bike on average).	Dierkers et al. 2005, VTPI 2007)	2005, Dierkers et al. 2007, VTPI 2007)	CAPs, TACs	complexes or condominiums without garages (e.g., one long-term bicycle parking space for each unit without a garage). Long-term facilities shall consist of one of the following: a bicycle locker, a locked room with standard racks and access limited to bicyclists only, or a standard rack in a location that is staffed and/or monitored by video surveillance 24 hours per day.
<b>MM T-4:</b> Proximity to Bike Path/Bike Lanes	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile		Yes	Yes (Caltrans 2005, Dierkers et al. 2007, VTPI 2007)	Yes (Caltrans 2005, Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	Entire project is located within one-half mile of an existing/planned Class I or Class II bike lane and project design includes a comparable network that connects the project uses to the existing offsite facility. Project design includes a designated bicycle route connecting all units, on-site bicycle parking facilities, offsite bicycle facilities, site entrances, and primary building entrances to existing Class I or Class II bike lane(s) within one-half mile. Bicycle route connects to all streets contiguous with project site. Bicycle route has minimum conflicts with automobile parking and circulation

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								facilities. All streets internal to the project wider than 75 feet have Class II bicycle lanes on both sides.

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>	Logistical <sup>5</sup>			
<b>MM T-5:</b> Pedestrian Network	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-10%/High: CCAP presents combined % reductions for a range of mitigation measures (Dierkers et al. 2007). SMAQMD allocates 1% for each individual measure (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	CCAP Transportation Emissions Guidebook (Dierkers et al. 2007), SMAQMD Recommended Guidance for Land Use Emission Reductions (SMAQMD 2007), VTPI, CA air quality management and control districts, and cities/counties.	The project provides a pedestrian access network that internally links all uses and connects to all existing/planned external streets and pedestrian facilities contiguous with the project site. Project design includes a designated pedestrian route interconnecting all internal uses, site entrances, primary building entrances, public facilities, and adjacent uses to existing external pedestrian facilities and streets. Route has minimal conflict with parking and automobile circulation facilities. Streets (with the exception of alleys) within the project have sidewalks on both sides. All sidewalks internal and adjacent to project site are minimum of five feet wide. All sidewalks feature vertical curbs. Pedestrian facilities and improvements such as grade separation, wider sidewalks, and traffic calming are implemented wherever feasible to minimize pedestrian barriers. All site entrances provide pedestrian access.
<b>MM T-6:</b> Pedestrian	LD (R, C, M), I, SP, TP,		Yes	Yes (Dierkers et al. 2007,	Yes (Dierkers et	Adverse: No Beneficial:	Site design and building placement minimize barriers to	

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>	Logistical <sup>5</sup>			
Barriers Minimized	AQP, RR, P/Mobile			VTPI 2007)	al. 2007, VTPI 2007)	CAPs, TACs		pedestrian access and interconnectivity. Physical barriers such as walls, berms, landscaping, and slopes between residential and nonresidential uses that impede bicycle or pedestrian circulation are eliminated.
<b>MM T-7:</b> Bus Shelter for Existing/Planned Transit Service	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-2%/High: CCAP presents these % reductions (Dierkers et al., 2007). SMAQMD assigns from .25%-1%, depending on headway frequency (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes: \$15,000-\$70,000.	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	CCAP Transportation Emissions Guidebook (Dierkers et al. 2007), SMAQMD Recommended Guidance for Land Use Emission Reductions (SMAQMD 2007), VTPI, City of Calgary (City of Calgary 2004), CA air quality management and control districts, and cities/counties.	Bus or streetcar service provides headways of one hour or less for stops within one-quarter mile; project provides safe and convenient bicycle/pedestrian access to transit stop(s) and provides essential transit stop improvements (i.e., shelters, route information, benches, and lighting).

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				Technical <sup>4</sup>	Logistical <sup>5</sup>			
<b>MM T-8:</b> Traffic Calming	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-10%/High: CCAP presents combined % reductions for a range of mitigation measures (Dierkers et al. 2007). SMAQMD allocates .25%-1.0% for each individual measure depending on percent of intersections and streets with improvements (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	CCAP Transportation Emissions Guidebook (Dierkers et al. 2007), SMAQMD Recommended Guidance for Land Use Emission Reductions (SMAQMD 2007), VTPI, CA air quality management and control districts, and cities/counties.	Project design includes pedestrian/bicycle safety and traffic calming measures in excess of jurisdiction requirements. Roadways are designed to reduce motor vehicle speeds and encourage pedestrian and bicycle trips by featuring traffic calming features. All sidewalks internal and adjacent to project site are minimum of five feet wide. All sidewalks feature vertical curbs. Roadways that converge internally within the project are routed in such a way as to avoid "skewed intersections;" which are intersections that meet at acute, rather than right, angles. Intersections internal and adjacent to the project feature one or more of the following pedestrian safety/traffic calming design techniques: marked crosswalks, count-down signal timers, curb extensions, speed tables, raised crosswalks, raised intersections, median islands, tight corner radii, and roundabouts or mini-circles. Streets internal and adjacent to the project feature pedestrian safety/traffic calming measures such as on-street parking, planter strips with street trees,

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>				Logistical <sup>5</sup>
							and chicanes/chokers (variations in road width to discourage high-speed travel).	
<b>Parking Measures</b>								
<b>MM T-9:</b> Paid Parking (Parking Cash Out)	LD (C, M), I, SP, TP, AQP, RR, P/Mobile	1%-30%/High: CCAP presents a range of 15%-30% reduction for parking programs (Dierkers et al. 2007). SMAQMD presents a range of 1.0%-7.2%, depending on cost/day and distance to transit (TIAX 2005, EDAW 2006, SMAQMD 2007). Shoupe presents a 21% reduction [\$5/day for commuters to downtown LA, with elasticity of -0.18 (e.g., if price increases 10%, then solo driving goes down by 1.8% more)] (Shoupe 2005). Urban Transit Institute	Yes: Vary by location and project size.	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	CCAP Transportation Emissions Guidebook (Dierkers et al. 2007), SMAQMD Recommended Guidance for Land Use Emission Reductions (SMAQMD 2007), VTPI, CA air quality management and control districts, and cities/counties.	Project provides employee and/or customer paid parking system. Project must have a permanent and enforceable method of maintaining user fees for all parking facilities. The facility may not provide customer or employee validations. Daily charge for parking must be equal to or greater than the cost of a transit day/monthly pass plus 20%.

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		presents a range of 1%-10% reduction in trips to central city sites, and 2%-4% in suburban sites (VTPI 2007).						
<b>MM T-10:</b> Minimum Parking	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-30%/High: CCAP presents a range of 15%-30% reduction for parking programs (Dierkers et al. 2007). SMAQMD presents a maximum of 6% (Nelson/Nygaard Consulting Associates, 2005, TIAX 2005, EDAW 2006).	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007), Note that in certain areas of the state, the minimum parking required by code is greater than the peak period parking demand for most land uses. Simply meeting minimum code requirements in these areas would not result in an emissions reduction.	Adverse: No Beneficial: CAPs, TACs	CCAP Transportation Emissions Guidebook (Dierkers et al. 2007), SMAQMD Recommended Guidance for Land Use Emission Reductions (SMAQMD 2007), VTPI, Governor's Office of Smart Growth (Annapolis, Maryland) (Zimble), CA air quality management and control districts, and cities/counties.	Provide minimum amount of parking required. Once land uses are determined, the trip reduction factor associated with this measure can be determined by utilizing the ITE parking generation publication. The reduction in trips can be computed as shown below by the ratio of the difference of minimum parking required by code and ITE peak parking demand to ITE peak parking demand for the land uses multiplied by 50%. Percent Trip Reduction = 50 * [(min parking required by code – ITE peak parking demand)/ (ITE peak parking demand)]

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<b>MM T-11:</b> Parking Reduction Beyond Code/Shared Parking	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-30%/High: CCAP presents a range of 15%-30% reduction for parking programs (Dierkers et al. 2007). SMAQMD presents a maximum of 12% (Nelson/Nygaard, 2005, TIAX 2005, EDAW 2006).	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	Provide parking reduction less than code. This measure can be readily implemented through a shared parking strategy, wherein parking is utilized jointly among different land uses, buildings, and facilities in an area that experience peak parking needs at different times of day and day of the week.
<b>MM T-12:</b> Pedestrian Pathway Through Parking	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-4%/Moderate: CCAP presents combined % reductions for a range of mitigation measures (Dierkers et al. 2007). SMAQMD allocates 0.5% reduction for this measure (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	Provide a parking lot design that includes clearly marked and shaded pedestrian pathways between transit facilities and building entrances.

