

File No. 170139

Committee Item No. 3

Board Item No. \_\_\_\_\_

## COMMITTEE/BOARD OF SUPERVISORS AGENDA PACKET CONTENTS LIST

Committee: Land Use and Transportation

Date March 20, 2017

Board of Supervisors Meeting

Date \_\_\_\_\_

### Cmte Board

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| <input type="checkbox"/>            | <input type="checkbox"/> | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/> | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/> | Youth Commission Report                      |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Introduction Form                            |
| <input type="checkbox"/>            | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/> | Memorandum of Understanding (MOU)            |
| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Form 126 - Ethics Commission                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | Form 700                                     |
| <input type="checkbox"/>            | <input type="checkbox"/> | Vacancy Notice                               |
| <input type="checkbox"/>            | <input type="checkbox"/> | Information Sheet                            |
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### OTHER

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Completed by: Alisa Somera Date March 16, 2017

Completed by: \_\_\_\_\_ Date \_\_\_\_\_



# SAN FRANCISCO PLANNING DEPARTMENT

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February 9, 2017

Ms. Alisa Somera, Clerk of Land Use Committee  
Board of Supervisors  
City and County of San Francisco  
City Hall, Room 244  
1Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Re: Transmittal of Planning Department Case Number 2012.0726PCA:  
Transportation Demand Management Program – TDM Program Standards  
and Technical Justification  
BOS File No:170139

Dear Ms. Somera,

The Transportation Demand Management (TDM) Ordinance (BOS File No. 160925) was before the Board of Supervisors on January 31, 2017 for a first reading, and was unanimously passed. The TDM Ordinance was finally passed on second reading before the Board of Supervisors on February 7, 2017.

The TDM Ordinance amends the Planning Code to establish a citywide Transportation Demand Management (TDM) Program, to require Development Projects to incorporate design features, incentives, and tools that support sustainable forms of transportation; to create a new administrative fee to process TOM Plan applications and compliance reports; and to make conforming amendments to various sections of the Planning Code.

On February 7, 2017 the San Francisco Planning Department (hereinafter "Planning Department") and the San Francisco Municipal Transportation Agency (hereafter "MTA") received a referral from your office requesting hearing on the Transportation Demand Management (TDM) Program Standards, the TDM menu of options, and the methodology in the Technical Justification document. The referral requests the presence of the Planning Department and MTA at the hearing.

**TDM Program Standards.** The Planning Commission's Standards for the Transportation Demand Management Program ("TDM Program Standards") were adopted by the Planning Commission (hereafter "Commission") on August 4, 2016, via Planning Commission Resolution No. 19715, conditioned upon adoption of the TDM Program Planning Code amendments by the Board of Supervisors.

Subsequent to the Planning Commission's action on August 4, 2016, staff conducted additional outreach in preparation for the Board of Supervisors Land Use and Transportation Committee hearings. Based upon the additional outreach and analysis, staff identified amendments to the TDM Program Standards that were proposed for adoption by the Planning Commission.

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**File No. 170139 – Hearing – Transportation Demand Management Program  
Transmittal Materials - Transportation Demand Management Program  
TDM Program Standards and Technical Justification  
Planning Department CASE NO 2012.0726PCA**

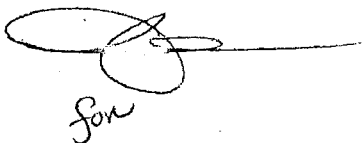
Pursuant to Section 4.1 of the TDM Program Standards, substantive amendments require Planning Commission approval while minor amendments may be issued at the discretion of the Planning Director or designee. Substantive amendments were identified related to: lowering the minimum target, removing the requirement to reduce parking for projects with a substantial amount of parking, creating a maximum required target for projects, and changes to five individual TDM measures. As such, Planning Commission approval was required to adopted staff-recommended changes.

Amendments to the TDM Program Standards were heard at a regularly-scheduled Planning Commission hearing on January 19, 2017. At the hearing, the Commission voted unanimously to approve the amendments to the TDM Program Standards via Planning Commission Resolution No. 19838, and directed staff to further consider standards for walkability. The TDM Program Standards were amended on January 19, 2017. The TDM Program Standards include the TDM menu of options.

**Technical Justification.** The TDM Program was developed by a technical working group comprised of staff from the Planning Department, the San Francisco County Transportation Authority, and MTA, in consultation with the Commission, transportation consultants, stakeholders, and members of the public. The TDM Technical Justification documents the work of the technical working group including an extensive literature review, best practice research, empirical data collection and analysis, and consultation with aforementioned groups. This document provides the technical basis for the creation of the applicability, targets, and assignment of points to individual measures on the TDM menu. The TDM Technical Justification was not the subject of an action taken by the Commission.

Please find attached documents that are the subject of the requested hearing. A hard copy of this transmittal will also be hand delivered to your office. If you have any questions or require further information please do not hesitate to contact me.

Sincerely,



AnMarie Rodgers  
Senior Policy Advisor

cc:

Legislative Manager for the Mayor, Mawuli Tugbenyoh  
District 7 - Supervisor Yee,  
District 1 - Supervisor Fewer  
District 10 - Supervisor Cohen

**File No. 170139 – Hearing – Transportation Demand Management Program  
Transmittal Materials - Transportation Demand Management Program  
TDM Program Standards and Technical Justification  
Planning Department CASE NO 2012.0726PCA**

Attachments (one copy of the following):

Planning Commission Standards for the TDM Program. Adopted August 4, 2016 (Updated January 19, 2017)

Planning Commission Standards for the TDM Program, Appendix A: TDM Measures. Adopted August 4, 2016 (Updated January 19, 2017)

Transportation Demand Management Technical Justification. June 2016.



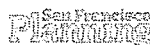


# STANDARDS FOR THE TRANSPORTATION DEMAND MANAGEMENT PROGRAM



ADOPTED AUGUST 4, 2016

Updated January 19, 2017



# Acknowledgements

We express our appreciation to numerous individuals involved in developing the TDM Program over the years. In addition to those current elected and appointed officials and the project team mentioned below, numerous others (e.g., public, advocacy groups, consultants, interns, other jurisdictions, other and past city staff) were instrumental in developing this program, and we appreciate the guidance and assistance you provided.

## ELECTED / APPOINTED OFFICIALS

### *Mayor*

Edwin M. Lee

### *San Francisco Board of Supervisors*

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Mark Farrell, District 2

Aaron Peskin, District 3

Katy Tang, District 4

London Breed, District 5, *President*

Jane Kim, District 6

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Scott Wiener, District 8

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### *San Francisco Planning Commission*

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Dennis Richards, *Vice-President*

Michael Antonini

Rich Hillis

Christine Johnson

Kathrin Moore

Cindy Wu

## PROJECT TEAM

### *Office of Economic And Workforce Development*

Gillian Gillett, *Director of Transportation Policy*

### *San Francisco County Transportation Authority*

Tilly Chang, *Executive Director*

Joe Castiglione

Drew Cooper

Michael Schwartz

Ryan Greene-Roesel

### *San Francisco Municipal Transportation Agency*

Ed Reiskin, *Director of Transportation*

Alicia John-Baptiste, *Chief of Staff (Emeritus)*

Sonali Bose, *Director of Finance and Information Technology*

Viktoriya Wise, *Chief of Staff, Sustainable Streets Division*

John Coté

Monica Munowitch

Carli Paine

Greg Riessen

### *San Francisco Planning Department:*

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Sarah B. Jones, *Environmental Review Officer*

AnMarie Rodgers, *Senior Policy Advisor*

Amnon Ben-Pazi

Anne Brask

Gary Chen

Marisa Espinosa

Heather Jones

Rachel Schuett

Gina Simi

Corey Teague

Wade Wietgreffe

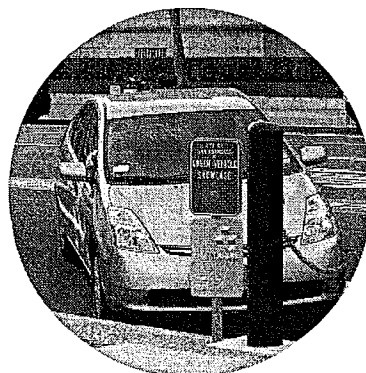
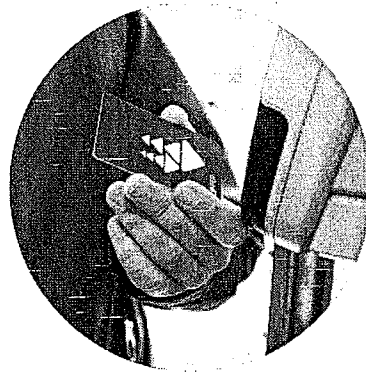
### *San Francisco City Attorney's Office:*

Andrea Ruiz-Esquide

Susan Cleveland-Knowles

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**PREFACE**

# TDM Program Standards

The City and County of San Francisco (City or San Francisco) is a popular place to work, live and visit, placing strains on the existing transportation network. The City is projected to grow substantially between 2010 and 2040 – with the addition of up to 100,000 new households and 190,000 new jobs.<sup>1</sup> Without enhancements to our transportation network, this growth could result in more than 600,000 additional cars on our streets.<sup>2</sup>

The Transportation Demand Management (TDM) Program is part of an initiative aimed at improving and expanding the transportation system to help accommodate new growth, and creating a policy framework for private development to contribute to minimizing its impact on the transportation system, including helping to pay for the system’s enhancement and expansion. The TDM Program described herein is one of the three interrelated policy initiatives comprising the Transportation Sustainability Program. The Transportation Sustainability Program is summarized in the TDM Technical Justification document.

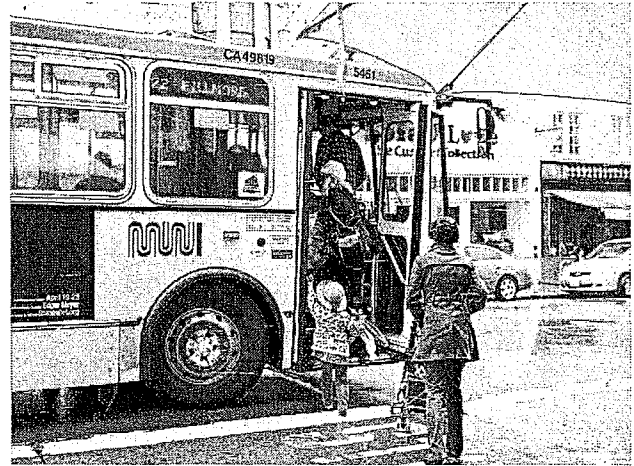
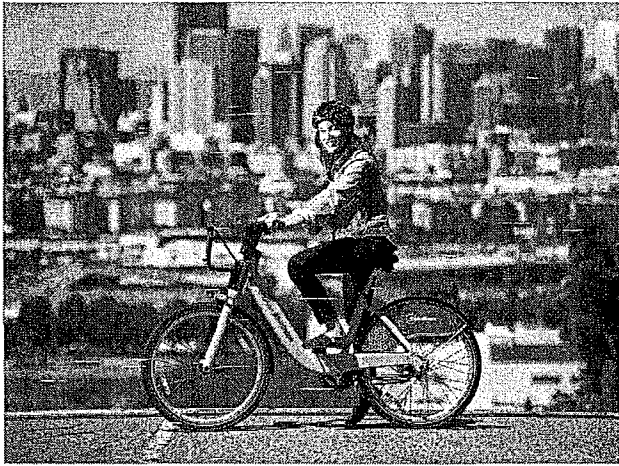
<sup>1</sup> Association of Bay Area Governments (ABAG), Projections 2013.  
<sup>2</sup> San Francisco County Transportation Authority, San Francisco Transportation Plan 2040, Appendix B: Needs Analysis White Paper, December 2013.

### **PURPOSE OF THE TDM PROGRAM**

Applying TDM to new development is a sensible step forward in maintaining mobility as our city grows. The TDM Program helps manage demand on the transportation network by making sure new developments are designed to make it easier for new residents, tenants, employees, and visitors to get around by sustainable travel modes such as transit, walking, and biking. Each measure included in the TDM Program is intended to reduce Vehicle Miles Traveled, using an efficiency metric (e.g., per capita, per employee), from new development.

### **TDM PROGRAM STANDARDS CONTENTS**

Under Planning Code Section 169.6, the Planning Commission has adopted these Standards for the Transportation Demand Management Program (TDM Program Standards) in compliance with Planning Code Section 169. The TDM Program Standards contained herein are the culmination of years of work and research. The research is summarized in the TDM Technical Justification document.



The TDM Program Standards contain the specific requirements necessary for a Development Project's compliance with the TDM Program requirements of Planning Code Section 169. This document is organized as follows:

**Section 1** provides an overview of the overall process for a TDM Plan, summarizing the information that is provided in Sections 2 and 3 of the TDM Program Standards.

**Section 2** provides the requirements and standards for a TDM Plan.

**Section 3** discusses the monitoring and reporting process after a Development Project has been entitled.

**Section 4** describes TDM Program updates made by Planning, including potential updates to the TDM menu and reporting requirements to City decision-makers.

**Appendix A** provides the detailed description of the TDM measures on the TDM menu.

Note that several of the terms used throughout the document are defined in the Glossary of Terms, provided at the end of the TDM Program Standards. Terms defined in the Glossary of Terms are *italicized* the first time they appear in the remainder of the TDM Program Standards, excluding tables and figures.



