

PREPARED FOR THE LOS ANGELES DEPARTMENTS OF CITY PLANNING AND TRANSPORTATION

Venice Mitigation Measure Implementation Plan



WALKER
CONSULTANTS

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Index of Terms

AKMA	Abbot Kinney Merchants’ Association	LADOT (DOT)	Los Angeles Department of Transportation
B&H	Los Angeles County Department of Beaches and Harbors	LAMC	Los Angeles Municipal Code
BBP	Bus Bench Program	LCP	Local Coastal Plan
BID	Business Improvement District	Metro	Los Angeles County Metropolitan Transportation Authority (LA Metro)
BOE	Los Angeles Bureau of Engineering	PALTA	Proposition A Local Transit Assistance Fund
BOTC	Los Angeles Board of Transportation Commissioners	PCO	Parking Cash-Out
CALGreen	California Green Building Code	STAP	Sidewalk and Transit Amenities Program
CDP	Coastal Development Permit	STEP	Sustainable Transportation Equity Project Implementation Grant
CTCSP	Coastal Transportation Corridor Specific Plan	StreetsLA (BSS)	Los Angeles Bureau of Street Services
CARB	California Air Resources Board	TDM	Transportation Demand Management
CC	Los Angeles City Council	TMA/TMO	Transportation Management Association/Organization
CCC	California Coastal Commission	UTAP	Urban Transit Amenities Project
DBS (LADBS)	Los Angeles Department of Building & Safety	VCoC	Venice Chamber of Commerce
DCP (LADCP)	Los Angeles Department of City Planning	VSP	Venice Coastal Zone Specific Plan
DPW (LADPW)	City of Los Angeles Department of Public Works	VMT	Vehicle Miles Travelled
DU	Dwelling Unit	VNC	Venice Neighborhood Council
FZ	Flex Zone	WLA TIMP	West Los Angeles Transportation Improvement and Mitigation Specific Plan
LACDPW	Los Angeles County Department of Public Works		



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Overview

Purpose

The Venice Mitigation Measure Implementation Plan, hereafter referred to as the “Mitigation Toolkit” or “Toolkit”, provides recommendations for City Staff when reviewing Al Fresco Outdoor Dining Areas in the Venice Coastal Zone. The establishment of outdoor dining areas under the LA Al Fresco Outdoor Dining Program in the Venice Coastal Zone is subject to the policies of the California Coastal Act and the Certified Venice Coastal Zone Land Use Plan (LUP). Al Fresco Operators are required to obtain a coastal development permit (CDP), which analyzes consistency with the policies of the California Coastal Act and Venice LUP and may also identify mitigation measures to address any potential impacts to coastal resources. The mitigation measures recommended in this Toolkit are intended to address the policies in the California Coastal Act and Venice Coastal Zone LUP that guide the preservation of public access to the coast and to ensure that existing and new outdoor dining areas will not negatively impact or impede public access.

Toolkit Organization

In an effort to mitigate potential impacts resulting from the LA Al Fresco Program, changes in local and regional mobility trends, and to ensure that public coastal access is maintained in the Venice Coastal Zone, a number of strategies have been developed and are recommended by Walker Consultants. There are several strategies, each varying in impact and implementation timeline, recommended to improve the parking system and make it easier for beachgoers, diners, shoppers, visitors, and residents to access the Venice Coastal Zone. Strategies may be selected based on the City of Los Angeles’ current financial and staffing constraints, as well as opportunities that best fit the current capabilities of the City. The Mitigation Measures Implementation Plan has been split into four distinct sections – Policy & Revenue Tools, City- and/or Agency-Led Mitigations, Al Fresco Operator-Led Mitigations, and the Overall Implementation Plan. Within each section, specific mitigations and strategies are further broken down into categories, based on the specific area of improvement that the category is focused on. The Mitigation Measures Implementation Plan is organized as such:

The Mitigation Toolkit strategies were chosen based on an analysis of existing parking conditions, field observations, parking and transportation industry best practices, and input from City staff. Strategies aim to manage parking demand, streamline parking enforcement and permit management systems, advance parking technology, improve public awareness of parking options, expand bicycle parking facilities, and provide new transportation options (on-demand micro-transit and bike share) to improve overall mobility and access for those who live, shop, work, or play in the Venice Coastal Zone.

Note that the Mitigation Measure Implementation Plan is **not** a standalone document and is meant to serve as a supplement to the **VENICE PUBLIC ACCESS, PARKING, & MOBILITY STUDY**.

0. **Overview**
1. **Al Fresco Operator-Led Mitigation Measures**
 - Identification of multiple strategies designed to be implemented by individual Al Fresco Dining operators and applicants, with considerations made for short-term implementation timelines and low-cost strategies.
2. **City- and/or Agency-Led Mitigation Measures**
 - Identification of multiple strategies that maintain and expand public access to the Venice Coastal Zone while maintaining the feasibility of the LA Al Fresco program.
 - Evaluation of strategies in terms of their justification, costs, jurisdiction, and implementation timeline.
3. **Policy and Revenue Tools**
 - Recommendation of various funding strategies and policy updates that can aid in funding strategies in the Mitigation Toolkit.
4. **Mitigations and Improvements Already Proposed**
5. **Overall Implementation Plan**
 - Overview of the steps necessary to kickstart the pursuit of several key City/Agency-led and employer-led strategies, including essential funding, staffing, and programming needs.

How to Use This Toolkit

This document is structured to provide detailed information about parking and transportation strategies, including background information, potential benefits, and guidance for implementation. A discussion of the following topics related to each strategy is included:

- Current Conditions
- Strategy Overview

Rationale & Impact

- May include the following: Goal(s) achieved from the Public Parking, Access, & Mobility Study; consistency

- with local or regional strategic plans, i.e. Mobility Plan 2035, CTCSP, etc. (where applicable)
- Includes a ranged estimate of the number of parking spaces that are either saved or gained from the implementation of this strategy. May also include a justification as to why a strategy has no impact on the local parking supply, yet is still recommended.
- Lead Agency or Agencies**
- Implementation Timeline**
 - May include the following: Approvals required from applicable agencies (e.g. LA City Council, Coastal Commission, etc.), potential funding sources, other applicable strategies from the MMIP to be combined with this strategy. (where applicable)

Overall Recommendation

- One line summary indicating Walker’s recommendation for if and when to proceed with implementing this strategy, summarizing the feasibility table.

For select strategies, examples of successful programs, successful case studies, or policies from peer communities are highlighted. In addition, for each strategy, a recommended timeline for implementation, as well as a high-level ranking of the level of effort and level of investment, is provided to guide decision-making. In addition, select strategies contain a percentage range of modesplit change that can be expected from the implementation of the strategy, typically based on a combination of industry standards, successful case studies, or previous implementation examples.

Strategy #.#.# – Brief Description of Strategy Goal(s)

	TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
	Ranges from Short-term to Long-term	Ranges from Low Effort to High Effort	Ranges from Low (\$) to Very High (\$\$\$\$)
LEVEL OF EFFORT	STRATEGIES		
Low	The applicable implementor (e.g. City department, employer, etc.) can implement strategies in this category independently with little or no input from stakeholders. Due to their ease of implementation and effort, these strategies are considered low-hanging fruit.		
Medium	Strategies in this category can be implemented by the applicable implementor independently. They may require a new contract for technology, equipment, or services and/or stakeholder input and meetings.		
High	Strategies in this category may require City Council approval, a new funding source, and/or coordination with several stakeholders.		
Very High	Strategies in this category may require multiple rounds and review and approvals from relevant governing bodies, new funding sources, coordination with multiple stakeholder groups, and extensive longer-term implementation plans		
TIMELINE DURATION			
	Short-Term The applicable implementor (e.g. City department, employer, etc.) can implement strategies in this within a 12 TO 18 MONTH timeframe. This duration typically aligns with Mitigations labelled as LOW EFFORT		
	Medium-Term Strategies in this category can be implemented by the applicable implementor independently in a 19 TO 36 MONTH timeframe. This duration typically aligns with Mitigations labelled as MEDIUM EFFORT		
	Long-Term Strategies in this category would take MORE THAN 3 YEARS to accomplish. This duration typically aligns with Mitigations labelled as HIGH EFFORT or VERY HIGH EFFORT		

Table 1 – Breakdown of Al Fresco Mitigation Feasibility Categories, Levels of Effort & Timeline Duration

\$
Low

\$0 – \$49,000

The mitigation plan can likely be implemented with little to no budget.

\$\$
Medium

\$50,000 – \$199,000

The mitigation plan may require a small budget or pursuit of a grant program. Items with this level of investment may require a small reallocation of funds from another program or budget item.

\$\$\$
High

\$200,000 – \$499,000

The mitigation plan may require a large budget, grant, or dedicated revenue source (e.g. local fee/taxation) to fund. Otherwise, items with this level of investment may require the reallocation of funds from another program or budget item. Items in this category may have some recurring costs.

\$\$\$\$
Very High

\$500,000+

The mitigation plan will require a significant budget or several grant opportunities to be pursued. Additional funding sources would need to be identified above this, such as new or expanded revenue sources and/or taxation. Items in this category could have substantial ongoing costs.

Table 1 Continued – Breakdown of Al Fresco Mitigation Feasibility Categories, Levels of Investment

Summary of Recommended Mitigations & Strategies

The strategies and mitigations listed throughout the Mitigation Toolkit range across all levels of feasibility and may be implemented independently of each other if necessary. However, the most effective strategy transformation for the Venice Coastal Zone will involve a combination of short-term and longer-term strategies and mitigations to be implemented across a varying timeline.

1. AI Fresco Operator–Led Mitigations

1.1. Employee Incentives

- 1.1.1. Bicycling Incentive Program
- 1.1.2. Implement a Guaranteed Ride Home (GRH) Program
- 1.1.3. Metro Bike Share Buy in Bulk Program
- 1.1.4. Mobility Wallet
- 1.1.5. Local Parking Cash-Out (PCO) Implementation
- 1.1.6. Shared Micromobility Subsidy for Employees
- 1.1.7. Transit or Mobility Stipend

1.2. Customer Incentives

- 1.2.1. Customer Incentives for Non–Drive Trips
- 1.2.2. Metro Bike Share Buy in Bulk Program
- 1.2.3. Secure Bicycle Parking (Employee or Shared)

1.3. Parking Management & Operations

- 1.3.1. Carpool and Vanpool Matching Support
- 1.3.2. Consolidated and Low–Impact Supply Deliveries
- 1.3.3. Local Parking Cash-Out (PCO) Implementation
- 1.3.4. Local Parking Management Policies
- 1.3.5. Secure Bicycle Parking (Employee or Shared)
- 1.3.6. “Park Once” coordinated valet parking district.

1.4. Communications

- 1.4.1. Employer Communications (Newsletter, Flyers, Announcements, Memo, or Letter to Employees)
- 1.4.2. New Hire Transportation Orientation
- 1.4.3. Reservation and Website Messaging
- 1.4.4. Social Media Messaging

2. City or Agency–Led Mitigations

2.1. Mobility and Micromobility

- 2.1.1. Expand short-term and long-term secure bicycle parking facilities for public use.
- 2.1.2. Empower community organizations to establish a Bike Valet program, providing secure bicycle parking for special event attendees, residents, and visitors during seasonal peaks.
- 2.1.3. Consider expanding the Metro Bikeshare program, including expanding existing stations or installing new stations.
- 2.1.4. Expand the LANow program to operate daily with extended hours of service.
- 2.1.5. Identify opportunities for remote parking options and shuttle transportation services.
- 2.1.6. Implement a local fixed-route “Beach Shuttle” service on either a seasonal or regular schedule.
- 2.1.7. Continue support for the Urban Transit Amenities Program (UTAP) to ensure continued upgrades and maintenance to in-need transit shelters throughout the Study Area.
- 2.1.8. Consider continuing support for LADOT Vision Zero initiatives, such as the Lincoln Fast Forward Program, among other key corridors.

2.2. Transportation Demand Management

- 2.2.1. Implement a Transportation Management Association / Organization (TMA/TMO)
- 2.2.2. Offer Discounted Employee Rideshare Services
- 2.2.3. Implement a local Parking Cash Out (PCO) program for the Venice Coastal Zone.

2.3. Mobility Hub

- 2.3.1. Identify opportunities to construct a Mobility Hub in the Venice Coastal Zone

2.4. Parking Supply Management

- 2.4.1. Consider applying demand-based rates to metered off-street parking facilities.
- 2.4.2. Consider the implementation of paid parking on additional corridors, such as segments of Venice Boulevard, Main Street, Pacific Avenue, and other key locations.
- 2.4.3. Identify potential public and private parking properties that could meet current and future parking needs through shared parking agreements.
- 2.4.4. Transition existing Commercial Loading Zones (CLZs) into new Flex Zones (FZs)
- 2.4.5. Consider reviewing and identifying corridors suitable for additional on-street parking.
- 2.4.6. Consider the construction of additional off-street parking facilities.

2.5. Mitigations Already Proposed And/or in Progress

- 2.5.1. Extend enforcement hours of non-metered, on-street parking to reflect peak activity and encourage turnover.
- 2.5.2. Modify off-street parking time limits for public facilities
- 2.5.3. Continue the conversion of existing free public off-street facilities to paid parking.
- 2.5.4. Complete the installation of on-street parking meters along Abbot Kinney Boulevard between Venice Boulevard and Main Street, per the LA Express Park program.

3. Policy & Revenue Tools

3.1. Policy Options

- 3.1.1. Adjust or reference non-residential bicycle parking requirements in the Venice Coastal Zone to meet or exceed the CALGreen Building Standards Code
- 3.1.2. Modify the existing minimum parking requirements under the Venice Coastal Zone Specific Plan (VSP) to match or exceed city-wide requirements under LAMC.

3.2. Local Revenue Programs

- 3.2.1. Implement an AI Fresco Dining Mitigation Fee in the Venice Coastal Zone.
- 3.2.2. Modify and re-implement the parking in-lieu fee requirement for new developments and changes of use.
- 3.2.3. Review and Update the Local Transportation Impact Mitigation Fee.

3.3. Regional Funding Programs

- 3.3.1. Consider applying for the LA Metro Active Transportation Program (MAT)
- 3.3.2. Consider the use of the Metro Multi-Year Subregional Program
- 3.3.3. Consider the use of Measure M Local Return funds
- 3.3.4. Consider the use of Transportation Development Act (TDA) Article 3 funds
- 3.3.5. Consider using the Los Angeles Proposition A Local Transit Assistance (PALTA) Fund

3.4. State Funding Programs

- 3.4.1. Consider applying for the California Active Transportation Program (ATP)
- 3.4.2. Consider applying for the CARB STEP Implementation Grant Program



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Al Fresco Operator–Led Mitigations

Purpose, Role, & Applicability

Restaurants participating in the Al Fresco Permit Program have **direct day-to-day contact with both employees and customers** and are therefore **uniquely positioned to influence how people travel to and from outdoor dining areas**. Al Fresco operator-led Transportation Demand Management (TDM) strategies are included in this mitigation framework to **leverage that direct connection**. By encouraging employees and customers to use alternative modes rather than driving alone, these strategies help reduce the number of vehicles arriving at restaurants, thereby lessening overall parking demand and improving access in the area.

These measures are intended to help offset potential impacts to coastal access associated with the conversion of parking spaces into outdoor dining areas. Consistent with the public access policies of the California Coastal Act, the measures seek to maintain access opportunities by reducing parking demand and encouraging customers and employees to utilize alternative transportation options when traveling to and from Al Fresco dining locations.

These strategies focus on actions that restaurants can **reasonably implement as part of their operations**, including communication with employees and customers, modest incentives, operational practices, internal parking management, and delivery coordination. When implemented by restaurants, these strategies can have a direct and immediate effect on travel behavior during peak dining periods and recurring

employee commute trips. As such, **selected strategies may be used as part of the requirements for obtaining or renewing an Al Fresco dining permit**.

To support ease of implementation, the strategies are organized into four primary categories.¹ Each strategy is described in detail in Section Menu of Al Fresco Operator-Led Strategies.

1. Employee Incentives
2. Customer Incentives
3. Parking Management and Operations
4. Communications

Each strategy included in the list is intended to:

- Reduce reliance on single-occupancy vehicle (SOV) travel,
- Encourage shifts to more sustainable modes such as transit, walking, bicycling, and shared mobility, and
- Be adaptable to the varying scale and capacity of Al Fresco operators.

Importantly, the Strategy List is designed as a flexible, modular framework rather than a prescriptive set of requirements. Operators may implement individual strategies or combine multiple measures based on their mitigation requirements to achieve stronger cumulative impacts, recognizing that TDM effectiveness is often greatest when strategies are deployed as part of a coordinated package.

Implementation Process

As shown in **FIGURE 1**, Al Fresco dining requests that involve parking conversion generally follow one of two approval pathways: **on-street dining**, which is reviewed through the public right-of-way process by LADOT and BOE, and **off-street dining**, which is reviewed through the private property process by LADBS.

Within the Coastal Zone, projects in both pathways also require City Planning review as part of the Coastal Development Permit process, meaning applicants proceed with LADOT/BOE or LADBS in coordination with City Planning. In addition, City Planning is involved in permit review for both pathways whenever an alcohol permit is requested.

Although these pathways are administered by different departments, both can affect the supply of parking and, in turn, impact regional mobility and (in the case of coastal zone applicants) public access to the coast. On-street dining may directly remove curbside parking spaces, while off-street

dining may convert private parking spaces that otherwise help accommodate customer or employee demand. As a result, both pathways have implications for regional mobility and coastal access and should be evaluated to determine appropriate TDM mitigation measures.

Under this approach, the department responsible for reviewing each Al Fresco request would also be responsible for identifying applicable mitigation requirements, using the strategy framework summarized in **TABLE 2**. **Approved measures would become conditions of permit approval and, where applicable, permit renewal**. To support consistent implementation, each reviewing department should explore **designating a staff point of contact** familiar with the Al Fresco TDM mitigation framework. These staff members would not be responsible for administering transportation programs, but could provide basic guidance on mitigation requirements, strategy selection, documentation expectations, and permit compliance.

¹ Certain strategies (e.g., Metro Bike Share, Parking Cash Out, Secure Bicycle Parking, Guaranteed Ride Home) may support multiple categories and are reflected in the Strategy List accordingly.

Figure 1 – Approval Flowchart for Off-Street and On-Street AI Fresco Operation Approvals²³

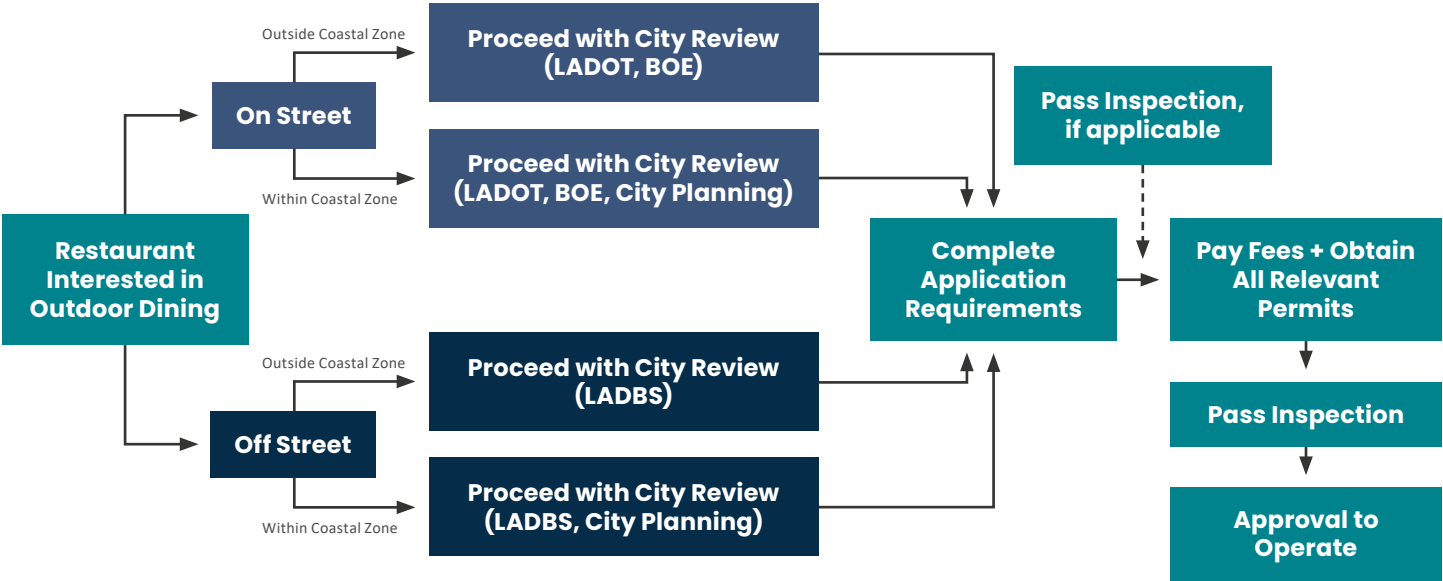


Table 2 – AI Fresco Request TDM Approval Department Framework

AI Fresco Request Category	Operator Location	AI Fresco Approving Departments	TDM Required?	Level of Impact on Mobility and Coastal Access ⁴	Responsible TDM Review Departments
On-Street	Outside Coastal Zone	LADOT, BOE	Yes, must address mobility impacts	Low	LADOT
	Within Coastal Zone	LADOT, BOE, DCP	Yes, must address costal access and mobility impacts	Moderate	LADOT, DCP
Off-Street	Outside Coastal Zone	LADBS	Yes, must address mobility impacts	Low – Moderate	LADBS
	Within Coastal Zone	LADBS, DCP	Yes, must address costal access and mobility impacts	Low – High	LADBS, DCP

Recommended Implementation Framework

Because the primary purpose of these measures is to offset potential parking and coastal access impacts associated with the conversion of parking spaces to outdoor dining, it is recommended that **mitigation requirements be indexed to level of impact associated with the AI Fresco request**. As shown in **TABLE 3**, the level of impact is determined based on the number of parking spaces converted, whether the request

is on-street or off-street, and whether the project is located within the Coastal Zone.

The number of parking spaces converted serves as a reasonable proxy for both the potential impact on mobility and coastal access, as well as the relative size and operational capacity of the AI Fresco operator. Projects located within the Coastal Zone

2 This figure provides a simplified representation of the AI Fresco permit process for on-street and off-street outdoor dining that displaces parking and does not reflect sidewalk dining approvals.

3 If a restaurant wants to sell alcohol, City planning will be involved in the approval process.

4 AI Fresco Operators requesting on street parking will not be able to request more than two on-street spaces. Therefore, its potential impact is limited.

Table 3 – Level of Impact for Each Type of AI Fresco Operator Request

Parking Spaces Converted	In Coastal Zone		Outside Coastal Zone	
	On-Street*	Off-Street	On-Street*	Off-Street
1-2 Spaces	Moderate	Low	Low	Low
3-5 Spaces	Not applicable	Moderate	Not applicable	Low
6+ Spaces	Not applicable	High	Not applicable	Moderate

* On-street parking impacts are limited to a maximum of 2 on-street spaces, per the requirements of the permanent LA AI Fresco Dining program and LADOT. Therefore, any on-street impacts beyond 2 spaces are not applicable as they would not be permitted

may warrant additional mitigation due to their potential effects on coastal access, while projects outside the Coastal Zone are generally expected to have more localized impacts. On-street requests are generally considered to have a greater potential impact than similarly sized off-street requests because they convert public curb space, which serves a broader public function by supporting visitor access, passenger loading, deliveries, and short-term parking needs. In contrast, off-street requests typically affect privately controlled parking supplies and, in some cases, may reduce parking demand by encouraging alternative transportation or reducing the availability of parking itself, which is a recognized TDM strategy.

While on-street and off-street requests follow different approval pathways, both may result in the conversion of parking spaces that support visitor, customer, employee, and coastal access needs. As a result, both pathways should be evaluated using a consistent framework that scales mitigation requirements according to the anticipated level of impact. To support implementation, the strategies are organized into tiers (e.g., High Impact, Enhanced, Foundational) based on their relative ability to influence travel behavior and their level of complexity or resource requirements.

- **Foundational Measures** are low-cost, easy-to-implement strategies focused on communications, outreach, and awareness-building.
- **Enhanced Measures** directly support alternative transportation through business operations, facilities, or incentive programs.

- **High-Impact Measures** are higher-impact (and in often cases higher effort) strategies that provide meaningful transportation incentives or actively manage parking demand.

As shown in **TABLE 4**, projects with a higher level of impact would be required to implement progressively stronger mitigation packages, while lower-impact requests would be subject to more streamlined requirements. This structure is intended to **provide flexibility for AI Fresco operators while ensuring that mitigation requirements increase as parking impacts increase**. Operators may select the measures most appropriate to their location, workforce, customer base, and operational characteristics, provided the selected package meets the minimum category requirements.

For operators seeking both on-street and off-street AI Fresco approvals, the more intensive mitigation requirement would apply. This ensures that the overall mitigation package reflects the highest anticipated level of impact while avoiding duplicative or conflicting requirements.

Ultimately, the recommendations provided in Tables 3 and 4 is intended to serve as guidance for the municipal department responsible for reviewing and approving any AI Fresco Dining facility requests. As such, the responsible department may require additional or different kinds of strategies beyond those which are listed in this Mitigations Toolkit, dependent on the size, scope, and/or location of the AI Fresco Dining operator’s request.

Table 4 – Recommended Mitigation Requirements Based on Coastal Impact of Parking Space Request

Impact of Parking Spaces Converted	Recommended Mitigation Approach
Low	Any 3 strategies
Moderate	Any 4 strategies, including at least 2 Enhanced or High Impact strategies
High	Any 5 strategies, including at least 3 Enhanced or High Impact strategies

Strategy Effectiveness & Associated Tiers

To support the development of the recommended implementation framework, available research and TDM guidance were reviewed to understand the relative effectiveness of each strategy. Much of the available literature, including the [LADOT Draft TDM Program Guidelines](#), quantifies strategy effectiveness using metrics such as vehicle miles traveled (VMT) reduction, vehicle trip reduction, drive-alone trip reduction,

and mode shift. While these metrics do not directly measure parking demand reduction, they provide a useful proxy for understanding a strategy’s ability to reduce automobile travel and increase the use of alternative transportation modes. In general, strategies that reduce vehicle trips are also expected to reduce parking demand by decreasing the number of visitors and employees arriving by private automobile. Accordingly, the metrics summarized in **TABLE 5** are intended to illustrate the relative effectiveness of each strategy and inform both their classification and their role in meeting the required mitigation levels for Al Fresco operators.

Table 5 – Supporting Evidence/Quantification for Al Fresco Operator Strategies

Tier	Category	Strategy	VMT Reduction Potential ⁵	Supporting Evidence
High Impact	Employee Incentives	Mobility Wallet	NA	Not directly quantified by LADOT. Unlike other strategies included in this table, a Mobility Wallet functions primarily as a benefit delivery mechanism rather than a standalone TDM strategy. Its effectiveness will depend on the transportation benefits offered through the program and employee participation levels. It also has the added benefit of budling several evidence-based strategies into a single, easier-to-administer program, which can both enhance the impacts and ease of implementation for Al Fresco operators.
	Employee Incentives	Transit Mobility Stipend	0.3% - 20%.	LADOT identifies transit subsidies as one of the highest-performing TDM strategies. Numerous studies demonstrate increased transit ridership and reduced drive-alone travel where meaningful transit subsidies are provided.
	Employee Incentives; Parking Management and Operations	Parking Cash Out	0.6% - 12%.	One of the strongest strategies identified in the LADOT TDM Guidelines. The landmark California parking cash-out study found a 17% reduction in solo driving, 50% increase in transit use, 64% increase in carpooling, and approximately 11% reduction in commuter parking demand ⁶ .
	Parking Management and Operations	Parking Management	Priced parking: 0.1% - 36%; Unbundling parking: 2.6% - 13; Reduced parking supply, including shared parking or public parking: 5% - 12.5%	LADOT cites parking management and parking pricing as among the most effective TDM strategies. The potential benefits are particularly high in areas such as Venice, where surrounding parking is constrained by metering and restrictions and where transit and alternative travel options are readily available.
Enhanced	Employee Incentives	Bicycling Incentive Program	NA	While the LADOT TDM Guidelines primarily quantify bicycle infrastructure and bike-share programs, there is also evidence that bicycle incentive programs can also encourage mode shift. For example, an evaluation of Google's bicycle and e-bike loaner/incentive program found participants increased bicycle commuting by approximately 1.7 to 2.3 commute days per week, representing roughly a tripling of prior bicycle commute rates ⁷ . While more robust than the program proposed here, the findings suggest that employees can be highly responsive to employer-provided bicycle incentives that reduce the cost of purchasing, maintaining, or using a bicycle.
	Parking Management and Operations	Carpool and Vanpool Matching Support	1% - 15%	LADOT cites research showing rideshare programs (including ride-matching, carpool programs, and HOV parking) can reduce VMT and shift drivers to high-occupancy vehicles. Benefits are generally greater when participation is high, supportive incentives are provided, and the surrounding land use and density are conducive to shared commuting.
	Parking Management and Operations	Consolidated Delivery	NA	While limited research is available quantifying direct VMT or parking demand reductions, freight consolidation strategies can reduce the number of delivery vehicles required to support restaurant operations by combining shipments and reducing delivery frequency ⁸ .
	Customer Incentives	Customer Incentives for Non-Drive Trips	NA	Limited direct quantitative evidence is available. However, financial incentives and rewards are a common component of successful TDM programs and can encourage customers to choose transit, bicycling, walking, and shared mobility options.