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<b>MM T-13:</b> Off - Street Parking	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-4%/Moderate: CCAP presents combined % reductions for a range of mitigation measures (Dierkers et al. 2007). SMAQMD allocates a range of 0.1%-1.5% for this measure (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	Parking facilities are not adjacent to street frontage.
<b>MM T-14:</b> Parking Area Tree Cover	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	Annual net CO <sub>2</sub> reduction of 3.1 kg/m <sup>2</sup> canopy cover/Moderate (McPherson 2001).	Yes: \$19 per new tree for CA, cost varies for maintenance, removal and replacement (McPherson 2001).	Yes	Yes	Adverse: VOCs Beneficial: CAPs, TACs	AG, State of CA Department of Justice (Goldberg 2007) and cities/counties (e.g., parking lot ordinances in Sacramento, Davis, and Los Angeles, CA). Provide parking lot areas with 50% tree cover within 10 years of construction, in particular low emitting, low maintenance, native drought resistant trees. Reduces urban heat island effect and requirement for air conditioning, effective when combined with other measures (e.g., electrical maintenance equipment and reflective paving material).
<b>MM T-15:</b> Valet Bicycle Parking	LD (C, M), SP, AQP, TP, RR, P/Mobile	NA/Low	Yes	Yes	Yes: Raley Field (Sacramento, CA)	Adverse: No Beneficial: CAPs, TACs	Raley Field (Sacramento, CA). Provide spaces for the operation of valet bicycle parking at community event “centers” such as amphitheatres, theaters, and stadiums.
<b>MM T-16:</b> Garage Bicycle Storage	LD (R, M), SP, AQP, TP, RR, P/Mobile	NA/Low	Yes: Less than \$200/multiple bike rack.	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	City of Fairview, OR Provide storage space in one-car garages for bicycles and bicycle trailers.

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<b>MM T-17:</b> Preferential Parking for EVs/CNG Vehicles	LD (C, M), I, SP, TP, AQP, RR, P/Mobile	NA/Low	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	USGBC, CA air quality management and control districts and cities/counties (e.g., BAAQMD).	Provide preferential parking space locations for EVs/CNG vehicles.
<b>MM T-18:</b> Reduced/No Parking Fee for EVs/CNG Vehicles	LD (C, M), I, SP, TP, AQP, RR, P/Mobile	NA/Low	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	Hotels (e.g., Argonaut in San Francisco, CA)	Provide a reduced/no parking fee for EVs/CNG vehicles.

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Mitigation Measure Summary**

Mitigation Measure	Applicable Project/Source Type <sup>1</sup>	Effective	Feasible (Yes/No)		Secondary Effects (Yes/No)	Agency/Organization/Other <sup>6</sup>	Description/Comments	
		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>				Logistical <sup>5</sup>
<i>Miscellaneous Measure</i>								
<b>MM T-19:</b> TMA Membership	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	1%-28%/High: CCAP presents a range of 3%-25% for TDMs with complementary transit and land use measures (Dierkers et al. 2007). VTPI presents a range of 6%-7% in the TDM encyclopedia (VTPI 2007). URBEMIS offers a 2%-10% range in reductions for a TDM that has 5 elements that are pedestrian and transit friendly and 1%-5% for 3 elements. SMAQMD presents a reduction of 5% (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007, VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Include permanent TMA membership and funding requirement. Funding to be provided by Community Facilities District or County Service Area or other nonrevocable funding mechanism. TDMs have been shown to reduce employee vehicle trips up to 28% with the largest reductions achieved through parking pricing and transit passes. The impact depends on the travel alternatives.
<b>MM T-20:</b> ULEV	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	NA/Low	Yes: Higher than corresponding gasoline models.	Yes	Yes: Fueling stations might not be readily available depending on location. More than 900 E85 fueling	Adverse: No Beneficial: CAPs, TACs	DGS, CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Use of and/or provide ULEV that are 50% cleaner than average new model cars (e.g., natural gas, ethanol, electric).

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>	Logistical <sup>5</sup>			
					stations in the U.S., 5 in CA. Vehicles available in select regions only			
<b>MM T-21:</b> Flex Fuel Vehicles	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	5466.97 lb GHG/year/Low (DOE Fuel Economy)	Yes: E85 costs less than gasoline per gallon, but results in lower fuel economy.	Yes	Yes: More than 900 E85 fueling stations in the U.S., 5 in CA. Vehicles available in select regions only	Adverse: Yes Issues with the energy intensive ethanol production process (e.g., wastewater treatment requirements). Beneficial: CAPs, TACs	DGS, CA air quality management and control districts and cities/counties (e.g., SJVAPCD).	Use of and/or provide vehicles that utilize gasoline/ethanol blends (e.g., E85).
<b>Design</b>								
<b>Commercial &amp; Residential Building Design Measures</b>								
<b>MM D-1:</b> Office/Mixed Use Density	LD (C, M), SP, TP, AQP, RR, P/Mobile	0.05%-2%/Moderate: This range is from SMAQMD, depending	Yes	Yes (VTPI 2007)	Yes (VTPI 2007)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties	Project provides high density office or mixed-use proximate to transit. Project must provide

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>				Logistical <sup>5</sup>
		on FAR and headway frequencies (Nelson/Nygaard Consulting Associates 2005, EDAW 2006, SMAQMD 2007).				(e.g., SMAQMD).	safe and convenient pedestrian and bicycle access to all transit stops within one-quarter mile.	
<b>MM D-2:</b> Orientation to Existing/Planned Transit, Bikeway, or Pedestrian Corridor	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	0.4%-1%/Moderate: CCAP attributes a 0.5% reduction per 1% improvement in transit frequency (Dierkers et al. 2007). SMAQMD presents a range of 0.25%-5% (JSA 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (Dierkers et al. 2007)	Yes (Dierkers et al. 2007)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project is oriented towards existing transit, bicycle, or pedestrian corridor. Setback distance between project and existing or planned adjacent uses is minimized or nonexistent. Setback distance between different buildings on project site is minimized. Setbacks between project buildings and planned or existing sidewalks are minimized. Buildings are oriented towards existing or planned street frontage. Primary entrances to buildings are located along planned or existing public street frontage. Project provides bicycle access to any planned bicycle corridor(s). Project provides pedestrian access to any planned pedestrian corridor(s).
<b>MM D-3:</b> Services Operational	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	0.5%-5%/Moderate	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project provides on-site shops and services for employees.