**SECTION 1**

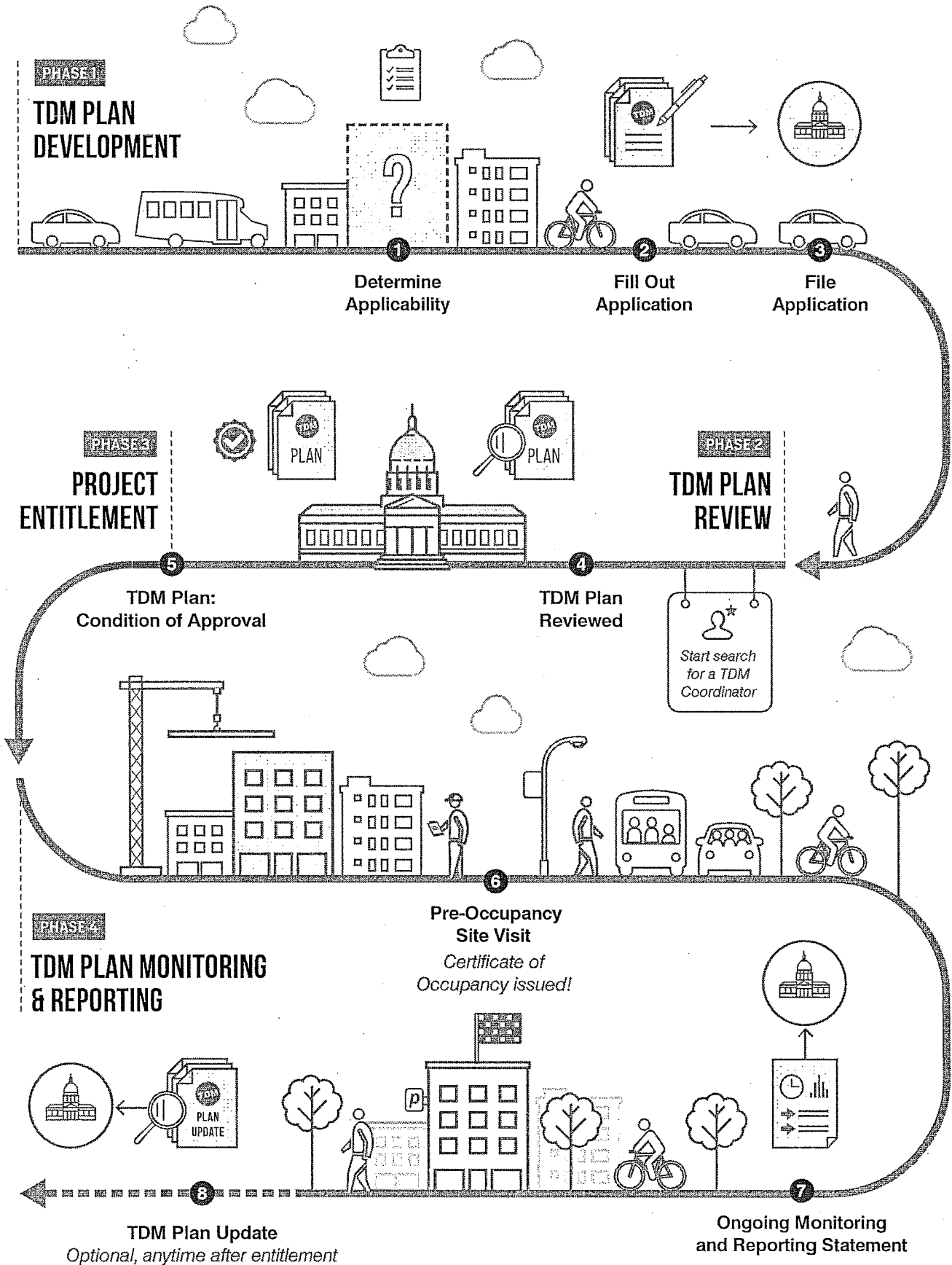
# Transportation Demand Management Plan Process

Figure 1-1 provides an overview of the overall process for developing a Transportation Demand Management (TDM) Plan. Figure 1-1 is discussed in more detail in Sections 2 and 3 and is summarized in Table 1-1: Overall Process, as follows:

**TABLE 1-1: OVERALL PROCESS**

<i>Phase</i>	<i>Action (Responsible Party)</i>	<i>Description</i>
<b>TDM Plan Development</b>	① <b>Determine Applicability</b> (property owner)	Property owner determines if the TDM Program is applicable to the Development Project.
	② <b>Fill out Application</b> (property owner)	If subject to TDM Program, property owner understands TDM requirements and gathers information necessary for TDM Plan Review Application.
	③ <b>File Application</b> (property owner)	Property owner submits a TDM Plan Review Application for City review, along with an administrative fee.
<b>TDM Plan Review</b>	④ <b>TDM Plan Reviewed</b> (Planning Department staff/ property owner)	Planning Department staff reviews the TDM Plan, compares it to the TDM Program Standards.
<b>Project Entitlement</b>	⑤ <b>TDM Plan: Condition of Approval</b> (Planning Department staff/ Planning Commission)	If the Development Project is approved, the requirement for a TDM Plan is included as a <u>Condition of Approval</u> .
<b>TDM Plan Monitoring and Reporting</b>	⑥ <b>Pre-Occupancy Site Visit</b> (Planning Department staff/ property owner)	Prior to issuance of a <u>First Certificate of Occupancy</u> , Planning Department staff will conduct a site visit with the property owner to verify that all physical measures (bicycle parking, signage, etc.) have been included as planned.
	⑦ <b>Ongoing Monitoring and Reporting Statement</b> (Planning Department staff/ property owner)	Once the building is occupied, the property owner is required to submit an Ongoing Monitoring and Reporting Statement with an administrative fee. Planning Department staff will review the statement to ensure compliance with the TDM Plan. Enforcement steps will be taken, if needed, to attain compliance status.
	⑧ <b>TDM Plan Update</b> (Planning Department staff/ property owner)	At any time after the Development Project's entitlement, the property owner may voluntarily initiate review of the TDM Plan, by filing a TDM Plan Update Application, along with an administrative fee.

FIGURE 1-7: OVERALL PROCESS





## SECTION 2

# Transportation Demand Management Plan

This section provides the standards a property owner uses in developing a TDM Plan.

## 2.1 DETERMINE APPLICABILITY

Any Development Project that meets the applicability criteria of Planning Code Section 169.3 shall be subject to the TDM Program requirements of Planning Code Section 169 and the TDM Program Standards. The TDM Program Standards require each land use within a Development Project to be categorized as one of four separate land use categories (see Section 2.2(a)(1) below), and each land use category within a Development Project to trigger individual TDM targets within the overall TDM Plan (see Section 2.2(a) below). As such, the TDM Program Standards allow for a mixed use Development Project to have some land uses that must meet a TDM target within the TDM Plan, and some land uses that will not be required to meet a TDM target.

For a Development Project that involves a Change of Use, the Change of Use must result in an intensification of use for the TDM Program to apply. An intensification of use is described as going from a lower land use category to a higher land use category, according to the estimated number of vehicle trips per parking space provided for the primary user. For example, a change from land use category D to land use category B constitutes an intensification of use. If the Change of Use does not result in an intensification of use, the base target score is zero points and the Development Project is not required to submit a TDM Plan or monitoring and reporting.

## 2.2 TDM PLAN STANDARDS

Any Development Project subject to the TDM Program shall submit a TDM Plan Review Application and administrative fee along with its first Development Application. The TDM Plan shall document the Development Project's compliance with the TDM Program.

**2.2(a) Targets.** The TDM Program Standards require each Development Project subject to the TDM Program to meet a target, without exceptions. The target is based upon the land use(s) associated with the Development Project and the number of Accessory Parking spaces proposed for the land use.<sup>1,2</sup> The Planning Code contains definitions for over 100 different land uses. In order to simplify the applicability of the TDM Program, the TDM Program Standards classify land use definitions into four land use categories, based upon reducing Vehicle Miles Traveled from the primary trip generator associated

<sup>1</sup> Each land use within a Development Project will fall within a land use category. The TDM Program Standards require each Accessory Parking space to be assigned to a distinct land use, including those Accessory Parking spaces within Development Projects located within Use Districts that permit Accessory Parking up to a certain percentage of gross floor area (e.g., C-3 Districts). If an Accessory Parking space is used by more than one land use (e.g., shared spaces), the Accessory Parking space shall be counted toward each land use for which it is assigned.

<sup>2</sup> For any Development Project that meets the applicability criteria of Planning Code Section 169.3 and includes a Parking Garage or Parking Lot, for the purposes of determining the target(s), all parking spaces associated with any such Parking Garage or Parking Lot shall be assigned to distinct land use categories (A, B, and C) that trigger the TDM Plan requirement within the Development Project. The number of such parking spaces assigned to each qualifying land use category shall be proportional, so that the percentage of total parking spaces assigned to a land use category is equal to the percentage of occupied square feet that such land use category represents within the total area of qualifying land use categories within the Development Project. However, no individual land use category within the Development Project shall be assigned such parking spaces in an amount that exceeds the maximum amount of parking permitted for the associated land use(s) by the Planning Code."

TABLE 2-1: LAND USE CATEGORIES AND TARGETS

Land Use Category	Typical Land Use Type	# of Parking Spaces proposed by Land Use	Target
A	Retail	Base number: $0 \leq 4$	Base Target: 13 points
		Each additional 2*	1 additional point
B	Office	Base number: $0 \leq 20$	Base Target: 13 points
		Each additional 10*	1 additional point
C	Residential	$0 \leq 5$	10 points
		$6 \leq 10$	11 points
		$11 \leq 15$	12 points
		$16 \leq 20$	Base Target: 13 points
		Each additional 10*	1 additional point
D	Other	Any # of parking spaces	3 points

\* For each additional parking space proposed above the base target, the number of parking spaces will be rounded up to the next highest target. For example, a project within Land Use Category C that proposes 21 parking spaces is subject to a 14 point target.

with that land use. The TDM Program Standards rank the four land use categories, from highest (A) to lowest (D), according to the estimated number of vehicle trips per parking space provided for that primary user: visitors and customers, employees, or residents as shown in Table 2-1.

Typical types of land uses that fall within each of the four land use categories include: Land use category A: formula retail, museums, entertainment venues, and grocery stores. Land use category B: office, child care facility, school. Land use category C: residential. Land use category D: internet service exchange, manufacturing, and production, distribution, and repair. A complete list of land uses classified from the Planning Code into land use categories is included as Section 2.2(a)(1) of the TDM Program Standards. The rationale for the land use categories is described in Chapter 3 in the TDM Technical Justification document.

The TDM Program Standards set a *base target* that all Development Projects within land use categories A, B, and C are required to meet at 25% of the total available number of points in the relevant land use categories. The TDM Program Standards allow for the base target to change as *TDM measures* are added or removed from the *TDM menu of options* (menu) or points associated with existing TDM measures are refined. As stated in Planning Code Section 169 and defined further in the Glossary of Terms, each TDM measure on the menu shall be designed to reduce Vehicle Miles Traveled by residents, tenants, employees, and visitors and must be under the control of the property owner. This process is described in Section 4 of the TDM Program Standards. The TDM Program Standards require land uses associated with land use category D to achieve a target of three points. The target for these land uses is lower than the other three land use categories because the land uses within this category would not substantially affect *Vehicle Miles Traveled*. The rationale for setting the base target for all land use categories is described in Chapter 3 of the TDM Technical Justification document.

**TABLE 2-2: PLANNING CODE LAND USE CATEGORIZATION**

Land Use Category	Planning Code Definition Title (Section 102)	
<p><b>(A)</b> Retail</p>	<ul style="list-style-type: none"> <li>• Adult Business; Automobile Sale or Rental; Automotive Use, Retail;</li> <li>• Bar; Bona Fide Eating Place;</li> <li>• Community Facility; Community Facility, Private;</li> <li>• Drive-Up Facility;</li> <li>• Eating and Drinking Use; Entertainment, General; Entertainment, Nighttime; Entertainment, Outdoor; Entertainment, Arts and Recreation, Non-Commercial; Entertainment, Arts and Recreation, Retail; Entertainment, Arts and Recreation Use;</li> <li>• Gas Station; Gift Store-Tourist Oriented; Grocery, General; Grocery, Specialty; Gym</li> <li>• Jewelry Store</li> <li>• Job Training</li> <li>• Liquor Store</li> </ul>	<ul style="list-style-type: none"> <li>• Massage, Chair/Foot; Massage Establishment; Medical Cannabis Dispensary; Mortuary; Movie Theater</li> <li>• Non-Auto vehicle Sales or Rental</li> <li>• Open Air Sales</li> <li>• Pharmacy</li> <li>• Religious Institution; Restaurant; Restaurant, Limited</li> <li>• Service, Financial; Service, Fringe Financial; Service, Limited Financial; Service, Personal; Service, Retail Professional</li> <li>• Sports Stadium</li> <li>• Take-Out Food; Tobacco Paraphernalia Establishment; Trade Shop</li> <li>• Walk-Up Facility</li> </ul>
<p><b>(B)</b> Office</p>	<ul style="list-style-type: none"> <li>• Animal Hospital</li> <li>• Cat Boarding; Child Care Facility</li> <li>• Design Professional</li> <li>• Hospital; Hotel</li> <li>• Institutional Education Use</li> <li>• Kennel</li> <li>• Laboratory; Licensed Child Care Facility; Life Science</li> <li>• Motel</li> <li>• Nonprofit Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Office, General</li> <li>• Post-Secondary Educational Institution</li> <li>• Residential Care Facility</li> <li>• School; Service, Business; Service, Health; Service, Instructional; Service, Non-Retail Professional; Service, Philanthropic Administrative; Small Enterprise Workspace (S.E.W.); Social Service or Philanthropic Facility</li> <li>• Trade Offices; Trade School</li> </ul>
<p><b>(C)</b> Residential</p>	<p>Residential Use</p>	
<p><b>(D)</b> Other</p>	<ul style="list-style-type: none"> <li>• Agriculture, Large-Scale Urban; Agriculture, Neighborhood; Automobile Assembly; Automobile Wrecking; Automotive Service; Automotive Service Station; Automotive Use, Non-Retail; Automotive Wash</li> <li>• Catering; Community Recycling Collection Center</li> <li>• Food, Fiber and Beverage Processing 1; Food Fiber and Beverage Processing 2</li> <li>• Greenhouse</li> <li>• Hazardous Waste Facility</li> <li>• Internet Service Exchange</li> <li>• Junk Yard</li> <li>• Livery Stable; Livestock Processing 1; Livestock Processing 2</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing 1, Heavy; Manufacturing 2, Heavy; Manufacturing 3, Heavy; Manufacturing, Light; Maritime Use; Metal Working</li> <li>• Open Recreation Area</li> <li>• Passive Outdoor Recreation; Power Plant; Production, Distribution, and Repair; Public Transportation Facility; Public Utilities Yard</li> <li>• Service, Ambulance; Service, Motor Vehicle Tow; Service, Parcel Delivery; Shipyard; Storage, Commercial; Storage, Self; Storage, Volatile Materials; Storage, Wholesale; Storage Yard</li> <li>• Truck Terminal</li> <li>• Utility and Infrastructure; Utility Installation</li> <li>• Wholesale Sales; Wireless Telecommunication Services (WTS) Facility</li> </ul>



**EXAMPLE**

A project proposes new construction that includes 25,000 square feet of retail space with five Accessory Parking spaces and 100 dwelling units with 50 Accessory Parking spaces.