5 Los Angeles Department of Transportation (LADOT). (2022). Transportation Demand Management Program Guidelines (Draft). Los Angeles, CA: City of Los Angeles. Retrieved from https://planning.lacity.gov/odocument/c3c9b320-4431-49ff-99d2-15b479c06074/Revised_DRAFT_TDMProgramGuidelines_June2022.pdf

6 Shoup, D. C. (1997). Evaluating the Effects of Parking Cash Out: Eight Case Studies. UC Berkeley: University of California Transportation Center. Retrieved from <https://escholarship.org/uc/item/5nc6w2dj>

7 Luo, J., and colleagues. (2022). Effectiveness of Free Bikes and E-Bikes for Commute Mode Shift: The Case of Google's Lending Program. Frontiers in Future Transportation. Retrieved from <https://www.frontiersin.org/journals/future-transportation/articles/10.3389/ffutr.2022.886760/full>

8 World Bank. (2024). Urban Freight. Washington, DC: World Bank Group. Retrieved from <https://thedocs.worldbank.org/en/doc/5a6deb91f1140264f8f3e2b3ee4117e8-0090062024/original/C5-M3-Urban-Freight-100924-DR.pdf>

Table 5 Continued – Supporting Evidence/Quantification for Al Fresco Operator Strategies

Tier	Category	Strategy	VTM Reduction Potential	Supporting Evidence
Enhanced	Employee Incentives	Guaranteed Ride Home (GRH)	NA	Direct VMT impacts are difficult to isolate. However, GRH programs are widely recognized as increasing participation in transit, carpooling, bicycling, and walking by reducing concerns about emergency transportation needs. Supporting research has found that 16% of surveyed express bus riders in New York indicated they would stop using transit without access to a guaranteed ride home program, while a Denver study found that GRH programs increased carpool participation by approximately 17% ⁹ .
	Employee Incentives; Customer Incentives	Metro Bike Share Buy-In-Bulk Program	1.1%	LADOT TDM Guidelines indicate that offering bike share memberships to employees and/or residents, especially in areas such as Venice that have access to a high density of bike share stations, can meaningfully reduce VMT. Shared mobility in general has the potential to replace car-trips (and therefore parking needs). A North American Bikeshare and Scooter Share Association Report shows that 25% of shared micromobility trips replaced auto driving/passenger trips, suggesting its potential significant role in reducing parking demand ¹⁰ .
	Employee Incentives; Customer Incentives; Parking Management and Operations	Secure Bicycle Parking	0.6% – 4%	LADOT cites bicycle parking and end-of-trip facilities as effective supporting TDM strategies that encourage bicycling and increase bicycle mode share. While bicycle parking alone may have a modest impact, research indicates that its effectiveness is greatest when implemented alongside complementary bicycle infrastructure, programs, and supportive land use patterns.
	Employee Incentives	Shared Micromobility Stipend	NA	Limited quantified VMT data are available. However, studies show that shared scooters and bikes can replace short vehicle trips and support first/last-mile transit connections, with a estimated 37% of all shared micromobility trips replacing car trips ¹¹ . Effectiveness is greatest in dense, bikeable/walkable areas with a high density of micromobility options, such as Venice.
Foundational	Communications and Outreach	Employee Communications	0.8% – 4%.	LADOT cites education, marketing, and outreach programs as having a measurable although small impact of reducing VMT. However, several comprehensive outreach and education programs have demonstrated substantially larger travel behaviour changes. For example, a Portland, Oregon program recorded a 9% to 13% reduction in solo driving trips among surveyed residents ¹² and a Seattle best-practices review also found that education, marketing, and outreach efforts contributed to a 21% increase in transit ridership ¹³
	Communications and Outreach	New Hire Orientation	NA	Direct impacts are difficult to isolate. However, transportation information provided during onboarding has been shown to increase awareness and utilization of available transportation options and is widely recognized as a foundational TDM practice.
	Communications and Outreach	RSVP / Website Messaging	NA	Limited standalone quantitative evidence is available. However, trip-planning information provided before travel decisions are made can increase awareness of alternative transportation options and support mode shift.
	Communications and Outreach	Social Media	NA	Limited standalone quantitative evidence is available. Social media is most effective as a supporting communication tool that reinforces other transportation incentives and programs.

9

Menczer, W. B. (2007). Guaranteed Ride Home Programs: A Study of Program Characteristics, Utilization, and Cost. Journal of Public Transportation, 10(4), 143-162. Retrieved from <https://digitalcommons.usf.edu/cgi/viewcontent.cgi?article=1263&context=jpt>

10

North American Bikeshare and Scootershare Association (NABSA). (2024). 2023 Shared Micromobility Industry Report. Washington, DC: NABSA. Retrieved from <https://nabsa.net/2024/08/06/2023industryreport/>

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Ginenthal, L. (2007, October 27). Portland Smart Trips. Pedestrians and Bicycle Information Center. Retrieved from <http://www.pedbikeinfo.org/data/library/details.cfm?id=3961>

13

Seattle Department of Transportation. (2008). Best Practices in Transportation Demand Management. Seattle, WA: Seattle Department of Transportation. Retrieved from <https://www.scribd.com/document/235793024/07-SEATTLE-Best-Practices-in-Transportation-Demand-Man-agement>

Recommended Strategy Packages

The implementation framework is intended to provide flexibility for Al Fresco operators to select the TDM measures most appropriate for their business. While operators may choose any combination of strategies that satisfies the applicable mitigation requirements, the following example packages may help operators identify measures that align with their specific circumstances and objectives. An operator may have one or several of these characteristics.

Documentation & Ongoing Coordination

Al Fresco operators would be required to identify and commit to implementing the applicable TDM strategies as part of the permit approval process. Consistent with the implementation framework described above, the responsible reviewing department (e.g., LADOT, LADBS, BOE, and/or City Planning) would verify that the selected strategies satisfy the applicable mitigation requirements based on the type of request and number of parking spaces converted.

To support ongoing implementation, the City may require periodic reporting as part of permit renewal or compliance review processes. Such reporting would be intended to document continued implementation of the selected strategies and demonstrate a good-faith effort to reduce drive-alone travel, support alternative transportation options, and help maintain mobility and coastal access opportunities associated with the Al Fresco Dining Program.

Table 6 – Recommended Strategy Packages

Operator Characteristic	Recommended Strategies
Small Restaurant / Limited Parking Conversion	Employee Communications, Social Media, RSVP/Website Messaging, Customer Incentives for Non-Drive Trips
Restaurant with Employees Commuting from Longer Distances	Guaranteed Ride Home, Carpool and Vanpool Matching Support, Transit Mobility Stipend, Employee Communications
Restaurant Located Near Bike Share, Shared Mobility, or High Bicycle Activity Areas	Metro Bike Share Buy-In-Bulk Program, Shared Micromobility Stipend, Bike Program, Secure Bicycle Parking
Restaurant with Existing Human Resources, Benefits, or Employee Engagement Platforms	Mobility Wallet, Transit Mobility Stipend, Parking Cash-Out (where applicable), Guaranteed Ride Home
Restaurant with On-Site Parking or Dedicated Employee Parking	Parking Management, Parking Cash-Out, Customer Incentives for Non-Drive Trips, Secure Bicycle Parking
Restaurant with a Large Workforce	Transit Mobility Stipend, Mobility Wallet, Guaranteed Ride Home, Carpool and Vanpool Matching Support
Large Restaurant or Significant Parking Conversion	Parking Management, Transit Mobility Stipend, Parking Cash-Out (where applicable), Customer Incentives for Non-Drive Trips, Guaranteed Ride Home

Future Conditions & Coordination Opportunities

It should be noted that future policy and program changes may overlap with or support implementation of the transportation demand management (TDM) strategies identified in this report. One example is the proposed [Los Angeles Transportation Demand Management Ordinance](#), which would require qualifying developments to implement TDM measures and transportation programs as a condition of approval. While the proposed ordinance is primarily focused on larger developments and is not intended to directly regulate individual Al Fresco operators, some operators may eventually be located within commercial developments that are subject to TDM requirements. In these cases, opportunities may exist to coordinate transportation programs and avoid duplicative implementation efforts.

Similarly, future Transportation Management Organizations (TMOs) serving the Venice area may provide additional resources, technical assistance, program administration, marketing, and transportation incentives that could support implementation of the strategies identified in this report. Should a TMO be established or expanded within the area, Al Fresco operators may be able to leverage these services to satisfy or supplement transportation demand management requirements. Accordingly, future permit updates or program refinements should consider opportunities to coordinate with existing or future TDM programs and organizations to streamline implementation and maximize effectiveness.

Menu of Al Fresco Operator–Led Strategies

This section provides a detailed description of each Al Fresco operator-led strategy that restaurants may use to reduce parking demand, support non-drive trips, and help offset potential mobility and coastal access impacts associated with outdoor dining approvals. The strategies are organized by implementation focus and are intended to give operators

flexibility to select measures that fit their location, customer base, workforce, and operational capacity while still supporting the broader goals of the mitigation framework. For all strategies listed in this section, it is assumed that each strategy is a short-term, low effort, and low-cost strategy as listed in **Section 0 – Overview**, under subsection **“How To Use This Toolkit”**.

1.1 Employee Incentives

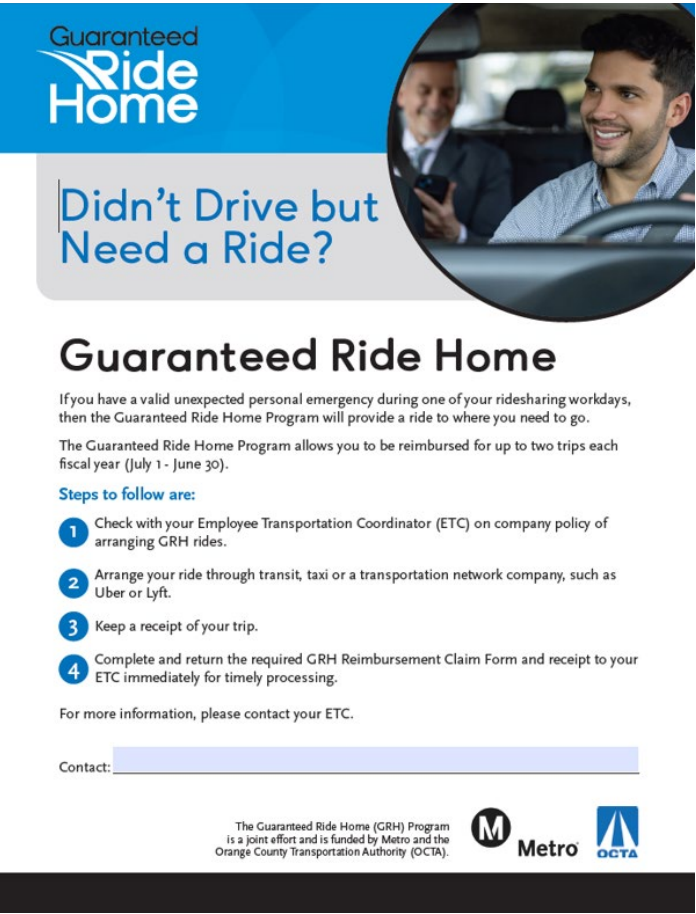
Strategy 1.1.1 – Bicycling Incentive Program

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions		- Bicycle maintenance incentives (e.g., Velofix¹⁴, etc.) – Starting at \$169 (unsubsidized) per bike tune-up service. - Bicycle/E-Bike/E-Scooter purchase programs (e.g., Ridepanda¹⁵, Wombi¹⁶, etc.) – Analog bikes starting at \$59 per month, E-bikes at \$135 per month. - Bike shop credits – varies per shop and employer. Dependent on the employer’s choice of shop.
Strategy Overview		Rationale Providing targeted bike support helps sustain an existing commute mode that produces no parking demand and minimal curb impact. Similar programs are commonly used by employers in bike-friendly districts to reduce parking pressure and support employee mobility. Audience Employees. Implementation Tier Enhanced. Implementation Guidance Select Incentives: Choose types of bike support (maintenance, gift card, etc.). Define Eligibility: Set criteria for participation. (i.e.: must bike at least 3 days per week, must show selfie, etc.). Educate Staff: Share program details with employees. Distribute Benefits: Provide incentives directly or through reimbursement. Some benefit platforms already offer a built-in system for processing these types of reimbursements (such as HealthEquity).

14 <https://www.velofix.com/bike-services/>
15 https://get.ridepanda.com/city-of-san-francisco/san_francisco_ca
16 <https://wombi.us/>

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$\$
Current Conditions		
Many restaurant employees are required to work non-traditional hours, such as late nights, early mornings, or fluctuating shifts, which may pose significant challenges for those relying on public transit or active transportation. Transit services are generally more limited or unavailable later in the evenings or early in the mornings. GRH provides the employee who relies on public transit an option to utilize a taxi, ride hailing or other available transportation option when unplanned overtime, family emergencies, or illness arise and their typical transit option is limited or unavailable. GRH programs are widely used by employers and transportation agencies to address these concerns.		
Strategy Overview		
GRH provides employees who commute by non-drive modes with a reliable backup option for emergencies or unplanned overtime such as a taxi or ride hailing service. This strategy addresses concerns about flexibility and reliability that often prevent employees from trying alternatives to driving alone.		
Rationale		
GRH programs are widely used across Southern California and are recognized as an effective way to support non-drive commuting with minimal cost. By providing a limited, emergency-only backup option, GRH reduces perceived risk without encouraging regular use of ride-hail or driving. In Venice’s neighboring jurisdiction, Santa Monica, all employers with 30 or more employees are required to provide GRH to their workforce to ensure compliance with the City’s Transportation Demand Management (TDM) ordinance.		
Audience		
Employees.		
Implementation Tier		
Enhanced.		
Implementation Guidance		
Define Eligible Commute Modes: Identify which non-drive commute modes qualify for the GRH benefit, such as transit, carpool, vanpool, biking, or walking. Establish Eligible Use Conditions: Clearly define the situations in which GRH may be used, such as unplanned overtime, illness, family emergencies, or service disruptions. GRH is intended for occasional emergencies and not for routine commuting. Set Reasonable Limits: Establish limits on the number of GRH uses per employee per year and or a maximum reimbursement amount per trip to manage costs and ensure appropriate use. Determine the Delivery Method: Decide whether GRH will be provided through reimbursement for taxi or ride-hail services, direct payment, or informally, through a coworker volunteer. Train Staff: Provide basic guidance so managers and employees understand when the benefit applies, how to request a ride, and how reimbursement will be handled. Communicate the Program: Share GRH information through employee communications, onboarding materials, or postings so employees are aware of the benefit before they need it.		

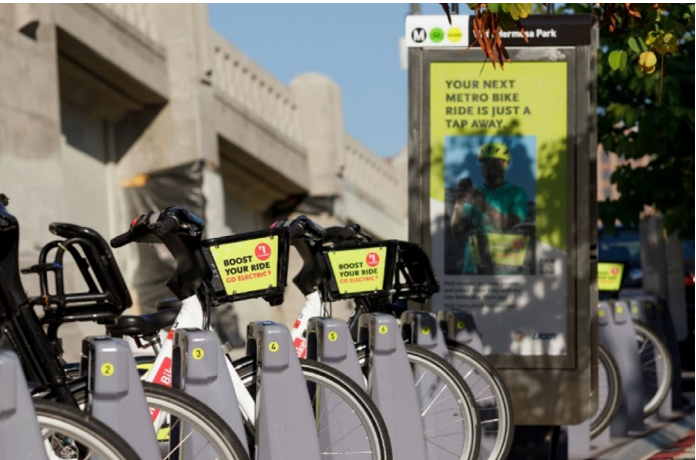
Figure 2 – Example of LA Metro GRH Flyer



<https://www.metro.net/riding/rideshare/>

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions		
Metro Bike Share stations are prevalent throughout Venice, with 14 stations throughout the neighborhood, particularly near beach areas and major restaurant corridors such as Main Street and Rose Avenue. Metro Bike Share also provides connections to the E Line in Santa Monica and is accessible along key commercial corridors including Venice Boulevard and Washington Boulevard. Compared to other shared micromobility options, Metro Bike Share is significantly more affordable on a per-trip basis (\$1.75 without subsidies) ¹⁷ , and offers discounts on bulk purchases, making it an affordable mobility service to subsidize.		
Strategy Overview		
This strategy encourages restaurants to purchase discounted Metro Bike Share passes through the Buy in Bulk program and distribute promotional codes to employees and or customers. Passes may be used as a commuter benefit, included with reservations, offered to visitors, or provided during special events or peak demand periods.		
Rationale		
By leveraging an existing regional bike share system, restaurants can support short-distance, non-drive trips without investing in infrastructure or fleet management. Bike share provides a flexible, low-commitment transportation option that does not require employees/customers to own or park a personal bicycle.		
Audience		
Employees and customers.		
Implementation Tier		
Enhanced.		
Implementation Guidance		
Purchase Bulk Passes: Enroll in Metro Bike Share’s Buy in Bulk program and purchase the desired quantity of 1-Ride, 30-Day, or 365-Day passes based on intended use. Metro provides a batch of discounted unique promotional codes that can be distributed at the restaurant’s discretion. Define Intended Audience and Use: Restaurants determine whether passes will be used for: - Employees (30-Day or 365-Day passes as a commute benefit) - Customers (1-Ride passes as an incentive) - Special events or peak periods (e.g., summer weekends, high-demand evenings) Employee Distribution: - Share 30-Day or 365-Day codes directly with employees via email or onboarding materials. - Employees redeem codes in the Metro Bike Share app or online. - Restaurants may fully subsidize or partially subsidize the discounted bulk rate.		

Figure 3 – Metro Bike Share Loading Station



existing regional system allows restaurants to support active commuting without requiring them to provide or manage bikes. Additionally, bikeshare services do not require users to park their own bicycles, eliminating the need for secure bike storage.

4. **Customer Distribution (Optional):** For customers, restaurants would typically use 1-Ride passes in a limited and targeted way rather than open-ended distribution by:

a. Promoting the availability of a free ride code in reservation confirmation emails during peak periods. Distribute codes only upon request or reply to email to manage its usage.

b. Offer passes as part of a special promotion (e.g., “Bike to Dinner Week”).
5. **Align With Messaging and Access Information:** Pair code distribution with clear directions to nearby Metro Bike
- Share stations and brief instructions on how to redeem the pass.

a. Metro Bike Share provides bicycle safety classes, learn to ride classes, and group rides for those who may need a little encouragement. Highlight these resources to employees/customers who may be on the fence trying bike-commuting.
6. **Monitor Uptake and Adjust:** Track how many codes are distributed and redeemed to determine whether the program is influencing access patterns and whether future purchases should be adjusted.

3. **Determine Administration and Tax Treatment:** Decide how the mobility wallet will be funded and administered, such as through payroll systems or an external platform. Where applicable, transit and vanpool benefits may be structured as pre-tax in accordance with federal regulations.
4. **Pilot the Program:** Consider launching the mobility wallet as a pilot with a limited number of employees or for a defined period to test participation and administrative effort.
5. **Evaluate and Adjust:** Review usage, employee feedback, and administrative effort to determine whether adjustments are needed or whether the program should be expanded or modified.

Strategy 1.1.4 – Mobility Wallet

TIMELINE

Long-term

LEVEL OF EFFORT

High

LEVEL OF INVESTMENT

\$\$\$

Current Conditions

While transit, bike share, scooter share, and other shared mobility services are available in Venice, accessing and managing multiple transportation options can be confusing for employees. Digital transportation benefit platforms are emerging but are more commonly used by larger employers with centralized administrative capacity.

Strategy Overview

A mobility wallet provides employees with a single platform or allowance that can be used across multiple transportation modes, such as public transit, vanpool, bike share, scooter share, or microtransit. Rather than offering separate,

mode-specific benefits, a mobility wallet centralizes transportation support into one flexible benefit. This approach simplifies access for employees, allows employers to support a range of non-drive options, and reduces reliance on parking-based benefits. When implemented, it can consolidate and enhance other employee-focused strategies into a unified and easier-to-manage program.

Rationale

Mobility wallets are increasingly used as a modern alternative to traditional commuter benefits and parking subsidies. By allowing employees to choose how to use transportation funds, mobility wallets support multimodal travel behavior and accommodate varied schedules and commute needs common in restaurant work. While more complex than other strategies, mobility wallets can reduce long-term administrative burden by consolidating benefit management into a single platform and may be well suited for pilot programs or larger restaurant operators.

Audience

Employees

Implementation Tier

High-Impact

Implementation Guidance

1. **Identify a Mobility Wallet Platform:** Research and select a third-party mobility wallet or transportation benefit platform that supports multiple modes, such as transit, bike share, scooter share, or vanpool services.

2. **Define Allowances and Eligible Uses:** Establish the amount of funding provided to employees and identify which transportation modes and services are eligible. Employers may choose to set monthly limits or usage caps to manage costs.

Figure 4 – Mobility Wallet Flyer From LA Metro

<https://www.metro.net/riding/mobilitywallet/>

Strategy 1.1.5 – Parking Cash-Out (where applicable by law)

TIMELINE

Long-term

LEVEL OF EFFORT

Medium

LEVEL OF INVESTMENT

\$

Current Conditions

Most Al Fresco dining establishments are small employers and do not provide subsidized employee parking. However, some larger restaurants or restaurant groups may operate under long-term parking leases or provide parking as an employee benefit, making parking cash-out applicable in limited but important cases.

Strategy Overview

Parking cash-out allows employees who do not use employer-provided parking to receive the cash equivalent of the parking subsidy. This strategy removes the financial incentive to drive to work when parking is subsidized and instead allows employees to choose non-drive options without losing compensation. Parking cash-out applies only where required by law, specifically for employers with 50 or more employees who lease parking spaces or provide a parking subsidy to employees. Employers not subject to these requirements may implement parking cash-out on a voluntary basis to ensure equitable workplace benefits.

Rationale

Parking cash-out is one of the most direct tools for reducing drive-alone commuting where parking subsidies exist. In Los Angeles, parking cash-out has been implemented by larger employers as a way to reduce vehicle trips, parking demand, and associated congestion without reducing employee compensation. Venice’s neighboring city, Santa Monica, actively implements and enforces the Parking Cash-Out program, serving as a model for how this strategy can be successfully adopted at the municipal level.

Audience

Employees

Implementation Tier

High-Impact

Implementation Guidance

1. **Confirm Applicability:** Determine whether the restaurant has 50+ employees, provides subsidized employee parking and whether parking is leased in a manner that allows the number of spaces to be reduced, consistent with state parking cash-out requirements.

2. **Define Cash-Out Value:** Establish the monthly cash equivalent of the parking space benefit based on the cost of the leased parking space. Commute-related subsidies (e.g., transit passes or ridesharing allowance) may be deducted from the parking cost when determining the cash allowance amount.

3. **Set Employee Option:** Offer employees the choice between parking or cash equivalent.

4. **Communicate Policy:** Brief employees on the option and how to opt in/out.

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Strategy 1.1.6 – Shared Micromobility Subsidy for Employees

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Medium	\$\$
Current Conditions Venice is served by multiple shared micromobility operators, including Bird, Lime, and Veo, which provide dockless e-scooters and e-bikes throughout the neighborhood. This variety provides flexible, on-demand transportation suitable for short trips. Given that nearly half of trips to and from the study area are under four miles, shared scooters and e-bikes represent a viable alternative to short drive-alone trips, particularly for employees traveling during off-peak or evening hours, or employees that are making multi-modal connections from transit options.		
Strategy Overview This strategy supports employee use of shared micromobility services by offering subsidies or reimbursements for scooter or e-bike trips to and from work. Rather than requiring employees to own or store personal bicycles/scooters, this approach leverages existing dockless fleets to provide flexible first- and last-mile access. Subsidies may be structured as per-trip reimbursements, monthly credits, or limited ride allowances. This strategy is most effective when paired with transit/mobility stipend or mobility wallet, as it can serve as a first- and last-mile solution within a broader non-drive commuting framework.		
Rationale Shared micromobility offers a low-barrier option for short-distance commuting, particularly in dense commercial areas with limited parking supply. Because fleets are already widely available in Venice and surrounding areas, restaurants can support mode shift without investing in infrastructure or equipment.		
Audience Employees		
Implementation Tier Enhanced.		
Implementation Guidance Define Eligible Services: Identify which shared micromobility providers are eligible (e.g., Bird, Lime, Veo). Clarify that rides must begin or end within a reasonable distance of the restaurant and be used for work-related commuting. Set a Monthly or Per-Trip Cap: Establish a reimbursement structure, such as a monthly cap (e.g., \$40–\$60 per employee) or a per-trip reimbursement limit. Setting a monthly cap allows the employer to better control the costs of the program. Typically, the maximum per-trip reimbursement is set to the cost of daily parking in the area. Administer Through Simple Receipt Reimbursement (Primary Method): Employees submit trip receipts or app screenshots showing date, time, and cost. Reimbursement can be issued through payroll or standard expense reimbursement procedures. This approach requires minimal setup and works across multiple providers. Use Existing Benefit Platforms (If Applicable): If the restaurant already uses a commuter benefit platform, mobility wallet, or third-party administrator, micromobility reimbursements may be processed through that platform. This may streamline administration for larger employers.		

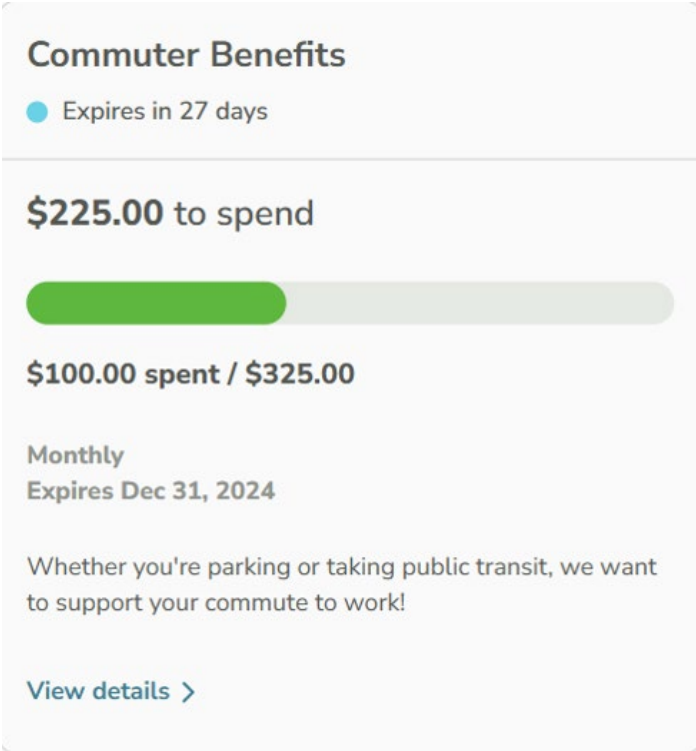
Strategy 1.1.7 – Transit or Mobility Stipend

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Medium	\$\$
Current Conditions Venice is served by multiple transit routes and shared mobility options, including bus service, bike share, scooter share, and microtransit. However, for many restaurant employees, out-of-pocket transportation costs can discourage regular use of these options, particularly for lower-wage workers. While these options are generally less expensive than driving, employees may still default to driving due to the sunk cost fallacy, the tendency to continue relying on a vehicle they already own, because they perceive it as the most convenient		
Strategy Overview This strategy provides employees with a modest transportation stipend that can be used for transit, vanpool, or shared mobility services such as bike share, scooter share, or microtransit. Where applicable, transit and vanpool benefits may be		
or cost-effective option. Replica data indicate that public transit accounts for a small but meaningful share of trips and has declined slightly since 2019, further suggesting that cost and convenience may be a barrier to sustained use.		

provided on a pre-tax basis in accordance with IRS regulation [Section 132\(f\)](#). Rather than addressing a strict cost barrier, the stipend functions as a positive incentive and employer signal that non-drive commuting is supported and encouraged.

This strategy is most effective when paired with communication strategies and Guaranteed Ride Home, which increase awareness and reduce perceived risk associated with shifting away from driving alone.

Figure 5 – Example Commuter Benefits Portal



<https://compt.io/blog/guide-to-employee-commuter-benefits/>

1.2 Customer Incentives

Strategy 1.2.1 – Customer Incentives for Non-Drive Trips

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions Venice offers a wide range of multimodal access options for customers, including frequent bus service, bike lanes and shared-use paths, bike share, scooter share, and a highly walkable street network. Many dining trips are short in distance and well suited to walking, biking, or transit, particularly for visitors and local residents.		
Strategy Overview This strategy encourages customers to arrive at Al Fresco dining establishments by non-drive modes, such as walking, biking,		
or public transit, by offering small incentives. Incentives may include a modest discount, complimentary item, or similar perk and are intended to influence travel behavior, especially during peak dining periods.		
This strategy works best when paired with reservation messaging, social media promotion, and bike share passes, ensuring customers are aware of both the incentive and the available transportation options before arriving.		

Rationale

Customer parking demand is often concentrated during peak dining hours. Moreover, Replica analysis shows that shopping, eating, and social trips increase on weekends and drive inbound travel demand, meaning small behavioral nudges during peak periods could meaningfully affect parking pressure. Providing incentives for non-drive access helps shift some trips away from private vehicles, reducing pressure on on-street parking and improving access for travelers and delivery activity. Incentive-based approaches are flexible, low-cost, and well suited to restaurant operations, as the restaurants are already producing these products.

Figure 6 – Examples of Store/Restaurant Incentives for Customers that Bike During Bike to Work Day



<https://btmo.org/ready-set-pedal-celebrate-bike-to-work-week-with-btmo/>

Strategy 1.2.2 – Metro Bike Share Buy in Bulk Program

Refer to SECTION 1.1 (EMPLOYEE INCENTIVES), STRATEGY 1.1.3.

Audience

Customers

Implementation Tier

Enhanced.