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>				Logistical <sup>5</sup>
<b>MM D-4:</b> Residential Density (Employ Sufficient Density for New Residential Development to Support the Use of Public Transit)	LD (R, M), SP, TP, AQP, RR, P/Mobile	1%-40%/High: #7, EPA presents a range of 32%-40% (EPA 2006). SMAQMD presents a range of 1%-12% depending on density and headway frequencies (Nelson/Nygaard Consulting Associates 2005, JSA 2005, EDAW 2006, SMAQMD 2007). Nelson/Nygaard presents a trip reduction formula: Trip Reduction = $0.6 * (1 - (19749 * ((4.814 + \text{households per residential acre}) / (4.814 + 7.14)))^{\wedge} - 06.39) / 25914$ .	Yes	Yes (VTPI 2007, Holtzclaw 2007)	Yes (VTPI 2007, Holtzclaw 2007)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project provides high-density residential development. Transit facilities must be within one-quarter mile of project border. Project provides safe and convenient bicycle/pedestrian access to all transit stop(s) within one-quarter mile of project border.
<b>MM D-5:</b> Street Grid	LD (R, C, M), I, SP, TP, AQP, RR,	1%/Moderate: SMAQMD presents this % reduction (JSA	Yes	Yes (Dierkers et al. 2007, VTPI 2007)	Yes (Dierkers et al. 2007,	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties	Multiple and direct street routing (grid style). This measure only applies to projects

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Mitigation Measure	Applicable Project/Source Type <sup>1</sup>	Effective	Feasible (Yes/No)		Secondary Effects (Yes/No)	Agency/Organization/Other <sup>6</sup>	Description/Comments
		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>			
	P/Mobile	2005, EDAW 2006, SMAQMD 2007).				(e.g., SMAQMD).	with an internal CF $\geq$ 0.80, and average of one-quarter mile or less between external connections along perimeter of project. [CF= # of intersections / (# of cul-de-sacs + intersections)]. Cul-de-sacs with bicycle/pedestrian through access may be considered “complete intersections” when calculating the project’s internal connectivity factor. External connections are bike/pedestrian pathways and access points, or streets with safe and convenient bicycle and pedestrian access that connect the project to adjacent streets, sidewalks, and uses. If project site is adjacent to undeveloped land; streets, pathways, access points, and right-of-ways that provide for future access to adjacent uses may count for up to 50% of the external connections. Block perimeter (the sum of the measurement of the length of all block sides) is limited to no more than 1,350 feet. Streets internal to the project should connect to streets external to the project whenever possible.

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>			
<b>MM D-6:</b> NEV Access	LD (R, C, M), SP, TP, AQP, RR, P/Mobile	0.5%-1.5%/Low: SMAQMD presents this % reduction (EDAW 2006, SMAQMD 2007).	Yes	Yes (Litman 1999, Sperling 1994)	Yes (Litman 1999, Sperling 1994)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).  Make physical development consistent with requirements for neighborhood electric vehicles. Current studies show that for most trips, NEVs do not replace gas-fueled vehicles as the primary vehicle.
<b>MM D-7:</b> Affordable Housing Component	LD (R, M), SP, TP, AQP, RR, P/Mobile	0.4%-6%/Moderate: SMAQMD presents this % reduction (Nelson/Nygaard Consulting Associates 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).  Residential development projects of five or more dwelling units provide a deed-restricted low-income housing component on-site (or as defined in the code). Developers who pay into In-Lieu Fee Programs are not considered eligible to receive credit for this measure. The award of emission reduction credit shall be based only on the proportion of affordable housing developed on-site because in-lieu programs simply induce a net increase in development.  Percentage reduction shall be calculated according to the following formula:

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>			
							% reduction = % units deed-restricted below market rate housing * 0.04
<b>MM D-8:</b> Recharging Area	LD (R, M), SP, TP, AQP, RR, P/Mobile	NA/Low	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	Provide residential buildings with a “utility” room or space for recharging batteries, whether for use in a car, electric lawnmower, other electric landscaping equipment, or even batteries for small items such as flashlights.
<b>Mixed-Use Development Measures</b>							
<b>MM D-9:</b> Urban Mixed-Use	LD (M), SP, TP, AQP, RR, P/Mobile	3%-9%/Moderate: SMAQMD presents this % reduction (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (EPA 2006)	Yes (EPA 2006)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).  Development of projects predominantly characterized by properties on which various uses, such as office, commercial, institutional, and residential, are combined in a single building or on a single site in an integrated development project with functional interrelationships and a coherent physical design.
<b>MM D-10:</b> Suburban Mixed-Use	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	3%/Moderate: SMAQMD presents this % reduction (TIAX 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (EPA 2006)	Yes (EPA 2006)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).  Have at least three of the following on site and/or offsite within one-quarter mile: Residential Development, Retail Development, Park, Open Space, or Office.
<b>MM D-11:</b> Other Mixed-Use	LD (R, M), SP, TP, AQP, RR, P/Mobile	1%/Moderate: SMAQMD presents this % reduction (TIAX 2005, EDAW	Yes	Yes (EPA 2006)	Yes (EPA 2006)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).  All residential units are within one-quarter mile of parks, schools or other civic uses.

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		2006, SMAQMD 2007).						
<b>MM D-12: Infill Development</b>	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	3%-30%/High: Infill development reduces vehicle trips and VMT by 3% and 20%, respectively (Fehr & Peers 2007). CCAP identifies a site level VMT reduction range of 20%-30% (Dierkers et al. 2007).	Yes	Yes (Dierkers et al. 2007)	Yes (Dierkers et al. 2007)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project site is on a vacant infill site, redevelopment area, or brownfield or greyfield lot that is highly accessible to regional destinations, where the destinations rating of the development site (measured as the weighted average travel time to all other regional destinations) is improved by 100% when compared to an alternate greenfield site.
<b>Miscellaneous Measures</b>								
<b>MM D-13: Electric Lawnmower</b>	LD (R, M), SP, AQP, RR, P/Area	1%/Low: SMAQMD presents this % reduction (EDAW 2006, SMAQMD 2007).	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Provide a complimentary electric lawnmower to each residential buyer.

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<b>MM D-14:</b> Enhanced Recycling/Waste Reduction, Reuse, Composting	LD (R, C, M), I, SP, AQP, RR, P/Stationary & Area	NA/Low	Yes	Yes	Yes: Association with social awareness.	Adverse: No Beneficial: CAPs, TACs	CIWMB	Provide infrastructure/education that promotes the avoidance of products with excessive packaging, recycle, buying of refills, separating of food and yard waste for composting, and using rechargeable batteries.
<b>MM D-15:</b> LEED Certification	LD (R, C, M), I, SP, AQP, RR, P/Stationary & Area	NA/Moderate	Yes: Receive tax rebates, incentives (e.g., EDAAW San Diego office interior remodel cost \$1,700,000 for 32,500 square feet) (USGBC 2007)	Yes	Yes: More than 700 buildings of different certifications in CA (USGBC 2007).	Adverse: No Beneficial: CAPs, TACs	USGBC, CA air quality management and control districts and cities/counties (e.g., BAAQMD).	LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.
<b>MM D-16:</b> Retro-Commissioning	LD (C, M), I, SP, AQP, RR, P/Stationary & Area	8%-10% reduction in energy usage/Moderate: (Mills et al. 2004)	Yes: Average \$0.28/square feet, varies with building size (Haasl and Sharp 1999).	Yes	Yes: 27 projects underway in CA, 21 more to be completed in 2007, mostly state buildings owned by DGS (DGS 2007).	Adverse: No Beneficial: CAPs, TACs	DGS, CA air quality management and control districts and cities/counties (e.g., BAAQMD).	The process ensures that all building systems perform interactively according to the contract documents, the design intent and the owner's operational needs to optimize energy performance.
<b>MM D-17</b> Landscaping	LD (R, C, M), I, SP, AQP, RR,	NA/Low	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	Alliance for the Chesapeake Bay, EPA Green Landscaping	Project shall use drought resistant native trees, trees with low emissions and high carbon

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	P/Stationary & Area						Resources	sequestration potential. Evergreen trees on the north and west sides afford the best protection from the setting summer sun and cold winter winds. Additional considerations include the use of deciduous trees on the south side of the house that will admit summer sun; evergreen plantings on the north side will slow cold winter winds; constructing a natural planted channel to funnel summer cooling breezes into the house. Neighborhood CCR's not requiring that front and side yards of single family homes be planted with turf grass. Vegetable gardens, bunch grass, and low-water landscaping shall also be permitted, or even encouraged.
<b>MM D-18:</b> Local Farmers' Market	LD (M), SP/Mobile, Stationary, &	NA/Low	Yes	Yes	Yes: Associated with social	Adverse: No Beneficial: CAPs, TACs	Cities/counties (e.g., Davis, Sacramento)	Project shall dedicate space in a centralized, accessible location for a weekly farmers' market.