Retail space is identified as land use category A. Land use category A has a base target of 13 points. For every additional two Accessory Parking spaces provided above four, rounding up, one additional point is required. Therefore, the land use category C target for this project is 14 points.

Dwelling units are identified as land use category C. Land use category C has a base target of 13 points. For every additional 10 Accessory Parking spaces provided above 20, rounding up, one additional point is required. Therefore, the land use category C target for this project is 16 points.

**2.2(a)(1) Planning Code Land Use**

**Categorization.** Table 2-2 provides a complete list of land uses classified from Planning Code Section 102 into the four land use categories described in Section 2.2(a) of the TDM Program Standards. If a land use is not listed in Table 2-2, the Planning Department will classify the land use based upon the standards provided in Section 2.2(a) of the TDM Program Standards for the classifications and consultation with the Zoning Administrator.

**2.2(a)(2) Mixed Use Projects.** The TDM Program Standards require each land use within a Development Project to be grouped into one of the four land use categories. All land uses associated with one land use category shall be considered to determine the required target. If a project involves multiple land use categories, each of the land uses within each land use category are subject to separate targets.<sup>3</sup>

**EXAMPLE**

A property owner proposes new construction that includes 7,500 square feet for a gym and 2,000 square feet for a restaurant with five Accessory Parking spaces, and 50 dwelling units with 24 Accessory Parking spaces.

A gym and a restaurant are both identified as land use category A. However, the combined space is less than 10,000 square feet. Therefore, the combined space is not subject to the TDM Program.

Dwelling units are identified as land use category C. Land use category C has a base target of 13 points. For every additional 10 Accessory Parking spaces provided above 20, rounding up, one additional point is required. Therefore, the land use category C target for this project is 14 points.

<sup>3</sup> For simplicity sake, the TDM Program Standards refers to a Development Project's target in singular form to encompass the whole of the project, even in instances where a mixed use project may be subject to multiple targets.



**2.2(a)(3) Calculating the Number of Parking Spaces Proposed by Land Use Category.** The TDM Program Standards require a Development Project's target to be based on the number of Accessory Parking spaces proposed by each land use category. For *Change of Use* and additions, the target shall be based on the number of "net new" Accessory Parking spaces associated with the land use category. For new construction and *Replacement of Use Development* Projects, no credit shall be given for existing parking.

**EXAMPLE 1**

**New Construction or Replacement of Use:** A property owner proposes New Construction that includes 100 dwelling units with 50 Accessory Parking spaces on an existing surface parking lot with 50 spaces.

Residential is identified as land use category C. Land use category C has a base target of 13 points. For every additional 10 Accessory Parking spaces provided above 20, rounding up, one additional point is required. No credit is given for existing surface parking. Therefore, the land use category C target for this project is 16 points.

**EXAMPLE 2**

**Addition:** A property owner proposes a 25,000 square foot office Addition with 10 Accessory Parking spaces to an existing 50,000 square foot office building with 50 existing Accessory Parking spaces.

Office space is identified as land use category B. Land use category B has a base target of 13 points. Given this is an Addition to an existing building, only the associated net new Accessory Parking spaces are calculated to determine the target. Therefore, the Land Use Category B target for this project is 13 points.

**EXAMPLE 3**

**Change of Use:** A property owner proposes a Change of Use from Production, Distribution, and Repair space to Office in an existing 50,000 square foot building with 20 existing Accessory Parking spaces. The property owner proposes to add 53 Accessory Parking spaces.

Office space is identified as land use category B. Land use category B has a base target of 13 points. Given this is a Change of Use to an existing building, only the associated net new Accessory Parking spaces are calculated to determine the target. For every additional 10 Accessory Parking spaces provided above 20, rounding up, one additional point is required. Therefore, the land use category B target for this project is 17 points.

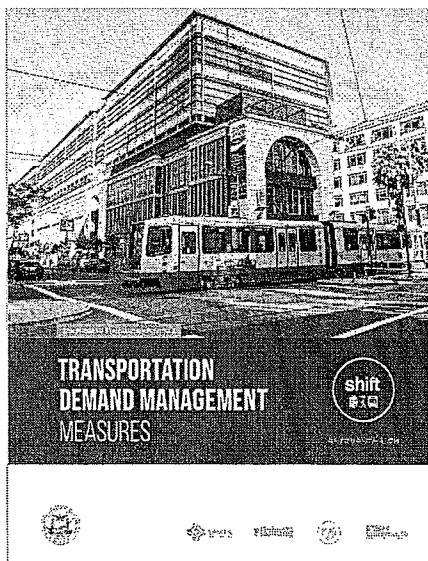
**2.2(b) TDM Menu of Options.** To achieve the target, a property owner can select up to 26 TDM measures from the TDM menu. The TDM Program Standards group the 26 TDM measures into eight different categories for ease of understanding: Active Transportation, Car-share, Delivery, Family, High-Occupancy Vehicles, Communications and Information, Land Use, and Parking. However, not all TDM measures are applicable to each land use category. For example, the On-Site Affordable Housing TDM measure is only available to land use category C “residential” and is not available to land use categories A, B, and D. The menu, including TDM measure applicability by land use category and point assignment, is provided as Table 2-3.

Planning Code Section 169.6 provides the requirements for the TDM menu. The Section requires each TDM measure on the TDM menu to be designed to reduce Vehicle Miles Traveled by residents, tenants, employees, and visitors and must be under the control of the property owner. The Section requires each of the TDM measures on the menu to be assigned a number of points, reflecting its relative effectiveness in reducing Vehicle Miles Traveled. This Section requires this relative effectiveness determination to be grounded in literature review, local data collection, best practices research, and/or professional transportation expert opinion. The TDM Program Standards provides a

point range for some TDM measures in the TDM menu because the point value is dependent upon the degree of implementation in the TDM measure selected by the property owner or the location in the City where the TDM measure will be implemented. Further information regarding the assignment of points to individual TDM measures for the TDM Program Standards is provided in Chapter 4 of the TDM Technical Justification document.

**2.2(b)(1) Fact Sheets.** The TDM Program Standards provide a *fact sheet* for each TDM measure. Each fact sheet includes a description of the TDM measure, the land use categories that the measure may be applied to, the points value(s) associated with the TDM measure, instructions for assigning points (where applicable), and compliance requirements during development review, prior to occupancy, and on an ongoing basis for the *Life of the Project*.

In addition, each fact sheet includes relevant municipal code references. In some cases, a property owner may receive a point value for selecting a TDM measure, even if the TDM measure is required elsewhere in the Planning Code. For example, a property owner can select from four options within ACTIVE-2 Bicycle Parking. Option A provides one point if the property owner provides Class I and II bicycle parking spaces as required by Planning Code Section 155.2. The fact sheets are included as Appendix A.



**TRANSPORTATION DEMAND MANAGEMENT MEASURE: ACTIVE TRANSPORTATION**

### Improve Walking Conditions

**TDM MEASURE:**  
The measure improvements shall include, at a minimum:

**POINTS:** 1

For large projects as defined by and subject to Planning Code Section 126.1, the property owner shall complete a streetscape improvement consistent with the Better Streets Plan and any local streetscape plan and that the public right-of-way is safe, accessible, convenient and attractive to general walking.

- The recommended sidewalk width adjacent to the property, unless the recommended sidewalk width is determined to be infeasible or undesirable by City staff.
- The required streetscape elements, AND one of the following:
  - Two additional streetscape elements identified by City staff that contribute to VMT reduction/increased walking; OR
  - Five of the additional streetscape elements identified by City staff. PLUS the recommended sidewalk adjacent to and beyond the project site (but not to exceed 50 feet beyond the project site in any direction), unless the recommended sidewalk width is determined to be infeasible or undesirable by City staff; OR
  - Five of the additional streetscape elements identified by City staff, PLUS the Development Project provides a minimum of two Safety Cycles Identified in the "Safety Cycles" table if the Development Project is located on a "Highway Corridor".

**APPLICABILITY:** This measure is required for some projects under Planning Code Section 126.1. However, this measure is applicable to any project in any land use category that could benefit from an enhanced pedestrian realm. Including Development Projects that would serve a number of vulnerable populations, such as children and the elderly and/or projects that are located along a "Highway Corridor".

**POINTS:** 1e

**NOTE:** In some cases, the measure for improvement must be implemented on a project's perimeter.

**TRANSPORTATION DEMAND MANAGEMENT MEASURE: CAR-SHARE**

### Car-Share Parking and Membership

**TDM MEASURE:**  
The property owner shall proactively offer membership to a Certified Carshare Organization, at least once annually, to each Employee, Visitor and/or employee of the Project and/or provide carshare parking spaces as specified below. If requested by the resident and/or employee, the property owner shall pay for or otherwise provide membership (voluntarily applicable to one annual membership per Employee, Visitor and/or employee, and/or pay all other costs associated with the carshare usage, including hourly or release fees. Any carshare parking spaces provided to comply with Section 166 of the Planning Code shall meet the availability and specifications required by the Planning Code. Any carshare parking spaces provided in excess of those required of the project by the Planning Code may be occupied by carshare vehicles operated by a Certified Carshare Organization or may be occupied by other carshare vehicles that the property owner provides for the sole purpose of shared use and that are operated in compliance with Section 166 of the Planning Code, including, but not limited to the following standards:

- All individuals/tenants eligible to drive shall have access to the vehicle; the vehicle may also be made available to users who do not live or work on the subject property;
- Users shall pay for the use of the vehicle;
- Vehicles shall be made available by reservation on an hourly basis, or in smaller intervals;
- Vehicles must be located at on-site unattended, safe service locations (other than any residential garage or vehicle storage), and generally be available for pickup by eligible users 24 hours per day;
- The property owner or a third party vendor shall provide automobile insurance for its users when using carshare vehicles and shall assume responsibility for maintaining carshare vehicles.

Carshare parking spaces required for Option C may be waived if no Accessory Parking is provided.

**APPLICABILITY:** This measure is applicable to Development Projects in any land use category.

**POINTS:** 1-5 (variable)

**2.2(b)(2) Mixed Use Projects.** For projects that propose a mix of land uses, the TDM Program Standards allow six of the 26 TDM measures in the TDM menu to apply to any land use associated with a Development Project, assuming that all users of the Development Project are able to access the TDM measures. The six TDM measures are: Improve Walking Conditions, Bicycle Repair Station, Delivery Supportive Amenities, Shuttle Bus Service, Multimodal Wayfinding Signage, and Real Time Transportation Displays. Therefore, a property owner developing a TDM Plan for a project that proposes a mix of land uses and selecting any of these six TDM measures for one land use category must select the same TDM measure for every other land use category.

**EXAMPLE**

A property owner proposes new construction that includes 500,000 square feet of office space and 400 dwelling units.

Office space is identified as land use category B. Residential units are identified as land use category C. Of the six TDM measures identified above, the property owner for land use category B has selected Improve Walking Conditions (Option A), Bicycle Repair Station, and Shuttle Bus Service (Option A). Improve Walking Conditions requires the property owner to make streetscape improvements along or near the frontages of the project site. Bicycle Repair Station requires an on-site bicycle repair station. The property owner will allow this station to be accessed by all users of the Development Project. Shuttle Bus Service requires a local shuttle bus service to be provided free of charge to residents, tenants, employees, and visitors. Given that these three TDM measures will benefit the whole of the Development Project, the property owner must also select these three TDM measures for land use category C.

**2.2(b)(3) Development Projects With a Substantial Amount Of Parking.** A Development Project may propose more Accessory Parking spaces than the TDM menu can address. The following are the approximate<sup>4</sup> number of Accessory Parking spaces for Development Projects within land use categories A, B, and C for which all available points have been exhausted<sup>5</sup> (excluding the Parking Supply measure):

- » Land use category A (Retail Type Uses) = 56 parking spaces.
- » Land use category B (Office Type Uses) = 270 parking spaces.
- » Land use category C (Residential Type Uses) = 280 parking spaces.