Implementation Guidance

- Select the Incentive:** Identify the type of incentive to be offered, such as a small discount or a complimentary non-alcoholic beverage or appetizer. Restaurants determine the cost of the incentive and may choose to limit it to specific days, times, or quantities to align with budget and operational needs.
- Define Acceptable SelfVerification Methods:** Establish simple ways for customers to demonstrate they arrived by a non-drive mode. Examples include showing a TAP card receipt, bike helmet, or walking arrival.
- Train front-of-house staff:** Provide brief guidance so staff understand:
 - What the incentive is
 - When it should be offered
 - What forms of verification are acceptable
 - How to communicate the incentive to customers
 - Promote the incentive: Share the offer through on-site signage, menus, or reservation confirmations, as appropriate.
- Promote the incentive:** Share the offer through on-site signage, menus, or reservation confirmations, as appropriate.

Strategy 1.2.3 – Secure Bicycle Parking (Employee or Shared)

TIMELINE

Short-term

LEVEL OF EFFORT

Medium

LEVEL OF INVESTMENT

\$\$

Current Conditions

While biking is common in Venice, secure bicycle parking is not consistently available near all restaurants. Lack of secure parking is particularly a barrier for employees who must leave bicycles unattended for longer shifts, and may also discourage some customers from biking due to concerns about theft.

Strategy Overview

This strategy provides or identifies access to secure bicycle parking for employees and/or customers, either on-site or at a nearby shared location. Safe and long-duration storage options should be prioritized for employees and could include private employee-only areas that are out of reach to the public. Whereas STRATEGY 1.5.3 focuses on a city-wide change in ordinance to the City’s Municipal Code regarding bicycle parking, this strategy focuses on individual policy suggestions that individual facilities can implement to improve non-vehicle access by employees and visitors alike.

For customers, the primary strategy focus is a bike valet service offered during peak dining periods. Secure employee parking reduces theft concerns for staff, while bike valet offers a highly visible, convenient, and managed solution for customers arriving by bicycle.

This strategy complements bike incentive programs by addressing security concerns that may otherwise discourage employees or customers from taking advantage of bike incentive programs.

Rationale

Venice has numerous bicycle parking options, including a network of public bike racks located throughout commercial corridors. However, these facilities are shared and unsecured, and some employees or customers may be hesitant to leave a bicycle unattended for extended periods. Providing or clearly identifying access to secure bicycle parking can reduce concerns about theft or damage and make biking a more viable option. Even small-scale solutions, such as designating an indoor storage area or a controlled-access space, can meaningfully increase comfort and confidence for employees and customers choosing to bike. For customers, bike valet can serve as a visible and attractive alternative to curb-adjacent vehicle parking during high-demand periods.

Audience

Employees; Customers

Implementation Tier

Enhanced

Implementation Guidance

- Assess Existing Parking:** Identify current bike parking options near the restaurant. Options could include existing racks (not as secure), public bike lockers, or Metro Bike Hubs. (See map for nearby solutions)
- Select a Parking Solution for Employees:** Install racks (in secure area), lockers, coordinate access to nearby facilities, or designate a private staff-only area to keep employee bicycles.
 - Provide wayfinding to inform employees where secure parking is located (on-site or nearby)
- Implement Customer Bike Valet (Optional but Encouraged During Peak Periods):**
 - Determine whether valet will be operated by a third-party provider or managed by existing restaurant staff during peak hours. In smaller establishments, a host, manager, or designated staff member may check in and monitor bicycles using simple tag or claim ticket systems.
 - Identify a visible and safe check-in location near the restaurant entrance that does not obstruct pedestrian flow.
 - Promote bike valet service through reservation confirmations, website messaging, social media posts, sidewalk signage, and host stand communication.

Figure 7 – Metro Bike Lockers



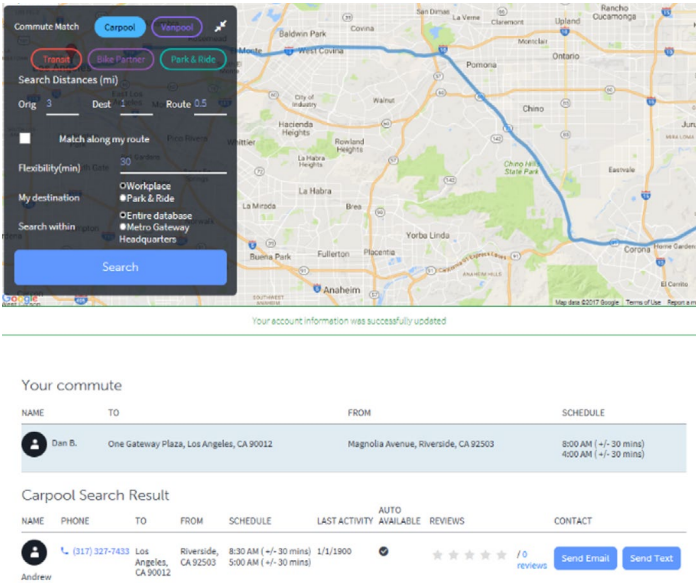
Example of Secure Bike Parking

1.3 Parking Management and Operations

Strategy 1.3.1 – Carpool and Vanpool Matching Support

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions Replica origin-destination data for work trips to Venice indicate that many restaurant employees live in nearby neighborhoods or travel from similar areas, including Santa Monica, Mar Vista, Playa Vista, Inglewood, West Hollywood, and Culver City. Moreover, many employees work overlapping or predictable shifts. These conditions create natural opportunities for carpooling or vanpooling, particularly for longer-distance commutes or late-night shifts when other travel options may be limited. However, employees may not realize that coworkers share similar commute patterns or may not have an easy way to identify potential matches. Regional programs already exist to support shared commuting. Metro’s Ridematch platform provides free carpool matching and periodically offers incentives such as gift card drawings for registered carpoolers. In addition, the LA Metro Vanpool Program offers a subsidy of up to \$600 per month per vanpool, significantly reducing the cost of longer-distance shared commuting. These existing resources make carpooling and vanpooling a more economically and practically feasible alternative to driving alone.		
Strategy Overview This strategy supports shared commuting by helping employees identify potential carpool or vanpool opportunities with coworkers who have similar commute routes or schedules. Rather than creating a formal program, the approach focuses on providing simple tools or encouragement that make it easier for employees to connect with one another, such as sharing information about regional carpool or vanpool matching platforms or facilitating informal expressions of interest among staff. By lowering the effort required to find a match, this strategy helps reduce reliance on driving alone while remaining feasible for restaurant operations. This strategy is strengthened when paired with promotion of Metro vanpool subsidies, Ridematch incentives, and Guaranteed Ride Home, which lower cost and reliability barriers for shared commuting.		

Figure 8 – LA County Regional Carpool/Vanpool Matching Interface



https://www.metro.net/riding/rideshare/

- 3. **Create a Carpool Matching Platform (optional):** Create a channel, online form, or sign-up board where employees can express interest and availability.
- 4. **Gauge Interest:** Periodically review expressions of interest to identify potential overlaps in commute areas or schedules.
- 5. **Facilitate Initial Connections:** With employee consent, share contact information or notify interested employees when a potential match exists

Figure 9 – Example Carpool/Vanpool Promotion



Strategy 1.3.2 – Consolidated and Low-Impact Supply Deliveries

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions Restaurants within the Venice Beach Coastal Zone often receive frequent deliveries of food, beverages, linens, and other supplies. These deliveries sometimes occur during daytime hours and may overlap with peak customer activity, contributing to curb congestion, double parking, and conflicts with pedestrian and bicycle access. This strategy reduces delivery-related parking and curb impacts by encouraging restaurants to consolidate supply deliveries, coordinate delivery schedules, and shift deliveries to lower-impact times or methods where feasible. Approaches may include grouping orders from the same vendor into fewer delivery trips, coordinating delivery days across multiple vendors, scheduling off-peak deliveries, or using smaller or low-emission vehicles for final delivery. The strategy focuses on operational adjustments rather than changes to restaurant service or customer experience.		
Strategy Overview		
Rationale Reducing the frequency and peak-hour timing of deliveries can improve curb access and reduce parking conflicts without affecting restaurant operations. <u>Urban freight research and pilot programs</u> in dense commercial areas demonstrate that delivery consolidation and micro-distribution approaches can meaningfully reduce congestion and emissions while maintaining reliable supply chains.		
Audience Employers; Delivery Service Providers		
Implementation Tier Enhanced.		
Implementation Guidance 1. Review Existing Delivery Patterns: Identify current delivery frequency, vendors, typical delivery days, and times. Note which deliveries most often coincide with peak customer activity or curb congestion. 2. Coordinate with Vendors: Engage suppliers to explore opportunities to combine multiple orders into fewer deliveries, adjust delivery schedules, or shift deliveries to lower-demand periods such as early morning or off-peak hours. 3. Explore Consolidation Opportunities: Where multiple vendors serve the same restaurant, consider coordinating delivery days or consolidating orders through a primary supplier. In areas with multiple nearby restaurants under common ownership or management, shared delivery coordination may be explored. 4. Encourage Low-Impact Delivery Methods: Where feasible, encourage vendors to use smaller vehicles, cargo bikes, or low-emission vehicles for final deliveries, particularly for smaller or frequent orders.		

Strategy 1.3.3 – Parking Cash-Out (where applicable by law)

Refer to **SECTION 1.1 (EMPLOYEE INCENTIVES), STRATEGY 1.1.5.**

Strategy 1.3.4 – Local Parking Management Policies

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$
Current Conditions Many Venice restaurants operate with little to no on-site parking and rely on a mix of on-street parking, nearby public lots, shared facilities, or valet arrangements. Some establishments already manage parking access through valet services, partial validation programs, or by directing customers to nearby lots. However, these practices vary widely and are not consistently structured to reduce peak-hour congestion or discourage drive-alone trips. During high-demand periods, parking demand often concentrates on the blocks immediately surrounding restaurants, contributing to vehicle circulation, double parking, and curb conflicts near outdoor dining areas. This existing reliance on shared and managed parking creates an opportunity for more intentional parking management strategies that reduce localized impacts while maintaining customer access.	Rationale Replica data show that private auto remains the dominant mode for both inbound and overall trips, which is the highest contributor to parking demand. Parking management is one of the most direct tools for influencing travel behavior. When parking is limited, priced, or managed strategically, some trips shift to modes that require less parking demand. Validation policies and clear wayfinding can also reduce vehicle circulation and congestion near outdoor dining areas.	
	Audience Employees and customers.	
	Implementation Tier High-Impact.	
	Implementation Guidance Reduce or Eliminate On-Site Employee Parking (Where Feasible): Limit employee parking availability where possible and encourage alternative commute modes using other mitigation strategies. If parking is leased and reducible, consider reducing the number of spaces. Modify Validation Policies: Consider offering validation only for carpools or vanpools, or eliminating validation during peak periods. Direct Customers to Peripheral or Shared Parking: Provide clear guidance through signage, website messaging, and reservation confirmations directing customers to shared lots, public structures, or lower-demand areas rather than curb-adjacent spaces. Coordinate with Neighboring Businesses: Where feasible, explore shared parking agreements or coordinated messaging to distribute demand across available supply. Train Staff: Ensure hosts and managers understand parking policies and can confidently direct customers to appropriate parking locations without encouraging double parking or illegal stopping.	

Strategy 1.3.5 – Secure Bicycle Parking

Refer to **SECTION 1.2 (CUSTOMER INCENTIVES), STRATEGY 1.2.3.**

Strategy 1.3.6 – Transition existing private valet services into a partnership with private parking operators to sponsor a “Park Once” coordinated valet parking district.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Medium	\$\$\$
Current Conditions Valet parking is currently offered at a limited number of hotels and restaurants in the Venice Coastal Zone, typically for exclusive use by hotel or restaurant patrons. A very limited number of hotels near the Venice Beach coastline provide daily valet parking for beachgoers and the public. The various parking lots operated by SafetyPark and other vendors offer self-parking or assisted parking, but not valet parking.	Audience Customers	Implementation Tier High-Impact
Strategy Overview A “Park Once” District allows visitors to access multiple destinations without having to drive between trips. Operating like an expanded valet program, drivers drop off their vehicle and keys at one location and then pick up their vehicle at a different location. People are encouraged to park in one place and then make stops on foot rather than driving from one destination to another within the district, as you would with a car-oriented strip mall area. Smartphone apps now enable vehicle owners to “call” for their vehicle before they arrive at their designated pick-up location. A true Park Once District is one that features centralized, shared parking facilities, providing pedestrian connections to multiple destinations.	Implementation Guidance Implementing a “Park Once” coordinated valet parking district would involve the steps listed below. - Identify parking facilities with available space that could be utilized for valet parking services. Based on the parking facility locations, a few nearby on-street parking spaces can be identified as potential sites for a valet stand. - Interview and consolidate Downtown businesses to gauge level of interest and support for the service and identify feasible sites for valet parking. - Identify valet parking pricing, source necessary equipment, and prepare marketing materials. - Convert select on-street spaces and passenger loading zones from parking to valet parking at strategic locations during peak hours of the day. - Approval from the CCC would need to be obtained. Note that LADOT and DCP would not be involved in the business of individual Al Fresco Dining operators pooling their resources to create the “Park Once” district. The only involvement of LADOT would come from permitting the use of one or several parking spaces as a Valet zone, followed by LAPD serving as the enforcer of the zone. - Identify and engage in a partnership with a potential valet operator to manage the day-to-day operations of the valet program. - Work with interested businesses to establish a valet parking stand/service area along the curb. Ideally, the business hosting the valet parking stand and adjacent businesses will also benefit from having a convenient parking service for their clientele.	
Rationale Valet parking is a common practice for managing private parking facilities in downtown areas or at destinations with high parking demand, such as hotels or restaurants. Valet parking benefits customers and visitors, especially those unfamiliar with Venice’s off-street parking options, by reducing the time spent searching for parking and walking to a destination. As mentioned, the large supply of publicly owned and privately operated off-street parking lots presents an opportunity to provide Park Once Districts with coordinated valet service, benefiting motorists by providing convenience while also using the existing parking supply more efficiently. In addition to bringing more parkers off the street, valet parking maximizes parking space efficiency by parking cars in tight rows in and along drive aisles. The effective parking capacity for valet parking facilities can range from 110% to 140% compared to the formal, striped supply marked for self-park vehicles. It also encourages the use of off-street parking facilities where those locations may not be within a feasible walking distance of a motorist’s destination, typically within a five- to ten-minute walking time.		

1.4 Communications

Strategy 1.4.1 – Employer Communications
(Newsletter, Flyers, Announcements, Memo, or Letter to Employees)

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$

Current Conditions

Most restaurants already communicate regularly with employees regarding schedules, policies, and operational updates through email, printed notices, staff meetings, or messaging platforms. These existing communication channels provide an easy and low-cost way to incorporate transportation information without additional infrastructure or staffing.

Figure 10 – Example Commuter Newsletter Content



<https://www.gosbcta.com/on-the-go-commuter-newsletter-january-2026-edition-released/>

Strategy Overview

This strategy uses routine employer communications to share information about transportation options, parking expectations, and available commute support with employees. By integrating transportation messaging into existing newsletters, flyers, announcements, or memos, restaurants can increase awareness of non-drive options and reinforce expectations around parking and access without creating a formal commute program. Messaging can highlight transit routes, biking and walking options, carpool opportunities, and any benefits or incentives offered by the employer.

This strategy reinforces and amplifies other employee-focused strategies by ensuring consistent awareness and visibility and added benefits.

Rationale

Consistent communication is a low-cost and effective way to influence travel behavior and support awareness-based strategies.

Audience

Employees

Implementation Tier

Foundational.

Implementation Guidance

- Develop Key Materials:** Develop written and graphic materials on transportation topics that are most relevant to share with employees, such as available transit routes, biking and walking options, carpool or vanpool resources, parking expectations, and any employer-provided incentives or benefits. Use concise language and include links, maps, and brief instructions on how to access options or benefits.
- Choose Communication Channels:** Use existing communication methods such as email newsletters, printed flyers, staff bulletin boards, paystub inserts, or regular staff meetings. Restaurants may choose one or multiple channels based on how employees typically receive information.
- Set a Schedule:** Share information quarterly or seasonally.
- Update as Needed:** Refresh content when conditions or programs change.

Strategy 1.4.2 – New Hire Transportation Orientation

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$

Current Conditions

New employees often receive little or no information about non-drive commute options at the time of hire. As a result, new employees often rely on driving by default, even when non-drive options are feasible.

Strategy Overview

This strategy incorporates transportation and parking information into the new hire onboarding process so employees are informed about non-drive commute options from their first day of employment. Introducing transportation choices early helps shape commute habits before driving alone becomes the default. Information may include walking and biking routes, transit options, carpool and vanpool resources, parking expectations, and any employer-provided commute benefits.

This strategy is most impactful when paired with active benefits strategies such as transit stipends, bike programs, or carpool matching, as it introduces new employees to available benefits/incentives before driving alone becomes habitual.

Rationale

Onboarding presents a valuable opportunity to shape long-term commuting habits, as employees are actively determining how they will travel to work. Including transportation information at this stage is a best practice in employer-based TDM programs.

Audience

Employees

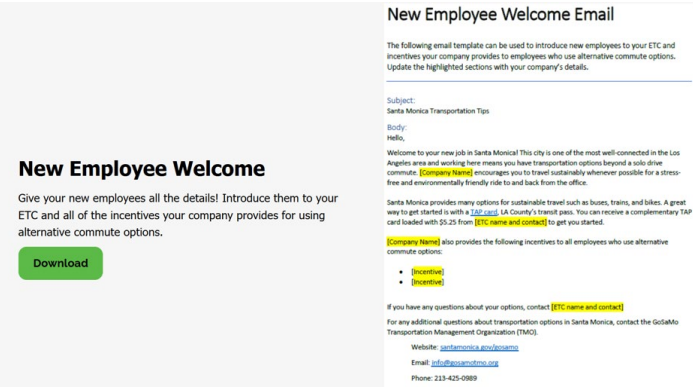
Implementation Tier

Foundational.

Implementation Guidance

- Prepare Orientation Materials:** Compile basic information on commute options, including nearby transit routes and stops, walking and biking access, carpool or vanpool resources, and any parking policies or expectations. Ensure that non-drive options are highlighted first.
- Integrate into Onboarding:** Collaborate with HR or Facilities team members to include transportation information in new hire packets, digital onboarding materials, or initial training sessions. This may be a short handout, slide, or verbal overview.
- Identify Points of Contact:** Let new employees know who to contact if they have questions about transportation options or benefits, such as a manager or designated staff member.

Figure 11 – New Hire Welcome Email Provided by GoSaMo TMO for Santa Monica Employers



<https://gosamo-tmo-marketingtoolkit.mailchimpsites.com/emails-forms>

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions		
Most restaurants already use digital reservation platforms such as OpenTable or Resy, as well as their own websites and confirmation emails, to communicate with customers prior to arrival. These platforms typically allow restaurants to include customized information in reservation confirmations, reminder emails, and “Getting Here” sections. Restaurants can add details about nearby transit stops, bike access, parking options, valet policies, or special access instructions without significant administrative effort.		
Because customers often review reservation confirmations shortly before traveling to the restaurant, these digital touch-points provide a timely and effective opportunity to influence travel decisions and manage expectations about parking and access.		
Strategy Overview		
This strategy incorporates transportation and access information into reservation confirmations, booking emails, and restaurant websites so customers receive clear information about non-drive options before making travel decisions. Messaging may include nearby transit stops, bike access routes, bike share availability, peripheral parking locations, or any incentives offered for arriving by non-drive modes.		
Importantly, reservation and website messaging also provide a direct opportunity to highlight and reinforce any other customer-facing strategies selected by the restaurant. By using reservation platforms as a centralized communication point, restaurants can promote multiple mitigation measures consistently and increase the likelihood that customers see them before arriving.		
Rationale		
Providing transportation information at the point of decision-making can influence how customers choose to travel and reduce parking demand. In addition, consistent messaging across reservation platforms and websites reinforces other customer-facing mitigation strategies, such as non-drive incentives or bike share promotions.		
Audience		
Customers		
Implementation Tier		
Foundational.		
Implementation Guidance		
Draft Messaging: Develop concise language highlighting non-driving options, as well as any incentives offered by the restaurant. Integrate into Platforms: Add messaging to reservation confirmations, booking emails, or website access pages Update Periodically: Review and refresh information as routes, services, or conditions change.		

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions		
Restaurants regularly use social media to promote specials, events, and updates.		
Strategy Overview		
This strategy uses existing social media channels, to periodically highlight transportation options, access information, and available incentives. Messaging can reinforce non-drive travel as a normal and encouraged way to visit the restaurant by highlighting what transportation options are available, how to use them, and where to find access points. Digital messaging can also be coordinated with local or regional transportation campaigns, such as Rideshare Week or Bike Anywhere Day, and is particularly effective during high-demand periods when parking availability is most constrained such as during local events.		
Rationale		
Customers decide how they will travel before arriving at a destination. Providing transportation information through platforms customers already use helps influence travel choices early. Digital messaging is a low-cost, flexible strategy that allows restaurants to respond quickly to changing conditions, special events, or seasonal demand while reinforcing other transportation and access strategies.		
Audience		
Customers		
Implementation Tier		
Foundational.		
Implementation Guidance		
Identify Key Messages: Determine which transportation information is most relevant to customers, such as nearby transit routes, bike access, walking routes, bike share or scooter availability, and any customer incentives for non-drive trips. Select Platforms: Choose appropriate platforms for sharing information, such as Instagram or Facebook, based on where customers are most likely to engage. Collaborate with transit or mobility agencies when applicable to expand your reach. Coordinate with High-Demand Periods: Share transportation messaging ahead of peak dining periods, special events, or seasonal surges when parking demand is expected to be high. Align with Campaigns and Events: Coordinate posts with City or regional transportation campaigns, such as Week Without Driving or Bike Anywhere Day to amplify messaging and leverage existing outreach.		

Figure 12 – Collaboration Between Restaurant and Metro Transit Minneapolis on Instagram





02

City- or Agency- Led Mitigations

Overview

This section of the Mitigation Measures Implementation Plan highlights a number of strategies, mitigations, and improvements that are being provided as options for the City of Los Angeles, through its applicable lead agencies (e.g. DCP, LADOT, BOE, etc.), to consider implementing as determined by the feasibility table provided for each strategy. The purpose of these

strategies serve as a vital supplement to the suite of Al Fresco operator-led strategies provided in **SECTION 1 – AL FRESCO OPERATOR-LED MITIGATIONS**, as behavior change and mode shift are also influenced by the infrastructure that make the mode shift both a safe, convenient, and cost-effective option for employees and visitors of the Venice Coastal Zone alike.

City- or Agency-Led Mitigations

2.1 Mobility and Micromobility

Micromobility

Strategy 2.1.1 – Expand short-term and long-term secure bicycle parking facilities for public use.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	Medium	\$\$
Current Conditions		
Several public on-street bicycle corrals are available along Abbot Kinney Boulevard, Pacific Avenue, Windward Avenue, and Washington Boulevard for short-term parking of bicycles and scooters. The racks are popular with local bikers on short-term trips, as well as local employees looking for a secure all-day location to park their bikes. However, these corrals are basic racks that provide minimal protection from weather, potential damage, or theft. As such, the existing corrals may not be suitable for long-term storage unless they are regularly supervised. No long-term public bike storage is available in the Study Area, unless provided directly by an employer to an employee or by a household to a resident.		
Strategy Overview		
It is recommended that the City of Los Angeles and its partners increase the amount of secure bike parking across the city to accommodate growing demand for bicycle travel. According to the ‘Venice Public Access, Mobility, and Parking Study’, bicycle utilization is significant, particularly along Abbot Kinney Boulevard and Ocean Front Walk (the Venice Beach coastline). Long-term public bike storage provides a secure area for bicyclists visiting the Venice Coastal Zone for an extended period of time – usually employees of the area. Given the small square footage of most properties along commercial corridors such as Abbot Kinney Blvd, the introduction of long-term bike storage allows for the employees of Al Fresco Dining operators to choose a bicycle commute over a single-occupancy vehicle (SOV) commute, ultimately freeing up space in the local parking supply for visitors.		
The City can solicit public feedback to identify locations for new bike racks and partner with businesses and property owners to provide bike racks that these entities can install for their patrons, residents, and employees. Areas suitable for long-term bicycle parking storage would include any areas where short-term bike parking is already available, such as adjacent to LADOT bike racks along Abbot Kinney Blvd. These storage areas would primarily serve employees of the area, and particularly Al Fresco Dining operator employees. Some additional recommended areas for long-term bike storage are listed below: - LADOT Lots 616, 617, 759, and 760 – Given their proximity to Abbot Kinney Blvd and to multiple Al Fresco Dining operators, the inclusion of off-street bike parking facilities in these lots can provide employees and diners alike with convenient parking options that keep their bikes secure. This may take the form of re-purposing one parking space into bicycle storage, or utilizing excess right-of-way (ROW) lane width to add in the necessary facilities. - Existing motorcycle parking along Abbot Kinney Blvd – Although this option would require an additional utilization analysis of specifically motorcycle parking spaces, field observations from the Walker data collection period showed a very low use of these spaces. Therefore, these spaces can be replaced with additional short- and long-term bicycle parking spaces. In addition, once the overall bicycle parking demand has been met, excess motorcycle parking spaces can be replaced.		

Figure 13 – Bike Corral on Abbot Kinney Blvd, installed as part of the LADOT Bike Corral Program



The typical costs of acquiring and installing bicycle parking facilities may vary but are generally low. The cost of a typical inverted u-shaped “staple” rack hovers around \$250 per rack, not including installation costs or other customization measures. The cost of a bike corral which most closely resembles the style currently adopted by LADOT under the Bicycle Corral Program is approximately \$3,750, again not including installation costs or other customization measures. Long-term bicycle parking facilities can be provided through a partnership with a reputable vendor, such as BikeLink, which already operates bicycle lockers for Metro and other cities and transit agencies throughout California.¹⁸

Rationale & Impact

Expanding secure bicycle parking helps overcome a key barrier to biking as a mode of transportation: the lack of convenient and secure public bicycle parking facilities. More secure bike parking solutions can help protect higher-value e-bikes, which are an increasingly popular choice in Venice for both recreational riding and commuting. Additionally, long-term secure parking near transit could help travelers make first- and last-mile connections.

18 https://www.bikelink.org/partner_with_us
19 Alimo, Philip Kofi, Mathieu Franceschini, Ouassim Manout, and Louafi Bouzouina. 2026. “Impact of Cycle Lanes and Public Bike Parking on Bicycle Commuting: How to Achieve France’s Cycling Mode Share Target?” Transport Policy, April, 104165. <https://doi.org/10.1016/j.tranpol.2026.104165>.
20 <https://www.apbp.org/bicycle-parking-solutions>
21 <https://cyclesafe.com/bike-parking/bike-lockers/propark-bike-locker-bank/>
22 <https://bikelid.com/products/>
23 <https://bikeep.com/smart-bike-parking-station/>

The impact of installing additional bicycle parking facilities throughout the Venice Study Area on the local parking supply will vary depending on the amount and type of facilities installed. Simple staple-style racks for short-term parking, for instance, are installed on the sidewalk and have no impact on parking. However, the installation of larger bicycle corrals may require the removal of one parking space, unless the rack is installed along a section of curb space where parking is already not allowed. Providing public bicycle parking facilities for employees and visitors has been shown to reduce fundamental barriers that may prevent drivers from choosing to travel by bicycle, such as theft or parking friction, and therefore may increase the overall mode split of bicycle usage.¹⁹

Lead Agency

The Department of City Planning (DCP) and Bureau of Engineering (BOE) would be involved, as well as LADOT in the review and approvals process of proposed bicycle facility locations.

Implementation

The following are important considerations for secure bicycle parking design and siting:

- 1. Select appropriate bike parking solutions based on the expected duration bicyclists will park their bikes, following the latest best practices and guidelines²⁰. Longer parking durations require more secure and covered solutions such as bike cages or bike lockers (e.g., ProPark²¹, BikeLid²²). Explore providing secure premium parking for higher value e-bikes (e.g., Bikeep²³ smart bike parking stations).
- 2. Select bike parking locations that are visible, convenient (e.g., within 50 feet of building entrances), and easy to use (e.g., bikes stay upright and have two points of contact with the rack).
- 3. Where right-of-way is limited and/or destinations are clustered (e.g., downtown), consider converting existing automobile parking spaces to bike parking spaces with bike corrals and signage.
- 4. Consider promoting bicycle rack installation through a municipal bike rack installation program similar to programs implemented in peer communities. A public bike rack program can provide structure and financing for bicycle facilities, promote consistency of bike rack design, and ensure sufficient bike parking facilities are installed to meet the needs of businesses, visitors, and residents.

- a. The City of Culver City’s Public Works Department manages a program for bicycle rack installation. The program uses an online application process for bicycle rack installation requests, and reviews applications to determine the highest demand locations and most suitable locations for installation of future bicycle racks.
- b. LADOT previously operated a similar Bicycle Corral Program via the Active Transportation Division, which was starts as a pilot in 2012 and has resulted in multiple corrals being installed throughout the City, including at least one within the Venice Coastal Zone²⁴. Although the program is currently on hold “due to resource constraints”, it may be a productive effort to explore re-starting this program as a way of achieving the goals of this strategy.

Overall Recommendation

It is recommended that this strategy be implemented as soon as resources become available for the applicable lead agencies to begin partnering with eligible Al Fresco Dining operators to install bicycle parking facilities where most needed.

Strategy 2.1.2 – Empower community organizations to establish a Bike Valet program, providing secure bicycle parking for special event attendees, residents, and visitors during seasonal peaks.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Medium	\$\$

Current Conditions

There are no regularly scheduled events in Venice that currently offer bicycle valet parking. However, bicycle and scooter traffic to Venice and the Venice Beach coastline is high enough to necessitate a secure bicycle parking solution for both short-term visitors and residents.