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	Area							choice and public awareness.
<b>MM D-19:</b> Community Gardens	LD (M), SP/Mobile, Stationary, & Area	NA/Low	Yes	Yes	Yes: Associated with social choice and public awareness.	Adverse: No Beneficial: CAPs, TACs	Cities/counties (e.g., Davis)	Project shall dedicate space for community gardens.
<b>Energy Efficiency/Building Component</b>								
<b>MM E-1:</b> High-Efficiency Pumps	LD (R, C, M), SP, AQP, RR, P/Stationary & Area	NA/Low	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., BAAQMD).	Project shall use high-efficiency pumps.
<b>MM E-2:</b> Wood Burning Fireplaces/Stoves	LD (R, M), SP, AQP, RR, P/Stationary & Area	NA/Low: EDAW 2006	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project does not feature fireplaces or wood burning stoves.
<b>MM E-3:</b> Natural Gas Stove	LD (R, M), SP, AQP, RR, P/Stationary & Area	NA/Low: EDAW 2006	Yes: Cost of stove—\$350 (gas) and \$360 (electric) same brand, total yearly cost of \$42.17 as opposed to \$56.65 for electric (Saving Electricity 2006).	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project features only natural gas or electric stoves in residences.

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<b>MM E-4:</b> Energy Star Roof	LD (R, C, M), I, SP, AQP, RR, P/Stationary & Area	0.5%-1%/Low: SMAQMD presents this % reduction (EDAW 2006, SMAQMD 2007).	Yes	Yes	Yes: 866 Energy Star labeled buildings in California (Energy Star 2007)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project installs Energy Star labeled roof materials.
<b>MM E-5:</b> On- site Renewable Energy System	LD (R, C, M), I, SP, AQP, RR, P/Stationary & Area	1%-3%/Moderate: SMAQMD presents this % reduction (USGBC 2002 and 2005, EDAW 2006, SMAQMD 2007).	Yes	Yes (USGBC 2002 and 2005)	Yes (USGBC 2002 and 2005)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project provides onsite renewable energy system(s). Nonpolluting and renewable energy potential includes solar, wind, geothermal, low-impact hydro, biomass and bio-gas strategies. When applying these strategies, projects may take advantage of net metering with the local utility.

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<b>MM E-6:</b> Exceed Title 24	LD (R, C, M), I, GSP, AQP, RR, P/Stationary & Area	1%/Moderate: SMAQMD presents this % reduction (EDAW 2006, SMAQMD 2007).	Yes	Yes (PG&E 2002, SMUD 2006)	Yes (PG&E 2002, SMUD 2006)	Adverse: No Beneficial: CAPs, TACs	PG&E, SMUD, CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project exceeds title 24 requirements by 20%.
<b>MM E-7:</b> Solar Orientation	LD (R, C, M), I, SP, AQP, RR, P/Stationary & Area	0.5%/Low: SMAQMD presents this % reduction (EDAW 2006, SMAQMD 2007).	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project orients 75% or more of homes and/or buildings to face either north or south (within 30° of N/S). Building design includes roof overhangs that are sufficient to block the high summer sun, but not the lower winter sun, from penetrating south facing windows. Trees, other landscaping features and other buildings are sited in such a way as to maximize shade in the summer and maximize solar access to walls and windows in the winter.
<b>MM E-8:</b> Nonroof Surfaces	LD (R, C, M), I, GSP, AQP, RR, P/Stationary & Area	1.0%/Low: SMAQMD presents this % reduction (EDAW 2006, SMAQMD 2007).	Yes	Yes (USGBC 2002 and 2005)	Yes (USGBC 2002 and 2005)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Provide shade (within 5 years) and/or use light-colored/high- albedo materials (reflectance of at least 0.3) and/or open grid pavement for at least 30% of the site's nonroof impervious surfaces, including parking lots, walkways, plazas, etc.; OR place a minimum of 50% of parking spaces underground or covered by structured parking; OR use an open-grid pavement system (less than 50% impervious) for a minimum of

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								50% of the parking lot area. The mitigation measure reduces heat islands (thermal gradient differences between developed and undeveloped areas to minimize impact on microclimate and human and wildlife habitats. This measure requires the use of patented or copyright protected methodologies created by the ASTM. The SRI is a measure of the constructed surface's ability to reflect solar heat, as shown by a small rise in temperature. It is defined so that a standard black (reflectance 0.05, emittance 0.90) is "0" and a standard white (reflectance 0.80, emittance 0.90) is 100. To calculate SRI for a given material, obtain the reflectance value and emittance value for the material. SRI is calculated according to ASTM E 1980-01. Reflectance is measured

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								according to ASTM E 903, ASTM E 1918, or ASTM C 1549. Emittance is measured according to ASTM E 408 or ASTM C 1371. Default values for some materials will be available in the LEED-NC v2.2 Reference Guide.
<b>MM E-9:</b> Low-Energy Cooling	LD (C, M), I, SP, AQP, RR, P/Stationary & Area	1%-10%/Low: EDAW presents this percent reduction range (EDAW 2006).	Yes	Yes (USGBC 2002 and 2005)	Yes (USGBC 2002 and 2005)	Adverse: No Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Project optimizes building's thermal distribution by separating ventilation and thermal conditioning systems.
<b>MM E-10:</b> Green Roof	LD (R, C, M), I, SP, AQP, RR, P/Stationary & Area	1.0%/Moderate: SMAQMD presents this % reduction (EDAW 2006, SMAQMD 2007).	Yes	Yes (USGBC 2002 and 2005)	Yes (USGBC 2002 and 2005)	Adverse: Increased Water Consumption Beneficial: CAPs, TACs	CA air quality management and control districts and cities/counties (e.g., SMAQMD).	Install a vegetated roof that covers at least 50% of roof area. The reduction assumes that a vegetated roof is installed on a least 50% of the roof area or that a combination high albedo and vegetated roof surface is installed that meets the following standard: (Area of SRI Roof/0.75)+(Area of vegetated roof/0.5) >= Total Roof Area. Water consumption reduction measures shall be considered in the design of the green roof.
<b>MM E-11:</b> EV Charging Facilities	LD (C, M), SP, AQP, RR, P/Stationary & Area	NA/Low	Yes: \$500-\$5000/vehicle site (PG&E 1999)	Yes	Yes: 381 facilities in CA (Clean Air Maps 2007).	Adverse: No Beneficial: CAPs, TACs	DOE, EERE, CA air quality management and control districts and cities/counties (e.g., BAAQMD).	Project installs EV charging facilities.
<b>MM E-12:</b>	LD (R, C, M),	NA/Low: Increasing	Yes: Light	Yes	Yes: Apply	Adverse: No		Project provides light-colored