Given no more TDM measures and points are available for these Development Projects, excluding the Parking Supply measure, the TDM Program Standards require these projects to include all measures and points, up to a 80% of the total number of points available, applicable for the land use category in the Development Project's TDM Plan. The rationale for setting the 80% requirement for these Development Projects is described in Chapter 4 of the TDM Technical Justification Document.

**2.2(c) TDM Tool.** The Planning Department shall provide a *TDM tool* on the Planning Department's website. A property owner must use the TDM tool

4 The exact number will vary and will need to be determined by the Planning Department if a Development Project approaches this number of Accessory Parking spaces. Given some of the TDM measures are based upon location or the size or type of the land use associated with the Development Project, an approximate number is given in the TDM Program Standards, instead of an exact number.

5 Chapter 3 of the TDM Technical Justification Document describes the methodology for identifying the total number of available points for each land use category, as every TDM measure is not applicable to every land use. In addition, this number of Accessory Parking spaces assumes the Shuttle Bus Service measure is not available.

TABLE 2-3: TDM MENU OF OPTIONS

Category	Measure	Points	Land Use Category			
			A	B	C	D
ACTIVE-1	Improve Walking Conditions: Option A; or	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
	Improve Walking Conditions: Option B	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
ACTIVE-2	Bicycle Parking: Option A; or	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
	Bicycle Parking: Option B; or	2 ●●	ⓐ	ⓑ	ⓒ	ⓓ
	Bicycle Parking: Option C; or	3 ●●●	ⓐ	ⓑ	ⓒ	ⓓ
	Bicycle Parking: Option D	4 ●●●●	ⓐ	ⓑ	ⓒ	ⓓ
ACTIVE-3	Showers and Lockers	1 ●	ⓐ	ⓑ	ⓓ	ⓔ
ACTIVE-4	Bike Share Membership: Location A; or	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
	Bike Share Membership: Location B	2 ●●	ⓐ	ⓑ	ⓒ	ⓓ
ACTIVE-5A	Bicycle Repair Station	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
ACTIVE-5B	Bicycle Maintenance Services	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
ACTIVE-6	Fleet of Bicycles	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
ACTIVE-7	Bicycle Valet Parking	1 ●	ⓐ	ⓓ	ⓔ	ⓓ
CSHARE-1	Car-share Parking and Membership: Option A; or	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
	Car-share Parking and Membership: Option B; or	2 ●●	ⓐ	ⓑ	ⓒ	ⓓ
	Car-share Parking and Membership: Option C; or	3 ●●●	ⓐ	ⓑ	ⓒ	ⓓ
	Car-share Parking and Membership: Option D; or	4 ●●●●	ⓐ	ⓑ	ⓒ	ⓓ
	Car-share Parking and Membership: Option E	5 ●●●●●	ⓐ	ⓑ	ⓒ	ⓓ
DELIVERY-1	Delivery Supportive Amenities	1 ●	ⓐ	ⓑ	ⓒ	ⓓ
DELIVERY-2	Provide Delivery Services	1 ●	ⓐ	ⓓ	ⓔ	ⓓ
FAMILY-1	Family TDM Amenities: Option A; and/or	1 ●	ⓓ	ⓔ	ⓓ	ⓔ
	Family TDM Amenities: Option B	1 ●	ⓓ	ⓔ	ⓓ	ⓔ
FAMILY-2	On-site Childcare	2 ●●	ⓐ	ⓑ	ⓒ	ⓓ
FAMILY-3	Family TDM Package	2 ●●	ⓓ	ⓔ	ⓓ	ⓔ
HOV-1	Contributions or Incentives for Sustainable Transportation: Option A; or	2 ●●	ⓐ	ⓑ	ⓒ	ⓓ
	Contributions or Incentives for Sustainable Transportation: Option B; or	4 ●●●●	ⓐ	ⓑ	ⓒ	ⓓ
	Contributions or Incentives for Sustainable Transportation: Option C; or	6 ●●●●●●	ⓐ	ⓑ	ⓒ	ⓓ
	Contributions or Incentives for Sustainable Transportation: Option D	8 ●●●●●●●●	ⓐ	ⓑ	ⓒ	ⓓ
HOV-2	Shuttle Bus Service: Option A; or	7 ●●●●●●●	ⓐ	ⓑ	ⓒ	ⓓ
	Shuttle Bus Service: Option B	14 ●●●●●●●●●●●●●●	ⓐ	ⓑ	ⓒ	ⓓ

One point may be equal to a 1% reduction in VMT.

- ⓐ = applicable to land use category.
- ⓑ = applicable to land use category, see fact sheets for further details regarding project size and/or location.
- ⓒ = applicable to land use category only if project includes some parking.
- ⓓ = not applicable to land use category.
- ⓔ = project sponsor can select these measures for land use category D, but will not receive points.



Category	Measure	Points	Land Use Category			
			A	B	C	D
HOV-3	Vanpool Program: Option A; or	1 ●	Ⓟ	Ⓟ	ⓧ	○
	Vanpool Program: Option B; or	2 ●●	Ⓟ	Ⓟ	ⓧ	○
	Vanpool Program: Option C; or	3 ●●●	Ⓟ	Ⓟ	ⓧ	○
	Vanpool Program: Option D; or	4 ●●●●	Ⓟ	Ⓟ	ⓧ	○
	Vanpool Program: Option E; or	5 ●●●●●	Ⓟ	Ⓟ	ⓧ	○
	Vanpool Program: Option F; or	6 ●●●●●●	Ⓟ	Ⓟ	ⓧ	○
	Vanpool Program: Option G	7 ●●●●●●●	Ⓟ	Ⓟ	ⓧ	○
INFO-1	Multimodal Wayfinding Signage	1 ●	Ⓟ	Ⓟ	Ⓟ	Ⓟ
INFO-2	Real Time Transportation Information Displays	1 ●	Ⓟ	Ⓟ	Ⓟ	Ⓟ
INFO-3	Tailored Transportation Marketing Services: Option A; or	1 ●	Ⓟ	Ⓟ	Ⓟ	○
	Tailored Transportation Marketing Services: Option B; or	2 ●●	Ⓟ	Ⓟ	Ⓟ	○
	Tailored Transportation Marketing Services: Option C; or	3 ●●●	Ⓟ	Ⓟ	Ⓟ	○
	Tailored Transportation Marketing Services: Option D	4 ●●●●	Ⓟ	Ⓟ	Ⓟ	○
UI-1	Healthy Food Retail in Underserved Area	2 ●●	Ⓟ	ⓧ	ⓧ	ⓧ
UI-2	On-site Affordable Housing: Option A; or	1 ●	ⓧ	ⓧ	Ⓟ	ⓧ
	On-site Affordable Housing: Option B; or	2 ●●	ⓧ	ⓧ	Ⓟ	ⓧ
	On-site Affordable Housing: Option C; or	3 ●●●	ⓧ	ⓧ	Ⓟ	ⓧ
	On-site Affordable Housing: Option D	4 ●●●●	ⓧ	ⓧ	Ⓟ	ⓧ
PKG-1	Unbundle Parking: Location A; or	1 ●	ⓅⓅ	ⓅⓅ	ⓅⓅ	○
	Unbundle Parking: Location B; or	2 ●●	ⓅⓅ	ⓅⓅ	ⓅⓅ	○
	Unbundle Parking: Location C; or	3 ●●●	ⓅⓅ	ⓅⓅ	ⓅⓅ	○
	Unbundle Parking: Location D; or	4 ●●●●	ⓅⓅ	ⓅⓅ	ⓅⓅ	○
	Unbundle Parking: Location E	5 ●●●●●	ⓅⓅ	ⓅⓅ	ⓅⓅ	○
PKG-2	Parking Pricing	2 ●●	Ⓟ	Ⓟ	ⓧ	○
PKG-3	Parking Cash Out; Non-residential Tenants	2 ●●	Ⓟ	Ⓟ	ⓧ	○
PKG-4	Parking Supply: Option A; or	1 ●	Ⓟ	Ⓟ	Ⓟ	Ⓟ
	Parking Supply: Option B; or	2 ●●	Ⓟ	Ⓟ	Ⓟ	Ⓟ
	Parking Supply: Option C; or	3 ●●●	Ⓟ	Ⓟ	Ⓟ	Ⓟ
	Parking Supply: Option D; or	4 ●●●●	Ⓟ	Ⓟ	Ⓟ	○
	Parking Supply: Option E; or	5 ●●●●●	Ⓟ	Ⓟ	Ⓟ	○
	Parking Supply: Option F; or	6 ●●●●●●	Ⓟ	Ⓟ	Ⓟ	○
	Parking Supply: Option G; or	7 ●●●●●●●	Ⓟ	Ⓟ	Ⓟ	○
	Parking Supply: Option H; or	8 ●●●●●●●●	Ⓟ	Ⓟ	Ⓟ	○
	Parking Supply: Option I; or	9 ●●●●●●●●●	Ⓟ	Ⓟ	Ⓟ	○
	Parking Supply: Option J; or	10 ●●●●●●●●●●	Ⓟ	Ⓟ	Ⓟ	○
	Parking Supply: Option K	11 ●●●●●●●●●●●	Ⓟ	Ⓟ	Ⓟ	○

One point may be equal to a 1% reduction in VMT.

- Ⓟ = applicable to land use category.
- Ⓟ = applicable to land use category, see fact sheets for further details regarding project size and/or location.
- Ⓟ = applicable to land use category only if project includes some parking.
- ⓧ = not applicable to land use category.
- = project sponsor can select these measures for land use category D, but will not receive points.

NOTE: A project sponsor can only receive up to 14 points between HOV-2 and HOV-3.

to describe basic project characteristics and select the TDM measures to be included in the TDM Plan Review Application. The target in the TDM tool is automatically calculated based upon the number of Accessory Parking spaces proposed for the land use category. Descriptions for each TDM measure are summarized in the TDM tool.

**2.2(d) TDM Plan Review.** The Planning Department will review each TDM Plan Review Application to ensure it is complete. Once deemed complete, the Planning Department will review to ensure the required target has been achieved by a selection of TDM measures for each land use category included in the Development Project. The TDM Plan shall be reviewed in conjunction with the first Development Project Approval. The requirement for a TDM Plan shall be incorporated as a Condition of Approval of the Development Project.

In some cases, the Planning Commission may modify a Development Project in a way that impacts its proposed TDM Plan. For example, the Planning Commission may reduce or increase the number of parking spaces, bicycle parking spaces, car-share spaces, etc. for specific policy reasons (e.g., concerns about parking supply in relation to a transit-oriented street). Alternatively, the Planning Commission may modify a Development Project in a way that reduces the overall number of dwelling units, which may impact the parking ratio.

In the event that the Planning Commission modifies a Development Project in a way that results in a reduction of the Development Project's total number

of Accessory Parking spaces, the project's TDM Plan may be amended administratively without Planning Commission action. Similarly, after Planning Commission entitlement and prior to Planning Department approval of a Development Project's building permit, its TDM Plan may be amended administratively. As stated in Planning Code Section 169.4, the Development Project's TDM Plan shall be reviewed and finalized in conjunction with the Planning Department approval of a Development Project's building permit.

At the time that the Planning Department approves a Development Project's building permit, the Development Project shall be subject to the TDM Program Standards in effect at the time of the approval of the Development Project's first Development Project Application. However, a Development Project may also choose to use the TDM Program Standards in effect at the time the Planning Department approves a Development Project's building permit.

## SECTION 3

# TDM Plan Monitoring And Reporting

The TDM Program includes three monitoring and reporting processes. The first process occurs prior to issuance of the *First Certificate of Occupancy* (San Francisco Department of Building Inspection), and the second process occurs after the First Certificate of Occupancy is issued by the San Francisco Department of Building Inspection and the project is operational. An optional third process to revise an approved TDM Plan is also provided, which may occur at any point after the Development Project's entitlement. Section 3 of the TDM Program Standards describes all three processes. The Planning Department will follow standard enforcement procedures, per Planning Code provisions, to address any issues of noncompliance with monitoring and reporting. Refer to the fact sheets in Section 2.2(b)(1) for more details regarding submittal requirements for each TDM measure.

### 3.1 PRE-OCCUPANCY MONITORING AND REPORTING

**3.1(a) All Projects.** Prior to the issuance of a First Certificate of Occupancy, the property owner shall facilitate a site inspection by Planning Department staff to confirm that all approved *physical measures* in the Development Project's TDM Plan have been implemented and/or installed. Prior to the site visit, Planning Department staff will provide the property owner with a copy of the TDM Plan that outlines the TDM measures that the property owner is required to provide. The administrative fee associated with the TDM Plan Review Application covers the cost of pre-occupancy monitoring and reporting.

Planning Code Section 169.5 requires every Development Project subject to the TDM Program to maintain a *TDM coordinator*. The TDM coordinator's responsibilities are defined further in the Glossary of Terms. The property owner must provide contact information (e.g., name, email address, phone number, etc.) for the TDM coordinator, who shall coordinate with Planning Department staff on the Development Project's compliance with the TDM Plan, and schedule a site visit. The TDM coordinator shall provide documentation that approved *programmatic measures* in the Development Project's TDM Plan have or will be implemented as required. For example, the TDM coordinator might include additional information regarding an online sign-up system for a TDM measure. The TDM coordinator will then be required to submit to Planning Department staff a copy of the TDM Plan with the TDM coordinator contact information and a copy of a signed letter stating that the TDM coordinator agrees to distribute a copy of the amended TDM Plan with new employee packets, tenant lease documents, and/or deeds to each new employee or tenant. Planning Department staff will review the TDM Plan documentation and signed letter as part of a *Pre-Occupancy Monitoring and Reporting Form*.