CASE STUDY

The Bike Center, Santa Monica, CA

The Bike Center, a full-service bicycle repair and rental shop in Santa Monica, offers ongoing bicycle valet services for residents, visitors, and employees. Similar to a luggage storage service, users simply drop off their bicycles, and the Bike Center secures them in their shop during normal business hours. The services are free for the first two hours and then cost an hourly rate of \$1.00 per hour. This bicycle valet service is convenient, affordable, secure, and flexible for both short-term users and employees who do not bike to work every day and do not have a bicycle parking membership. Information about the bicycle valet service is available on the City’s visitor center website.

Strategy Overview

A bicycle valet service is a secure, attended parking service for bicycles, similar to a car valet service but specifically designed for bikes. Cyclists can drop off their bikes at a designated area, where attendants watch over them until they return.

Rationale & Impact

Bicycle valet services are often offered at large events, concerts, festivals, sports games, or farmers’ markets to encourage biking and reduce congestion by facilitating bicycle parking. They offer a secure and efficient bike parking solution that requires less space and fewer bicycle racks, making it easier for families and other groups traveling by bike.

Similar to the impacts described by STRATEGY 2.1.1, providing public bicycle parking facilities for employees and visitors has been shown to reduce fundamental barriers that may prevent drivers from choosing to travel by bicycle, such as theft or parking friction, and therefore may increase the overall mode split of bicycle usage, increasing the availability of parking for those that need to drive. Because these facilities are typically operated inside of already established businesses with the purpose of shifting bicycles away from parking on the right-of-way, there is no loss of parking.

Lead Agency

Bike Valet programs can be operated by a private business either fully independently or with financial support from the City or local organization. LADOT may choose to offer a grant or

24 <https://ladotlivablestreets.org/content-detail/Bicycle-Corrals/>

other incentive to a local bike shop or organization to organize and provide the Bike Valet service, either as a seasonal amenity or year-round service. Alternatively, a local Transportation Management Association/Organization (TMA/TMO) may also provide the service as part of its scope of work, funded by a local transportation mitigation fee or by membership dues paid to the TMA/TMO. Further details on the implementation of such a program are found in **STRATEGY 2.2.1**.

Implementation

Steps for community organizations or businesses to follow towards implementing a seasonal bicycle valet service may include the following:

- 1. Identify large-scale events that are often attended by bicyclists or the highest periods of bicycle activity throughout the year, such as during the summer.
- 2. Partner with a local bicycle shop or a bicycle non-profit organization, such as the Los Angeles County Bicycle Coalition, to coordinate and implement bicycle valet services for large-scale events

- a. Organizations, such as The Bike Center, already have a strong presence in neighboring Santa Monica and Culver City. There are also a high number of bike rental businesses along Ocean Front Walk. These and other local bike repair shops within the Venice Coastal Zone may also be involved in the creation of this program.
- 3. Communicate about bicycle valet services to event attendees and visitors through social media channels, the visitor’s center website, and other platforms.
- 4. Consider offering ongoing bicycle valet services for residents and visitors on summer weekends through partnership with a local bicycle shop.

Overall Recommendation

It is recommended that this strategy be implemented as soon as resources become available for the applicable lead agencies to begin partnering with eligible businesses or business owners to operate the bike valet service.

Strategy 2.1.3 – Consider expanding the Metro Bikeshare program, including expanding existing stations or installing new stations.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$\$\$

Current Conditions

Metro operates 14 Metro Bikeshare docking stations throughout the Study Area, with an additional station immediately outside the Study Area. These stations have a combined capacity of 261 bike and e-bike docks (an additional 29 docks from a station immediately outside the Study Area). Additional Metro Bikeshare stations are also available along the Venice Boulevard corridor leading up to the Study Area, incentivizing increased usage by visitors to the area.

- Washington Boulevard, between Mildred Avenue and Ocean Front Walk. Despite being a wide commercial corridor, this stretch of road is a popular bike connection for residents and visitors to access Venice Beach and the Fishing Pier, as well as several highly popular bars and restaurants towards the coastline.
- Pacific Avenue, between Washington Boulevard and Via Marina. This residential corridor lacks reliable public transit or micromobility connections, despite field observations noting a high bicycle usage among visitors and residents alike.

Rationale & Impact

An expanded Metro Bikeshare program provides more residents, employees, and visitors with access to bicycles to travel to and around Venice, potentially reducing vehicle trips and parking demand.

Metro Bikeshare operate around physical docking stations, which need to be installed on the right-of-way, either at the end of block face where parking is already not available or replacing at least two spaces. The corridors highlighted were observed to either have a lower-than-expected parking utilization or a high bicycle mode split. Therefore, the loss of parking would not impact areas of high utilization and would instead serve as a catalyst for potential riders to switch to a bike mode share.

Metro Bikeshare generally sees high usage across all stations within the Venice Coastal Zone, as described in the Venice Public Parking, Access & Mobility Study. Between July and September of 2025, approximately 38,765 Metro Bikeshare trips started and/or ended within the area.

Strategy Overview

Given the popularity of the Metro Bikeshare program at existing stations in the Study Area, the City may consider partnering with LA Metro to expand the program to additional stations across the Study Area. Despite the existing capacity and usage, several opportunity sites exist for additional capacity to be added, including but not limited to the following:

- Brooks Avenue, between Main Street and Ocean Front Walk. This small corridor connects the western end of Abbot Kinney Boulevard to the Venice Beach coastline.

Lead Agency

Metro would be the primary source of new infrastructure and services, as Metro Bikeshare is a branch service of Metro. LADOT would be involved in the vetting and design of potential station locations, as well as ensuring that the installation of any new Metro Bikeshare stations adhere to the required installation parameters.

Implementation

Expanding the Metro Bikeshare program may involve the following steps:

- 1. Metro, in collaboration with LADOT, will identify suitable locations and designs for additional bicycle docking stations that adhere to LADOT’s guidelines.

- 2. If necessary, collaborate with LADOT to remove on-street parking spaces to docking stations for bicycle share parking. Typically, Metro Bikeshare stations utilize an area equivalent to 2 parking spaces (depending on the number of bike docks provided at the station).
 - a. Note that any changes to the local paring supply may trigger the need for Metro to pursue approval of a CDP with the California Coastal Commission (CCC).
- 3. LA Metro shall communicate about the expanded bicycle share program to businesses, visitors, and residents through the Metro Bikeshare webpage, local physical and social media, and other appropriate communication channels. LADOT, in collaboration with local bicycle organizations, may also communicate the expanded program to businesses, visitors, and residents through its communication channels.

Overall Recommendation

Because this strategy will primarily be led by Metro, it is recommended that LADOT begin the process of providing suggested corridors and station locations to Metro for their consideration.

On-Demand Transit

Strategy 2.1.4 – Expand the LAnow program to operate daily with extended hours of service.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$\$\$

Current Conditions

LAnow is an on-demand shared ride service, providing point-to-point travel throughout the neighborhoods of Palms, Mar Vista, Venice, and Del Rey. The service provides both point-to-point trips from a rider’s home to a destination, as well as pro-

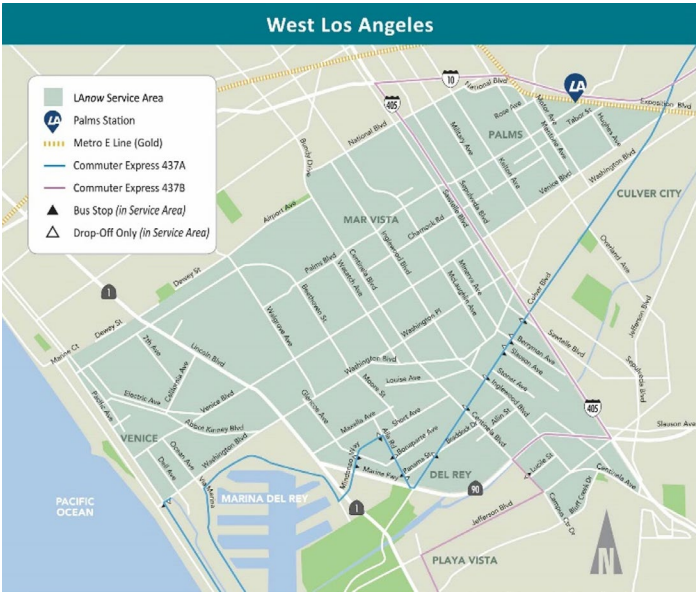
viding a first/last-mile solution from Palms Station on the Metro E Line, where the service’s fleet is primarily based. The service was launched as a pilot program in 2019, operating only in these areas before expanding to a second service area in South Los Angeles in 2025. The service currently operates on weekdays only from 6am to 7pm using a fleet of minibus vehicles, each equipped with real-time tracking capabilities. Fares for the service are \$1.50 for adults and \$0.75 for seniors and disabled people, with children four years or younger riding free.

Funding for the operation of the LAnow program is currently provided through a mix of the Proposition A Local Transit Assistance Fund (PALTA) and the California Air Resources Board (CARB) Sustainable Transportation Equity Project (STEP) Implementation Grants.

Strategy Overview

Given the overall success and popularity of the LAnow service as it currently exists, it is recommended that LADOT Transit consider extending the service to also operate on the weekends with extended evening hours. The current end time of 7 pm may be too early for employees working dinnertime shifts at restaurants or other destinations, as well as for visitors who intend to visit the Venice area without a car or more cost-prohibitive rideshare services.

Figure 14 – LAnow West Los Angeles Service area, as of December 2025



Rationale & Impact

During fiscal year 2024 – 2025 (July 2024 to June 2025), LANow recorded 50,136 boardings across the Westside service area, indicating that the program is a popular local mobility option throughout the Westside²⁵. The service provides a convenient first- and last-mile solution for Westside visitors, residents, and employees to reach local destinations and the Metro E Line at Palms Station. Removing single-occupancy vehicles from the road and replacing them with singular shared rides ensures that additional parking capacity is freed up for those vehicles that do need to drive into the Venice Coastal Zone, improving parking availability and reducing cruising times. This, in turn, can provide a net benefit towards reducing vehicle emissions in the area.

This strategy would have no impact on the local parking supply, as no parking spaces would need to be removed or replaced by other infrastructure. Rather, the presence of an expended micro-transit program would serve as a catalyst for additional potential riders to switch from their current travel behavior to a using the service, therefore increasing the availability of parking for those that need to drive.

Lead Agency

LADOT Transit, in collaboration with the Bureau of Engineering (BOE) for any additional physical infrastructure to be introduced in the right-of-way, such as designated stops.

Remote Parking and Shuttle Transportation

Strategy 2.1.5 – Consider identifying opportunities for remote parking options and shuttle transportation services.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Medium	\$\$\$
Current Conditions	There are no remote public parking options with shuttle services within the Study Area. There are, however, multiple parking facilities that tend to go underutilized or unutilized outside of their hours of operation. Examples of such facilities include the following: - School parking lots, e.g. those at Coeur d’Alene Elementary, Westminster Avenue Elementary, Westside Global Awareness Magnet, or the Venice Skills Center. - Church parking lots, e.g. those at Friendship Baptist Church, or the former Bishop E.L. Holmes Center (685 Westminster Avenue) - Parking lots belonging to corporate offices, e.g. Google Venice (301 3rd Ave, 320 Hampton Dr.)	

25 LADOT Annual Report, FY24-25. Retrieved from https://ladot.lacity.gov/sites/default/files/documents/annual-report-fy-2024-to-2025-v2.pdf

Implementation

Expansions of the existing LANow Westside service area scope may involve the following steps:

- Identify a source of funding for additional services, whether it be an increase in PALTA fund allocations, a new STEP Implementation grant, or a new funding source as identified in **SECTION 3 – POLICY & REVENUE TOOLS**. Specifically, an Al Fresco Dining Mitigation Fee (**STRATEGY 3.2.1**) may be suitable for funding the expansion of this program.
- Propose an amended/extended contract including the new scope of work with the service operator (currently MV Transportation), to be presented to and approved by City Council.
- Upon approval, consider extending the service hours of the LANow service from 6am-7pm to 6am-10pm. Begin operations on weekends at similar hours, with the option to start later to accommodate staffing needs. Hours during weekend and holiday periods may be adjusted in response to actual demand and peak activity hours.
- Communicate the extended LANow service to businesses, visitors, and residents through the LADOT Transit webpage, local physical and social media, and other appropriate communication channels.

Overall Recommendation

Due to the existing popularity of LANow and existing favorability to expand the program, this strategy should be implemented as the highest priority to identify the most applicable funding source available to expand this service.

Strategy Overview

During the week, underutilized parking facilities may be repurposed during low-usage hours to provide parking for employees working in areas with limited parking or heavy congestion at peak times. This may include utilizing the parking lots of churches and public schools. On weekends, this shared parking strategy may be expanded to allow both employees and non-resident visitors to use parking facilities that are typically not in use. This may include churches during off-service hours, office parks, and schools.

During the weekday, such a partnership may include parking facilities, which were observed to be underutilized throughout the ‘Venice Parking Access, Mobility, and Parking Study’. For instance, there are several surface parking facilities in unincorporated Marina Del Rey, which are typically underutilized during the week when fewer parkers are visiting the area.

For parking facilities closer to the Study Area’s points of interest and beach access points, the City may choose to implement a comprehensive system of bike/pedestrian wayfinding that includes both distances and travel times. For parking facilities that are further distances from the aforementioned points, the City may also consider using a shuttle service for times when the lot is open for public parking. This shuttle can operate on an on-demand basis, collecting parkers from all lots to major points of interest within the Venice Coastal Zone.

The cost of such a program varies depending on the level of investment that is most desirable. For instance, entering into shared parking agreements with owners of underutilized parking facilities may come at very little to no cost outside of administrative filing costs. On the opposite end, providing a circulator shuttle that connects each of these remote parking facilities with the busiest commercial and tourist corridors may come at a much higher-than-expected price tag, including but not limited to initial start-up costs and ongoing yearly contract costs with an appropriate shuttle operator.

Rationale & Impact

Parkers that are price-sensitive can be encouraged to use remote parking facilities instead of the pricier metered stalls and garage rates in areas closest to the Venice Beach coastline, freeing overall capacity for visiting parkers and reducing cruising times as potential visitors seek parking near their destinations. Additionally, congestion throughout the Study Area may be reduced as vehicles are provided with additional parking options further out. This, in turn, can improve local air quality and noise conditions.

The recommended parking facilities mentioned in in this strategy are each currently not available to the public for parking, even outside of their typical operating hours. As such, the opening of these facilities would essentially increase the overall supply of publicly available off-street parking in the Venice Coastal Zone. These facilities range in capacity from a few spaces to upwards of 75 additional spaces, effectively mitigating the number of spaces impacted by the LA Al Fresco Dining program.

Lead Agency

LADOT Transit, under the Department of Transportation, would manage the operational aspects of operating remote shuttle services.

Implementation

Implementing this strategy would require additional funding and LADOT staffing resources that may require the following steps:

- Coordinating with businesses, properties, and other entities that have available parking facilities to perform a utilization audit, determining peak utilization times and times of low use.
- Coordinating with businesses, properties, and other entities to then share their parking facilities with the City during off-peak hours to provide parking for the public. This may involve providing an incentive to properties sharing their parking or creating a long-term contracting agreement. Such an incentive may be provided by **STRATEGY 2.4.3**.
- Coordinate with any mobility service provider that is launched as a part of this Mitigations Toolkit to then include these parking areas in its service area.

Overall Recommendation

It is recommended that the most relevant lead agency, whether it be an appointed LADOT liaison or a team within the Parking Facilities Division, begin to engage in partnerships with third-party parking operators to arrange for eligible parking facilities to be opened to the public during periods of peak activity, such as during the summer season. Once the remote parking program is implemented, LADOT Transit may be engaged to begin the process of contracting a seasonal shuttle service either through the recommendations provided in this strategy or through the recommendations provided in **STRATEGIES 2.1.4 AND 2.1.6**.

Strategy 2.1.6 – Implement a local fixed-route “Beach Shuttle” service on either a seasonal or regular schedule.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	High	\$\$\$
Current Conditions Unlike the LANow service, which is a weekday-only on-demand service that does not operate a fixed route, there is currently no local circulator service in the Venice Coastal Zone that operates regularly on a fixed route. The closest available option is the Marina Del Rey Beach Shuttle, operated by the LA County Department of Public Works (LACDPW). However, this is a seasonal weekend-only service that primarily serves Playa Vista and Marina Del Rey, with service not directly reaching the Venice Coastal Zone or Study Area. Strategy Overview Given the presence of an already successful on-demand micro-mobility service throughout the Venice Coastal Zone, it may be recommended that this service be supplemented during peak seasonal periods with a local fixed-route circulator service that complements the existing services from LANow and the LACDPW Beach Shuttle. This new service would exclusively serve the Venice neighborhood, stopping at various major points of interest, such as near major tourist attractions or along popular commercial corridors. This service may also be combined with STRATEGY 2.1.5 to serve as the connecting service between remote parking facilities and parkers’ destinations. The costs of operating a standalone Beach Shuttle service are estimated by the City to be approximately ±\$30,000 per month. Yearly costs may vary depending on the seasonality of the service; costs may be lower if the service is only operated during seasonal periods of peak activity, such as the summer period or weekends. Rationale & Impact Similar to the benefits of STRATEGY 2.1.5, a local circulator shuttle would allow for potential visitors and parkers to either park further away from their destinations or not use a vehicle at all, freeing up overall parking supply closer to their destination for those who would need the parking space more. This, in turn, reduces cruising time by parkers and reduces overall vehicle emissions.		
This strategy would have no impact on the local parking supply, as no parking spaces would need to be removed or replaced by other infrastructure. Rather, the presence of a seasonal “Beach Shuttle” service would serve as a catalyst for additional potential riders to switch from their current travel behavior to a using the service, therefore increasing the availability of parking for those that need to drive. Lead Agency LADOT Transit, under the Department of Transportation. Implementation - Identify a source of funding for additional services, whether it be an increase in PALTA fund allocations, a new STEP Implementation grant, or a new funding source as identified in SECTION 3 – POLICY & REVENUE TOOLS. Specifically, an Al Fresco Dining Mitigation Fee (STRATEGY 3.2.1) may be suitable for funding the expansion of this program. - Determine the appropriate route, frequency, and vehicle fleet for the service. The selected route should take into consideration the types of destinations served, the potential ridership, and existing services that can be supplemented. - Select an appropriate operator for the shuttle service. Currently, LADOT Transit uses MV Transportation as its operator for DASH and LANow. Other transportation service operators are available for use, such as WeDriveU, flexigo, or Hallcon. - Prepare operational contracts, seek approvals where required, and begin service. - Develop a process to track the service’s ROI and level of success through key metrics, such as ridership, vehicle emissions reduced, parking availability, among others. Overall Recommendation Due to the high cost of starting and maintaining this program, it is recommended that this strategy be maintained as a long-term goal while pursuing other mobility strategies first.		

Mobility Infrastructure

Strategy 2.1.7 – Continue support for the Urban Transit Amenities Program (UTAP) to ensure continued upgrades and maintenance to in-need transit shelters throughout the Study Area.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	High	\$\$\$

Current Conditions

The Urban Transit Amenities Program (UTAP), managed by the City’s Bureau of Street Services (StreetsLA), is a combination of two previously existing programs, the Sidewalk and Transit Amenities Program (STAP) and the Bus Bench Program (BBP), which aim to enhance transit access through the installation and maintenance of improved transit stop infrastructure and curbside furniture.

The Sidewalk and Transit Amenities Program (STAP) plans to install over 3,000 upgraded bus shelters throughout the City. The program was launched in 2024 and as of December 2025, 150 shelters have been installed with dozens currently under construction. No shelters have been installed in the Study Area, though fourteen shelters have been proposed and approved in the 2023-2025 Program Years 1 – 3 Transit Furniture Candidate Lists²⁶. The proposed 2026 Program Year 4 Transit Furniture Candidate List includes 19 new shelters and 2 new urban panels, though this list is pending City Council approval as of December 2025²⁷.

The Bus Bench Program (BBP) is aimed and ensuring that the City’s existing bus benches and waste receptacles remain well-maintained and available for transit riders. As STAP is responsible for the installation of new transit stop amenities, including benches, BBP is only responsible for existing benches and not new installations.

Strategy Overview

Existing plans for new shelters in the Study Area are currently proposed, but there are no immediate plans for construction or installation to proceed; therefore, it may be recommended that key transit stops in the Study Area be prioritized in future construction timelines based on existing transit stop furniture and amenities. It may be possible for StreetsLA to engage in a partnership with LADOT to raise the required funds for transit stop upgrades using possible funding sources described in SECTION 3 – POLICY & REVENUE TOOLS. Transit stops with minimal shade or amenities and frequent service may be prioritized for an accelerated construction timeline, such as those along Venice and Lincoln Boulevard due to their proximity to both high-frequency transit corridors and high concentrations of Al Fresco Dining operators.

Rationale & Impact

The upgraded transit shelters developed under UTAP provide an enhanced experience for transit riders as they wait at a stop, with shelter designs providing shade and weather protection, well-lit waiting areas, seating, real-time arrival schedules, and digital displays, among other amenities. These upgrades provide safer, more comfortable conditions for riders, encouraging greater use and an improved image of public transit at the first and final steps.

What this means for Al Fresco Dining operators specifically is that as additional shelters and mobility amenities are constructed under UTAP, non-SOV travel may become a more attractive option for diners, visitors, and employees that may have previously been discouraged from trying transit due to its lack of comfortable or safe waiting areas. This reduction in vehicles travelling to the Venice Coastal Zone due to mode shift results in an effective decrease in parking demand, thereby freeing up supply for other visitors and diners. As such, no existing parking is lost in the implementation of this strategy.

Lead Agency

Bureau of Street Services, in partnership with LADOT and other applicable agencies responsible for curbside management. External partnerships may also be considered, such as the existing partnership between Street Services and Tranzino-Vector, or with Metro for funding opportunities.

Implementation

The acceleration of UTAP in the Study Area may involve the following steps:

- Present and receive approval from City Council for the proposed 2026 Candidate List of new and replacement transit shelters.
- Consider and pursue partnerships with other agencies, such as LADOT or LA Metro, as funding opportunities.
- Develop a priority list of shelters within the Study Area, based on greatest need across several factors (i.e. existing transit stop amenities, transit service frequency, transit stop usage, etc.)
- Procure and install new transit shelters where prioritized.

Overall Recommendation

Given the program’s relatively high cost and current installation timeline, it is unlikely that the City or LADOT may be able to provide short-term assistance in accelerating the program. Instead, the City and LADOT should act as advocates to ensure that shelters in the Venice Study Area continue to be considered as high-priority projects.

26 <https://www.flipsnack.com/arellanoassociates/2023-2025-program-year-transit-furniture-candidate-lists-h90r8f5unf>
27 <https://www.flipsnack.com/arellanoassociates/year-4-proposed-locations>

Strategy 2.1.8 – Consider continuing support for LADOT Vision Zero initiatives, such as the Lincoln Fast Forward Program, among other key corridors.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT		
Long-term	High	\$\$\$		
Current Conditions Under the LADOT Livable Streets and Vision Zero initiative, the Lincoln Fast Forward project aimed to improve pedestrian safety and transit speeds along a stretch of Lincoln Boulevard between Commonwealth Avenue and Venice Boulevard, wholly within the Study Area. Per the LADOT Livable Streets webpage, <i>“Lincoln Blvd has a history of safety issues. Between 2013 and 2019, 26 severe and fatal collisions occurred on this section of Lincoln Blvd. There are also bus reliability issues. In the City of Santa Monica, the bus travels in a dedicated bus lane on Lincoln at an average 16.5 mph. In Venice, where there is no bus lane, this slows to 6.8 mph.”²⁸</i> The project aimed to install 5 High-intensity Activated Cross-walk (HAWK) beacons at key intersections, as well as introducing peak-direction, peak-hour bus-only lanes between Commonwealth Avenue and Lucille Avenue in both directions. Since this stretch of Lincoln Boulevard is signed as State Route 1, the jurisdiction and scope of work was to be completed by Caltrans, including general road condition improvements. Despite an original construction completion date of December 2024, the project is currently in the Planning & Design phase and was last updated in January 2022, when a community meeting was held between former CD11 Councilmember Mike Bonin’s Office, LADOT, Caltrans, and Santa Monica Big Blue Bus. Strategy Overview LADOT conducted a City-wide Vision Zero Safety Study, released in 2024. Per the study’s findings, several corridors within the Study Area were identified as being within the High Injury Network (HIN). Some of the corridors and intersections highlighted as HIN are also among the top-scoring intersections and corridors for high injury rates, including the following: • Washington Boulevard corridor, between Ocean Front Walk to Lincoln Boulevard • Intersection of Abbot Kinney Boulevard and Venice Boulevard Therefore, it is recommended that the timeline for implementing safety improvements on this corridor and intersection be accelerated to maximize safety for pedestrians, bicyclists, and motorists alike. Such improvements may include the following:			• Implementation of protected bike lanes on Washington Boulevard in both directions (Also mentioned as a priority goal in the Mobility Plan 2035). • Implementation of speed cameras at key intersections. • Reduction of speed limits to match neighborhood speeds. Rationale The goals of the Vision Zero initiative are to reduce traffic facilities citywide to zero by 2035 by prioritizing projects with the highest potential to reduce the greatest number of collisions resulting in severe injuries or fatalities, as well as those that address known threats to public safety²⁹. Washington Boulevard is a well-utilized bicycle corridor, being one of the few primary east-west connections to Venice Beach aside from Rose Avenue and Venice Boulevard. Lincoln Boulevard is a significant north-south corridor with high vehicle and transit throughput. Generating improvements on these corridors would serve to also provide a quality-of-life improvement for residents and visitors alike. The improvement of safety infrastructure along these HIN corridors and intersections serves as a net benefit to Al Fresco Dining operators and other businesses in the Venice Coastal Zone. Improved pedestrian safety conditions can inspire behavior change in persons that may have previously driven to their destination in Venice due to unsafe pedestrian or biking conditions. Lead Agency Since this strategy involves major roadway construction, several agencies would be involved. These may include LADOT, BSS under DPW, and/or Caltrans (if the impacted roadway is a designated state route). Implementation The acceleration of Vision Zero projects in the Venice Study Area may involve the following steps: 1. Recommend and present to the relevant City Council committees a list of priority Vision Zero projects within the Venice Study Area which should be considered for an accelerated implementation timeline. Priority should be given to projects that improve pedestrian and bicycle safety for those entering the Venice Coastal Zone	

28 Lincoln Fast Forward, <https://ladotlivablestreets.org/projects/lincoln>
29 <https://ladot.lacity.gov/sites/default/files/documents/la-vision-zero-safety-study-2024.pdf>

- Identify an appropriate funding source for accelerating the implementation timeline of the recommended priority projects.
- Partner with applicable agencies listed under Lead Agencies to prepare an appropriate construction timeline for the highest priority projects.

Overall Recommendation

Given the program’s relatively high cost and current installation timeline, it is unlikely that the City or LADOT may be able to provide short-term assistance in accelerating the program. Instead, the City and LADOT should act as advocates to ensure that projects relevant in the Venice Study Area continue to be considered as high-priority projects for accelerated funding.

2.2 Transportation Demand Management

Transportation Demand Management (TDM) is the use of strategies to inform and encourage travelers to maximize the efficiency of our transportation systems, leading to improved mobility, reduced congestion, and lower vehicle emissions (Association for Commuter Transportation, 2025). In essence, these strategies and tools aim to encourage the reduction of single-occupancy vehicles (SOVs) in favor of alternative transportation options, such as active transportation, public transit, and other non-SOV modes. Changes in commuter behavior can be influenced by several strategies and tools, including but not limited to the following:

- Active transportation (walking, biking, scooters, etc.)
- Transit incentives
- Personalized trip planning
- Investment in bicycle/pedestrian infrastructure and wayfinding

Strategy 2.2.1 – Implement a Transportation Management Association / Organization (TMA/TMO)

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$\$
Current Conditions		
There is currently no TMA/TMO for the Venice Coastal Zone.		
Strategy Overview		
A TMA/TMO is a type of non-governmental association that serves as a public-private partnership between businesses and the City to promote and provide transportation options for commuters that reduce traffic congestion and improve air quality. The City may choose to create or sponsor the creation of a Transportation Management Association/Organization (TMA/TMO) as a key strategy for encouraging non-SOV commute behaviors to employers and employees of the City’s businesses. TMA/TMOs are typically established through a local TDM ordinance, which establishes a framework for employers to coordinate and provide transportation programs for its employees, both mandatory and optional. The City does currently have a TDM Ordinance in place, which requires non-residential developments of more than 25,000 square feet to implement a set of between one and six specific TDM strategies. Recently,		
the TDM Ordinance was amended to include a greater number of new developments, including residential, and provides an expanded framework for developments to implement an effective TDM plan. There are two primary routes which the development of a TMA/TMO may take – either the creation of a standalone program, or the expansion of an existing organization to include TDM services. Although both options serve the goal of encouraging non-SOV commute behaviors to employers and employees of the City’s businesses, the latter option may have a much quicker startup time when compared to developing a new program independently. Cities typically establish their TMA/TMOs through local ordinance, such as the Santa Monica TMO, Go Glendale TMA, Burbank TMO, Warner Center TMA, or Playa Vista Compass. There is opportunity to take an organization with a wide presence in the Venice Coastal Zone, such as the Venice CoC or Venice BID.		

The typical startup costs for a TMA/TMO may vary, as there are multiple initial factors to consider before considering yearly operating costs. Startup costs will typically include legal fees for incorporation, acquisition of commuter management software, branding and website development, as well as an initial capital injection for the agency to begin providing applicable services. These costs may range from **\$20,000-\$50,000** in upstart, followed by ongoing yearly operating costs of at least **\$100,000** to cover employee salaries, ongoing services, marketing and promotion, and other standard operating costs (e.g. office space leasing, insurance, etc.)

Rationale & Impact

TMAs/TMOs encourage a public-private partnership between the City and businesses to promote sustainable and active transportation options via marketing tactics, events, resources/ guides, and other monetary/non-monetary incentives. The City of Santa Monica, through its TDM Ordinance (SMMC Chapter 9.53) established several requirements and goals for the City to mitigate its overall greenhouse gas (GHG) emissions from vehicles.