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Light-Colored Paving	I, SP, AQP, RR, P/Stationary & Area	the albedo of 1,250 km of pavement by 0.25 would save cooling energy worth \$15M per year.	colored aggregates and white cement are more expensive than gray cement. Certain blended cements are very light in color and may reflect similarly to white cement at an equivalent cost to normal gray cement.	Yes	natural sand or gravel colored single surface treatments to asphalt (EOE 2007).	Beneficial: CAPs, TACs	paving (e.g., increased albedo pavement).	
<b>MM E-13:</b> Cool Roofs	LD (R, C, M), I, SP, AQP, RR, P/Stationary & Area	NA/Low	Yes: 0.75–1.5/square feet coating (EPA 2007a)	Yes	Yes: Over 90% of the roofs in the United States are dark colored	Adverse: No Beneficial: CAPs, TACs	CEC	Project provides cool roofs. Highly reflective, highly emissive roofing materials that stay 50-60°F cooler than a normal roof under a hot summer sun. CA's Cool Savings

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					(EPA 2007a).			Program provided rebates to building owners for installing roofing materials with high solar reflectance and thermal emittance. The highest rebate went to roofs on air conditioned buildings, while buildings with rooftop ducts and other nonresidential buildings were eligible for slightly less. The program aimed to reduce peak summer electricity demand and was administered by the CEC.
<b>MM E-14:</b> Solar Water Heaters	LD (R, M), SP, AQP, RR, P/Stationary & Area	20%–70% reduction in cooling energy needs/Moderate	Yes: \$1675/20 square feet, requires a 50 gallon tank, annual operating cost of \$176 (DOE 2007).	Yes	Yes: Based on solar orientation, building codes, zoning ordinances.	Adverse: No Beneficial: CAPs, TACs	Europe	Project provides solar water heaters.
<b>MM E-15:</b> Electric Yard Equipment Compatibility	LD (R, M), SP, AQP, RR, P/Stationary & Area	NA/Low	Yes: \$75–\$250/outlet from existing circuit (Cost Helper 2007).	Yes	Yes	Adverse: No Beneficial: CAPs, TACs		Project provides electrical outlets at building exterior areas.
<b>MM E-16:</b> Energy Efficient Appliance Standards	LD (R, C, M), SP, AQP, RR, P/Stationary & Area	NA/Low	Yes: Varies for each appliance—higher capital costs, lower operating costs (Energy	Yes	Yes: Major retail stores.	Adverse: No Beneficial: CAPs, TACs		Project uses energy efficient appliances (e.g., Energy Star).

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			Star 2007).				
<b>MM E-17:</b> Green Building Materials	LD (R, C, M), SP, AQP, RR, P/Stationary & Area	NA/Low: 25-30% more efficient on average.	Yes	Yes: BEES software allows users to balance the environmental and economic performance of building products; developed by NIST (NIST 2007).	Yes	Adverse: No Beneficial: CAPs, TACs	Project uses materials which are resource efficient, recycled, with long life cycles and manufactured in an environmentally friendly way.
<b>MM E-18:</b> Shading Mechanisms	LD (R, C, M), I, SP, AQP, RR, P/Stationary, & Area	NA/Low: Up to \$450 annual energy savings (Energy Star 2007).	Yes: Higher capital costs, lower operating and maintenance costs (Energy Star 2007).	Yes	Yes: Major retail stores.	Adverse: No Beneficial: CAPs, TACs	Install energy-reducing shading mechanisms for windows, porch, patio and walkway overhangs.

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<b>MM E-19:</b> Ceiling/Whole-House Fans	LD (R, C, M), I, SP, AQP, RR, P/Stationary, & Area	NA/Low: 50% more efficient than conventional fans (Energy Star 2007).	Yes: \$45-\$200/fan, installation extra (Lowe's 2007).	Yes	Yes: Major retail stores.	Adverse: No Beneficial: CAPs, TACs	Install energy-reducing ceiling/whole-house fans.
<b>MM E-20:</b> Programmable Thermostats	LD (R, C, M), I, SP, AQP, RR, P/Stationary, & Area	NA/Low: \$100 annual savings in energy costs (Energy Star 2007).	Yes: \$60/LCD display and 4 settings for typical residential use (Lowe's 2007).	Yes	Yes: Major retail stores.	Adverse: Yes, Mercury Beneficial: CAPs, TACs	Install energy-reducing programmable thermostats that automatically adjust temperature settings.
<b>MM E-21:</b> Passive Heating and Cooling Systems	LD (R, C, M), I, SP, AQP, RR, P/Stationary, & Area	NA/Low	Yes: \$800 (wall heaters) to \$4,000+ (central systems)	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	Install energy-reducing passive heating and cooling systems (e.g., insulation and ventilation).
<b>MM E-22:</b> Day Lighting Systems	LD (R, C, M), I, SP, AQP, RR, P/Stationary, & Area	NA/Low	Yes: \$1,300 to \$1,500 depending upon the kind of roof (Barrier 1995), installation extra.	Yes	Yes: Work well only for space near the roof of the building, little benefit in multi-floor buildings.	Adverse: No Beneficial: CAPs, TACs	Install energy-reducing day lighting systems (e.g., skylights, light shelves and interior transom windows).
<b>MM E-23:</b> Low-Water Use Appliances	LD (R, C, M), I, SP, AQP, RR, P/Stationary, & Area	NA/Low: Avoided water agency cost for using water-efficient kitchen pre-rinse spray valves of \$65.18 per acre-foot.	Yes: Can return their cost through reduction in water consumption,	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	Require the installation of low-water use appliances.

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							pumping, and treatment.	
<b>MM E-24:</b> Goods Transport by Rail	LD (C, M), I, SP, AQP, RR, P/Mobile	NA/Moderate	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs	ARB Goods Movement Plan (ARB 2007)	Provide a spur at nonresidential projects to use nearby rail for goods movement.
<b>Social Awareness/Education</b>								
<b>MM S-1:</b> GHG Emissions Reductions Education	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile, Stationary, & Mobile	NA/Low	Yes	Yes	Yes: Similar programs currently exist in CA.	Adverse: No Beneficial: CAPs, TACs		Provide local governments, businesses, and residents with guidance/protocols/information on how to reduce GHG emissions (e.g., energy saving, food miles).
<b>MM S-2:</b> School Curriculum	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile, Stationary, & Mobile	NA/Low	Yes	Yes	Yes: Similar programs currently exist in CA.	Adverse: No Beneficial: CAPs, TACs		Include how to reduce GHG emissions (e.g., energy saving, food miles) in the school curriculum.
<b>Construction</b>								
<b>MM C-1:</b> ARB-Certified Diesel Construction Equipment	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	NA/Low	Yes: Oxidation Catalysts, \$1,000-	Yes	Yes	Adverse: Yes, NO <sub>x</sub> Beneficial: CAPs, TACs	AG, EPA, ARB, and CA air quality management and pollution control districts.	Use ARB-certified diesel construction equipment. Increases CO <sub>2</sub> emissions when trapped CO and carbon particles

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**Table 16  
Mitigation Measure Summary**

Mitigation Measure	Applicable Project/Source Type <sup>1</sup>	Effective		Feasible (Yes/No)		Secondary Effects (Yes/No)	Agency/Organization/Other <sup>6</sup>	Description/Comments
		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>	Logistical <sup>5</sup>			
			\$2,000. DPF, \$5000- \$10,000; installation extra (EPA 2007b).					are oxidized (Catalyst Products 2007, ETC 2007).
<b>MM C-2:</b> Alternative Fuel Construction Equipment	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	NA/Low	Yes	Yes	Yes	Adverse: Yes, THC, NO <sub>x</sub> Beneficial: CO, PM, SO <sub>x</sub>	AG, EPA, ARB, and CA air quality management and pollution control districts.	Use alternative fuel types for construction equipment. At the tailpipe biodiesel emits 10% more CO <sub>2</sub> than petroleum diesel. Overall lifecycle emissions of CO <sub>2</sub> from 100% biodiesel are 78% lower than those of petroleum diesel (NREL 1998, EPA 2007b).
<b>MM C-3:</b> Local Building Materials	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	NA/Low	Yes	Yes	Yes: Depends on location of building material manufacture sites.	Adverse: No Beneficial: CAPs, TACs		Use locally made building materials for construction of the project and associated infrastructure.
<b>MM C-4:</b> Recycle Demolished Construction Material	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile	NA/Low	Yes	Yes	Yes	Adverse: No Beneficial: CAPs, TACs		Recycle/Reuse demolished construction material. Use locally made building materials for construction of the project and associated infrastructure.