After the aforementioned is completed, Planning Department staff will conduct the site visit. During the site visit, Planning Department staff will verify that physical measures are provided as specified in the TDM Plan and complete corresponding sections of a Pre-Occupancy Monitoring and Reporting

Form for programmatic measures. Following the site visit for physical measures and submittal of any documentation required for physical and programmatic measures, Planning Department staff will review the documentation and finalize a Pre-Occupancy Monitoring and Reporting Form. The First Certificate of Occupancy from the Department of Building Inspection shall not be issued until the TDM coordinator receives an approved Pre-Occupancy Monitoring and Reporting Form.

### 3.2 ONGOING MONITORING AND REPORTING

**3.2(a) Land Use Categories A, B, and C.** Over the Life of the Project, Planning Department staff will verify that the TDM coordinator is maintaining physical measures and continuing to provide programmatic measures as specified in the TDM Plan. For the Life of the Project, the TDM coordinator will submit *Ongoing Monitoring and Reporting Forms* and supporting documentation, along with the associated administrative fee. The first Ongoing Monitoring and Reporting Form shall be due within 30 calendar days of the 18 month anniversary of the issuance of the First Certificate of Occupancy. Subsequent Ongoing Monitoring and Report Forms shall also be due within 30 calendar days of the 18 month anniversary of the issuance of the First Certificate of Occupancy.

<p><b>EXAMPLE</b></p> <p><b>A Development Project receives its First Certificate of Occupancy on June 1, 2018.</b></p>
<p>The 18 month anniversary of the First Certificate of Occupancy is December 1, 2019. The first Ongoing Monitoring and Reporting Form is due by December 30, 2019. Subsequent Ongoing Monitoring and Reporting Forms are required to be submitted by December 30th of subsequent years (2020, 2021, etc.).</p>

If a Development Project is in good standing (i.e., submits satisfactory Ongoing Monitoring and Reporting Forms for five consecutive years), then the Development Project's Ongoing Monitoring and

Reporting Form requirement shifts to one submittal every three years. If, at any time, the Development Project fails to demonstrate satisfactory ongoing monitoring and reporting, the Development Project may be required to revert back to an annual submittal schedule until the Development Project again demonstrates five consecutive years of satisfactory monitoring and reporting.

Planning Department staff will conduct a site visit of Development Projects once every three years to confirm all approved physical measures in the Development Project's TDM Plan continue to be implemented and/or installed. TDM coordinators will be informed in advance of these site visits.

**3.2(b) Land Use Category D.** All TDM measures provided as options for land use category D projects are physical, rather than programmatic. No monitoring and reporting is required for land use category D projects on an ongoing basis, although site visits may be performed by Planning Department staff without being subject to the ongoing administrative fee. TDM coordinators will be informed in advance of these site visits.

### 3.3: TDM PLAN UPDATE (OPTIONAL)

**3.3(a) All Projects.** At any time after the Planning Department approves a Development Project's building permit, the property owner may propose an update to the TDM Plan by submitting a *TDM Plan Update Application*. The Planning Department shall ensure that the updated TDM Plan meets the TDM Program Standards that were in effect at the time of the approval of the Development Project's first Development Application or the TDM Program Standards in effect at the time that the TDM Plan Update Application is filed, if elected by the project sponsor. Possible reasons that a property owner may request review of a TDM Plan by the Planning Department include altering the TDM measures within the TDM Plan<sup>1</sup> or reducing or increasing the number of Accessory Parking spaces associated with the Development.

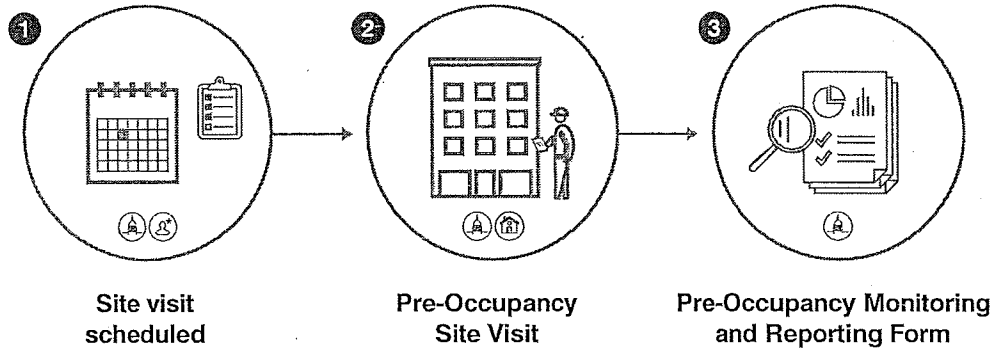
<sup>1</sup> As described below in Section 4 of the TDM Program Standards, the point values associated with TDM measures may be updated and new TDM measures may be added. If these updates have occurred, a TDM coordinator can select from and use the associated point values of these updated or new measures for their TDM Plan Update.

FIGURE 3-1: COMPLIANCE PROCESS FLOW CHART

Refer to Table 3-1 for more details on each compliance step.

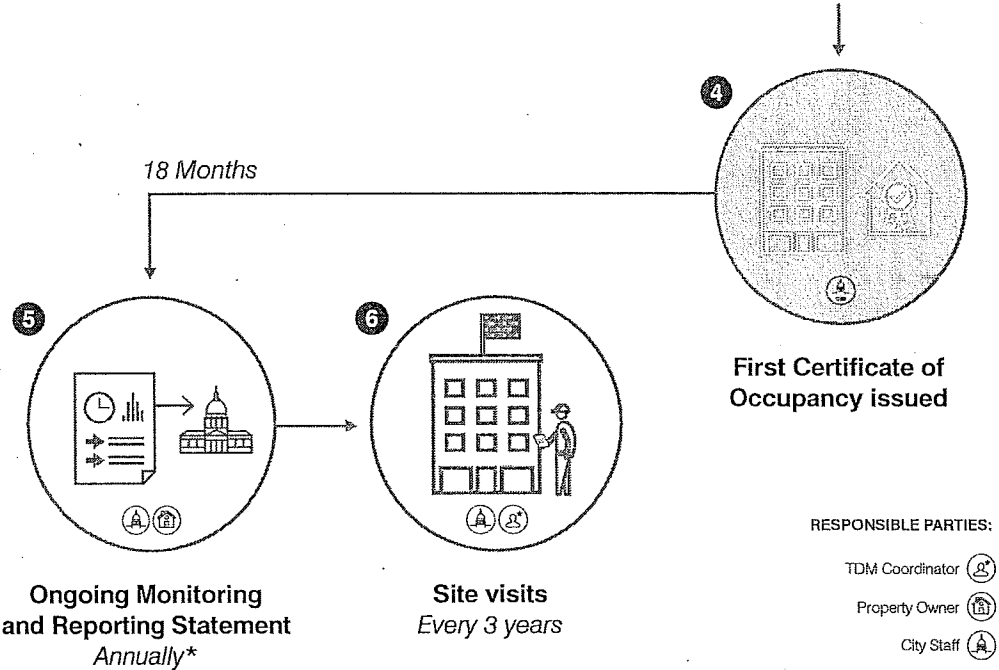
**PRE-OCCUPANCY MONITORING AND REPORTING**

PHASE



**ONGOING MONITORING AND REPORTING**

PHASE

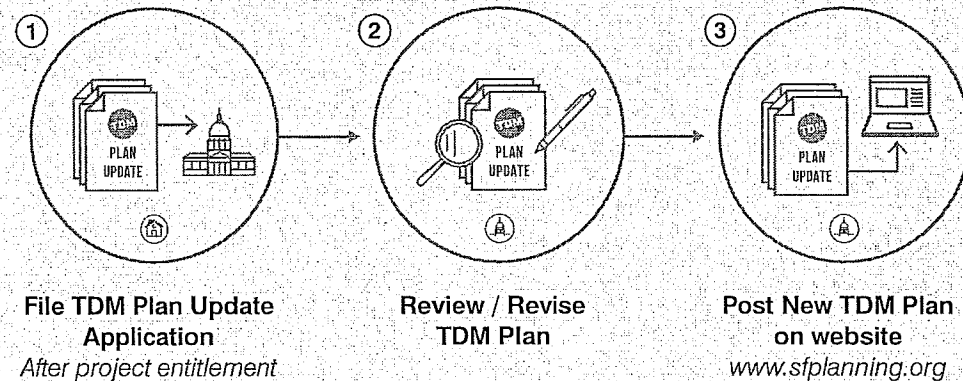


RESPONSIBLE PARTIES:

- TDM Coordinator
- Property Owner
- City Staff
- Department of Building Inspection

**TDM PLAN UPDATE**

OPTIONAL



\* Development Projects in good standing (with five consecutive years of TDM Plan compliance) will be shifted to a triennial compliance schedule, whereby an Ongoing Monitoring and Reporting Statement will be required once every three years.

**TABLE 3-1: COMPLIANCE PROCESS - EXPLANATION**

Phase & Timing	Action (Responsible Party)	Description
<p><b>Pre-Occupancy Monitoring and Reporting</b></p> <p>Prior to issuance of the First Certificate of Occupancy</p>	<p>① Site visit scheduled (City staff/TDM coordinator)</p>	<p>Once all of the physical measures are completed and the Development Project is ready for occupancy, the TDM coordinator contacts the City to schedule a site visit.</p>
	<p>② Pre-Occupancy Site Visit (City staff/property owner)</p>	<p>City staff will conduct a site visit with the property owner to verify that all physical measures (bicycle parking, signage, etc.) have been included as planned.</p>
	<p>③ Pre-Occupancy Monitoring and Reporting Form (City staff)</p>	<p>Following the site visit for physical measures and submittal of any documentation required for physical and programmatic measures, City staff will review the documentation and finalize a Pre-Occupancy Monitoring and Reporting Form.</p>
<p><b>Certificate of Occupancy issued</b></p>	<p>④ First Certificate of Occupancy issued (San Francisco Department of Building Inspection)</p>	
<p><b>Ongoing Monitoring and Reporting</b></p> <p>Annually* over the Life of the Project - commences 18 months after the issuance of the First Certificate of Occupancy.</p>	<p>⑤ Ongoing Monitoring and Reporting Statement (City staff/property owner)</p>	<p>Once the building is occupied, the TDM coordinator is required to submit an Ongoing Monitoring and Reporting Statement with an administrative fee. City staff will review the statement to ensure compliance with the TDM Plan. Enforcement steps will be taken, if needed, to attain compliance status.</p>
	<p>⑥ Site visits (City staff/TDM coordinator)</p>	<p>City staff will conduct a site visit of Development Projects once every three years to confirm all approved <i>physical measures</i> in the Development Project's TDM Plan continue to be implemented and/or installed.</p>
<p><b>TDM Plan Update (Optional)</b></p> <p>Any time after the Development Project is entitled</p>	<p>① File TDM Plan Update Application (property owner)</p>	<p>At any time after the Development Project's entitlement, the property owner may voluntarily initiate review of the previously approved TDM Plan, by filing a TDM Plan Update Application, along with an administrative fee.</p>
	<p>② Review/Revise TDM Plan (City staff)</p>	<p>City staff will review the TDM Plan along with any proposed changes and work with the project sponsor to revise the TDM Plan.</p>
	<p>③ Post New TDM Plan (City staff)</p>	<p>City staff will upload the new TDM Plan to the Planning Department website.</p>

\* Development Projects in good standing (with five consecutive years of TDM Plan compliance) will be shifted to a triennial compliance schedule, whereby an Ongoing Monitoring and Reporting Statement will be required every three years.

## SECTION 4

# TDM Program Updates

This section describes how TDM Program updates may be made by the Planning Department or the Planning Commission, including potential updates to the TDM menu, and the reporting requirements to City decision-makers. More explanation regarding potential future updates is provided in Chapter 5 of the TDM Technical Justification document. Updates and reporting may occur at the same time.

### 4.1 TDM MENU UPDATES

TDM is an evolving field and new technological advances occur regularly. Potential updates to the TDM menu may occur, consistent with the dynamic nature of the TDM field. The purpose of the updates will be to reflect new findings on the efficacy of the measures in the TDM menu or for measures not previously included in the TDM menu. City staff will continue to conduct research and collect and analyze data in support of the TDM Program.

Proposed updates could include the addition or removal of TDM measures, or adjustment of definitions, points, or monitoring and reporting actions associated with TDM measures. Proposed updates will be made in consultation with San Francisco Municipal Transportation Agency and San Francisco County Transportation Authority staff. Minor updates will be issued at the discretion of the Planning Director or designee. Substantive updates will require Planning Commission approval prior to being implemented. A Development Project subject

to the TDM Program will only be allowed to use the updates after they have been issued or approved.

The Planning Department will also provide the opportunity for San Francisco Department of Environment staff to provide input to Planning Department staff for any proposed substantive updates regarding (a), (b), and (c) below prior to any Planning Commission hearing of said updates.

Substantive updates requiring Planning Commission approval are defined as follows:

- (a) proposed addition of a new or removal of an existing measure to the TDM menu;
- (b) proposed increase or decrease of five points or more for an existing measure on the TDM menu;
- (c) proposed increases or decreases related to multiple existing TDM menu measures that result in a cumulative change of 10 points or more (increase or decrease);
- (d) proposed increase or decrease of a base target for any land use category by three points or more; or
- (e) any changes to the fact sheets that would result in any change in the property owner's obligations when implementing that TDM measure. Each of these substantive updates is described in more detail below.