One major part of this ordinance was the establishment of a Transportation Management Organization (TMO), which assists local businesses with development standards, emission reduction plan compliance, employee transportation programs, commuter program marketing, and local commuter rewards programs.

The primary goal of the TMA/TMO is to partner with relevant businesses to encourage its employees and visitors to change their travel behaviors from a primarily drive-alone lifestyle to one which does not rely on drive-alone travel. As with other strategies found in the Mitigations Toolkit, this strategy does not have an impact on the local parking supply, but would rather lead to an increase in available parking throughout the day as more persons are encouraged to travel to and throughout the Venice Coastal Zone without the need for a car.

Lead Agency

LADOT and DCP would be involved in the creation of the TMA/TMO, as well as any associated local organization which may be absorbed during the development of the agency.

Implementation

Although there are many considerations to be taken when developing a new TMA/TMO, a few broad steps are generally applicable in most cases, as listed to the right:

- 1. Identify and form a group of stakeholders who represent the majority interests of the Venice Coastal Zone. This group may include business and property owners, major employers, a transit agency representative, or stakeholders from existing key organizations (e.g. LAUSD, VNC, Venice CoC, Venice BID, etc.)
- 2. Conduct a Feasibility Study determining the appropriate scope and scale of the TMA/TMO, including determining funding.
- 3. Determine appropriate funding and revenue sources for the TMA/TMO to operate, which may include but not be limited to:
 - a. Member dues from businesses/properties
 - b. Local, regional, or state grants
 - c. Allocations from a local fund, such as PALTA, TIA fees, or a parking revenue share fund.
- 4. Determine the level of services that will be provided by the TMA/TMO. In most cases, the purpose of the organization is to provide demand management programs (e.g. pre-tax transit benefits, guaranteed ride home, trip planning), parking management (e.g. remote parking shuttles), multimodal programs (e.g. seasonal circulator shuttles, bike-share, bike valet, etc.), guidance (e.g. wayfinding, physical resources, community outreach, etc.) and local advocacy.
- 5. Determine the appropriate legal structure of the organization and hire an appropriate level of staff necessary to begin operations of the TMA/TMO. If this process involves absorbing an already existing one, such as the BID, then the existing staff and legal structure may serve as the starting base for the TMA/TMO.
- 6. Prepare plans for flexible growth and financial sustainability, such as determining appropriate levels of ROI on new programs and diversifying funding sources.

Overall Recommendation

The implementation of this strategy is of the highest priority and importance to ensuring the success of this Toolkit, especially in ensuring the appropriate deployment of strategies listed in **SECTION 1 – AL FRESCO OPERATOR-LED MITIGATIONS**. It is recommended that the appropriate lead agencies immediately begin identifying funding sources for this strategy.

Strategy 2.2.2 – Offer Discounted Employee Rideshare Services

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	Low	\$\$
Current Conditions Outside of what may already be offered by private employers, neither the City nor a local neighborhood organization currently offers discounted employee rideshare services. Strategy Overview Rideshare services such as Uber Pool or Lyft Shared can help alleviate the overall parking demand in the Venice Coastal Zone, as employees of the same business, or those of businesses that are physically close together, may be encouraged to share a ride through the shared ride benefit. Rideshare services will typically provide discounted rides as a part of an employer’s commuter benefits package, which involves setting aside an amount of pre-tax dollars from the employee’s paycheck to be used for commuting expenses. These commuter benefits can also be expanded beyond rideshare to include transit fares, parking fees, and other commuter expenses. Typically, this benefit is provided as a part of the Qualified Transportation Fringe Benefit program under IRS Section 132f.³⁰ This benefit can be provided to employers and employees in tandem with the creation of a TMA/TMO as outlined in STRATEGY 2.2.1. Typical startup and maintenance costs for this program are low, as the primary expense for this program comes from the use of vouchers or pre-tax dollars directly pulled from the employee’s paycheck. As such, the applicable cost to the relevant Lead Agency may be marginal, if not minimal. Rationale & Impact Shared rides encourage the use of carpooling, reducing the overall number of vehicles commuting towards the downtown area where most small businesses are located. Benefits can be provided on an employer-by-employer basis and mandated by the City, ensuring that all employees working within City limits have equitable access to such a program. Fewer employee vehicles allow for additional parking stalls to be available for residents or non-resident visitors, especially in the areas of highest demand. What this means is that although there is no impact to the local parking supply, the availability of parking is effectively increased as fewer people rely on a car to enter or travel throughout the Venice Coastal Zone.	Lead Agency This strategy is primarily implemented by a TMA/TMO, rather than by a municipal agency. Refer to the Lead Agency for Strategy 2.2.1. Implementation Implementing this strategy may require the following steps: 1. Perform a demand analysis to determine the number of commuters coming into the Venice Coastal Zone and use this analysis to determine a feasible goal for converting a certain number of commuters from SOV to non-SOV modes, including rideshare. 2. Secure funding and budget for providing this program to employers. This may involve a cost-sharing model in which the City covers a portion of the program, which is supplemented by employers to then provide to their employees. 3. Partner with rideshare services, such as Uber Pool or Lyft Shared, to provide discounted/subsidized fares or ride vouchers. 4. Develop eligibility criteria for the program, which may include criteria such as the following: work location, home location, current distance from work, employer size, etc. 5. Implement, track, and measure the overall return on investment (ROI) of the program by measuring against the reduction goal set in the initial demand analysis. Overall Recommendation Although it is not recommended that this program be implemented directly by LADOT or the City, it is instead recommended that program be delegated to a TMA/TMO for the agency to manage as a part of its suite of services to businesses in the area.	

30 https://www.irs.gov/pub/irs-drop/rr-14-32.pdf

Strategy 2.2.3 – Implement a local Parking Cash Out (PCO) program for the Venice Coastal Zone.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	Medium	\$
Current Conditions	Strategy Overview	
According to the California Air Resources Board (CARB), California’s Parking Cash-Out Law requires employers of 50 persons or more who provide a parking subsidy to employees in any air basin designated as nonattainment to offer a cash allowance instead of a parking space. This nonattainment clause applies to Los Angeles County as a whole, which is served by the South Coast Air Quality Management District (AQMD). A parking subsidy is defined as the “difference between the price, if any, charged to an employee for the use of a parking space not owned by the employer and made available by the employer to that employee and the market rate cost of parking.”³¹. Examples of when parking cash-out may be required based on this definition include: • If the space is owned by the employer and offered to the employee for free, no parking cash-out program is required. • If the employer leases the space, it may be subject to parking cash-out requirements if the employer meets the overall PCO Law requirements. • If an employer provides another subsidy (for example, transit passes) and leases a parking space, then the employer may still be subject to parking cash-out so long as a parking space is not owned and is used by employees. Furthermore, if the subsidy provided by the employer is not equivalent to the market rate cost of parking established by Health & Safety Code section 43845(a)(3), then the employer may still be subject to parking cash-out. Despite the PCO law being in effect since 1992 and a recent update to the law via AB2206 in 2022, the law is very lightly enforced across jurisdictions, and few cities, such as Santa Monica, have moved forward with enforcing employer PCO policies.	The Venice neighborhood, and the Study Area in particular, hosts several employers with more than 50 employees. These employers include major tech firms such as Google and several large restaurants with significant staffing needs. Most employers in the Study Area, though, are small businesses with fewer than 50 employees that may not perceive any benefit of the PCO law to their worksite. Therefore, it is recommended that the City pursue implementing an Enhanced Parking Cash-Out Ordinance, specifically for the Venice Coastal Zone, either as an ongoing local City ordinance or as a local pilot program in partnership with LADOT. The local PCO is first launched in the Venice Coastal Zone as a “proof of concept” and as a pilot program to assess the level of success that a larger PCO may have if implemented in additional neighborhoods or areas across Los Angeles. For the purposes of the initial pilot program, the local PCO Ordinance would apply exclusively to the Venice Coastal Zone and to employers with 20 or more employees, to ensure that smaller businesses are also covered by the ordinance alongside Al Fresco Dining operators. As stated in the state-wide PCO, the local PCO would require employers to provide a commuter benefit of equal value to the cost of parking (e.g., cash, alternative transit subsidy, etc.) to employees who receive free or subsidized parking from their employer. The local ordinance should also require that properties within its jurisdiction unbundle parking from their leases with employers, meaning employers would no longer be required to lease a certain number of parking spaces with their building leases. This change would allow not only for more employers to be impacted by a local PCO law, but also encourage those with leased parking to more seriously consider providing a commuter benefit instead of free or subsidized parking. There is no startup or ongoing costs incurred by the implementation of this ordinance. Rather, the costs of this program would be deferred to employers who would be required to provide employees who opt out of a parking subsidy with a cash equivalent. The impact to applicable employers would be marginal, as the majority of businesses in the Venice Study Area do not provide parking or subsidize parking for their employees.	

Rationale & Impact

There are key concerns surrounding the provision of free parking at work, as expressed by Professor Donald Shoup:

- When employers offer free parking to car commuters and no equivalent subsidy to those who do not commute by car, this situation creates an unfair advantage and offers car drivers a huge benefit while offering nothing in return to other commuters, who are disproportionately people of color.
- When businesses offer free parking, employees with cars take advantage of it and drive alone. The resulting additional solo drivers contribute to traffic congestion and air pollution, which impacts lower-income people and communities of color more than predominantly white neighborhoods.
- Providing free parking at work limits who can take advantage of it. Since parking is often limited, only a portion of employees (often just company executives) can benefit.

In turn, implementing a local PCO ordinance would not prevent an employee from parking or driving to work if they choose to do so. Rather, it provides the employee with an alternative to receiving a free or subsidized parking space. This, in turn, results in the amount of available parking spaces increasing without the need to construct additional parking as employees are now encouraged to transition to a non-drive alone mode of travel for work.

Lead Agency

DCP, in collaboration with Council District 11, would lead the drafting and passage of the new local ordinance before the City Council and the Mayor’s Office. A local neighborhood organization, such as a proposed Local TMA/TMO under **STRATEGY 2.2.1**, would then serve as the primary implementation leader. LADOT would serve as the primary enforcer of the ordinance.

Implementation

The implementation of a local PCO ordinance for the Venice Coastal Zone may involve the following steps:

1. Obtain support from key neighborhood associations, such as the Venice Neighborhood Council or Abbot Kinney Merchants’ Association, and/or from Council District 11 to pursue the preparation of a draft local PCO ordinance.
2. Prepare the draft ordinance and follow the review process through the applicable Los Angeles City Council Committees and public hearings.
3. Receive the approval of the City Council and Mayor’s Office to enact the ordinance into law.
4. Upon passage and enactment, assign LADOT as the primary enforcer of complaints and non-compliance fines with the PCO ordinance, likely under the Parking Enforcement Division or other applicable division of the DOT. Assign a local neighborhood organization, ideally a local TMA/TMO, as the primary implementation partner of the new ordinance. This partner would serve as the primary contact with employers to assist them in complying with the new ordinance and provide advocacy and outreach services to employees impacted by the ordinance.
5. Communicate the new local PCO ordinance to business owners, employers, and employees through the local physical and social media, and other appropriate communication channels. Additionally, a local marketing campaign by the local TMA/TMO would generate the awareness necessary to kickstart local compliance.

Overall Recommendation

It is recommended that DCP begin the process of reviewing the existing PCO ordinance, as has been applied statewide and locally, to begin the initial draft process of preparing an updated ordinance for the Venice Coastal Zone. This process should begin as soon as staffing resources become available.

2.3 Mobility Hub

Strategy 2.3.1 – Identify opportunities to construct a Mobility Hub in the Venice Coastal Zone

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	Very High	\$\$\$\$
Current Conditions There is currently no officially designated Mobility Hub in the Venice Coastal Zone, however there are areas that have been designated by the Southern California Association of Governments (SCAG) as “major transit stops” for the purposes of state legislation and regional funding priorities. One such transit stop is the Windward Circle area, at the intersection of Windward		Avenue, Main Street, and Grand Boulevard. There are plans under LA Metro’s Metro 2028 Games Mobility Concept Plan (MCP) for 9 Mobility Hubs to be built at existing Metro Rail and Metro Busway stations, with other Mobility Hubs across the City being managed by design guidelines under the Department of City Planning (DCP), SCAG, or another regional agency.

31 California Health & Safety Code, section 43845(a)(5)

Strategy Overview

Mobility hubs are locations that integrate different transportation options, helping people get where they need to go and making it easier to transfer from one form of travel (like walking, biking, or carpooling) to another (like taking a bus, riding the train, or hailing a ride). Mobility hubs are intended to bridge transportation gaps while reflecting the surrounding community and providing opportunities for community-supportive infrastructure. Mobility Hubs tend to be centrally located and reflect the surrounding community, providing opportunities for community-supportive development.

Potential Opportunities

Space in the Venice Coastal Zone for any sort of new development is limited. However, there are some opportunities present where a Mobility Hub may feasibly be implemented.

- LADOT Lots 701/731 – The two lots are owned by LADOT and currently used for surface parking. Per the directive of the CD11 Office and Councilmember, Lot 731 has been identified as a priority opportunity site for the construction of a new Mobility Hub. The new Mobility Hub would come as a part of the City’s mobility development plans for the 2028 Summer Olympics. Lot 701 has also been identified by the Council Office as a potential site for the Venice Dell Community Housing Project.
- Windward Circle – This area is a part of the public right-of-way and contains the three high-frequency bus routes: Metro 33, Big Blue Bus 1, and Culver CityBus 1. Both BBB and CC bus routes terminate here, creating an opportunity for a terminal re-design of the area. The roundabout area of Windward Circle has been closed off to pedestrians for many years, due to the very wide road widths that surround the roundabout. At some points, the right-of-way can extend as wide as 90 feet across from curb to curb.
- LADOT Lot 740 – The lot is owned by LADOT and currently used for surface parking. Per the findings of the Venice Parking, Access, & Mobility Study, the lot has been quite underutilized across all seasons and periods. The lot is served by the nearby Metro 33 and Big Blue Bus 1 at the intersections of Main/Rose and Main/Sunset.
- 220 Sunset Avenue – The lot is currently managed and operated by Gold’s Gym, serving as private parking for the gym. Similar to LADOT Lot 740, the lot sits at the parallel of two high-frequency bus routes. Although acquisition of this lot would prove to be more difficult, involving negotiation with a private owner, the lot is of significant area and could host multiple facilities that make for an ideal Mobility Hub.

Rationale & Impact

Mobility hubs are designed to make trip-planning and trip-making simple and intuitive for users. In addition to transportation benefits, mobility hubs often provide wayfinding to local landmarks, create new community spaces, and offer commercial and housing development opportunities. Featuring infrastructure designed for all ages and abilities, mobility hubs empower travelers to choose the mode of transportation that works for their trip purpose – whether going to work, visiting surrounding communities, or accessing businesses and services. Mobility hubs can also anchor commercial activity and community socialization with safe and accessible public space that benefits residents and visitors. Hubs are particularly valuable for people without consistent access to a personal vehicle or those who cannot or choose not to drive. By centralizing mobility options and community-serving development, a mobility hub can improve connections to residential and commercial development near the hub and expand access to transportation options to reach surrounding areas.

In addition, mobility hubs are included in the most recent list of CTCSP List of Transportation Improvements, therefore there is previous precedent for a mobility hub to be considered for construction in the Venice Coastal Zone.

Lead Agency

For major construction work, LADOT and the BOE would be involved in the coordination of utility placement, transit alignment, and mobility infrastructure needs.

Implementation Timeline

The design and creation of a Mobility Hub will follow the steps required of any major infrastructure project, involving multiple rounds of design considerations and conceptual reviews before finalizing a design and commencing construction. Ideally, the creation of a Mobility Hub should be completed before the 2028 Summer Olympic Games, consisting of at least temporary facilities constructed with low-cost materials. Following the Summer Games, more permanent facilities may be installed if they had not yet been installed. Some essential steps may include the following:

1. Consult with applicable agencies (LADOT, Metro, Santa Monica Big Blue Bus, etc.) to align and confirm the necessary infrastructure and facilities for a Mobility Hub.
2. Consider an in-house design team for the Hub’s design. Alternatively, an outside consulting firm may be hired through an RFP process to prepare the designs and operational plans for the Mobility Hub.

Overall Recommendation

It is recommended that LADOT continue studying the feasibility of creating a mobility hub in Lot 731, as has previously been identified by LADOT and prioritized the Office of CD 11, while also recommending that the other areas mentioned in this strategy be considered for further study of their feasibility.

2.4 Parking Supply Management

Off-Street Parking

Strategy 2.4.1 – Consider applying demand-based rates to metered off-street parking facilities.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$ – \$\$ <i>depending on any necessary installations</i>

Current Conditions

Metered off-street parking facilities in the Venice Study Area operate under differing rate structures and technologies, as listed below:

- LADOT Lots 759 & 760 operate using single-space meters on a standard incremental rate throughout the year.
- LADOT Lot 740 operates using a multi-space meter (MSM) on a standard flat rate, except during the peak summer months (May-September); the lot is operated by the private parking operator SP+ during this time.
- LADOT Lot 761 operates using a multi-space meter (MSM) on a standard incremental rate throughout the year.

All lots, except for Lot 740, experience typically high occupancy levels, with the lots being at or near capacity during peak periods of the day. Lots 759 and 760 allow residents to park overnight with a valid permit. These rates that remain unchanged in the off-street lots tend to be lower than the dynamic on-street rates, leading to lots in high-demand areas to remain at or above capacity.

Uniquely, Lot 740 remains underutilized due to its short 2-hour time limit and the ample presence of free parking near the lot or closer to the coastline, especially on weekends when free all-day parking is available along Pacific Avenue.

Strategy Overview

It is recommended that all existing metered off-street parking facilities be converted from standard rates, which remain the same regardless of variations in demand, to demand-based rates, including Lots 616 and 617 as they are converted to metered parking, per **STRATEGY 1.1.4**. This conversion would include Lots 616, 617, 740, 759, 760, and 761.

Rationale

Using a rate structure that is demand-responsive for off-street parking facilities may provide several advantages. The parking facilities discussed in this strategy are all adjacent to or near areas where Al Fresco Dining operators are present in high concentrations. The adjustment in parking rates to be demand-based encourages a higher vehicle throughput as compared to the standard rate structure, which does not respond to periods of higher or lower parking demand, thus allowing more vehicles to utilize the facilities during times of peak demand. Overall revenues collected per meter will likely be higher per

stall, as higher turnover and demand-adjusted rates may result in more paid meter time per day. Additionally, lower rates during periods of low demand and, more importantly, higher parking prices during high period of demand will effectively increase parking capacity, spreading out parking demand more efficiently through the system, encouraging greater turnover as noted above, and encouraging those who can to select options other than driving and parking for traveling to or within the coastal zone.

Lead Agency

Parking Meters and Parking Facilities Divisions, within the LADOT Bureau of Parking Management.

Implementation

Transitioning off-street facilities to dynamic, demand-based rates may involve the following steps:

1. Determine the appropriate rate schedule to set for the new dynamic demand-based meters, based on their meter zone and existing rates.
 - a. Additionally, consider how the rate schedule will be affected by current peak utilization rates. Determine whether increased rates are best applied during specific hours, such as the mid-day lunch peak or evening dinner peak, with consideration given to maintaining equitable access to reasonably priced parking for beachgoers.
2. Prepare and submit recommendations to the Board of Transportation Commissioners for approval and passage by the Board, the California Coastal Commission (CCC), and City Council (if needed).
3. Where necessary, replace incompatible meters and MSMs with new smart meters/kiosks that allow for demand-based pricing, as well as necessary parking sensors for tracking utilization.
 - a. Note that as of April 2026, LADOT has installed new meters and is in the process of installing new MSMs in existing paid facilities.
4. Communicate the adjusted demand-based rate structures to businesses, visitors, and residents through the LA Express Park webpage, local physical and social media, and other appropriate communication channels.

Overall Recommendation

As of May 2026, LADOT is already working on a CDP under the LA Express Park program to introduce paid parking to these

facilities. As such, this recommendation should be bundled into the existing CDP and implemented in tandem with other policy recommendations within the CDP.

Metered Parking

Strategy 2.4.2 – Consider the implementation of paid parking on additional corridors, such as segments of Venice Boulevard, Main Street, Pacific Avenue, and other key locations.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium to Long-term	Medium to High	\$\$
	depending on the number of meters installed	depending on the number of meters installed

Current Conditions

Aside from the previously proposed installation of meters along Abbot Kinney Boulevard, there are no additional paid parking corridors planned in either of the Meter Zones within the Venice Coastal Zone. The implementation of paid parking along other parking-impacted corridors would discourage the long-term storage of vehicles on the street, thereby encouraging more frequent turnover of parking spaces, effectively increasing parking capacity and coastal access.

The typical construction/installation costs for meters can vary depending on the vendor, number and type of meters, and location of each station. For instance, unsheltered meters/kiosks may require additional weatherproofing or electrical connections. The typical installation costs for single-space meters are approximately **±\$2,000** per meter, and approximately **±\$15,000** per MSM.

Rationale

Typically, the most suitable corridors for on-street metering are those which are near or adjacent to commercial uses or other high-traffic generators. Based on the findings of the Venice Public Access, Parking, and Mobility Study, several corridors have been identified as having consistently high levels of occupancy throughout both peak and off-peak periods. Corridors such as the previously mentioned Rose Avenue see very high levels of parking activity and utilization, due to its status as a commercial corridor and an area of high concentration for Al Fresco Dining operations. As with other parking management strategies, the implementation of metering on these corridors would allow for greater turnover of vehicles during the busiest peak periods of the day and year. When combined with the demand-based LA Express Park program rates, parking along these corridors can remain an attractive option even during less busy times.

Lead Agency

Parking Meters Division, within the LADOT Bureau of Parking Management.

Strategy Overview

LADOT may choose to pursue further studies of specific non-residential corridors within the Venice Coastal Zone, specifically those near or adjacent to areas of high commercial activity. Locations near the coast, even when not associated with concentrations of retail, currently suffer from low public parking availability and would benefit from increased curb regulation, most specifically paid parking. Although further traffic impact analyses and other studies need to be performed before determining if metering is feasible, some corridors that may be feasible for metering are the following:

- Rose Avenue in both directions, between Pacific Avenue and Lincoln Boulevard.
- Venice Boulevard in both directions, between Grand Boulevard and Oakwood Avenue
- Eastbound Washington Boulevard, between Palawan Way and Mildred Avenue

The Venice Coastal Zone sits within two Parking Meter Zones (PMZs): the Venice PMZ (bounded by LA City Limits, Ocean Front Walk, Venice Blvd, and Lincoln Blvd) and the Washington Pacific PMZ (bounded by Venice Blvd, Ocean Front Walk, Washington Bl, Harbor Crossing Ln, and Lincoln Blvd). As such, no additional approvals would be required to extend or establish a new PMZ in order to accommodate new parking meters.

Implementation

1. Prepare and submit recommendations to the Board of Transportation Commissioners for approval and passage by the Board, the California Coastal Commission (CCC) (if needed), and City Council (if needed). In addition, prepare the appropriate CDP for the proposed meters.
2. For each corridor identified for metering, determine the feasibility of using smart multi-space meters instead of single-space meters to maximize cost savings.
3. Install meters and ensure that all are set up for demand-based pricing under the LA Express Park program.

4. Communicate the new meters to businesses, visitors, and residents through the LA Express Park webpage, LADOT Parking Management webpage, local physical and social media, and other appropriate communication channels.

Overall Recommendation

Given that LADOT is already planning to introduce paid parking to un-metered off-street facilities and metering to Abbot Kinney boulevard, this strategy may be delayed until the other programs are first implemented and their success is measured.

Shared Parking

Strategy 2.4.3 – Consider identifying potential public and private properties that could meet current and future parking needs through shared parking agreements.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$

Current Conditions

Shared parking agreements within the City of Los Angeles are currently granted via a Conditional Use Permit (CUP) under **LOS ANGELES MUNICIPAL CODE (LAMC) § 12.24 X.20**. Below is the ordinance text as it currently exists:

20. Shared Parking. A Zoning Administrator may, upon application, permit two or more uses to share their off-street parking spaces, if the Zoning Administrator determines that a lower total number of parking spaces than would otherwise be required will provide adequate parking for these uses.

(a) Requirements. The Zoning Administrator’s determination shall be based on an analysis of parking demand. This analysis shall be conducted on an hourly basis, 24 hours per day, for seven consecutive days. The Zoning Administrator shall permit a reduced total parking requirement according to the greatest parking requirement of the shared uses, under the following conditions and circumstances:

(1) The maximum distance between each participating building or use and the nearest point of the shares parking facility shall be 750 feet, measured as provided in Section 12.21 A.4.(g) of this Chapter.

(2) The applicant and parties operating the shared parking facility shall submit written evidence in a form satisfactory to the Office of Zoning Administration which describes the nature of the uses, hours of operation, parking requirements, and the allocation of parking spaces, and which demonstrates that the required parking for each use will be available taking into account their hours of operation.

(3) Reserved or otherwise restricted spaces shall not be shared.

(4) Additional documents, covenants, deed restrictions, or other agreements shall be executed and recorded as may be deemed necessary by the Zoning Administrator, in order to assure the continued maintenance and operation of the shared spaces, under the terms and conditions set forth in the original shared parking arrangement.

(b) Procedures. Notwithstanding the provisions of Sec. 13B.2.1. (Class 1 Conditional Use Permit) of Chapter 1A of this Code, an application for permission pursuant to this Subdivision shall instead notify the owners and occupants of all property within and outside the City within 500 feet of the exterior boundaries of the area subject to the application.

Strategy Overview

The City can proactively work with private property owners, particularly those with on-site parking facilities, to make better use of underutilized private areas. Property owners may not be willing to create a fully public lot, but they may be willing to lease some spaces for monthly permit parking (particularly for employees). The City should consider reaching out to property owners. One of the key concerns for private owners is taking on insurance and liability risk for public parking spaces. This issue would need to be further explored by the City.

Alternatively, or in tandem with this effort, the process of obtaining a shared parking agreement can be streamlined to be easier for businesses to enter, as well as ensure that the agreement is part of an applicant’s condition of approval for their Coastal Development Permit (CDP). An applicant would be required to demonstrate that their business can either provide enough parking for its patrons through existing supply or can provide off-street parking in partnership with adjacent or nearby off-street facilities as part of a share parking agreement. This can be achieved by adopting a standardized methodology for performing a shared parking survey, reducing the square footage requirement of sites seeking to enter into a shared parking agreement, and increasing (or removing) the maximum allowable reduction in the number of parking spaces provided in a shared parking facility.

Some potential lots that can be explored for entry into a larger shared parking agreement may include the following:

- Westminister Avenue Elementary School, 1010 Abbot Kinney Blvd
- Venice Skills Center, 611 5th Ave
 - Schools are typically good candidates for entering into shared parking agreements, as these lots are typically empty during the weekends and during academic breaks, such as summer and spring breaks. Academic breaks also tend to align with periods of higher activity in the Venice Coastal Zone, with summer and weekend parking utilization data showing higher trends during these times than during the school year.
- Friendship Baptist Church, 606 Broadway St
 - Churches are also good candidates for shared parking agreements, as their hours of peak activity tend to be concentrated around their scheduled hours of worship. Outside of these hours, parking lots typically sit underutilized, presenting an opportunity for these lots to be utilized by evening diners, shoppers, or employees.
- 671 – 677 Westminister Ave
 - This parking lot is attached to the former First Baptist Church of Venice, and is currently unutilized.

Rationale

The establishment of a streamlined shared parking agreement process can produce multiple net benefits to the City in terms of maximizing its land use and improving efficiency of existing parking facilities. Some key benefits include:

- Expanded Eligibility: The requirements for entering into a shared parking agreement under GOV 65863.1 allow for a greater number of facilities and lots to be eligible than would currently be under the existing LAMC. For instance, the maximum walking distance between shared parking facilities would be extended from 750 feet to 2,000 feet, with provisions for larger distances that also provided adequate transportation accommodations.
- Model Agreements: The streamlining of the shared parking process can lead to standardization of the process across businesses and applicants. Some cities create template agreements or even offer legal assistance to help owners craft enforceable contracts. This reduces friction and improves standardization.

The ultimate goal of entering shared parking agreements process is two-fold. Firstly, the opening of previously private parking to public use by adjacent or nearby businesses provides greater parking availability during operating hours, potentially moving longer-term stays onto off-street parking and freeing up on-street availability for short-term stays, resulting in improved turnover of the curb. Second, spaces that were previously used by employees of the impacted businesses will now have a preferred off-street parking area, again freeing up previously utilized public off-street or on-street parking for business patrons and visitors.

The City would not necessarily assume additional liability in encouraging private property owners to enter shared parking agreements for underutilized parking areas. Rather, the City is taking a proactive approach in encouraging these property owners to maximize the use of their parking facilities during what would other wise be underutilized times of day. For instance, during the week when employee parking demand is higher, property owners may choose to share their parking across multiple properties to prioritize employee parking, freeing up limited on-street parking for visitors and guests to use throughout the day. During the weekend when businesses may be closed, those in shared parking agreements can keep their lots open outside of business hours and effectively increase the publicly available parking supply.

Lead Agency

The Department of City Planning and Department of Building and Safety would be involved in the development of an updated ordinance. The Department of Building and Safety (DBS) or the LADOT Parking Facilities Division, within the Bureau of Parking Management, may lead the operational aspect of this ordinance if adequate funding and significant staffing resources were made available to manage a program effectively. Amendments to the LAMC that allow for increased shared parking agreements require review and approval by the City Council.

Implementation

Implementation of a streamlined process would require the City to propose and pass an ordinance amending LAMC to be amended with parts of the State Code (GOV §65863.1). This approval process will involve local stakeholders, residents, and businesses of the study areas involved.