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		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>			
<b>Miscellaneous</b>							
<b>MM M-1: Off-Site Mitigation Fee Program</b>	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile & Area	NA/Moderate-High: Though there is currently no program in place, the potential for real and quantifiable reductions of GHG emissions could be high if a defensible fee program were designed.	Yes	Yes	No: Program does not exist in CA, but similar programs currently exist (e.g., Carl Moyer Program, SJVAPCD Rule 9510, SMAQMD Off-Site Construction Mitigation Fee Program).	Adverse: No Beneficial: CAPs, TACs	Provide/Pay into an off-site mitigation fee program, which focuses primarily on reducing emissions from existing development and buildings through retro-fit (e.g., increased insulation).
<b>MM M-2: Offset Purchase</b>	LD (R, C, M), I, SP, TP, AQP, RR, P/Mobile, Stationary, & Area	NA/Low	Yes	Yes	No: ARB has not adopted official program, but similar programs	No	Provide/purchase offsets for additional emissions by acquiring carbon credits or engaging in other market “cap and trade” systems.

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Mitigation Measure Summary**

Mitigation Measure	Applicable Project/Source Type <sup>1</sup>	Effective	Feasible (Yes/No)		Secondary Effects (Yes/No)	Agency/Organization/Other <sup>6</sup>	Description/Comments
		Emissions Reduction/Score <sup>2</sup>	Cost (Yes/No) <sup>3</sup>	Technical <sup>4</sup>			
currently exist.							
<b>Regional Transportation Plan Measures</b>							
<b>MM RTP-1:</b> Dedicate High Occupancy Vehicle (HOV) lanes prior to adding capacity to existing highways.	RTP	Yes	Yes	Yes	Adverse: possible local CO Beneficial: regional CAPs, TACs	Caltrans, local government	Evaluate the trip reduction (and GHG reduction) potential of adding HOV lanes prior to adding standard lanes.
<b>MM RTP-2:</b> Implement toll/user fee programs prior to adding capacity to existing highways.	RTP	Yes	Yes	Yes	Adverse: possible local CO. Beneficial: regional CAPs, TACs	Caltrans	Evaluate price elasticity and associated trip reduction (and GHG reduction) potential with adding or increasing tolls prior to adding capacity to existing highways.
<p>Note:  <sup>1</sup> Where LD (R, C, M) =Land Development (Residential, Commercial, Mixed-Use), I=Industrial, GP=General Plan, SP=Specific Plan, TP=Transportation Plans, AQP=Air Quality Plans, RR=Rules/Regulations, and P=Policy. It is important to note that listed project types may not be directly specific to the mitigation measure (e.g., TP, AQP, RR, and P) as such could apply to a variety of source types, especially RR and P.  <sup>2</sup> This score system entails ratings of high, moderate, and low that refer to the level of the measure to provide a substantive, reasonably certain (e.g., documented emission reductions with proven technologies), and long-term reduction of GHG emissions.  <sup>3</sup> Refers to whether the measure would provide a cost-effective reduction of GHG emissions based on available documentation.  <sup>4</sup> Refers to whether the measure is based on currently, readily available technology based on available documentation.  <sup>5</sup> Refers to whether the measure could be implemented without extraordinary effort based on available documentation.  <sup>6</sup> List is not meant to be all inclusive.                      Source: Data compiled by EDAW in 2007</p>							

**Table 17  
General Planning Level Mitigation Strategies Summary**

Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
<b>MS G-1:</b> Adopt a GHG reduction plan	GP/ Mobile, Stationary, & Area	City of San Bernardino	<p>- Adopt GHG reduction targets for the planning area, based on the current legislation providing direction for state-wide targets, and update the plan as necessary.</p> <p>-The local government agency should serve as a model by inventorying its GHG emissions from agency operations, and implementing those reduction goals.</p>
<b>Circulation</b>			
<b>MS G-2:</b> Provide for convenient and safe local travel	GP/ Mobile	Cities/Counties (e.g., Aliso Viejo, Claremont)	<p>- Create a gridded street pattern with small block sizes. This promotes walkability through direct routing and ease of navigation.</p> <p>-Maintain a high level of connectivity of the roadway network. Minimize cul-de-sacs and incomplete roadway segments.</p> <p>-Plan and maintain an integrated, hierarchical and multi-modal system of roadways, pedestrian walks, and bicycle paths throughout the area.</p> <p>-Apply creative traffic management approaches to address congestion in areas with unique problems, particularly on roadways and intersections in the vicinity of schools in the morning and afternoon peak hours, and near churches, parks and community centers.</p> <p>-Work with adjacent jurisdictions to address the impacts of regional development patterns (e.g. residential development in surrounding communities, regional universities, employment centers, and commercial developments) on the circulation system.</p> <p>-Actively promote walking as a safe mode of local travel, particularly for children attending local schools. -Employ traffic calming methods such as median landscaping and provision of bike or transit lanes to slow traffic, improve roadway capacity, and address safety issues.</p>
<b>MS G-3:</b> Enhance the regional transportation network and maintain effectiveness	GP/ Mobile	Cities/Counties (e.g., Aliso Viejo, Claremont)	<p>-Encourage the transportation authority to reduce fees for short distance trips.</p> <p>-Ensure that improvements to the traffic corridors do not negatively impact the operation of local roadways and land uses.</p>

**Table 17  
General Planning Level Mitigation Strategies Summary**

Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
			<p>-Cooperate with adjacent jurisdictions to maintain adequate service levels at shared intersections and to provide adequate capacity on regional routes for through traffic.</p> <p>-Support initiatives to provide better public transportation. Work actively to ensure that public transportation is part of every regional transportation corridor.</p> <p>- Coordinate the different modes of travel to enable users to transfer easily from one mode to another.</p> <p>-Work to provide a strong paratransit system that promotes the mobility of all residents and educate residents about local mobility choices.</p> <p>- Promote transit-oriented development to facilitate the use of the community’s transit services.</p>
<p><b>MS G-4:</b> Promote and support an efficient public transportation network connecting activity centers in the area to each other and the region.</p>	<p>GP/ Mobile</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<p>-Promote increased use of public transportation and support efforts to increase bus service range and frequency within the area as appropriate.</p> <p>-Enhance and encourage provision of attractive and appropriate transit amenities, including shaded bus stops, to encourage use of public transportation.</p> <p>-Encourage the school districts, private schools and other operators to coordinate local bussing and to expand ride-sharing programs. All bussing options should be fully considered before substantial roadway improvements are made in the vicinity of schools to ease congestion.</p>
<p><b>MS G-5:</b> Establish and maintain a comprehensive system, which is safe and convenient, of pedestrian ways and bicycle routes that provide viable options to travel by automobile.</p>	<p>GP/ Mobile</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<p>-Improve area sidewalks and rights-of-way to make them efficient and appealing for walking and bicycling safely. Coordinate with adjacent jurisdictions and regional agencies to improve pedestrian and bicycle trails, facilities, signage, and amenities.</p> <p>-Provide safe and convenient pedestrian and bicycle connections to and from town centers, other commercial districts, office complexes, neighborhoods, schools, other major activity centers, and surrounding communities.</p> <p>-Work with neighboring jurisdictions to provide well-designed pedestrian and bicycle crossings of major roadways.</p> <p>-Promote walking throughout the community. Install sidewalks where missing and make improvements</p>