**4.1(a) Addition or Removal of TDM Measures.**

Any newly proposed TDM measure must meet the definition of a TDM measure as defined in the TDM Program Standards. If the measure meets this definition, City staff will assign point values according to the efficacy of the new measure in reducing Vehicle Miles Traveled, relative to other measures in the TDM menu, with more effective measures assigned higher point values than less effective measures. City staff determination of the relative efficacy of new measures will be consistent with the methodology used to assign points to existing TDM measures. This methodology is grounded in literature review, local data collection, best practice research, and professional transportation expert opinion. Any new TDM measure proposed to be added to the menu will also require Planning Commission approval.

A TDM measure may be recommended for removal by City staff to the Planning Commission if the methodology described above determines that this TDM measure no longer qualifies as a TDM measure as defined in the TDM Program Standards. Any measure proposed to be removed from the menu will require Planning Commission approval.

**4.1(b) Increase or Decrease of Five Points or More for an Existing TDM Measure.** When a point value associated with an existing TDM measure is proposed to be changed by City staff, based upon the methodology described in Section 4.1(a) of the TDM Program Standards, increases or decreases of five points or more will require Planning Commission approval. Such approval is required for one-time point value amendments of five or more points, as well as cumulative point value amendments over time. For cumulative point value amendments, the Planning Commission approval is required at the point when the cumulative difference reaches five or more points.

**4.1(c) Increase or Decrease of 10 Points or More for Multiple Existing Measures.** When the total, raw point values associated with multiple existing TDM measures is proposed to be changed by City staff, based upon the methodology described in Section 4.1(a) of the TDM Program Standards, increases or decreases of 10 points or more will require Planning Commission approval. The increase or decrease in point value for multiple existing TDM measures of 10 points does not have to occur all at once, but once cumulative point value increases or decreases of 10 or more points from any prior Planning Commission approval to TDM menu updates, the increase or decrease will require Planning Commission approval.

**EXAMPLE 1**

**No Planning Commission Approval**

The Planning Commission approved updates to the TDM menu in 2020. Since that time, the point values of four TDM measures have changed: two TDM measures have increased by two points and two TDM measures have decreased by two points. This results in a cumulative point value change of eight points. No Planning Commission approval is required until the cumulative point value change is 10 points.

**EXAMPLE 2**

**Planning Commission Approval**

The Planning Commission approved updates to the TDM menu in 2020. Since that time, the point values of four TDM measures have changed: one TDM measure has increased by three points, one TDM measure has increased by two points, one TDM measure has decreased by three points, and one TDM measure has decreased by two points. This results in a cumulative point value change of 10 points. Planning Commission approval is required and the cumulative point value changes will start over again after Planning Commission approval.



#### **4.1(d) Increase or Decrease of a Target for any Land Use Category by Three Points or More.**

As discussed in Section 3 of the TDM Program Standards, the base target that all Development Projects within land use categories A, B, and C are required to meet is set at 25% of the total available number of points for each land use category. Given this, the base target may change as TDM measures are added or removed from the TDM menu or points associated with existing measures are refined as described above. An alternative methodology based on all new development's contribution to a city or regional Vehicle Miles Traveled reduction goal could also inform the base targets in the future. For example, a city or regional goal for new development may be adopted separately as part of a regional plan (e.g., Plan Bay Area) or City/County plan (e.g., San Francisco Countywide Transportation Plan). The Planning Commission must review and approve any TDM menu update that increases or decreases the base target for a land use category by three points or more.

#### **4.1(e) Updates to Fact Sheets.**

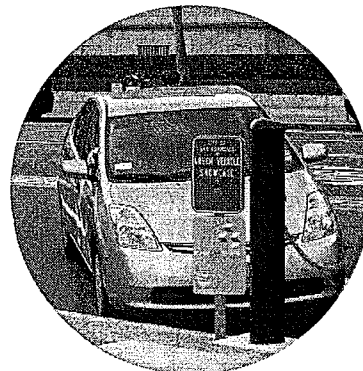
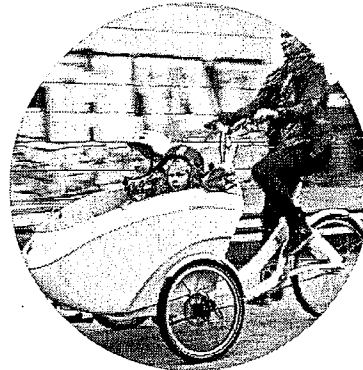
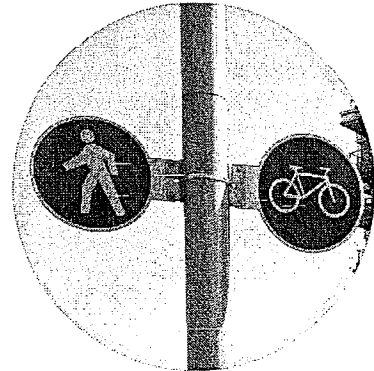
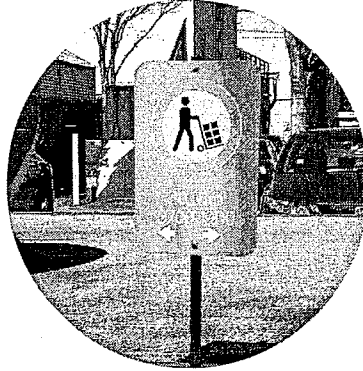
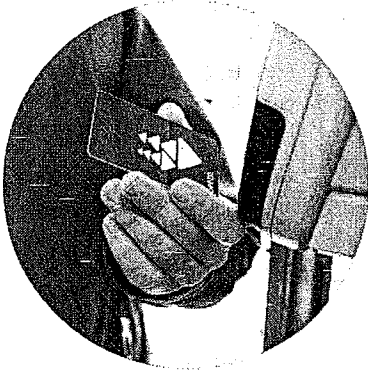
Planning Commission approval is required for any changes to the fact sheets that would result in any change in the property owner's obligations when implementing that TDM measure, as determined by the Zoning Administrator. For example, a property owner can select from four options in measure ACTIVE-2 Bicycle Parking. Each option specifies the number of bicycle parking spaces required per land use associated with the Development Project. Planning Commission approval would be required if the number of bicycle parking spaces associated with an option is recommended for change. Clarifying text edits or documentation necessary to demonstrate compliance with individual measures are not considered substantive updates and would not be subject to Planning Commission approval.

#### **4.2 TDM PROGRAM REPORTING**

In addition to the menu updates described above, under Planning Code Section 169.6(c), every four years, following the periodic updates to San Francisco Countywide Transportation Plan prepared by the County Transportation Agency, the Planning Department shall prepare a report analyzing the implementation of the TDM Program and describing any changes to the TDM Program Standards. The Planning Department shall present such report to the Planning Commission, to the Board of Supervisors during public hearings.

The report will include, at a minimum, the following information, as applicable:

- » The number and size (units, square footage, parking spaces, etc.) of projects subject to the TDM Program, including the number of projects added since the last report and a breakdown of measures that have been selected; status of projects (under development review; entitled; under construction; occupied); and monitoring reports noting the number of projects reviews, rates of compliance, and any concerns associated with occupied projects;
- » Any updates to the TDM menu that occurred since the last report (or could coincide with this report);
- » Trends in the TDM field, including a summary of empirical research conducted by City staff since the last report;
- » Recommended changes to the TDM Program, other than the TDM menu described above, based upon experience administering the TDM Program and best practice research; and
- » Other relevant findings associated with the TDM Program.



# Glossary of Terms

**Affordable Housing.** Refer to Planning Code Section 401.

**Base target.** The minimum number of points a Development Project must achieve in order to comply with the TDM Program, which is based on the amount of Accessory Parking provided, and is aimed at reducing Vehicle Miles Traveled.

**Car-share Service.** Refer to Planning Code Section 166.

**Car-share Vehicle.** Refer to Planning Code Section 166.

**Cash-Out.** Refer to California Health and Safety Code §43845.

**Certified Car-share Organization.** Refer to Planning Code Section 166.

**Change of Use.** Refer to Planning Code Section 401.

**Class 1 Bicycle Parking Spaces.** Refer to Planning Code Section 155.1.

**Class 2 Bicycle Parking Spaces.** Refer to Planning Code Section 155.1.

**Condition(s) of Approval.** Refer to Planning Code Section 102.

**Development Application.** Refer to Planning Code Section 401.

**Development Project.** Refer to Planning Code Section 401.

**Development Project Approval.** Refer to Planning Code Section 169.

**Dwelling Unit.** Refer to Planning Code Section 102.

**First Certificate of Occupancy.** Refer to Planning Code Section 401.

**Floor Area, Occupied.** Refer to Planning Code Section 102.

**Group Housing.** Refer to Planning Code Section 102.

**Land use categories.** The four land use categories defined for the purposes of applying the TDM Program Standards. The land use categories are A, B, C, and D.

**Life of the Project.** Refer to Planning Code Section 401.

**Locker.** Refer to Planning Code Section 155.1.

**Monitored Parking (Bicycle).** Refer to Planning Code Section 155.1.

**Neighborhood parking rate.** The neighborhood parking rate refers to the number of Accessory Parking spaces provided per Dwelling Unit or per 1,000 square feet of non-residential uses. A full description of the methodology for the neighborhood parking rate is included in Appendix B of the TDM Technical Justification document and may be refined over time.

**Off-Street Car-share Parking Space.** Refer to Planning Code Section 166, except that any such spaces may not be occupied by other vehicles when no certified car-share organization can make use of the dedicated car-share spaces.

**Ongoing Monitoring and Reporting Forms.** The forms required to be submitted by a property owner as part of ongoing monitoring and reporting requirements for the TDM Program.

**Parking, Accessory.** Accessory Parking is the number of Accessory Parking spaces that are only to be used for storage of private passenger automobiles, private automobile trailers and boats, and trucks of a rated capacity not exceeding three-quarters of a ton. In addition, Accessory Parking spaces must not exceed the amounts permitted by Planning Code Section 151(c), or Table 151.1. The total number of Accessory Parking spaces is the total number of parked cars accommodated in the Development Project, regardless of the arrangement of parking, and shall include all spaces accessed by mechanical means, valet, or non-independently accessible means. For the purposes of determining the total number of cars parked, the area of an individual parking space, except for those spaces specifically designated for persons with physical disabilities, may not exceed 185 square feet, including spaces in tandem, or in parking lifts, elevators or other means of vertical stacking. Any off-street surface area accessible to motor vehicles with a width of 7.5 feet and a length of 17 feet (127.5 square feet) not otherwise designated on plans as a parking space may be considered and counted as an off-street parking space at the discretion of the Zoning Administrator if the Zoning Administrator, in considering the possibility for tandem and valet arrangements, determines that such area is likely to be used for parking a vehicle on a regular basis and that such area is not necessary for the exclusive purpose of vehicular circulation to the parking or loading facilities otherwise permitted. In reviewing the total number of Accessory Parking spaces with a Development Project, the Development Project shall be considered in its entirety.

**Physical measure.** A physical measure is an individual TDM measure included in a TDM Plan that can be touched and seen. Examples of such TDM measures are Accessory Parking, car-share, and bicycle parking spaces. Components of an individual physical TDM measure may be programmatic.

**Pre-Occupancy Monitoring and Reporting Forms.** The forms required to be submitted by a property owner as part of pre-occupancy monitoring and reporting requirements.

**Programmatic measure.** A programmatic measure is an individual TDM measure included in a TDM Plan that cannot be touched or seen. Examples of such TDM measures are services, contributions, or incentives. Components of an individual programmatic TDM measure may also be physical.

**Property owner.** Refer to Planning Code Section 166. The property owner may designate a representative to communicate with Planning Department staff regarding the TDM Plan (i.e., TDM coordinator).

**Replacement of Use.** Refer to Planning Code Section 102.

**Streetscape Improvements.** Refer to Planning Code Section 138.1.

**Target.** A number of points a Development Project must achieve in order to comply with the TDM Program, which is based on the amount of Accessory Parking provided, and is aimed at reducing Vehicle Miles Traveled.

**Transportation Demand Management or TDM.** Refer to Planning Code Section 169.

**Transportation Demand Management (TDM) coordinator.** The project sponsor of a Development Project subject to the requirements of Planning Code Section 169 must designate a TDM coordinator. The TDM coordinator may be an employee for the Development Project (e.g., property manager) or the project sponsor may contract with a third-party provider(s) of TDM (e.g., transportation brokerage services as required for certain projects pursuant to Planning Code Section 163). The TDM coordinator shall be delegated authority to coordinate and implement the TDM Plan.

The purpose of the TDM coordinator is to provide oversight and management of the project's TDM Plan implementation. In this way, a single representative of the property owner is aware of and responsible for the orderly and timely implementation of all aspects of the TDM Plan, and can adequately manage the components of the TDM Plan. This is especially important when implementation of individual measures is undertaken by different individuals or entities. The TDM coordinator may also implement certain elements of the TDM Plan, thereby also acting as a provider of certain programmatic measures (see detail below).

The primary responsibilities of the TDM coordinator are:

- To serve as a liaison to the San Francisco Planning Department regarding the TDM Plan for the Development Project, including notifying the San Francisco Planning Department of new contract information if TDM coordinator changes;
- To facilitate City staff access to relevant portions of the property to conduct site visits, surveys, inspection of physical measures, and/or other empirical data collection, and facilitate in-person,

phone, and/or e-mail or web-based interviews with residents, tenants, employees, and/or visitors;

- To ensure that TDM measures required for the Development Project are implemented. This will include certifying that physical (e.g., requisite bicycle parking supply and quality; bicycle repair station; car-share parking, etc.) and programmatic (e.g., tailored transportation marketing services, contributions or incentives for sustainable transportation, etc.) measures for the building are in place for the time period agreed to in the conditions of approval and that they are provided at the standard of quality described in the TDM Program Standards;
- To prepare and submit ongoing compliance forms and supporting documentation to the Planning Department;
- To request a TDM Plan review by Planning Department staff if changes to the plan are desired; and
- To work with Planning Department staff to correct any violations through enforcement proceedings, if necessary.