Steps for implementing an updated shared parking ordinance include:

- Drafting an ordinance proposing the changes to the shared parking code language.
- Benchmarking neighboring cities, specifically those within the coastal zone, to better understand how their shared parking ordinances interact with the rest of their municipal codes.
- Conducting stakeholder interviews and public outreach sessions via workshops, surveys, or public meetings to solicit input from potential stakeholders on the proposed ordinance.

Curb Management

Strategy 2.4.4 – Consider transitioning existing Commercial Loading Zones (CLZs) into new Flex Zones (FZs)

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$\$

Current Conditions

There are currently various types of loading zones in use across the city. Differences in use are indicated by signage and, at times, the following curb color markings. Curb color markings are codified by the California Vehicle Code (CVC). The loading and unloading of goods is an essential component of commercial areas. Existing commercial loading zones (CLZs) are for the exclusive use of commercial vehicles during hours of enforcement. Due to this, the use of the curb for exclusively commercial loading may result in under-utilized spaces at times.

- Yellow – Commercial Loading, 30 minutes; passenger/ baggage loading, 5 minutes
- White – Passenger Loading Only, 5 minutes
- Green – Short-term parking, 15 – 30 minutes

Use of the curb for valet parking operations by businesses may be obtained through a Valet Parking Operator (VPO) permit, which is administered through the LAPD, but must first acquire the authority to use the curb as designated by LADOT. In the Coastal Zone, the California Coastal Commission must approve valet parking operations before the City can review.

The City’s Mobility Plan 2035 emphasizes the need to reform loading zones by working with individual businesses to identify their parking demand, increasing the volume of off-street loading areas, and strategically designating on-street loading areas where demand is high.

Alternatively, it is not necessary for the City to pursue any ordinance changes. Rather, the City can work with the existing code language and actively engage businesses, both existing sites and new applicants, to encourage them to seek shared parking agreements with other existing businesses or applicants that may have available off-street supply.

Overall Recommendation

Given the need for additional studies, staffing, and enforcement guidelines to ensure effective operations of this program, this strategy may not be feasible in the near term, but should be maintained as a high-priority objective to be completed within 3 years. The enforcement of this program may be delegated to a local neighborhood-level organization, such as a TMA/TMO as described in **STRATEGY 1.2.1**.

Strategy Overview

To address commercial loading zones experiencing compliance challenges with curb regulations, safety concerns with double or illegal parking, or impacted access to businesses, Flex Zones (FZs) can be introduced to better manage the alternating parking and loading needs at the curb at any given space throughout the day depending on the need. FZs are increasingly being adopted by cities as part of broader curb management strategies. FZs allow various types of loading and parking regulations based on demand and land-use contexts across different times of day, week, or season. Under the current system, loading zones are limited in how they are distributed along a curb. When there are multiple regulations along a curb, signage can be confusing, making it harder for users to comply. Transitioning from static loading zones for differing uses to flexible loading zones enables more dynamic management of the curb, better meeting ever-changing parking demand. Some areas may need designated loading areas primarily to support the movement of goods, or it may make sense to have a shared, flexible space that supports both goods and passengers. FZs give City staff, working in conjunction with local businesses and other stakeholders, the flexibility to determine the right mix.

Figure 15 – Existing Flex Zone (FZ) in the Venice Study Area



Rationale

When loading zones are used ineffectively, commercial vehicles might park illegally, either parking in travel lanes, bus/bike lanes, or parking spaces. Other times, this means loading zones are left underutilized during non-peak delivery times, with no opportunity to be used for other curb-side needs. Optimizing loading zone usage increases access for more people, whether it be commercial drivers delivering goods to businesses, TNC drivers picking up passengers, or private citizens trying to access amenities within the coastal zone.

With regards to its impact on Al Fresco Dining operators, the introduction of FZs would allow for these operators to run more efficient operations when it comes to their commercial (i.e. deliveries) and passenger loading times (i.e. valet services). Rather than using existing curb space meant for parking, FZs allow Al Fresco Dining operators to use the same stretch of curb for multiple uses, effectively decreasing the amount of curb space that may need to be used by each operator.

Lead Agency

Street signage is installed and managed by LADOT. Enforcement of any newly implemented FZs would be under the jurisdiction of the Parking Enforcement Division of LADOT.

32 Seattle, WA, Municipal Code § 11.72.330 (2025)
33 Denver, CO, Municipal Code § 54-482 (2025)

Implementation

Occupancy and demand data are crucial components for establishing FZs where they are most useful and for timeframes that make the most sense. During peak on-street parking and off-peak loading times, commercial loading zones should be located off-street so as not to compete with parking needs and improve traffic flow. Similarly, during peak loading activity, on-street curb space should be prioritized by enabling commercial loading vehicles to use on-street parking inventory to deliver goods more seamlessly and safely, rather than drivers parking in a through lane or far away and having to navigate traffic while transporting goods on foot.

Colored curb zones may still be used in areas where FZs are not applicable, and a new color can indicate to users they are in a FZ and must pay extra attention to posted signage. Color designation can also be used within signage design to provide an additional method for users to understand curb regulation.

The implementation of flex zones would involve the following:

- 1. Ordinance language related to the various types of loading, restricted, and parking zones should be updated, where needed, to include language referring to signage as the primary method for users to interpret parking regulations. The following are examples of language from Seattle, WA, and Denver, CO codes of ordinance, both of which use curb management approaches that incorporate different elements of flexible loading zones.
 - a. The Seattle Comprehensive Plan describes flex areas as providing, “parking, bus stops, and passenger and freight loading,” while allowing the use of parking areas for mobility during peak times.
 - b. Seattle Code of Ordinance language:
 - i. “...except where otherwise indicated by signposting for the load zone... [Regulation is] in effect as indicated by sign posting for the space...During the hours the zone restriction is in effect...At any place or time where official signs prohibit parking...”³²
 - b. Denver Code of Ordinance language:
 - i. “...At any place within the city where authorized signs are posted pursuant to the provisions of this chapter giving notice of parking limitations, regulations, restrictions or prohibitions, it shall be unlawful for any person to park a vehicle in any manner in violation of, or contrary to, the provisions contained on such signs...The parking, standing or stopping restrictions, limitations, regulations or prohibitions on all streets or other places which are posted with appropriate signs giving notice thereof at the time of the passage of this Code into law shall be the effective parking, standing or stopping restrictions, limitations, regulations or prohibitions thereat...”³³

- 2. Use parking data, direct outreach to businesses, stakeholder feedback, and other tools to determine the locations best fit for FZs. Curbs where there are multiple intersecting land uses or busy commercial corridors should be prioritized.
- 3. Establish design standards for new signage. Consider revising sign standards within the requirements of the CA MUTCD.
- 4. Determine on a case-by-case basis the conversion of current regulations to new FZs and make necessary changes to curb paint and signage.

Future Parking Supply

Strategy 2.4.5 – Consider reviewing and identifying corridors suitable for additional on-street parking.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	High	\$\$\$

Strategy Overview

Reviewing the existing striping of on-street parking supply, travel lanes, and lane widths of roadways in the Venice coastal Zone could yield opportunities to add on-street parking spaces. Spaces gained in this manner would cost less per new space than constructing additional off-street parking facilities. Potential increases in the parking supply from this strategy would likely come from a revisioning of Grand Boulevard and Venice Way east of Main Street, among other low-traffic corridors.

TABLE 7 below lists the potential impacts to the parking supply along these selected corridors. The LADOT Complete Streets Design Guide provides several specifications for the dimensions of angled parking, specifically back-in angled parking³⁴. Section 5.19 of the Design Guide indicates that back-in angled parking is recommended over traditional front-in angled parking due to improved safety and visibility for motorists, pedestrians, and cyclists. The Design Guide recommends dimensions of 8’ wide by 16’ long, with a maximum 2’ overhang space over the stall being provided to accommodate vehicles longer than the 16’ stall length. The estimates provided are calculated based on the existing curb length, minus 20’ per curb length at the end of an intersection, in accordance with AB413. What this means is that

a 500’ curb length is calculated at 460’ if at both ends of the curb length there is an intersection with another road, or 480’ if only one end intersects with another road. The dimensions of each parking space are assumed to be in accordance with the Complete Streets Design Guide, that being 8’ wide by 16’ long at a 60-degree angle. At this angle, each parking space utilizes approximately 14’ ROW width.

Note that these values are purely an estimate and **informational only**, not to be used in any official manner for determining cost, feasibility, or the exact number of spaces that may be added to each curb length. These estimates also do not take into account other existing curb restrictions for other regulatory street furnishings which require the curb to be clear of any obstructions, such as fire hydrants. All recommended curb lengths are free of any bus stops, loading zones, or other uses which may require curb space to be reserved for stopping and/or loading. The specific design of parking spaces along these corridors involves a scope that is beyond that of this Study and this Mitigations Toolkit.

Table 7 – Estimated Parking Supply Improvements to Selected On-Street Curb Lengths

Street Name	From	To	ROW Width (in feet)	Viable Curb Length (in feet)	Travel Lanes	Existing Supply	Potential Add'l Supply	Quantity Increase
Grand Blvd	Windward Cir	Venice Blvd	74'	2,149	3 + 1	128	269	+141
Venice Way	Main St	Venice Blvd	56'	1,832	2 + 1	99	229	+130
Riviera Ave	Windward Ave	San Juan Ave	54'	305	2	21	38	+17

34 https://planning.lacity.gov/odocument/c9596f05-0f3a-4ada-93aa-e70bbde68b0b/Complete_Street_Design_Guide.pdf

In the examples provided, changes would also need to be made to the general road geometry and flow of traffic. For instance, the introduction of angled parking to Riviera Ave would require that the roadway be reduced to a single one-way lane. If the road is to be kept as a two-way road, then angled parking would need to be introduced on only one side of the road. In this case, angled parking would be introduced to the northern northbound curb for a total of approximately 20 spaces, less than the existing supply in both directions. By contrast, angled parking on Venice Way would require the removal of the middle turning lane, instead reducing by one lane to one lane in each direction with no turning lane.

Rationale & Impact

Spaces gained in this manner would likely cost less per new space than constructing additional off-street parking facilities and could be implemented sooner.

Additionally, per the requirements outlined in Measure HLA, any modifications or repairs to a stretch of road greater than 1/8 of a mile must include any mobility improvements identified in the Mobility Plan 2035 document. As such, modifications to on-street parking in this manner may also serve a secondary benefit of including mobility improvements for pedestrians and other non-vehicle travelers.

The most feasible corridor on which to re-stripe and implement angled parking would be the Grand Blvd corridor, between Windward Circle and Venice Blvd, due to its wide ROW and ample space for re-striping. As previously mentioned, these projections are an estimate and informational only. A study and/or engineering assessment is necessary to determine the feasibility and impact of implementing this strategy.

Lead Agency

Road infrastructure and neighborhood improvements may be led by various agencies, depending on the final jurisdiction for each segment of the right-of-way. This may include LADOT, the Departments of City Planning and Public Works, Caltrans (if proposing modifications to a state highway or state-managed ROW), individual Council Districts, LA Metro, or a combination of several agencies at once.

Implementation

- 1. Conduct an evaluation of the current on-street parking and traffic volumes on Grand Boulevard, Venice Way, and Electric Avenue, including an analysis of any impacts associated with the removal of traffic lanes.
- 2. Present findings to City Council and recommend action, based on the City’s current financial constraints and opportunities.
- 3. Prepare restriping plans to implement approved changes.

Overall Recommendation

Although this strategy may potentially increase the local parking supply, the funding and resources needed to implement this strategy in a timely manner may not be available in the near-term due to prevailing staffing and resource constraints across the multiple relevant departments that would be involved in the process. It is instead recommended that the City and all applicable agencies aim to implement all other mitigations before implementing these. Rather, strategies that involve introducing additional parking to the Venice Coastal Zone should be seen as “last resort” methods of improving demand conditions.

- LADOT Lots 701/731 – The two lots are owned by LADOT and currently used for surface parking. Per the directive of the CD11 Office and Councilmember, Lot 731 has been identified as a priority opportunity site for the construction of a new mobility hub, explored further in STRATEGY 1.7.1. The new Mobility Hub would come as a part of the City’s mobility development plans for the 2028 Summer Olympics. Lot 701 has also been identified by the Council Office as a potential site for the Venice Dell Community Housing Project. If not used for a mobility hub, then this pair of lots serve as a potential site for additional parking to be constructed as part of a multi-level structure.
- LADOT Lot 613 – This lot is owned by LADOT and currently used for surface parking. The lot is currently underutilized due to its distance from any existing Al Fresco Dining operators or any commercial land uses within a viable walkshed. Development of this parcel can be effective if its construction is also paired with an operational plan that connects parkers conveniently with local destinations or places of employment, if primarily serving area employees.

Not Recommended:

- LADOT Lot 740 – This lot is owned by LADOT and is currently used for surface parking. Although the lot sits close to the Venice Beach coastline, the thin and long dimensions of the parcel make construction of any additional parking beyond its current striped dimensions difficult and infeasible.

Rationale & Impact

The construction of additional parking in the Venice Coastal Zone would generally not be a recommended strategy, due to a multitude of factors that impact development. The practice of acquiring and developing land solely for the purpose of creating off-street parking is both an outdated and inefficient approach to using already limited and expensive land in the area. This is particularly relevant to already existing parking facilities in the Coastal Zone, which are slated to potentially become sites for affordable housing (LADOT Lot 740) and a mobility hub (LADOT Lot 731). In addition, the construction of additional parking facilities within the Coastal Zone would present its own slate of challenges, particularly with its impact to public access and creation of additional congestion concerns disguised as a mitigation. The creation of additional parking in the area would instead be detrimental to the public’s coastal access, as additional parking would further incentivize car travel instead of promoting alternative and sustainable modes of transportation.

Lead Agency

The construction of new parking facilities would be a multi-agency effort throughout the City’s departmental structure, including but not limited to LADOT, DCP, DPW, and the Bureau of Engineering (BOE)

Overall Recommendation

Although this strategy would increase the local parking supply, the funding and resources needed to implement this strategy in a timely manner may not be available in the near-term due to prevailing staffing and resource constraints. It is instead recommended that the City and all applicable agencies aim to implement all other mitigations before implementing these. Rather, strategies that involve introducing additional parking to the Venice Coastal Zone should be seen as “last resort” methods of improving demand conditions.

Strategy 2.4.6 – Consider the construction of additional off-street parking facilities.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	Very High	\$\$\$\$

Strategy Overview

Adding capacity through new parking facilities would increase parking supply in the Venice Coastal Zone. This strategy would require significant investments, such as land acquisition costs. The typical cost of constructing a multi-story parking structure can be as high as approximately ~~±\$36,000~~ per space, not including any cost considerations for property acquisitions, utility relocations, construction elements such as elevators or egress points, technology acquisitions such as APGS or parking sensors, or any ongoing maintenance and operational costs.

Potential Opportunities

Although the City does own several parcels in the Study Area currently being used for surface parking, few if any are suitable for the construction of additional parking or a multi-story parking facility. Selected candidates for potential development is listed to the right:



2.5

Mitigations and Improvements Already Proposed

Overview

This section of the Mitigation Measures Implementation Plan highlights a number of strategies, mitigations, and improvements that have already been proposed or are in the process of being implemented by LADOT through one of two methods:

- 1. Mitigations that are already in progress city-wide and not exclusive to the Venice Coastal Zone.
- 2. Mitigations that are a part of the LADOT LA Express Park program CDP.

The purpose of highlighting these strategies is to demonstrate that good-faith efforts are already underway by LADOT and the City of Los Angeles to address challenges in the existing parking supply and address surges in demand during peak periods of the day and year. These strategies may serve as a baseline to support the additional strategies that have been proposed throughout this Mitigations Toolkit, as they serve as a supplement to further enhance the actions that LADOT and the City are currently taking to address parking supply and demand challenges. In addition, the inclusion of these already proposed strategies highlights the efforts being made by the City to abide by the CCC’s primary goal of ensuring that public access to parking near the coast.

Mitigations Already Proposed And/or in Progress

Strategy 2.5.1 – Extend enforcement hours of on-street parking to reflect peak activity and encourage turnover.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Low	\$
Current Conditions The implementation of this strategy is in progress city-wide, as identified by LADOT. Enforcement hours vary widely across the Study Area, as described in the ‘Venice Public Access, Mobility, and Parking Study’. Un-metered hours of enforcement vary from area to area, with time restrictions along Abbot Kinney Boulevard in effect from 8AM – 8PM. Where paid parking is active, most meter enforcement hours are from 8AM – 6PM throughout the Study Area, and varying restrictions apply in non-metered areas, during peak periods, on school days, among others.	Rationale This strategy would help increase compliance with parking regulations during the late-night period. This period experiences high parking demand from visitors and employees associated with Abbot Kinney Boulevard’s restaurant and bar scenes on weekend nights, particularly in the summer. As identified in the ‘Venice Public Access, Mobility, and Parking Study’, on-street parking along Abbot Kinney Boulevard is at its busiest during the afternoon and evening hours, closely aligned with the typical operating hours of most restaurants and bars along the corridor. As such, an increased turnover rate created by extended hours of enforcement may aid in allowing more parkers to benefit from short-term on-street parking near their destinations, allowing off-street parking spaces to potentially be made more available for longer-term dinner parkers.	
Strategy Overview Walker observed high parking occupancy during all counts, particularly on weekends, along Abbot Kinney Boulevard and Electric Avenue, two of the most consistent high-traffic corridors in the area. Therefore, it is recommended to extend enforcement hours by 2 hours, to 8AM – 10PM, rather than 8AM – 8PM. Alternatively, hours of enforcement can be adjusted to remain as is on weekdays but extended on weekends by at least two hours to align with hours of peak evening activity along the corridor. In this case, enforcement hours would remain 8AM – 8PM on Sundays through Thursdays, followed by 8AM – 12AM on Fridays and Saturdays.	Lead Agency The LADOT Parking Enforcement Division, under the Office of Parking Enforcement and Traffic Control, would continue to enforce parking throughout the Venice Coastal Zone.	

Strategy 2.5.2 – Modify off-street parking time limits for public facilities.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Short-term	Low	\$
Current Conditions		
This strategy has already been proposed as part of LADOT’s LA Express Park program CDP.		
Public parking facilities owned and operated by LADOT have a variety of differing time limits, displayed below in TABLE 8 . Monthly permits are available for overnight parking outside of posted operating hours in select lots, which can be obtained through the LADOT Parking Facilities Division of the Bureau of Parking Management. In addition, these overnight permits do not require proof of local residency. As of May 2026, there are no registered overnight parking permit users at any of the aforementioned lots per the LADOT Parking Facilities Division. Despite lighter-than-normal parking enforcement staffing throughout the Study Area, off-street parking facilities are regularly patrolled for time and meter violations.		
Plans are in place to convert Lots 613, 616, and 617 from free to paid parking, as is described in STRATEGY 2.5.3 and within the Venice Public Access, Parking, & Mobility Study.		
Strategy Overview		
It is recommended that time limits on Lots 616 and 617 be reduced to 4 hours daily, including weekends, with overnight parking outside of enforcement hours (2AM – 7AM) permitted for overnight permit holders. This change would align all lots along Electric Avenue with the enforcement hours of Lots 759 and 760.		

Table 8 – Hours of Enforcement and Parking Time Limits for Select Public Parking Facilities

Facility Name	Hours of Enforcement	Maximum Parking Time Limit
LADOT Lot 613	8AM – 6PM, No parking 2AM – 4AM	Daily: 10-hour maximum
LADOT Lot 616	7AM – 2AM, No parking 2AM – 7AM	Weekdays: 8-hour maximum Weekends: 4-hour maximum
LADOT Lot 617		
LADOT Lot 759	7AM – 2AM, No parking 2AM – 7AM, except with overnight monthly permit	Daily: 4-hour maximum
LADOT Lot 760		

Table 9 – Recommended Parking Time Limits for Select Public Parking Facilities

Facility Name	Existing Parking Time Limit	Recommended Parking Time Limit
LADOT Lot 613	Daily: 10-hour maximum	Keep as-is
LADOT Lot 616	Weekdays: 8-hour maximum Weekends: 4-hour maximum	Daily: 4-hour maximum
LADOT Lot 617		
LADOT Lot 759	Daily: 4-hour maximum	Keep as-is
LADOT Lot 760		

Strategy 2.5.3 – Continue the conversion of existing free public off-street facilities to paid parking.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Medium-term	Medium	\$
Current Conditions		
This strategy has already been proposed as part of LADOT’s LA Express Park program CDP.		
Lots 613, 616, and 617 are free and available for use by both residents and visitors to the Venice Coastal Zone, with no overnight permit requirements currently in place. LADOT plans to convert all free off-street parking facilities within the Venice Coastal Zone to paid facilities, with the new rates yet to be determined based on LADOT’s CDP status and contingent on approval from the CCC.		
Strategy Overview		
Due to their proximity to Abbot Kinney Boulevard and adjacent paid lots, it is recommended that Lots 616 and 617 proceed with the proposed plans to convert from free to paid facilities. Given the size of the lots, it may be preferable to implement paid parking using multi-space meters (MSMs), to minimize costs, construction impacts, and potential temporary loss of capacity.		
Additionally, the conversion of these lots can be paired with STRATEGY 2.4.1 to implement dynamic rates for the paid parking model, instead of the currently planned standard hourly rates, which do not change over the course of a day, week, or between busy and slow seasons.		
Rationale		
Free parking facilities tend to have lower turnover than paid lots, as enforcement may be more difficult to manage. Although license plate reader (LPR) technology can make enforcement of parking facilities easier, the use of this technology has not yet been approved in Los Angeles. This results in residents and local drivers being encouraged to maximize their use of the free lots, rather than having them available for visiting parkers. The introduction of paid parking, combined with the modified time limits described in STRATEGY 2.5.2 , improves turnover and prioritizes parking availability for visiting parkers, employees, and diners, particularly those that work at or are visiting Al Fresco Dining operators.		
Lead Agency		
Parking Facilities, Parking Meters, and Parking Enforcement Divisions, within the LADOT Bureau of Parking Management.		

Strategy 2.5.4 – Complete the installation of on-street parking meters along Abbot Kinney Boulevard between Venice Boulevard and Main Street, per the LA Express Park program.

TIMELINE	LEVEL OF EFFORT	LEVEL OF INVESTMENT
Long-term	Medium	\$\$
Current Conditions This strategy has already been proposed as part of LADOT’s LA Express Park program CDP. In 2020, LADOT announced the proposed installation of 196 parking meters along Abbot Kinney Boulevard, alongside multiple mobility upgrades and accessibility improvements. The meters were proposed to follow the same pricing model as the rest of the LA Express Park program, introducing demand-based parking to the commercial corridor. As of 2025, all but the installation of meters has been completed, as the meters were placed on hold the same year as they were announced. The continuation and completion of this project is already a part of a CDP being prepared by LADOT as a part of the LA Express Park program. Strategy Overview It is recommended that LADOT proceed with the metering of Abbot Kinney Boulevard from Brooks Avenue to Venice Boulevard. To reduce costs and minimize potential disruptions to the existing parking supply, it may be preferred to install smart multi-space meters rather than single-space meters, using pay-by-plate enforcement rather than pay-by-space. The metered spaces should adopt the dynamic pricing model of the LA Express Park program. The cost of acquiring 196 single-space meters, parking sensors, and their installation/maintenance costs may swell upwards of ±\$1,000 per meter, not including typical operations/main-tenance costs for management. This totals ±\$196,000 for 196 meters along Abbot Kinney Blvd. In response to this high cost, LADOT may choose to consider multi-space meters due to the need for fewer meters and lower maintenance costs overall. The typical installation costs for MSMs are approximately ±\$15,000 per meter, with typical operations/maintenance costs at approximately ±\$1,500 per year per meter. To ensure that the parking needs of local merchants and employees are met, this strategy may be paired with the conversion of currently free off-street parking facilities to paid parking as described in STRATEGY 2.5.3.	Rationale There are several key benefits to converting this stretch of Abbot Kinney Boulevard from free to metered on-street parking, including the following: • Improved Turnover: The introduction of metering increases vehicle turnover, reducing cruising by drivers searching for parking and incentivizing long-term parkers to seek alternative parking options on off-street facilities. • Revenue capture: The potential revenue capture from metering can be returned to LADOT as a method for addressing budget shortfalls. • Improved Demand Management: When combined with the demand-based pricing model of the LA Express Park program, on-street spaces can provide a greater benefit for short-term visitors to the area and shift long-term parkers towards off-street facilities. • Effectively increase parking system capacity and access to the coast: Lower rates during periods of low demand and, more importantly, higher parking prices during high period of demand will effectively increase parking capacity, spreading out parking demand more efficiently through the system, encouraging greater turnover as noted above, and encouraging those who can to select options other than driving and parking for traveling to or within the coastal zone. Lead Agency Parking Meters Division, within the LADOT Bureau of Parking Management.	





03

Policy and Revenue Options

Overview

Many of the City-led and Al Fresco operator-led strategies require investment, whether in expanded micro-transit services or new bicycle infrastructure. This section evaluates potential local, regional, and state funding programs eligible for planning, infrastructure, technology and programming to reduce VMT and promote non-SOV modes of transportation.

Menu of Policy & Revenue Options

3.1 Policy Options

Strategy 3.1.1 – Adjust or reference non-residential bicycle parking requirements in the Venice Coastal Zone to meet or exceed the CALGreen Building Standards Code

TIMELINE	LEVEL OF EFFORT
Long-term	Medium
Current Conditions Bicycle parking requirements in the City are mandated by LAMC SECTION 12.21.A.16 “BICYCLE PARKING AND SHOWER FACILITIES”. For all residential buildings containing more than three dwelling units (DU) or more than five guest rooms, long-term bike parking is provided at a ratio of one per DU or guest room, and short-term parking is provided at a ratio of one per ten. Exceptions apply for single units, duplexes, and developments with individually accessible garages (e.g. townhomes). For non-residential developments and uses, long- and short-term parking is provided at ratios corresponding to each development’s individual land use and square footage. In all cases, a minimum of two long- and short-term bicycle parking spaces must be provided. For restaurants, bars, retail, and health clubs (e.g. gyms), the requirement is one per 2,000 square feet. For restaurants with a floor area of less than 1,000 square feet, the requirement is two per restaurant. In both cases, short-term bicycle parking should be provided immediately in front of the site within the public right-of-way, either by the business operator or by a City-owned bicycle rack/corral. Bicycle corrals may be installed by individual businesses or by a group of businesses sharing the cost, in which case the corral may be counted in full or in part towards each business’s short-term bicycle parking requirement.	Strategy Overview The California Green Building Code (CALGreen) establishes enhanced building and design standards for new and existing developments to meet heightened environmental requirements, with the goal of reducing environmental impacts and improving the public’s general welfare. SECTION 5.106.4.1 of the CALGreen code outlines enhanced standards for calculating bicycle parking requirements for non-residential uses. The code outlines requirements as follows: 0.106.4.1.1 Short Term Bicycle Parking – If the new project or an addition or alteration is anticipated to generate visitors, provide permanently anchored bicycle racks ... for 20 percent of the peak daily visitors, with a minimum of one two-bike capacity rack 0.106.4.1.2 Long Term Bicycle Parking – For new buildings with tenant spaces, provide secure bicycle parking for 10 percent of the tenant-occupants, with a minimum of one bicycle parking facility. In some cases but not necessarily all, the CALGreen code is stricter than the existing LAMC code, such as in requiring that short-term parking be based on peak visitors rather than square footage. It is therefore recommended that the City reference the CALGreen building code standards in its Bicycle Parking Ordinance for bicycle parking for new developments, including additions or alterations, where those requirements would provide for more bicycle parking than would be provided by the Municipal Code’s requirements.

Rationale

Increasing bicycle parking requirements ensures that cycling becomes a more viable and convenient option for commuters and visitors alike, directly lowering traffic volume and local vehicle emissions. In turn, an increased number of cyclists can lead to a direct decrease in overall parking demand as more visitors switch modes, increasing the available supply for those that need to park.

Bicycle parking requirements that are tied to square footage may prove to be an indirect indicator of the actual number of potential bike commuters or visitors. By basing the requirement on occupancy numbers or visitor counts, capacity can be calculated based on trip generation rather than on arbitrary square footage. It allows the city to more precisely require bicycle parking as a tool that may offset vehicle trips and meet mode-shift targets, and can be easily integrated with other TDM measures like transit passes or car-share memberships.

For example, assume that a 6,000 square foot restaurant/bar with 50 employees and a peak expected customer count of 200 daily customers is set to open. Under LAMC requirements, 3 short-term and 3 long-term spaces would need to be provided. Under the CALGreen code, this requirement would jump to 40 short-term spaces and 5 long-term spaces. The increased requirement ensures that more bicycle users can park near their destinations and that more employees can benefit from secure bicycle parking.

Lead Agency

LADOT and DCP, with final approval from City Council to approve the updated Bicycle Parking Ordinance.

Implementation

This strategy would require the proposal, drafting, and ultimate approval by City Council of an amended Bicycle Parking Ordinance. The updated Ordinance may need to be put through a period of public outreach and comment, where City residents may provide public comments on the updated Ordinance and offer feedback towards the new requirements.

Table 10 – Comparison of Bicycle Parking Requirements, LAMC and CALGreen Building Code

Los Angeles Bicycle Parking Ordinance		CALGreen Building Code (January 2026)
Short-term Bicycle Parking		
Office	1 per 10ksf, minimum 2	Provide enough to accommodate 20 percent of the peak daily visitors, minimum 2
Health Clubs (Gyms, etc.)	1 per 2ksf, minimum 2	
Restaurants and Bars	1 per 2ksf, minimum 2	
Retail Stores, General	1 per 2ksf, minimum 2	
Long-term Bicycle Parking		
Office	1 per 5ksf, minimum 2	Provide enough to accommodate 10 percent of tenant-occupants (i.e. employees, etc), minimum 1 facility
Health Clubs (Gyms, etc.)	1 per 2ksf, minimum 2	
Restaurants and Bars	1 per 2ksf, minimum 2	
Retail Stores, General	1 per 2ksf, minimum 2	

Source:
Los Angeles Bicycle Ordinance, LAMC 12.21.A.16
2025 California Green Building Standards Codem, Title 24, Part 11; Section 5.106.4

Strategy 3.1.2 – Modify the existing minimum parking requirements under the Venice Coastal Zone Specific Plan (VSP) to match or exceed city-wide requirements under LAMC.