**Table 17  
General Planning Level Mitigation Strategies Summary**

Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
			<p>to existing sidewalks for accessibility purposes. Particular attention should be given to needed sidewalk improvement near schools and activity centers.</p> <ul style="list-style-type: none"> <li>-Encourage businesses or residents to sponsor street furniture and landscaped areas.</li> <li>- Strive to provide pedestrian pathways that are well shaded and pleasantly landscaped to encourage use.</li> <li>- Attract bicyclists from neighboring communities to ride their bicycles or to bring their bicycles on the train to enjoy bicycling around the community and to support local businesses.</li> <li>- Meet guidelines to become nationally recognized as a Bicycle-Friendly community.</li> <li>- Provide for an education program and stepped up code enforcement to address and minimize vegetation that degrades access along public rights-of-way.</li> <li>-Engage in discussions with transit providers to increase the number of bicycles that can be accommodated on buses</li> </ul>
<p><b>MS G-6:</b> Achieve optimum use of regional rail transit.</p>	<p>GP/ Mobile</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>-Support regional rail and work with rail authority to expand services.</li> <li>- Achieve better integration of all transit options.</li> <li>-Work with regional transportation planning agencies to finance and provide incentives for multimodal transportation systems.</li> <li>- Promote activity centers and transit-oriented development projects around the transit station.</li> </ul>
<p><b>MS G-7:</b> Expand and optimize use of local and regional bus and transit systems.</p>	<p>GP/ Mobile</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>-Encourage convenient public transit service between area and airports.</li> <li>-Support the establishment of a local shuttle to serve commercial centers.</li> <li>-Promote convenient, clean, efficient, and accessible public transit that serves transit-dependent riders and attracts discretionary riders as an alternative to reliance on single-occupant automobiles.</li> </ul>

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General Planning Level Mitigation Strategies Summary**

Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
			<ul style="list-style-type: none"> <li>- Empower seniors and those with physical disabilities who desire maximum personal freedom and independence of lifestyle with unimpeded access to public transportation.</li> <li>-Integrate transit service and amenities with surrounding land uses and buildings.</li> </ul>
<b>Conservation, Open Space</b>			
<p><b>MS G-8:</b> Emphasize the importance of water conservation and maximizing the use of native, low-water landscaping.</p>	<p>GP/Stationary &amp; Area</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>-Reduce the amount of water used for landscaping and increase use of native and low water plants. Maximize use of native, low-water plants for landscaping of areas adjacent to sidewalks or other impermeable surfaces.</li> <li>-Encourage the production, distribution and use of recycled and reclaimed water for landscaping projects throughout the community, while maintaining urban runoff water quality objectives.</li> <li>-Promote water conservation measures, reduce urban runoff, and prevent groundwater pollution within development projects, property maintenance, area operations and all activities requiring approval.</li> <li>-Educate the public about the importance of water conservation and avoiding wasteful water habits.</li> <li>-Work with water provider in exploring water conservation programs, and encourage the water provider to offer incentives for water conservation.</li> </ul>
<p><b>MS G-9:</b> Improve air quality within the region.</p>	<p>GP/ Mobile, Stationary, &amp; Area</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>-Integrate air quality planning with area land use, economic development and transportation planning efforts.</li> <li>-Support programs that reduce air quality emissions related to vehicular travel.</li> <li>-Support alternative transportation modes and technologies, and develop bike- and pedestrian-friendly neighborhoods to reduce emissions associated with automobile use.</li> <li>-Encourage the use of clean fuel vehicles.</li> <li>-Promote the use of fuel-efficient heating and cooling equipment and other appliances, such as water</li> </ul>

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Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
			<p>heaters, swimming pool heaters, cooking equipment, refrigerators, furnaces, and boiler units.</p> <ul style="list-style-type: none"> <li>- Promote the use of clean air technologies such as fuel cell technologies, renewable energy sources, UV coatings, and alternative, non-fossil fuels.</li> <li>-Require the planting of street trees along streets and inclusion of trees and landscaping for all development projects to help improve airshed and minimize urban heat island effects.</li> <li>- Encourage small businesses to utilize clean, innovative technologies to reduce air pollution.</li> <li>- Implement principles of green building.</li> <li>- Support jobs/housing balance within the community so more people can both live and work within the community. To reduce vehicle trips, encourage people to telecommute or work out of home or in local satellite offices.</li> </ul>
<p><b>MS G-10:</b> Encourage and maximize energy conservation and identification of alternative energy sources.</p>	<p>GP/ Stationary &amp; Area</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>-Encourage green building designs for new construction and renovation projects within the area.</li> <li>-Coordinate with regional and local energy suppliers to ensure adequate supplies of energy to meet community needs, implement energy conservation and public education programs, and identify alternative energy sources where appropriate.</li> <li>-Encourage building orientations and landscaping that enhance natural lighting and sun exposure.</li> <li>-Encourage expansion of neighborhood-level products and services and public transit opportunities throughout the area to reduce automobile use.</li> <li>- Incorporate the use of energy conservation strategies in area projects.</li> <li>- Promote energy-efficient design features, including appropriate site orientation, use of light color roofing and building materials, and use of evergreen trees and wind-break trees to reduce fuel consumption for heating and cooling.</li> </ul>

**Table 17**  
**General Planning Level Mitigation Strategies Summary**

Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
			<ul style="list-style-type: none"> <li>-Explore and consider the cost/benefits of alternative fuel vehicles including hybrid, natural gas, and hydrogen powered vehicles when purchasing new vehicles.</li> <li>-Continue to promote the use of solar power and other energy conservation measures.</li> <li>- Encourage residents to consider the cost/benefits of alternative fuel vehicles.</li> <li>- Promote the use of different technologies that reduce use of non-renewable energy resources.</li> <li>-Facilitate the use of green building standards and LEED in both private and public projects.</li> <li>-Promote sustainable building practices that go beyond the requirements of Title 24 of the California Administrative Code, and encourage energy-efficient design elements, as appropriate.</li> <li>-Support sustainable building practices that integrate building materials and methods that promote environmental quality, economic vitality, and social benefit through the design, construction, and operation of the built environment.</li> <li>- Investigate the feasibility of using solar (photovoltaic) street lights instead of conventional street lights that are powered by electricity in an effort to conserve energy.</li> <li>- Encourage cooperation between neighboring development to facilitate on-site renewable energy supplies or combined heat and power co-generation facilities that can serve the energy demand of contiguous development.</li> </ul>