The TDM coordinator should participate in any trainings/workshops offered by the City, on a regular basis, as they become available (e.g., on an annual basis).

**Transportation Demand Management (TDM) measure.** As stated in Planning Code Section 169, each TDM measure on the menu shall be designed to reduce Vehicle Miles Traveled by residents, tenants, employees, and visitors and must be under the control of the property owner. A reduction in Vehicle Miles Traveled may result from shifting vehicle trips to other sustainable travel modes or reducing vehicle trips, increasing vehicle occupancy, or reducing the average vehicle trip length. Measures may accomplish this in one or more of the following ways, with some measures

fitting within multiple categories:

**Shifting Vehicle Trips to Sustainable Modes or Reducing Vehicle Trips**

A TDM measure may accomplish this by increasing the appeal and convenience of sustainable modes by providing:

- Bicycles and bicycle-oriented amenities.
- Elements that promote walking including amenities and safety features.
- Communications, contributions, and incentives such as transportation marketing, real time transportation information displays, on-site signage, campaigns to promote use of sustainable modes, passes or memberships, or sustainable transportation allowances.

A TDM measure may accomplish this by supporting access and mobility without having to own a personal vehicle:

- Supporting car-share or other shared vehicle types by providing space and memberships for such vehicles and services.
- Enabling deliveries by providing delivery services or delivery supportive amenities.

A TDM measure may accomplish this by reducing vehicle trips by:

- Limiting on-site parking;
- Managing parking including pricing parking, unbundling parking from housing or commercial space costs, or offering parking cash out to employees.
- Including uses where demographics indicate lower vehicle trip generation rates (e.g., on-site *affordable housing*).

**Increasing Vehicle Occupancy**

A TDM measure may accomplish this by:

- Offering vanpool programs or shuttle bus services.

**Reducing Vehicle Trip Length**

A TDM measure may accomplish this by:

- Increasing land use diversity noticeably to affect travel behavior in the surrounding (e.g., on-site childcare, grocery store in a food desert).

**Transportation Demand Management (TDM) menu of options (menu).**

The menu of TDM measures that a Development Project may choose to achieve its minimum TDM target.

**Transportation Demand Management (TDM) Plan.** Refer to Planning Code Section 169.

**Transportation Demand Management (TDM) Plan Application.** The application that is required to be submitted for the review of a proposed TDM Plan.

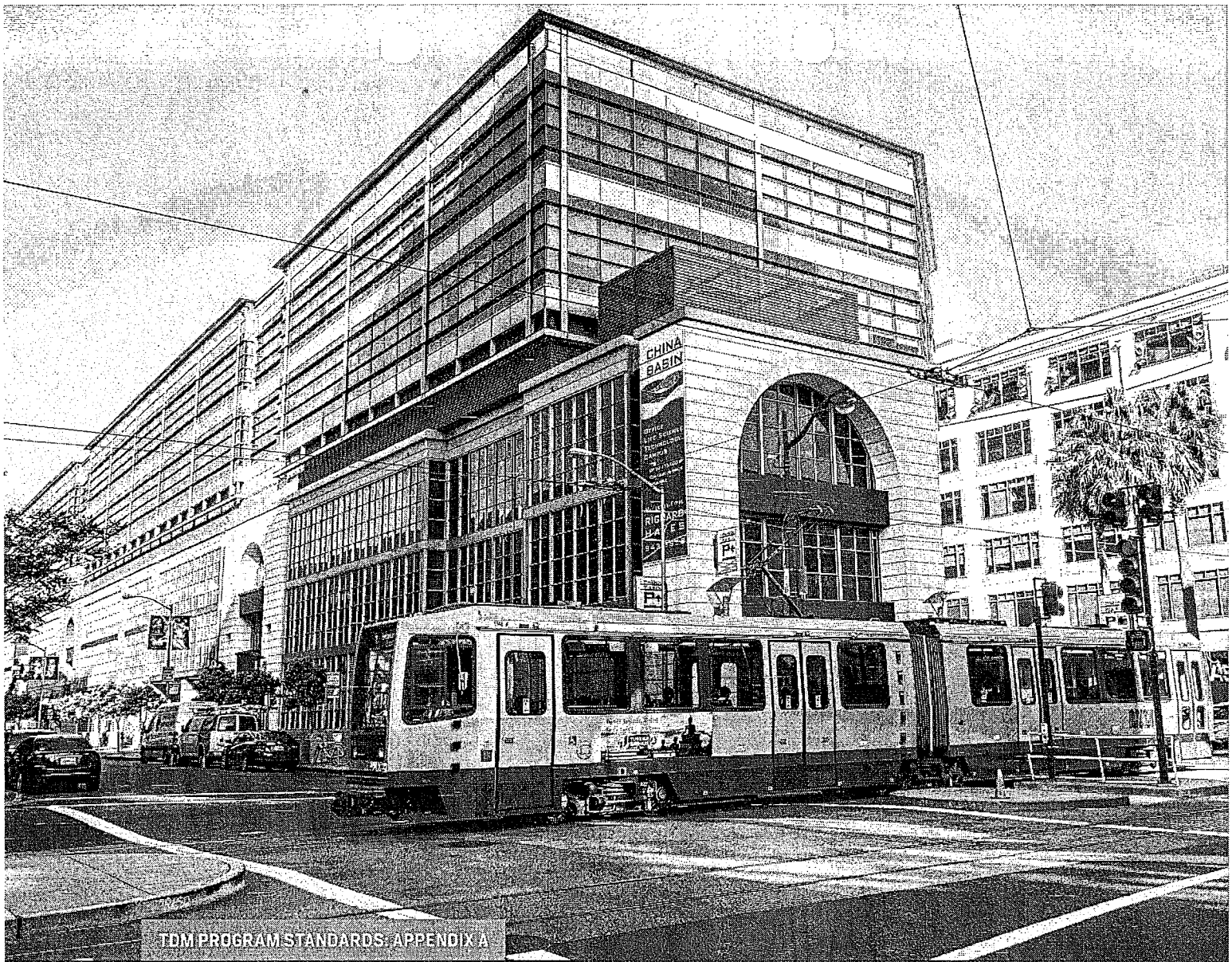
**Transportation Demand Management (TDM) Program.** Refer to Planning Code Section 169.

**Transportation Demand Management (TDM) Plan Update Application.**

The application required to update an approved TDM Plan, or have City staff review an approved TDM Plan.

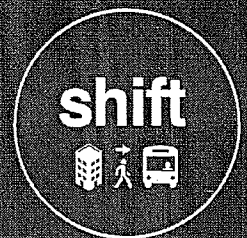
**Vanpool.** Refer to Environment Code Section 427.

**Vehicle Miles Traveled (VMT).** Refer to Planning Code Section 169.



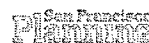
TDM PROGRAM STANDARDS: APPENDIX A

# TRANSPORTATION DEMAND MANAGEMENT MEASURES



ADOPTED AUGUST 4, 2016

*Updated January 19, 2017*





TDM MENU OF OPTIONS

Category	Measure	Points
ACTIVE-1	<b>Improve Walking Conditions: Option A - B</b> Provide streetscape improvements to encourage walking.	● 1
ACTIVE-2	<b>Bicycle Parking: Options A - D</b> Provide secure bicycle parking, more spaces given more points.	●●●●● 1 - 4
ACTIVE-3	<b>Showers and Lockers</b>	● 1
ACTIVE-4	<b>Bike Share Membership: Locations A - B</b> Provide a bike share membership to residents and employees for one point, another point given for each project within the Bike Share Network.	●● 1 - 2
ACTIVE-5A	<b>Bicycle Repair Station</b>	● 1
ACTIVE-5B	<b>Bicycle Maintenance Services</b>	● 1
ACTIVE-6	<b>Fleet of Bicycles</b>	● 1
ACTIVE-7	<b>Bicycle Valet Parking</b>	● 1
CSHARE-1	<b>Car-share Parking and Membership: Options A - E</b>	●●●●●● 1 - 5
DELIVERY-1	<b>Delivery Supportive Amenities</b>	● 1
DELIVERY-2	<b>Provide Delivery Services</b>	● 1
FAMILY-1	<b>Family TDM Amenities: Options A - B</b>	●● 1-2
FAMILY-2	<b>On-site Childcare</b>	●● 2
FAMILY-3	<b>Family TDM Package</b>	●● 2
HOV-1	<b>Contributions or Incentives for Sustainable Transportation: Options A - D</b>	●●●●●●●● 2 - 8
HOV-2	<b>Shuttle Bus Service: Options A - B</b>	●●●●●●●●●●●●●● 7 - 14
HOV-3	<b>Vanpool Program: Options A - G</b>	●●●●●●● 1 - 7
INFO-1	<b>Multimodal Wayfinding Signage</b>	● 1
INFO-2	<b>Real Time Transportation Information Displays</b>	● 1
INFO-3	<b>Tailored Transportation Marketing Services: Options A - D</b>	●●●●● 1 - 4
LU-1	<b>Healthy Food Retail in Underserved Area</b>	●● 2
LU-2	<b>On-site Affordable Housing: Options A - D</b>	●●●●● 1 - 4
PKG-1	<b>Unbundle Parking: Locations A - E</b>	●●●●●● 1 - 5
PKG-2	<b>Short Term Daily Parking Provision</b>	●● 2
PKG-3	<b>Parking Cash Out: Non-residential Tenants</b>	●● 2
PKG-4	<b>Parking Supply: Option A - K</b>	●●●●●●●●●●●● 1 - 11

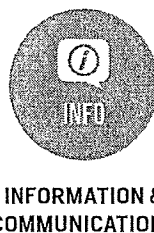
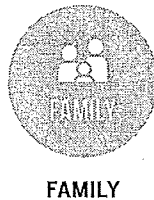
NOTES:  
A project sponsor can only receive up to 14 points between HOV-2 and HOV-3.

One point may be equal to a 1% reduction in VMT.

# Introduction

Appendix A includes the information on all of the Transportation Demand Management (TDM) measures included on the TDM menu of options.

The TDM measures are grouped into the following eight categories:



There is a cover sheet preceding each category of measures that describes the nature of the category of measures; this includes how the measures within that category relate to one another, and how the measures reduce vehicle miles traveled (VMT). For the purpose of applying and implementing individual measures, a Group Housing bedroom is interchangeable with a Dwelling Unit for any measure that is wholly, or in part, based on the number of Dwelling Units in a project.

## OPTIONS

Many of the TDM measures on the menu of options include different options within the same measure. These options are called out with letters, "Option A, Option B, Option C. . ." and so forth. The options define the particular conditions that lead to a different point value awarded within a TDM measure, different ways that a TDM measure may be applied, how a TDM measure may be applied under various circumstances (project site location, project size, or land use type, etc.), or various levels of implementation.

*Example 1.* ACTIVE-1 Improve Walking Conditions includes two options. Option A is applicable to Development Projects that meet certain criteria under Planning Code Section 138.1 with regard to the size of the project site (in particular the length of the project site's frontages onto public rights-of way). Option B is offered to Development Projects that have smaller project sites that do not meet the criteria identified for Option A.

*Example 2.* HOV-1 Contributions or Incentives for Sustainable Transportation includes four options. Here, the options are focused on a range of point values assigned for different levels of implementation. The measure includes financial incentives to ride public transportation in the form of subsidized transit passes. The guidelines for providing the subsidies are the same



across all of the options; the options identify four levels of subsidy and corresponding point values. Option A is a 25% subsidy (two points), Option B is a 50% subsidy (4 points), Option C is a 75% subsidy (6 points) and Option D is a 100% subsidy (8 points).

## ON THE FACT SHEETS

Each fact sheet includes the following information:

**TDM Measure (including Options).** This language describes the measure itself including, a description of the transportation amenity being provided, the amount/frequency of this amenity, and the property owner's responsibilities with regard to this measure over the Life of the Project.

**Applicability.** The applicability section states which land use categories the measure applies to among land use categories A, B, C, and D (see Table 2-2: Planning Code Land Use Categorization in the TDM Program Standards for a complete list of categorized land use types). In some cases, additional applicability information is also supplied. Additional information typically relates to the size and/or location of the Development Project. *Example.* INFO-2 Real Time Transportation Information Displays is applicable to Development Projects in all land use categories "particularly if the project site is within ¼ mile of the Muni Rapid Transit Network and/or a regional transit hub (such as Caltrain or a BART station)."

**Points.** The points section identifies the number of points awarded for the selection of the TDM measure. In some cases there are a range of point values assigned. Here, it is important to carefully review each option, as the options provide key details on how to earn a particular number of points for the measure.<sup>1</sup>

**Compliance Information.** The compliance information section includes information about the property owner's actions and obligations during the three identified compliance phases; the Development Review phase, the Pre-occupancy Monitoring and Reporting phase, and the Pre-occupancy Monitoring and Reporting phase (see

Figure 3-1: Compliance Process Flow Chart in the TDM Program Standards for more detail). Information on each compliance phase includes:

- » **Development Review.** This section documents what the property owner must provide with the TDM Review Application in order to document how the TDM measure would be implemented so that City staff may confirm that the TDM measure meets the criteria in the TDM fact sheet, is in compliance with relevant municipal code sections, and so that the appropriate point value may be assigned.
- » **Pre-occupancy Monitoring and Reporting.** This section documents what the property owner must provide prior to the pre-occupancy site visit, to be conducted by City staff prior to the issuance of the first Certificate of Occupancy by the Department of Building Inspection.
- » **Ongoing Monitoring and Reporting.** This section documents what the property owner must provide on an ongoing basis throughout the Life of the Project to show that the TDM measure continues to be correctly and appropriately implemented. This information is typically required on an annual basis starting 18 months after the issuance of the first Certificate of Occupancy by the Department of Building Inspection. However, for Development Projects in good standing, that have met all of the ongoing monitoring and reporting requirements for five consecutive years, this requirement may be shifted to a triennial requirement, whereby materials are required to be submitted once every three years.