TIMELINE

Long-term

LEVEL OF EFFORT

Medium

Current Conditions

The minimum parking requirements for restaurants within the Venice Coastal Zone is currently 1 parking stall per 50 square feet of Service Floor Area, or a parking to square footage ratio of 1:50. This ratio is double the city-wide parking minimum of 1:100 for restaurants.

The findings of the Venice Public Access Study, specifically the findings of **SECTION 3.2 – AL FRESCO IMPACT & WALKSHED ANALYSIS**, found that 59,772 additional square feet of Service Floor Area (SFA) have been added in the Venice Study Area by Al Fresco Dining operators.³⁵ Based on the subsequent findings generated by Walker’s Shared Parking Model (SPM), this additional square footage generates a projected peak demand increase of 412 vehicles. This then translates to an approximate commercial parking ratio of **6.9 vehicles per 1,000 square feet**, or a ratio of approximately **1 parking stall per 150 square feet**. The 1:150 ratio of parking to square footage is significantly lower than the existing 1:50 ratio required by the VSP, meaning that the amount of parking required by the Specific Plan is much higher than the actual demand that is generated by the LA Al Fresco Dining program.

Strategy Overview

Due to the disparity in parking requirements between the Venice Coastal Zone, the overall city-wide requirements, and the findings of the Venice Public Access Study, it may be recommended that the City consider adjusting minimum parking requirements for restaurants within the VSP to better reflect actual demand trends observed by the SPM, or at a minimum adjust them to meet the city-wide minimum. Given that Venice as a neighborhood is fully built out (i.e. the amount of developable land available is limited), additional parking requirements placed on potential new restaurants in the area may become a significant barrier for these new developments to enter the area.

In addition, it may be worthwhile for the City to consider the elimination of minimum parking requirements on restaurants and other non-residential land uses within the Venice Coastal Zone as a method of encouraging additional development and non-vehicle-based mobility within the area.

Rationale

The reduction of parking minimums serves multiple benefits. Primarily, a reduction in minimums would result in the right-sizing of parking ratios to better match the observed parking demand and generated commercial parking ratio. A 1:150 ratio would align with actual parking demand conditions observed within the Venice Study Area, as shown in **TABLE 11**. The findings of the Venice Public Access Study also found that the existing parking supply in the Venice Coastal Zone can absorb additional demand.

The adjustment of minimum parking requirements in the Venice Coastal Zone would better reflect current land use and development patterns. Currently, the majority of restaurants in the Venice Coastal Zone utilize some form of shared parking, whether provided by adjacent on-street public parking supply, off-street public and private parking facilities, or mixed-use developments where the parking lot is shared among multiple businesses. Additionally, many of the commercial nodes in the Venice Coastal Zone are compact walkable areas in part because they were built before the current minimum parking requirements were established. As a mostly built-out community, the businesses in the area do not have much space to add parking. Additional parking, whether built as a surface, structured, or subterranean facility, is prohibitively expensive for small businesses.

Additionally, the passage of AB2097 prohibits public agencies or cities from imposing a minimum vehicle parking requirement on most development projects located within a half-mile radius of a major transit stop. Specifically for the Venice Coastal Zone,

Table 11 – Comparison of Observed Commercial Parking Ratio to LAMC and VSP Requirements for Restaurant Uses

City-wide Code Requirement (per 1 ksf)	VSP Code Requirement (per 1 ksf)	Commercial Parking Ratio (per 1 ksf)
10.0	20.0	6.8

Source: Walker Consultants, 2025

35 59,772 square fee represents the additional square footage that existed as of July 2025. Current conditions may differ due to expansions, reductions, or closures.

this includes nearly all non-residential land use in the Venice Study Area – with the exception of the Washington Boulevard commercial strip between Beach Avenue and Ocean Front Walk, as well as the residential area south of Washington Boulevard. The adjustment of minimum parking requirements would allow for the relaxation of requirements outside of the AB2097 impact areas, creating a more hospitable environment for potential new development.

Lead Agency

The Department of City Planning (DCP) would likely lead the effort to implement this change, either as an amendment to the VSP or as a part of the Local Coastal Program (LCP) update.

3.2 Local Revenue Programs

Strategy 3.2.1 – Implement an Al Fresco Dining Mitigation Fee in the Venice Coastal Zone

TIMELINE	LEVEL OF EFFORT
Medium-term	High
Current Conditions The Permanent LA Al Fresco Ordinance (LAMC §12.21 A.24) establishes the permits required to operate outdoor dining in the City. These permits are one-time, up-front permits that allow the business to operate. Revenue from permit fees is allocated to the administrative costs of processing permits, including plan check and engineering fees. This permit revenue currently does not fund the Mitigation Measures included in the Mitigation Toolkit.	Rationale The proposed Al Fresco Dining Mitigation Fee would serve as a new source of revenue for the City of Los Angeles. The new fee would help offset the additional restaurant square footage resulting from the Al Fresco dining use and promote access. Creating a special revenue fund ensures money collected is retained, interest-bearing, and spent only on eligible public access uses. Additionally, embedding the fee in the Venice LCP Implementation Plan ties revenue directly to public coastal access objectives in Venice and clarifies how outdoor dining is mitigated as a coastal development. An annual or quarterly fee per seat/squarefoot reduces upfront burdens on small businesses and funds operations year over year, unlike one-time cost recovery permit fees. A Nexus study documents proportionality and supports fee adoption through hearings—improving cost recovery while reducing General Fund dependence. It is important to consider some potential challenges related to the adoption and ongoing implementation of this strategy. Adoption could be a lengthy process as it requires preparation of a nexus study, commission, and City Council approvals. A well-documented nexus study is critical to withstand scrutiny. Additionally, the annual fee would require administrative oversight that may be limited by the staffing and budgetary conditions of the City.

Strategy Overview

Establish a new annual fee for Al Fresco dining operators to help cover the costs of parking and access improvements outlined in this Mitigation Toolkit. Ideally, the fee should be an annual fee rather than a one-time fee, to reduce the financial burden on businesses and provide a more stable revenue stream. Offer partial credits for Al Fresco dining operators that implement approved TDM measures, specifically from **SECTION 1 – AL FRESKO OPERATOR-LED STRATEGIES** (e.g. employee micromobility/ rideshare subsidies, bike parking, customer incentives, consolidated supply deliveries, etc.), aligning with the strategies highlighted throughout the Mitigations Toolkit.

Implementation Timeline

The adjustment of minimum parking requirements would require an ordinance update to the VSP, which may involve the following steps:

1. Obtain support from key neighborhood associations, such as the Venice Neighborhood Council or Abbot Kinney Merchants’ Association, and/or from Council District 11 to pursue the preparation of a draft code update.
2. Prepare the draft ordinance and follow the review process through the applicable Los Angeles City Council Committees and public hearings.
3. Receive the approval of the City Council and Mayor’s Office to enact the adjusted code requirement into law.

Lead Agency

Los Angeles Department of City Planning (DCP) would the primary party responsible for drafting the new fee ordinance. Collaboration with relevant agencies would also be necessary, such as through LADOT and BOE for determining the appropriate fee structures and developing adequate enforcement mechanisms.

Strategy 3.2.2 – Modify and re-implement the parking in-lieu fee requirement for new developments and changes of use.

TIMELINE	LEVEL OF EFFORT
Medium-term	High
Current Conditions The Venice Coastal Zone parking in-lieu fee program (established in 2004) allows developers and business owners to pay a fee of \$18,000 per required parking space instead of providing the full number of on-site parking spaces mandated by City Code. This option is available for up to 50% of the required spaces for commercial and industrial uses, and up to 100% for multifamily residential projects; however, it is not available for single-family residential developments. The fees are collected by LADOT and deposited into the Venice Coastal Zone Parking Impact Trust Fund, which can be used for parking facility improvements, shuttle operations, administrative costs, and bicycle infrastructure. However, the program has been underutilized, with only 56 spaces paid in lieu since 2003, generating approximately \$1.1 million in revenue. Expenditures have been limited to the construction of two surface lots (LADOT Lots 759 and 760) and planning efforts, resulting in a fund balance of approximately \$700,000 as of 2020. The California Coastal Commission has identified issues with the program, including the low fee amount (which is well below the actual cost of constructing a parking space, estimated at \$36,500) and the lack of a clear mitigation plan for how the revenue is used to offset parking impacts.	Strategy Overview The previous 2019 report recommends two alternatives to the existing in-lieu fee program to address the issues brought forth by the Coastal Commission: • Increasing the fee to \$36,500 per space using estimates of recent construction costs of public above-ground parking structures. • Create a new parking credits program to replace the existing in-lieu fee program. Parking credits function as a land use entitlement, allowing new and expanding businesses to satisfy code-required parking requirements by utilizing a pool of actual public or private spaces identified as surplus or underutilized inventory. These businesses then sell parking credits to access the pool of parking. In both scenarios, the City would propose an expenditure plan to improve the existing parking supply and minimize parking impacts from development.

Impacts of AB 2097

Assembly Bill (AB) 2097 impacts the Venice Coastal Zone parking in-lieu fee program by eliminating minimum parking requirements for most new residential and commercial developments located within one-half mile of high-quality transit. Since the majority of Venice falls within the AB 2097 study area, the law effectively reduces or removes the obligation for developers to provide off-street parking. This undermines the purpose of the in-lieu fee program, which was designed to allow developers to pay a fee instead of building required parking. With fewer projects subject to parking mandates, the demand for in-lieu fee payments is expected to decline, threatening the program’s relevance and revenue stream.

The previous Venice Coastal Zone report recommends transitioning from the in-lieu fee model to a parking credits program, which would allow businesses to purchase annual credits in lieu of providing the minimum parking requirements.³⁶ However, similar to parking in lieu fees, parking credits rely on parking minimums to be in effect.

Rationale

AB 2097 applies to the Venice Coastal Zone, the parking in lieu fee or parking credit program would likely generate limited revenue to finance the mitigation measures. Increasing the fee may be prohibitively high for applicants, especially small businesses.

Benefits

- Flexible Development: Allows developers to pay a fee instead of providing on-site parking, supporting projects where space is constrained.
- Revenue Generation: Creates a funding source for shared parking facilities or multimodal improvements.
- Supports Policy Goals: Aligns with AB 2097 (removal of parking minimums near transit), encouraging transit-oriented development and reducing car dependency.
- Local Control: Funds can be earmarked for neighborhood mobility enhancements, such as bike lanes, pedestrian safety, and transit amenities.

Considerations

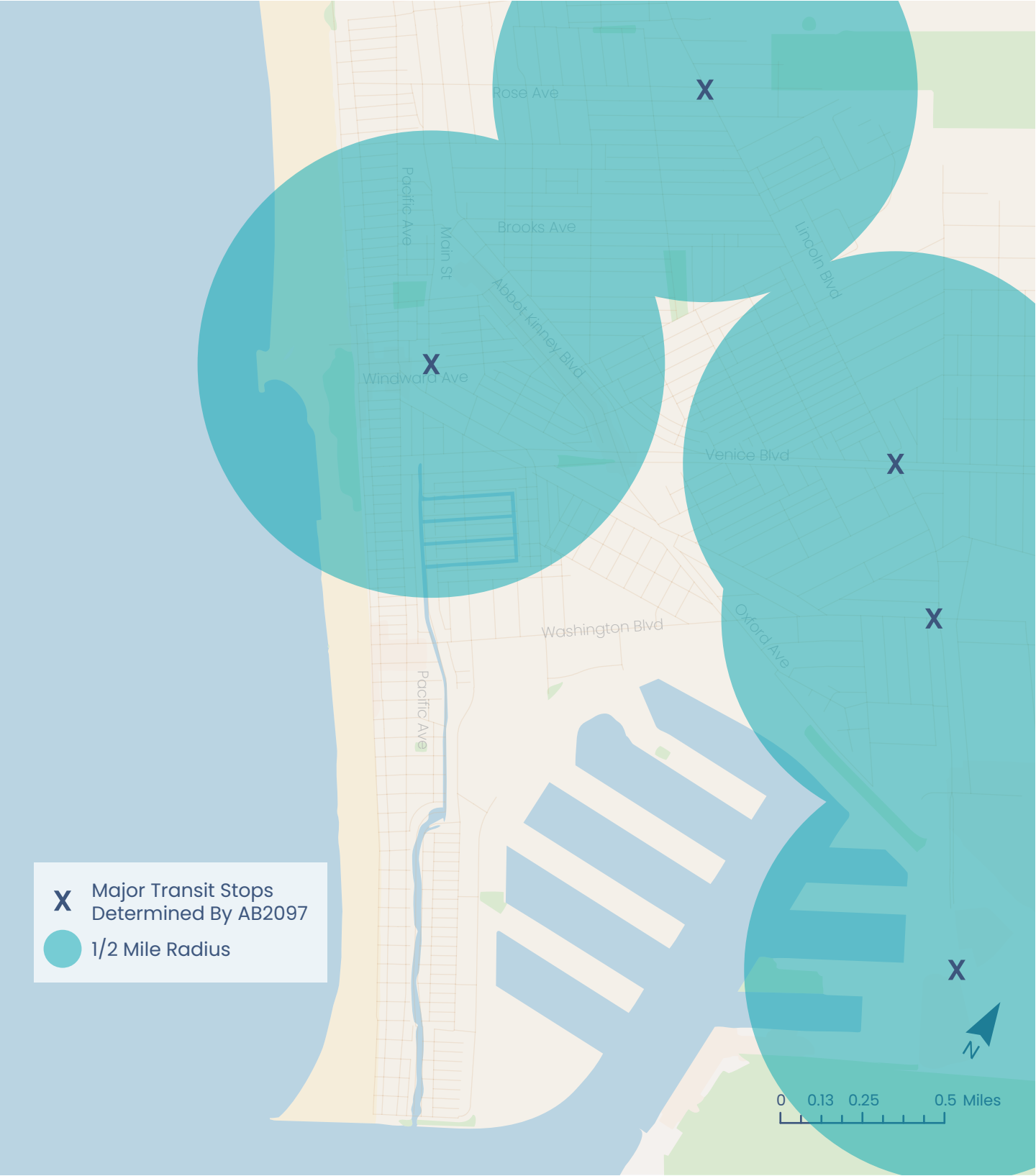
- Revenue Potential is Limited: Due to AB 2097, fewer properties in Venice have parking minimums; therefore, parking in lieu fee revenue is projected to decrease.
- Legal Compliance: Must comply with nexus and proportionality requirements under the California Mitigation Fee Act.
- Project Timing: Revenue depends on new development activity, which can vary based on market conditions and policy updates.
- Land Availability: Limited land for the City to purchase to build new parking.
- High Cost: An increased lump-sum fee presents an obstacle to smaller businesses.

Examples

Parking in lieu fees in other coastal communities include:

- Santa Monica: \$40,000 per space - Applies to developments in the Downtown and Coastal zones where physical parking cannot be provided. Funds are used for shared parking facilities and mobility improvements.³⁷
- Malibu: \$39,000 per space - Typically applied to restaurant and commercial projects in the Coastal Zone. Revenue supports public parking and access improvements near beaches.³⁸
- Redondo Beach: \$25,000–\$30,000 per space - Used for Harbor and waterfront parking enhancements and pedestrian connectivity.³⁹

Figure 16 – AB2097 Area of Impact Within Venice Study Area



36 Fehr & Peers. Parking Utilization and Transportation Demand Management Strategies Report: Venice Coastal Zone. Prepared for the City of Los Angeles Department of City Planning. November 2021. Project No. LA18-3029. Available at: <https://www.venicenc.org/assets/documents/5/committee68857d066a2a5.pdf>.

37 Fee obtained from: [santamonica.gov](https://www.santamonica.gov)

38 Fee obtained from FY 2023-2024 fee schedule, the most recent posted on City’s website Fee-Schedule-2023-24-Citywide

39 Fee obtained from: Welcome to Redondo Beach, CA

TIMELINE	LEVEL OF EFFORT
Medium-term	High
Current Conditions The Transportation Improvement Assessment Fee (TIA Fee) is a one-time development fee assessed on qualifying new projects within certain areas of the city, including the Venice Coastal Zone. The fee amount is based on a Nexus study that calculates the relationship between new development and transportation demand.⁴⁰ The Nexus study that includes Venice is the Transportation Impact Assessment (TIA) Fee Program Study for the Coastal Transportation Specific Plan (CTCSP) and West Los Angeles Transportation Improvement and Mitigation Specific Plan (WLA TIMP). Refer to CHAPTER 2.5, LEGISLATIVE AND REGULATORY CONDITIONS of this report for a more detailed overview of the current CTCSP and WLA TIMP TIA fee. Strategy Overview Prepare a resolution to update the TIA fees, adopt an updated list of transportation improvement projects (aligned with the projects recommended in this Mitigation Toolkit), and adopt an updated nexus study for the CTCSP. Examples TIA fees can aid in funding strategies included in the Mitigations Toolkit, including transit improvements, active transportation improvements, roadways, intelligent transportation systems (ITS), and auto-trip reduction programs and facilities. Examples of TIA-funded projects included in the Coastal Transportation Corridor Specific Plan – List of Transportation Improvements include: - Fund service improvements for high-frequency bus services in Venice, such as through increasing service frequency and implementing bus stop improvements. - Venice Streetscape Improvements: Implement streetscape improvements along Venice Blvd between Inglewood Blvd and Lincoln Boulevard. - Venice Blvd cycle track throughout the Coastal Transportation Corridor Area.	Rationale The most recent TIA fee study was finalized in June 2016, almost ten years ago. The City should consider updating the nexus study to reflect inflation and cost escalation, changes in land use patterns or trip generation rates, transportation priorities, and to verify compliance with the Mitigation Fee Act. Considerations - Need to re-establish a clear nexus and rough proportionality between new development and the updated fee. - Updated trip generation/VMT methods, growth forecasts, landuse mixes, and multimodal assumptions (post2016) are required, consistent with LADOT’s guidelines and Mobility Plan 2035. - Impact fee revenue depends on market activity (one-time fees), making it less predictable. Lead Agency Los Angeles Department of Transportation (LADOT) and Department of City Planning (DCP) Implementation - Update the 2016 CTCSP nexus study, the fee calculation, and project list. - From the Mitigation Toolkit, screen each measure to ensure it fits CTCSP categories (e.g. transit, active transportation, roadway/ITS, trip reduction). - Identify and pursue matching funds (e.g. Measure M/Local Return, Prop A/C, CMAQ) - Prepare a Council resolution to add selected mitigation projects to the CTCSP improvement list. - Prepare a resolution to update the TIA fees, adopt an updated list of transportation improvement projects, and adopt an updated nexus study for the CTCSP.

40 Most recent Nexus Study: Draft_Resolution_and_Nexus.pdf

3.3 Regional Funding Programs

The following regional funding programs could be used to fund the Mitigation Measures in this toolkit. These funding sources include both discretionary grants and local return funds.

Strategy 3.3.1 – Consider applying for the LA Metro Active Transportation Program (MAT)

Current Conditions The LA Metro Active Transportation Program (MAT) is a long-term funding initiative created under Measure M, Los Angeles County’s transportation sales tax measure. Its primary goal is to expand safe, convenient, and connected active transportation networks across the region. MAT focuses on first- and last-mile connectivity, bicycle and pedestrian infrastructure, and improvements that enhance transit accessibility. The total funds and recent MAT funding cycles include:⁴¹ - Program total: LA Metro’s Metro Active Transport, Transit & First/Last Mile (MAT) Program is funded at ~\$857 million (2015 dollars) over 40 years under Measure M. - Recent cycles: Cycle 1 awarded \$63.1M (Jan 2021) with an additional \$6.4M programmed in Apr 2025; Cycle 2 was approved at \$85.5M (Sept 2025). Examples⁴² Examples of MAT-funded projects within Los Angeles and regionally, include: - Grand Ave/Cesar Chavez First/Last Mile Project – protected bike lanes, ADA upgrades, lighting, and bus boarding platforms. - Alvarado/Pico Improvements – pedestrian plazas, speed tables, and crosswalk upgrades. - Alhambra Backbone Bicycle Network – bikeways and traffic calming. - Long Beach Downtown Walkable Corners – pedestrian refuge islands and protected bike lanes. Strategy Overview Consider applying for the Metro Active Transportation (MAT) grant program to support the Mitigation Measures included in this toolkit. Funding can cover capital features such as protected bike lanes, curb extensions, high-visibility crosswalks, ADA ramps, wayfinding, and pedestrian-level lighting that enhance safety and comfort while connecting people to key destinations.	Rationale MAT’s objectives are to expand active transportation networks, improve first- and last-mile connectivity, and reduce vehicle trips, which are core criteria for MAT funding eligibility. Funds can help implement non-auto access improvements—like protected bike lanes, safer crossings, and micro-mobility infrastructure—ensuring equitable access for residents and visitors without relying on private vehicles. This aligns with Metro’s Equity Platform Framework and Vision Zero goals. Considerations - The MAT grant program is highly competitive. - MAT funds can only be used for capital improvements, not for operations or enforcement. - MAT scoring prioritizes projects that are shovel-ready, which include: - Completed planning and design phases - Environmental clearance or clear path to compliance - Documented community engagement and council office support Lead Agency The Los Angeles Department of Transportation (LADOT) would apply for the funding opportunity. LA Metro is the funder. Implementation - Submit a Letter of Interest (LOI) during Metro’s solicitation window - Prepare the full funding application: provide detailed scope and design concept, cost breakdown and funding plan, community engagement documentation, and performance metrics (safety, connectivity, equity) - Metro scores projects based on equity, safety, health outcomes, and readiness. Approved projects are programmed for the five-year cycle and receive funding agreements.
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41 Source: Metro Active Transport, Transit and First/Last Mile Program – LA Metro

42 Source: Metro Planning Committee Approves \$85M for Bike/Ped Project Grants – Streetsblog Los Angeles

Current Conditions

In 2016, Los Angeles County voters approved a portion of revenues generated by Measure M to go towards Multi-year Subregional Programs (MSPs) to implement transportation capital investment priorities within eight of the nine subregional planning areas of Los Angeles County. The Westside Cities Council of Governments (WCCOG) is the joint powers authority created by the Cities of Los Angeles, Santa Monica, Culver City, Beverly Hills, West Hollywood, and the County of Los Angeles to perform regional and cooperative planning within the Westside Cities subregional planning area of Los Angeles County. Under the Measure M Expenditure Plan, the WSCCOG leads the Westside Cities 5-Year Expenditure Plan for Active Transportation and First-Last Mile Connections MSPs. WSCCOG was allocated approximately \$160 million under this program.⁴³

Examples

Examples of programmed projects in the Westside Cities subregion:⁴⁴

- Brentwood Walkability Enhancements: Upgraded curb ramps, medians, curb extensions, signalized crosswalks, speed feedback signs, street furniture, trees, landscaping, and an enhanced Class II bike lane.
- Connect Del Rey Stress-Free Bicycle Enhanced Corridor: 2 miles of bikeways with crosswalk striping, curb extensions, sharrows, speed humps, traffic circles, green bike lanes, and wayfinding signage.
- Expo Bike Path Gap Closure: Class I bike path connecting Overland Ave to Palms Blvd along Expo Light Rail ROW.
- Santa Monica to Westwood Stress-Free Bicycle Enhanced Corridor: 2.5-mile regional bike connection to the University of California Los Angeles (UCLA) with bike lanes, sharrows, speed humps, intersection improvements, curb extensions, and roundabouts.
- Westwood Boulevard Safety and Mobility Project: New bike lanes, bus-only lanes, and pedestrian improvements to support safe, accessible travel and prepare for the 2028 Olympic Games.

43 Source: Transportation — Westside Cities Council of Governments
44 Source: Council Report – Westside Cities Subregion MSP Funding 2024

Strategy Overview

Consider collaborating with WSCCOG and LA Metro to incorporate mitigation measures (capital improvements only) into the annual MSP update. Eligible project categories include:

- Active Transportation: Enhancements for walking and biking (e.g., bike lanes, upgraded crosswalks, curb extensions).
- First/Last Mile: Improvements that connect transit riders to stations (e.g., bus stop upgrades, wayfinding, bike parking).

Rationale

- Supports active transportation, transit, and complete streets projects that improve safety and reduce congestion.
- Provides predictable funding through Measure M’s 40-year horizon, enabling phased implementation of major capital projects.
- Requires public participation and documentation of community support, ensuring projects align with local priorities.

Considerations

- MSP funds cannot be used for operations or maintenance.
- Agencies must submit detailed scopes, financial plans, and quarterly reports; lapsing policies require funds to be expended within three years of programming.
- Limited allocations mean cities must negotiate priorities through their COGs, which can slow consensus-building.

Lead Agency

The Los Angeles Department of Transportation (LADOT) serves as the local administrator/programmer, and Metro is the funder/pass-through.

Implementation

1. Identify eligible projects, which must align with Metro’s Measure M Final Guidelines
2. Meet Project Readiness Criteria, including demonstrating technical feasibility, community support, and council office authorization.
3. LADOT submits proposed projects and funding requests to WSCCOG for inclusion in the annual MSP update.
4. WSCCOG reviews and approves programming based on the allocation of service populations.
5. Metro Board provides final approval and executes funding agreements with LADOT.

Current Conditions

Measure M is a half-cent sales tax approved by LA County voters in 2016 to fund transportation improvements. 17% of Measure M revenue is earmarked for the Local Return Program, which distributes funds to cities and unincorporated areas on a per capita basis. These funds are non-competitive and allocated monthly by Metro to eligible jurisdictions. The City received approximately \$78 million in Measure M local return funds in FY 2024.⁴⁵

Examples

Some of the projects included in the Measure M Local Return FY 2024 expenditures were:

- Venice Boulevard Great Streets Enhancements
- Venice Beach Oceanfront Walk Crash Barriers and Bollards.
- Vision Zero Education and Outreach

Strategy Overview

Consider allocating Measure M Local Return funds for Mitigation Measures, including for multi-modal infrastructure, TDM, parking, and curb management. According to Metro’s guidelines, Local Return funds can be used for:

- Active transportation: bike lanes, pedestrian crossings, ADA ramps, and sidewalks.
- Complete streets and green streets: including stormwater management and landscaping.
- Transit stop improvements: shelters, lighting, real-time signage.
- Traffic control and safety: signal upgrades, traffic calming, and Transportation Demand Management (TDM).
- Planning and design: for multimodal corridors and mobility hubs.

45 Source: City of Los Angeles Annual Financial Report of the Measure M Local Return Fund FY 2023, FY 2024 Microsoft Word – {C615C065-F13A-4A91-9E54-CEE7483D1113}

Rationale

- The Venice Coastal Zone is a suitable candidate for using Local Return funds to implement quick-build safety projects, curb management, and multi-modal infrastructure, especially along Venice Blvd, which is part of LA’s High Injury Network.
- Additionally, the Venice neighborhood serves transit-dependent populations and visitors; projects improving first/last mile access and non-SOV travel align with Measure M goals.
- Unlike competitive programs, Local Return provides predictable annual funding, making it ideal for the phased implementation of Venice’s mitigation measures.
- Non-Competitive: Funds are guaranteed based on population, unlike grant programs.

Considerations

- Must be spent within 5 years or placed in an approved Capital Reserve account.
- Independent Taxpayer Oversight Committee monitors compliance; audits are conducted annually

Lead Agency

The Los Angeles Department of Transportation (LADOT) serves as the local administrator/programmer, and LA Metro is the funder/pass-through.

Implementation

1. Define specific projects for the Venice Coastal Zone (e.g., smart parking meters, dynamic curb allocation, bike-share stations, microtransit).
2. Confirm the proposed Mitigation Toolkit Strategy complies with the Metro Local Return Guidelines.
3. Develop Project Scopes and Cost Estimates
4. Engage the Council District (CD11 for Venice) to secure political support and prioritize projects in the annual budget.
5. LADOT includes approved projects in its Local Return budget request during the City’s annual budget cycle.
6. The City Council Transportation Committee reviews and recommends allocations, as well as seeking approval from the CCC.
7. Final approval occurs when the City Council adopts the budget ordinance.
8. Follow funding compliance and reporting requirements.

Current Conditions

TDA Article 3 allocates two percent (2%) of Local Transportation Funds (LTF) collected from state sales tax to cities and counties for bicycle and pedestrian facilities. Funds are distributed annually by the Los Angeles County Metropolitan Transportation Authority (Metro) to jurisdictions based on population. The City of Los Angeles received \$2,284,000 in Transportation Development Act (TDA) Article 3 funds for the fiscal year ending June 30, 2024. These funds are specifically allocated for bicycle and pedestrian projects under the TDA Article 3 program, which is funded by 2% of Local Transportation Fund revenues.

Examples

Example projects funded by TDA Article 3 funds include:

- CicLAvia events that promote bike/ped safety and mode shift; the route has repeatedly run on Venice Blvd and into Venice.
- Maintenance of regionally significant Class I paths, pedestrian upgrades, and bike improvements, such as Marvin Braude Bike Trail.
- Venice Blvd Safety & Mobility Project: Recent corridor work added parking-protected bike lanes, upgraded crossings, signal improvements, and a 24/7 bus lane in Palms/Mar Vista .

Strategy Overview

Leverage annual TDA Article 3 funds to program and deliver bicycle and pedestrian capital improvements that support the Venice Coastal Zone Mitigation Toolkit (e.g., protected bike lanes, enhanced crosswalks, ADAcompliant curb ramps, lighting, and wayfinding). These Article 3 projects can be phased and bundled to create a steady pipeline of smaller, near-term access upgrades that complement larger Measure M investments.