**Table 17  
General Planning Level Mitigation Strategies Summary**

Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
<p><b>MS G-11:</b> Preserve unique community forests, and provide for sustainable increase and maintenance of this valuable resource.</p>	<p>GP/Stationary &amp; Area</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>- Develop a tree planting policy that strives to accomplish specific % shading of constructed paved and concrete surfaces within five years of construction.</li> <li>-Provide adequate funding to manage and maintain the existing forest, including sufficient funds for tree planting, pest control, scheduled pruning, and removal and replacement of dead trees.</li> <li>-Coordinate with local and regional plant experts in selecting tree species that respect the natural region in which Claremont is located, to help create a healthier, more sustainable urban forest.</li> <li>- Continue to plant new trees (in particular native tree species where appropriate), and work to preserve mature native trees.</li> <li>-Increase the awareness of the benefits of street trees and the community forest through a area wide education effort.</li> <li>-Encourage residents to properly care for and preserve large and beautiful trees on their own private property.</li> </ul>
<b>Housing</b>			
<p><b>MS G-12:</b> Provide affordability levels to meet the needs of community residents.</p>	<p>GP/ Mobile</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>-Encourage development of affordable housing opportunities throughout the community, as well as development of housing for elderly and low and moderate income households near public transportation services.</li> <li>-Ensure a portion of future residential development is affordable to low and very low income households.</li> </ul>
<b>Land Use</b>			
<p><b>MS G-13:</b> Promote a visually-cohesive urban form and establish connections between the urban core and outlying portions of the</p>	<p>GP/ Mobile, Stationary, &amp; Area</p>	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<ul style="list-style-type: none"> <li>-Preserve the current pattern of development that encourages more intense and higher density development at the core of the community and less intense uses radiating from the central core.</li> <li>-Create and enhance landscaped greenway, trail and sidewalk connections between neighborhoods and to commercial areas, town centers, and parks.</li> </ul>

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community.			<p>-Identify ways to visually identify and physically connect all portions of the community, focusing on enhanced gateways and unifying isolated and/or outlying areas with the rest of the area.</p> <p>-Study and create a diverse plant identity with emphasis on drought-resistant native species.</p>
<p><b>MS G-14:</b> Provide a diverse mix of land uses to meet the future needs of all residents and the business community.</p>	GP/ Mobile	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<p>-Attract a broad range of additional retail, medical, and office uses providing employment at all income levels.</p> <p>-Support efforts to provide beneficial civic, religious, recreational, cultural and educational opportunities and public services to the entire community.</p> <p>-Coordinate with public and private organizations to maximize the availability and use of parks and recreational facilities in the community.</p> <p>-Support development of hotel and recreational commercial land uses to provide these amenities to local residents and businesses.</p>
<p><b>MS G-15:</b> Collaborate with providers of solid waste collection, disposal and recycling services to ensure a level of service that promotes a clean community and environment.</p>	GP/ Stationary, & Area	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<p>-Require recycling, composting, source reduction and education efforts throughout the community, including residential, businesses, industries, and institutions, within the construction industry, and in all sponsored activities.</p>
<p><b>MS G-16:</b> Promote construction, maintenance and active use of publicly- and privately-operated parks, recreation programs, and a community center.</p>	GP/ Mobile	<p>Cities/Counties (e.g., Aliso Viejo, Claremont)</p>	<p>-Work to expand and improve community recreation amenities including parks, pedestrian trails and connections to regional trail facilities.</p> <p>-As a condition upon new development, require payment of park fees and/or dedication and provision of parkland, recreation facilities and/or multi-use trails that improve the public and private recreation system.</p> <p>-Research options or opportunities to provide necessary or desired community facilities.</p>

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<b>MS G-17:</b> Promote the application of sustainable development practices.	GP/ Mobile, Stationary, & Area	Cities/Counties (e.g., Aliso Viejo, Claremont)	<ul style="list-style-type: none"> <li>- Encourage sustainable development that incorporates green building best practices and involves the reuse of previously developed property and/or vacant sites within a built-up area.</li> <li>- Encourage the conservation, maintenance, and rehabilitation of the existing housing stock.</li> <li>-Encourage development that incorporates green building practices to conserve natural resources as part of sustainable development practices.</li> <li>-Avoid development of isolated residential areas in the hillsides or other areas where such development would require significant infrastructure investment, adversely impact biotic resources.</li> <li>- Provide land area zoned for commercial and industrial uses to support a mix of retail, office, professional, service, and manufacturing businesses.</li> </ul>
<b>MS G-18:</b> Create activity nodes as important destination areas, with an emphasis on public life within the community.	GP/ Mobile	Cities/Counties (e.g., Aliso Viejo, Claremont)	<ul style="list-style-type: none"> <li>-Provide pedestrian amenities, traffic-calming features, plazas and public areas, attractive streetscapes, shade trees, lighting, and retail stores at activity nodes.</li> <li>-Provide for a mixture of complementary retail uses to be located together to create activity nodes to serve adjacent neighborhoods and to draw visitors from other neighborhoods and from outside the area.</li> </ul>
<b>MS G-19:</b> Make roads comfortable, safe, accessible, and attractive for use day and night.	GP/ Mobile	Cities/Counties (e.g., Aliso Viejo, Claremont)	<ul style="list-style-type: none"> <li>-Provide crosswalks and sidewalks along streets that are accessible for people with disabilities and people who are physically challenged.</li> <li>-Provide lighting for walking and nighttime activities, where appropriate.</li> <li>-Provide transit shelters that are comfortable, attractive, and accommodate transit riders.</li> </ul>
<b>MS G-20:</b> Maintain and expand where possible the system of neighborhood connections that attach neighborhoods to larger roadways.	GP/ Mobile	Cities/Counties (e.g., Aliso Viejo, Claremont)	<ul style="list-style-type: none"> <li>- Provide sidewalks where they are missing, and provide wide sidewalks where appropriate with buffers and shade so that people can walk comfortably.</li> <li>-Make walking comfortable at intersections through traffic-calming, landscaping, and designated crosswalks.</li> </ul>

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Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
<b>MS G-21:</b> Create distinctive places throughout the area.	GP/ Mobile	Cities/Counties (e.g., Aliso Viejo, Claremont)	<ul style="list-style-type: none"> <li>-Look for opportunities for connections along easements &amp; other areas where vehicles not permitted.</li> <li>-Provide benches, streetlights, public art, and other amenities in public areas to attract pedestrian activities.</li> <li>-Encourage new developments to incorporate drought tolerant and native landscaping that is pedestrian friendly, attractive, and consistent with the landscaped character of area.</li> <li>-Encourage all new development to preserve existing mature trees.</li> <li>-Encourage streetscape design programs for commercial frontages that create vibrant places which support walking, bicycling, transit, and sustainable economic development.</li> <li>-Encourage the design and placement of buildings on lots to provide opportunities for natural systems such as solar heating and passive cooling.</li> <li>- Ensure that all new industrial development projects are positive additions to the community setting, provide amenities for the comfort of the employees such as outdoor seating area for breaks or lunch, and have adequate landscape buffers.</li> </ul>
<b>MS G-22:</b> Reinvest in existing neighborhoods and promote infill development as a preference over new, greenfield development	GP/ Mobile, Stationary, & Area	Cities/Counties (e.g., Aliso Viejo, Claremont)	<ul style="list-style-type: none"> <li>- Identify all underused properties in the plan area and focus development in these opportunity sites prior to designating new growth areas for development.</li> <li>- Implement programs to retro-fit existing structures to make them more energy-efficient.</li> <li>-Encourage compact development, by placing the desired activity areas in smaller spaces.</li> </ul>

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Strategy	Source Type <sup>1</sup>	Agency/Organization <sup>2</sup>	Description/Comments
<b>Public Safety</b>			
<b>MS G-23:</b> Promote a safe community in which residents can live, work, shop, and play.	GP/ Mobile	Cities/Counties (e.g., Aliso Viejo, Claremont)	<ul style="list-style-type: none"> <li>- Foster an environment of trust by ensuring non-biased policing, and by adopting policies and encouraging collaboration that creates transparency.</li> <li>- Facilitate traffic safety for motorists and pedestrians through proper street design and traffic monitoring.</li> </ul>
Note: <sup>1</sup> Where GP=General Plan. <sup>2</sup> List is not meant to be all inclusive. Source: Data compiled by EDAW in 2007			