Rationale – Benefits

TDA Article 3 is expressly reserved for bicycle and pedestrian facilities (2% of LTF), making it a strong fit for Venice Coastal Zone mitigation projects, such as protected bike lanes, enhanced crossings, ADA curb ramps, wayfinding, and lighting.

Allocations are made annually (commonly on a percapita basis by Metro), letting the City plan smaller, nearterm improvements and phase larger corridors over multiple cycles.

Article 3 can fund planning/design/engineering, rightofway, and construction of bike/ped facilities.

Metro administers claims and compliance audits for jurisdictions and the City’s Article 3 fund is included in annual financial audits—supporting transparent use and reporting.

Considerations

- Article 3 dollars are generally limited to capital projects for the exclusive use of bicyclists and pedestrians; operations/ongoing enforcement are not eligible, and broader street work must be directly tied to bike/ped facilities.
- Agencies must submit project claims, documentation, and reimbursement requests, and support Metro’s Article 3 compliance audits—plan for staff time to manage agreements, invoicing, and audit files.
- Article 3 programs typically require delivery within set windows and may need extensions if delays occur; build realistic schedules for design, procurement, and construction.
- Coastal permitting dependencies (Venice). Bike/ped projects within the Venice Coastal Zone can trigger Coastal Development Permit (CDP) and LCP consistency reviews—add time for DCP coordination and approvals alongside Article 3 programming.

Lead Agency

The Los Angeles Department of Transportation (LADOT) serves as the local administrator/programmer, and LA Metro is the funder/pass-through.

Implementation

1. Develop an annual list of eligible bicycle and pedestrian capital projects (e.g., protected bike lanes to beach access, enhanced crossings on high foot traffic corridors, ADA curb ramps, lighting, and wayfinding).
2. Ensure each project meets Article 3 eligibility—planning/design/engineering, right of way acquisition, and construction for bike/ped facilities.
3. For projects within the Venice Coastal Zone, secure CDP clearances and confirm LCP consistency (e.g., access/wayfinding, ADA, and safety enhancements).
4. LADOT compiles the City’s annual claim package (project list, budgets, schedules, and maps) and submits it to Metro for allocation.
5. After Metro allocation, execute agreements and proceed with coordinated procurement and delivery to meet Article 3 timely use expectations and audit documentation standards.
6. Follow funding compliance and reporting requirements.
7. Where appropriate, pair Article 3 projects with MAT/MSP or ATP grants to expand scope, phase delivery, or provide a funding match.

Current Conditions

The PALTA Fund is a City of Los Angeles special fund created by ordinance to receive the City’s share of Proposition A Local Return sales-tax revenues and the interest earned on those monies; expenditures are restricted to public transit purposes and must follow Metro’s Local Return guidelines and City budgeting/transfer procedures. The City’s adopted budgets show \$207.13 million (FY 2025) appropriated to the PALTA Fund—the vast majority of which supports LADOT transit operations and related capital/technology.⁴⁶

Strategy Overview

Use PALTA to implement Venice Coastal Zone Mitigation Measures that expand local transit and access, such as:

- Extend LAnow microtransit hours into evenings/weekends; pilot a seasonal Venice Beach Circulator; enhance paratransit capacity (e.g., senior/disabled access).
- Fund transit stop improvements, first/last-mile wayfinding, and related transit infrastructure that improves access to transit corridors serving Venice.

Examples of PALTA-funded Projects

- Paratransit access: Cityride—LADOT’s senior/disabled program—uses Prop A Local Transit Assistance; Venice can expand/target similar access during peak seasons.
- LAnow operates in Venice/Westside; PALTA can fund extended hours or seasonal service augmentation that reduces parking demand near the coast.
- Local Return eligibility covers transit stop improvements and related infrastructure that support ridership and access to transit lines serving Venice.

Rationale

- PALTA is explicitly reserved for public transit purposes, allowing it to directly fund service hours, operations, and paratransit, thereby addressing parking pressure and enabling equitable coastal access.
- Monthly per-capita allocations provide a steady source that the City can program annually to match seasonal demand in Venice (summer peaks, weekends).
- Metro’s guidelines, due dates, and audits offer a clear path to deliver Venice mitigations while safeguarding funds via Capital Reserves if project timing requires.

Considerations

- PALTA dollars must be spent only on public transit purposes.
- PALTA dollars are subject to a “timely use of funds” rule—the City must spend allocations within the current fiscal year plus the next three fiscal years, or place them in a Metro Board-approved Capital Reserve to avoid lapsing.
- The City must maintain complete documentation so it can pass the annual Proposition A/Proposition C Local Return audit (uses, invoices, outcomes). [infracore.org]
- PALTA should fund operations while being paired with capital sources (e.g. for example Measure M Local Return, Metro MSP, or Caltrans ATP).

Lead Agency

The Los Angeles Department of Transportation (LADOT) serves as the local administrator/programmer, and LA Metro is the funder/pass-through.

Implementation

- LADOT Transit defines Venice service packages (e.g., LAnow service expansions, seasonal Beach Circulator, paratransit add-ons) and access upgrades; prepares O&M budgets and outcomes (ridership, reduced cruising).
- Include Venice PALTA uses in the Mayor’s Proposed Budget; adopt via Council; ensure all uses meet “public transit purposes” in LAAC § 5.85. [cityclerk.lacity.org], [ladot.lacity.gov]
- Comply with Metro requirements.
- Launch service, and document expenditures and outcomes for the annual Local Return audit.
- Combine PALTA operations with other funding (e.g., Measure M Local Return, ATP) for capital items (e.g., shelters, wayfinding, bikeways) to maximize Venice access benefits.

46 Source: City Budget Transparency | Budget Visualization Dashboard

3.4 State Funding Programs

Strategy 3.4.1 – Consider applying for the California Active Transportation Program (ATP)

Current Conditions

The Active Transportation Program (ATP) was established in 2013 through Senate Bill 99 and Assembly Bill 101 to consolidate several state and federal programs (including Transportation Alternatives, Bicycle Transportation Account, and Safe Routes to School) into a single funding source focused on walking and biking infrastructure. ATP aims to make California a national leader in active transportation by supporting projects that increase the proportion of trips made by non-motorized modes, improve safety, and enhance mobility for pedestrians and cyclists.

Current cycle (ATP Cycle 7, adopted Dec 2024–Jun 2025): \$168.7 million in programmable funding statewide, split across: Statewide (\$84.35 M), Small Urban & Rural (\$16.87 M), and MPO-administered regional programs (\$67.48 M).⁴⁷

Examples⁴⁸

Examples of projects funded through the ATP program include:

- City of Los Angeles – Atwater Crossing: Complete streets improvements for bike/ped connectivity.
- City of Long Beach – Coastal Bike Trail Connector: Ocean Boulevard.
- Safe Routes to School Programs: Education and encouragement campaigns in Inglewood, Humboldt County, and StanCOG regions.

Strategy Overview

Consider applying to the ATP grant program for Mitigation Measures in the Venice Coastal Zone. The ATP program could fund mitigation measures, including dedicated bike lanes, pedestrian crosswalk safety improvements, expansion of Metro bikeshare, transit stop amenities, wayfinding and signage, and mobility hubs.

Rationale

Funds infrastructure, non-infrastructure programs (education, encouragement), and planning efforts for active transportation.

Considerations

- The program is regularly oversubscribed.
- No mandatory match, but leveraging local funds earns points.
- Projects serving disadvantaged communities score higher.

Lead Agency

The Los Angeles Department of Transportation (LADOT) is the funding applicant, and Caltrans is the funding agency.

Implementation

1. Match Venice Mitigation Measures to ATP-eligible categories (infrastructure, non-infrastructure, planning). Prioritize protected bikeways, pedestrian safety treatments, ADA curb ramps, wayfinding, and mobility hubs that increase walking/biking and improve safety outcomes.
2. Identify Disadvantaged Communities (DAC/Justice40) segments in/around Venice using ATP/Metro datasets; design projects that directly benefit DACs. Prepare evidence on safety (collision data), demand, health outcomes, and access to transit.
3. Secure letters and MOUs from community-based organizations, business associations, LAUSD, and Council District 11. Document robust engagement and support; ATP scoring favors strong local partnerships and inclusive outreach.
4. Advance concept design/PS&E, develop cost estimates, and outline delivery schedules that meet ATP readiness expectations.
5. Coordinate early with DCP on CDP requirements and LCP consistency; outline CEQA approach and any needed permits in the application narrative to strengthen feasibility.
6. Engage Metro’s ATP Grant Assistance Program to refine narratives, benefit/cost metrics, and DAC documentation.
7. Execute funding agreement and phase construction to minimize coastal peak season impacts and maintain access.
8. Establish grant controls for schedule, budget, invoicing, and performance reporting per ATP requirements.

Strategy 3.4.2 – Consider applying for the CARB STEP Implementation Grant Program

Current Conditions

The Sustainable Transportation Equity Project (STEP) is a California Air Resources Board (CARB) program within California Climate Investments that funds community-led planning and implementation projects to meet local transportation needs, increase access to key destinations, reduce vehicle miles traveled (VMT), and deliver clean mobility benefits in disadvantaged and low-income communities. STEP can fund a portfolio of solutions—public transit and shared mobility services, pedestrian and bicycle infrastructure, urban greening, landuse and housing policy support, workforce development, and clean transportation planning and education—bundled to work together at the community scale. In 2024, CARB awarded over \$42 million to support community-led mobility projects statewide.⁴⁹

Example

LADOT received a CARB STEP Implementation grant to deliver a community-led Universal Basic Mobility (UBM) bundle in South Los Angeles—including LAnow on-demand electric shuttles, mobility wallet fare subsidies, an e-bike lending library, EV carshare expansion, and public charging. South Los Angeles was specifically selected for the UBM bundle due to prevailing high rates of poverty and low vehicle ownership rates. Part of the mobility wallet subsidies provided included a \$150 monthly subsidy for a duration of 12 months, provided for recipients to spend on related transportation expenses as deemed fit. As part of this grant, LADOT launched the South LA LAnow zone on June 16, 2025, with four all-electric vans, and made rides free for one year (through June 30, 2026) to expand equitable access to first- and last-mile transportation.

Strategy Overview

Consider applying to the CARB STEP Implementation Grant for Mitigation Measures in the Venice Coastal Zone. STEP can fund capital, operations, education/outreach, workforce development, and supporting policy/planning within a single community program. The STEP program can fund Venice mitigations that bundle clean mobility services and access infrastructure—e.g., expanding LAnow on-demand microtransit/EV shuttles, seasonal circulator shuttles, Metro Bikeshare station additions, secure bike parking and bike valet, protected bikeways and high-visibility crossings, transit shelter upgrades (UTAP), wayfinding/signage, and mobility hub elements to improve first/last-mile access. In addition, STEP can support community-led TDM, outreach/education, and workforce training tied to e-mobility and charging, as demonstrated by CARB’s South LA Universal Basic Mobility implementation grant, which includes an on-demand electric shuttle (LAnow) within a broader clean-mobility package.

Rationale

Pursuing CARB’s STEP Implementation funding is strategic because it supports community-led, bundled clean-mobility solutions—pairing capital items (e.g., bikeways, transit shelters, charging) with operations and programs (e.g., microtransit, mobility wallets, outreach, workforce training) to reduce VMT, improve first/last-mile access, and expand equitable coastal mobility—consistent with the Venice Mitigations Toolkit.

Considerations

- The program is highly competitive. Competitiveness: The STEP program is a competitive grant, and its most recent RFA (FY 2022–23) was oversubscribed.
- Projects must benefit disadvantaged/low-income communities—STEP explicitly targets these geographies; proposals must show community governance/leadership, robust engagement, and measurable benefits.

Lead Agency

The Los Angeles Department of Transportation (LADOT) is the funding applicant, and CARB is the funding agency.

Implementation

1. Build a bundled program that pairs clean mobility services (e.g., mobility wallet, e-bike, microtransit EV shuttles) with safety infrastructure (e.g., protected bikeways, crossings) and workforce development.
2. Use CARB/City equity datasets to document disadvantaged/low-income areas benefiting from the strategy.
3. Organize a community governance structure to co-design services and infrastructure.
4. Prepare concept designs, costs, phasing (including capital and operations), and grant schedules aligned to CARB’s requirements.
5. Build a compelling equity narrative aligned with California Climate Investments objectives.
6. Define performance metrics such as user uptake, VMT/GHG reduction, safety, and workforce metrics.
7. Identify long-term funding for services such as PALTA/Local Return (transit ops) and sponsor contributions.

47 Source: Amended 2025 Active Transportation Program Fund Estimate Attachment

48 Source: Completed Projects, Programs, and Plans | Caltrans

49 Source: CARB awards over \$42 million to support community-led mobility projects in disadvantaged and low-income communities throughout California



04 Overall Implementation Plan

Overview

This section of the report outlines guidance for implementing the toolkit of City- and AI Fresco Operator-led strategies, focusing on the key considerations required for effective funding and staffing. This section is organized into two primary components:

1. **Funding Opportunities:** Guidance on identifying, securing, and allocating financial resources to support the implementation of the strategies.
2. **Governance & Staffing Structure:** Recommendations on governance structuring and assigning personnel to ensure successful execution and long-term sustainability of the strategies.

Funding Opportunities

Successful implementation of strategies depends not only on selecting the appropriate measures, but also on ensuring that the necessary resources are available to support them. In practice, most strategies require one or more of the following types of support: **capital infrastructure investment, ongoing operational funding, program administration, and policy or stakeholder coordination**. Identifying these needs early helps clarify which funding sources are appropriate and how responsibilities may be shared across City departments, local partners, and participating businesses.

Some strategies rely primarily on capital infrastructure, such as signage, curb modifications, bike parking, or corridor improvements. These typically require one-time funding and are often delivered through capital programs or competitive grants. Other strategies depend more heavily on operational support, including services such as shuttle operations, valet programs, enforcement, or on-demand microtransit services, which require ongoing funding and staffing. In addition, many strategies require program administration, such as managing incentives, coordinating AI Fresco operator programs, conducting outreach, or monitoring participation. These activities may not involve major infrastructure costs but still require dedicated staff time or program management resources. Finally, certain strategies require policy and stakeholder coordination, including alignment with City departments, Council offices, business districts, or private vendors or partners, which can influence both the timeline and feasibility of implementation.

The AI-Fresco Operator-led measures (**TABLE 12**) can be implemented directly by AI Fresco operators as part of the City and Coastal Development Permit process and are intended to mitigate potential mobility and coastal access impacts associated with outdoor dining. Most measures are low-cost to moderate-cost strategies that can be implemented in the short term and tailored to the size and context of the operator. Depending on whether an application is for on-street or off-street outdoor dining, the applicable reviewing department (LADOT, LADBS, and/or City Planning) would be responsible for evaluating the proposed mitigation package as part of permit review.

TABLE 13 details City-led mitigation measures mapped to each funding type. These types of strategies involve city investment, policy changes, or coordination with external partners and are therefore expected to be implemented over a longer time-frame. The City may consider incorporating these strategies into adopted plans, ordinances, and capital programs, including transportation improvement plans, parking management programs, and future updates to the Venice Local Coastal Program.

Funding Opportunities for City-led Strategies

This section provides an overview of potential funding sources that could support the implementation of the citywide mitigation measures outlined in this Toolkit. The programs listed below include local revenue tools, regional allocations, and state competitive grants that may be used to fund toolkit initiatives.

Funding Opportunities for AI Fresco Operator-led Strategies

AI Fresco Operator-led strategies are primarily funded directly by businesses as part of their ongoing operations. This includes costs associated with commuter incentives, program participation, and on-site services, which are typically integrated into restaurant operating budgets. Tools such as pre-tax commuter benefits can help reduce employee costs but do not represent new funding sources. In addition to private employer contributions, there are limited opportunities to leverage regional support programs to offset specific strategies. For example, the LA County Metro Vanpool Subsidy Program can reduce the cost of vanpool participation, and periodic regional rideshare campaigns (e.g., through Ridematch) may provide supplemental incentives to encourage behavior change.

Overall, while public and regional funding sources can support broader system improvements and select programs, AI Fresco Operator-led TDM strategies generally rely on private funding, with targeted opportunities to layer in regional support where available.

Table 12 – Al Fresco Operator-Led Mitigation Measures – Funding Considerations

Strategy	Capital (Infrastructure)	Operations (Service Delivery)	Administration (Program Management)	Coordination (Policy & Partners)
Bike Program			●	
Carpool and Vanpool Matching Support			●	
Consolidated and Low-Impact Supply Deliveries		●	●	●
Customer Incentives for Non-Drive Trips			●	
Employer Newsletter, Flyers, Announcements, Memo, or Employee Letter			●	
Guaranteed Ride Home			●	●
Metro Bike Share Buy-In Bulk Program			●	●
Mobility Wallet			●	●
New Hire Transportation Orientation			●	
Parking Cash-Out (where applicable by law)		●	●	●
Parking Management		●	●	●
Reservation and Website Messaging			●	
Secure Bicycle Parking	●			
Shared Micromobility Subsidy for Employees			●	●
Social Media Messaging (Restaurant)			●	
Transit or Mobility Stipend			●	●
“Park Once” Coordinated Valet District		●		●

Table 13 – City-Led Mitigation Measures – Funding Considerations

Strategy	Capital (Infrastructure)	Operations (Service Delivery)	Administration (Program Management)	Coordination (Policy & Partners)
Adjust Non-Residential Bicycle Parking Requirements			●	●
Beach Shuttle		●		●
Continue/Accelerate Support for UTAP			●	●
Enforcement Hours & Staffing			●	

Table 13 Continued – City-Led Mitigation Measures – Funding Considerations

Strategy	Capital (Infrastructure)	Operations (Service Delivery)	Administration (Program Management)	Coordination (Policy & Partners)
Expand Metro Bikeshare Program	●		●	●
Expand Short- and Long-Term Secure Bicycle Parking	●			
Flexible Employee Parking Permit Program		●	●	
Flexible Loading Zones	●	●		●
Flexible Loading Zones (TNC Specific)		●		●
Implement TMA/TMO			●	●
Vision Zero Initiatives	●			●
Modify Key Corridor	●			●
Multi-Space Metered Parking Installation	●	●		
New Off-Street Parking Facilities	●	●		●
New On-Street Parking Supply	●			●
New Parking Meter Corridors (Abbott Kinney)	●	●		●
New Parking Meter Corridors (Additional)	●	●		●
On-Demand Microtransit		●		●
Paid Parking Conversion	●	●		
Parking and Shuttle Service		●		●
Parking Maximums			●	●
Parking Signage	●			
Parking Time Limits		●		
Shared Parking		●		●
Social Media Messaging (Citywide)			●	●
Time-of-Day Rates (On-Street)		●	●	●
Time-of-Day Rates (Off-Street)		●	●	

Table 14 – Funding Sources for Citywide Strategies

Funding Program Name	Description	Funding Source	High-Level Eligibility	What the Funding Could Be Used For (General)	Funding Timing	Funding Support Type	Partners Needed
Transportation Impact Assessment (TIA) Fee Program (Update Nexus)	One-time development impact fee program that funds transportation improvements tied to growth.	Development impact fees (CTCSP / WLA TIMP)	City updates nexus study and adopts revised fee and project list.	Capital bike lanes, pedestrian improvements, transit stop upgrades, streetscape, ITS, and eligible trip reduction facilities.	One-Time (paid when development occurs) but grows with development.	Capital	LADOT, DCP, Council District
Al Fresco Dining Mitigation Fee (Proposed)	Proposed annual fee on outdoor dining operators to mitigate access and mobility impacts.	Annual fee on Al Fresco operators (special revenue fund).	Requires nexus study, Coastal consistency, and Council adoption.	TDM administration, employer incentives, bike valet, access programs, parking optimization.	Ongoing (annual fee structure if adopted)	Operations, Administration, Coordination	DCP, LADOT, Coastal Commission
Measure M Local Return	Non-competitive per capita allocation from LA County sales tax for transportation.	LA Metro sales tax local return.	City of Los Angeles allocation.	Active transportation infrastructure, complete and green streets, transit stop improvements, traffic control and safety, TDM, planning and design.	Ongoing (annual allocation)	Capital, Operations, Administration	LADOT, Metro
Metro Active Transport (MAT)	Competitive grant program supporting active transportation and first/last mile projects.	Measure M competitive grant.	Local jurisdictions.	First- and last-mile connectivity, bicycle and pedestrian infrastructure, and improvements that enhance transit accessibility	Both (one-time grant funding awarded periodically, not annually guaranteed)	Capital	LADOT, Metro
Metro Multi-Year Subregional Program (MSP)	Subregional capital funding allocated through Westside Cities Council of Governments (WSCCOG) that can fund mitigation measures.	Measure M subregional funds.	Projects submitted through WSCCOG process.	Larger corridor bike/ped and first/last mile capital projects.	Both (program cycles allocate funding over multiple years)	Capital	LADOT, WSCCOG
Transportation Development Act (TDA) Article 3	Annual program that allocates 2% of Local Transportation Fund (LTF) revenues (based on population count) to cities and counties specifically for bicycle and pedestrian projects.	LTF (state sales tax revenues administered by LA Metro)	Cities and counties receive annual allocations; projects must be bicycle or pedestrian facilities and comply with Metro Article 3 guidelines and reporting requirements.	Planning, design, and construction of bicycle and pedestrian improvements such as protected bike lanes, enhanced crosswalks, ADA curb ramps, lighting, wayfinding, and improvements to coastal access routes.	Ongoing (annual allocation)	Capital	LADOT, LA Metro
Proposition A Local Transit Assistance (PALTA)	PALTA sales-tax revenues and its interest for a transit fund restricted to transit operations and services.	Prop A Local Return	Transit purposes only.	LAnow microtransit hours expansion, Venice Beach circulator pilot, transit stop improvements, transit first/last mile wayfinding,	Ongoing (recurring local return transit funding)	Operations	LADOT Transit, Metro
California Active Transportation Program (ATP)	Statewide competitive program for bicycle and pedestrian infrastructure.	Caltrans / CTC.	Local agencies.	Funds infrastructure, non-infrastructure programs (education, encouragement), and planning efforts for active transportation.	Both (competitive grant cycles)	Capital, Administration	LADOT, Caltrans
The Sustainable Transportation Equity Project (STEP) Implementation Grant Program	Competitive climate investment program funding bundled clean mobility solutions, especially in disadvantaged and low-income communities.	CARB Climate Investments.	Must meet equity criteria and community benefit requirements.	Bundled capital and operations such as on-demand micro transit, mobility wallet, bike share, TDM outreach/ education mobility hub.	Both (competitive grant cycles)	Capital, Operations, Administration, Coordination	LADOT, CARB

Governance and Staffing Structure

Successful implementation of the strategy toolkit will depend on clear governance, defined roles and responsibilities, and coordination across multiple City departments. In the near term, implementation of AI Fresco Operator-led strategies is **expected to occur primarily through the existing permit review process, with the responsible reviewing department evaluating and documenting mitigation commitments as part of permit approval and renewal.**

AI Fresco Operator-led strategies can be implemented independently by restaurants but benefit greatly from shared support systems. Over time, additional resources, partnerships, or coordinating entities may provide technical assistance, program administration, and outreach support to support Operators, such as:

- AI Fresco Operator outreach and onboarding
- Development of consistent communications and materials
- Administration of incentives and programs
- Technical assistance to participating businesses
- Monitoring, reporting, and performance tracking

These functions are best delivered through a centralized or coordinated structure, supported by existing City staff and/or a dedicated mobility entity. This approach would provide unified guidance and streamlined implementation across both citywide initiatives and AI Fresco Operator-led efforts.

Key Roles and Responsibilities

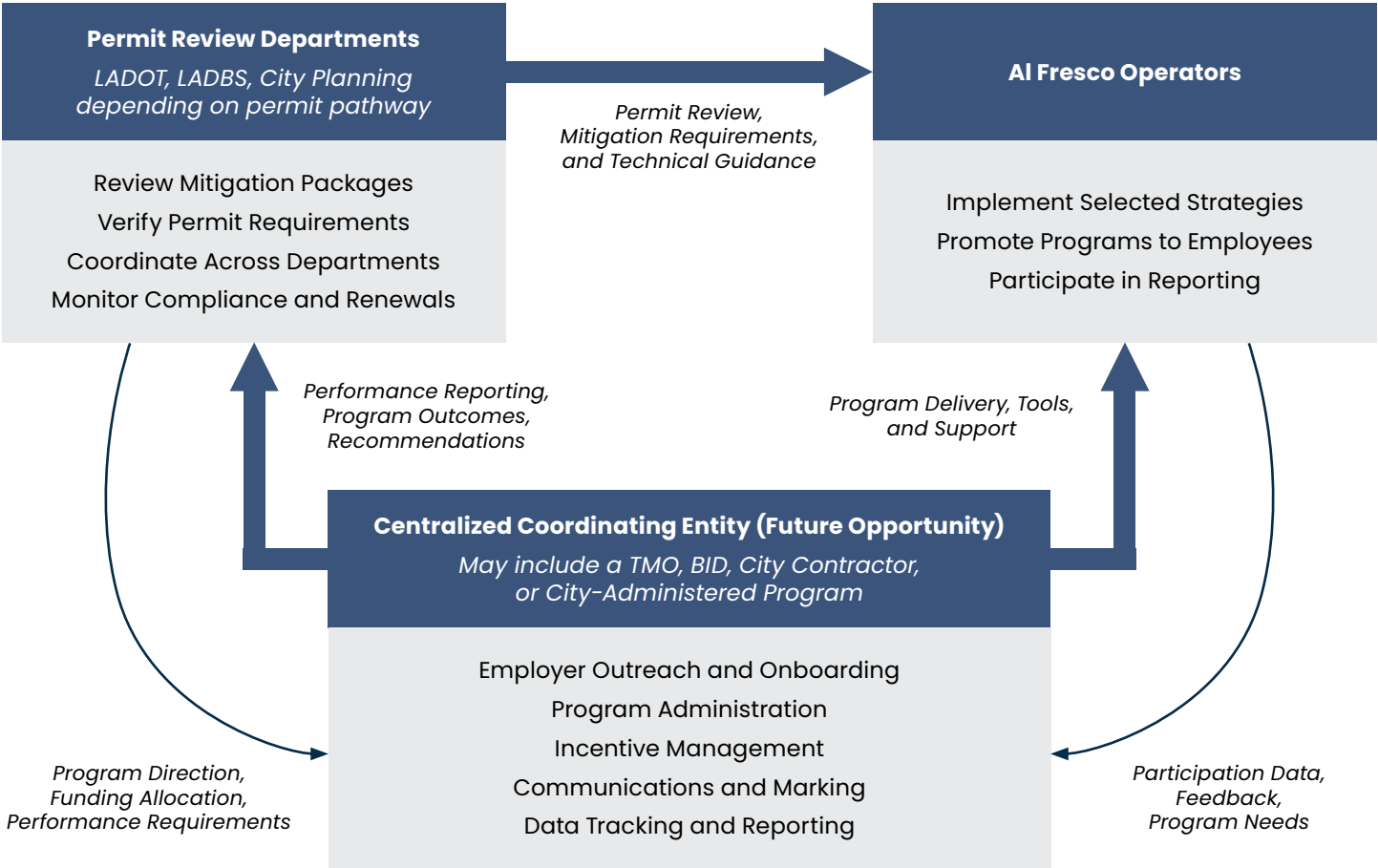
Implementation is expected to involve a combination of City leadership, a coordinating entity, participating AI Fresco Operators and key regional partners including:

- **Permit Review Departments:** Depending on the type and location of the AI Fresco request, LADOT, LADBS, and/or City Planning would be responsible for reviewing the proposed mitigation package and ensuring consistency with applicable permit requirements. Each department would retain responsibility for its own review process and may designate a staff contact or program lead to provide technical assistance and answer questions related to TDM measures.
- **Citywide Strategy Partners:** Support implementation of City-led strategies by advancing policy alignment, infrastructure improvements, and multimodal mobility coordination. Partners may include agencies such as LA Metro, regional transit providers, the Department of City Planning, Public Works, StreetsLA, and other interdepartmental teams whose roles contribute to permitting, curb management, mobility infrastructure, and public realm improvements.

- **Centralized Coordinating Entity (Future Opportunity):** While the implementation framework described in this report is intended to function within existing permit review processes, there is value in establishing a centralized coordinating entity in the future to support ongoing TDM activities. Potential responsibilities could include AI Fresco Operator outreach and onboarding, administration of incentives and programs, communications and marketing, technical assistance, and monitoring and reporting. Accordingly, while the establishment of a centralized coordinating entity is not required for implementation of the mitigation framework, the City may wish to explore such a model in the future as TDM activities expand or become more formalized through future TDM ordinances, funding programs, or regional initiatives. Such an entity could take several forms depending on City priorities and available resources, including:
 - **Required participation model:** Businesses participate as a condition of permit approval, ensuring consistent engagement and baseline program delivery.
 - **City-contracted model:** The City contracts with a TMO or similar entity to deliver services, with defined scope, performance metrics, and reporting requirements.
 - **BID-integrated model:** Mobility coordination functions are incorporated into an existing Business Improvement District, leveraging established relationships and local governance structures.
 - **City-administered model:** The City directly manages program delivery through existing staff, with potential support from external partners or grant funding.
- **AI Fresco Operators:** Implement selected strategies at the site level, participate in programs, distribute information to employees, and coordinate with the City (or eventual TMO) as needed.

FIGURE 17 outlines the key roles, responsibilities, and partnerships involved in implementing the menu of strategies. It offers a clear visual overview of how program administration, technical support, and performance tracking are coordinated among the City departments, AI Fresco Operators, a potential centralized coordinating entity, and other partners to ensure cohesive implementation across both citywide and site-level efforts.

Figure 17 – Flow Chart of Recommended Roles and Responsibilities





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