**Relevant Municipal Code(s).** This includes a list of (and links to) relevant sections of municipal code that apply to the TDM measure. The most typical references are to the San Francisco Planning Code because some measures may be required, at some level, elsewhere within the Planning Code. Other references are to state legislation, the San Francisco Environment Code, Zoning Administrator Bulletins, etc. It is important to review the references prior to selecting a TDM measure, as these references may contain key details.

<sup>1</sup> One point may be equal to 1% reduction in VMT.

# ACTIVE TRANSPORTATION



This category of measures encourages active modes of transportation, including trips made by walking or cycling. The measures within this category include amenities to make travel by active modes safer and more convenient including streetscape elements, a fleet of bicycles, bicycle parking (including valet parking at large events), showers and clothes lockers, bicycle repair stations or services, and/or subsidized bike share memberships.

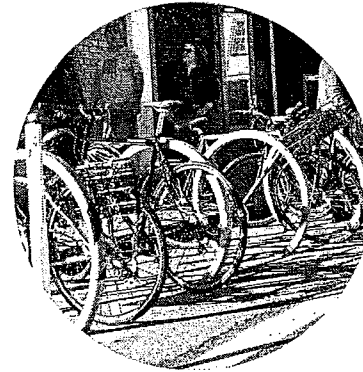
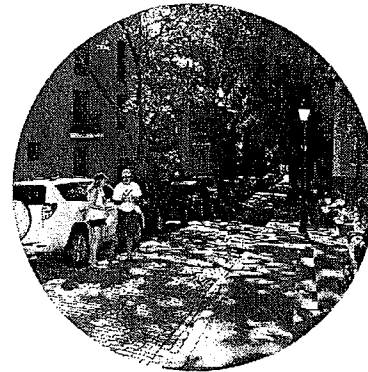
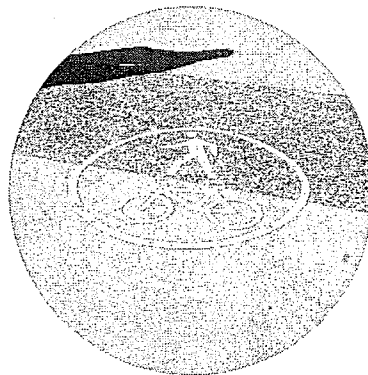
Encouraging trips by active modes may also encourage trips by transit, first because every transit trip has a walk trip associated with it, and second because walking and bicycling provide a “last mile” solution to connect major transit stations to final destinations.

Lastly, contributions to bike share memberships provide access to and incentives for the use of a network of bicycles for last-mile, short trip, or multi-destination trips. It also can help relieve crowding on particularly congested transit lines.

## MENU OF OPTIONS

CATEGORY	MEASURE	POINTS
ACTIVE-1	Improve Walking Conditions: Option A, or	● 1
	Improve Walking Conditions: Option B	● 1
ACTIVE-2	Bicycle Parking: Option A, or	● 1
	Bicycle Parking: Option B; or	●● 2
	Bicycle Parking: Option C, or	●●● 3
	Bicycle Parking: Option D	●●●● 4
ACTIVE-3	Showers and Lockers	● 1
ACTIVE-4	Bike Share Membership: Location A, or	● 1
	Bike Share Membership: Location B	●● 2
ACTIVE-5A	Bicycle Repair Station	● 1
ACTIVE-5B	Bicycle Maintenance Services	● 1
ACTIVE-6	Fleet of Bicycles	● 1
ACTIVE-7	Bicycle Valet Parking	● 1

One point may be equal to a 1% reduction in VMT.





# Improve Walking Conditions

**TDM MEASURE:**

The streetscape improvements shall include, at a minimum:

**OPTION A**

**POINTS:**

**1**

For large projects as defined by and subject to Planning Code Section 138.1, the property owner shall complete streetscape improvements consistent with the Better Streets Plan and any local streetscape plan so that the public right-of-way is safe, accessible, convenient and attractive to persons walking.

- » The recommended sidewalk width adjacent to the property, unless the recommended sidewalk width is determined to be infeasible or undesirable by City staff;
- » The required streetscape elements; AND one of the following:
  - » Ten additional streetscape elements identified by City staff that contribute to VMT reduction/increased walking<sup>1</sup>; OR
  - » Five of the additional streetscape elements identified by City staff, PLUS the recommended sidewalk adjacent to and beyond the project site (but not to exceed 50 feet beyond the project site in any direction), unless the recommended sidewalk width is determined to be infeasible or undesirable by City staff; OR
  - » Five of the additional streetscape elements identified by City staff, PLUS the Development Project provides a minimum of two Safety Tools identified in the WalkFirst toolkit<sup>1</sup> if the Development Project is located on a High-Injury Corridor<sup>2</sup>.

**APPLICABILITY:**

This measure is required for some projects under Planning Code Section 138.1, however, this measure is applicable to any project in any land use category that could benefit from an enhanced pedestrian realm, including Development Projects that would serve sensitive or vulnerable populations, such as children and the elderly and/or for projects that are located along a High-Injury Corridor.

**POINTS:**

**1**

NOTE: To receive points for this measure, the improvements cannot be credited towards an In-Kind Agreement.

## Improve Walking Conditions

ACTIVE-1

OPTIONS

POINTS:

**1**

For projects not subject to the large project requirements of Planning Code Section 138.1, the property owner shall complete streetscape improvements consistent with the Better Streets Plan and any local streetscape plan. The streetscape improvements shall include:

- » The recommended sidewalk width, unless the recommended sidewalk width is determined to be infeasible or undesirable by City staff;
- » The required streetscape elements; AND one of the following:
  - » Five of the additional streetscape elements identified by City staff; OR
  - » The Development Project provides a minimum of two Safety Tools identified in the WalkFirst toolkit<sup>2</sup> if the Development Project is located on a High-Injury Corridor<sup>3</sup>.

**DEVELOPMENT REVIEW:** The property owner shall submit a streetscape plan and sections that show the location, design, and dimensions of existing and proposed pedestrian-oriented streetscape elements along the project frontage(s).

SFMTA and Planning Department staff shall review the proposed streetscape plan during the development review process to provide a staff recommendation regarding the streetscape improvements. If the Streetscape Design Advisory Team (SDAT) recommends that the streetscape improvements should be approved, the Development Project shall receive the points outlined above.

**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the standards specified as conditions of Planning, SFMTA, Public Works, and/or Fire Department approval are met. If the property owner is responsible for funding, but not constructing/implementing the streetscape elements, then the property owner shall provide documentation that they have submitted the appropriate fees to the City.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

**ONGOING MONITORING AND REPORTING:** The property owner shall maintain all streetscape improvements in good repair, and repair or replace, as needed, unless the maintenance and ownership of specific streetscape elements have been transferred to the City. The property owner shall submit photographs to verify maintenance. City staff shall ensure that the standards and minimums identified in the Planning Code and/or those specified in the project approvals by Planning, SFMTA, Public Works, Fire, or other Departments are met. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code Section 138.1, Charter Section 4.105, Public Works Code Section 708.1.

- NOTES:
- 1 Within Table 1 of Section 138.1 of the San Francisco Planning Code, property owners can choose from item #s, which reduce VMT/increase walking: 3, 4, 5, 7, 8, 9, 12, 13, 14, 15, 16, 17, 18, 19, 20, 23, 24, 26, 27, 28, 32. The property owner can construct or install these items or provide funding to the City to construct or install them on the sidewalk or street right of way adjacent to and beyond the project site (but not to exceed 50 feet beyond the project site in any direction).
  - 2 The property owner can construct or install the WalkFirst toolkit Safety Tools, <http://walkfirst.sfplanning.org/>, or provide funding to the City to construct or install them.
  - 3 <http://walkfirst.sfplanning.org/index.php/home/streets>

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# Bicycle Parking

**TDM MEASURE:**

The property owner may choose ONE of the following options to provide Class 1 and/or Class 2 Bicycle Parking spaces as defined by the Planning Code:

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<b>OPTION A</b>	<b>POINTS:</b>
<b>Residential:</b> <u>Class 1</u> and <u>Class 2</u> bicycle parking spaces as required by the Planning Code.	<b>1</b>
<b>Office:</b> <u>Class 1</u> and <u>Class 2</u> bicycle parking spaces as required by the Planning Code.	
<b>Retail:</b> <u>Class 1</u> and <u>Class 2</u> bicycle parking spaces as required by the Planning Code.	

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<b>OPTION B</b>	<b>POINTS:</b>
<b>Residential:</b> One <u>Class 1</u> Bicycle Parking space for each <u>Dwelling Unit</u> , and two <u>Class 2</u> Bicycle Parking spaces for every 20 <u>Dwelling Units</u> .	<b>2</b>
<b>Office:</b> One <u>Class 1</u> Bicycle Parking space for every 2,500 square feet of <u>Occupied Floor Area</u> , and two <u>Class 2</u> Bicycle Parking spaces for every 25,000 square feet of <u>Occupied Floor Area</u> .	
<b>Retail:</b> One <u>Class 1</u> Bicycle Parking space for every 3,750 square feet of <u>Occupied Floor Area</u> , and one <u>Class 2</u> Bicycle Parking space for every 750 square feet of <u>Occupied Floor Area</u> ; or five percent of the maximum number of visitors which the project is designed to accommodate, whichever is less.	

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<b>APPLICABILITY:</b> This measure is required for some projects under <u>Planning Code Section 155.2</u> , and is applicable to <u>Development Projects</u> in any land use category.	<b>POINTS:</b> <b>1-4</b> ○○○○
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## Bicycle Parking

ACTIVE-2

### OPTION C

POINTS:

**3**

**Residential:** One and a half Class 1 Bicycle Parking spaces for each Dwelling Unit, and three Class 2 Bicycle Parking spaces for every 20 Dwelling Units.

**Office:** One Class 1 Bicycle Parking space for every 1,667 square feet of Occupied Floor Area, and three Class 2 Bicycle Parking spaces for every 25,000 square feet of Occupied Floor Area.

**Retail:** One Class 1 Bicycle Parking space for every 2,500 square feet of Occupied Floor Area, and two Class 2 Bicycle Parking spaces for every 750 square feet of Occupied Floor Area or 10 percent of the maximum number of visitors which the project is designed to accommodate, whichever is less.

### OPTION D

POINTS:

**4**

**Residential:** For each Dwelling Unit, one and half Class 1 Bicycle Parking spaces or one Class 1 Bicycle Parking space for each bedroom, whichever is greater, and four Class 2 Bicycle Parking spaces for every 20 Dwelling Units.

**Office:** One Class 1 Bicycle Parking space for every 1,250 square feet of Occupied Floor Area, and four Class 2 Bicycle Parking spaces for every 25,000 square feet of Occupied Floor Area.

**Retail:** One Class 1 Bicycle Parking space for every 1,875 square feet of Occupied Floor Area, and three Class 2 Bicycle Parking spaces for every 750 square feet of Occupied Floor Area or 20 percent of the maximum number of visitors which the project is designed to accommodate, whichever is less.

---

**DEVELOPMENT REVIEW:** The property owner shall submit plans that identify the amount, type (Class 1 or Class 2), and location of bicycle parking. City staff shall review the plans to ensure that the bicycle parking spaces provided meet the standards and minimums identified in the Planning Code, Zoning Administrator Bulletin No. 9, and/or those specified in this measure. City staff shall assign points based on the level of implementation. Class 1 Bicycle Parking spaces provided in excess of Planning Code requirements may vary from Planning Code standards as to location and spacing, provided that the intent of the standards regarding convenience and security is preserved.

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**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the bicycle parking meets the standards specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

---

**ONGOING MONITORING AND REPORTING:** The property owner shall provide photographs of the bicycle parking. City staff shall verify that the standards specified in the project approvals are met. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

---

**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code Sections 155.1, 155.2, 155.3 and 430.

**NOTES:**

- 1 At least five percent of all Class 1 Bicycle Parking spaces provided in excess of Planning Code requirements shall be designed to accommodate cargo bicycles. The number of Class 2 Bicycle Parking spaces in excess of Planning Code requirements may be reduced by up to 50 percent provided all Class 2 spaces provided are free to patrons of the project; located in one or more on-site facilities; easily accessible; monitored; protected from inclement weather; and designed and operated to reasonably allow patrons the ability to retrieve their bicycle.

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# Showers and Clothes Lockers

**TDM MEASURE:**

The Development Project shall provide at least one shower and at least six clothes lockers for every 30 Class 1 Bicycle Parking spaces, but no fewer than the number of showers and clothes lockers that are required by the Planning Code, if any.

**DEVELOPMENT REVIEW:**

The property owner shall submit plans that identify the location and number of showers and clothes lockers. City staff shall review the proposed plan to ensure that the showers and clothes lockers meet the standards and minimums identified in the Planning Code or those specified in this measure.

**PRE-OCCUPANCY MONITORING AND REPORTING:**

The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the showers and clothes lockers have been constructed and meet the standards specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

**ONGOING MONITORING AND REPORTING:**

The property owner shall provide photographs of the showers and clothes lockers. City staff shall verify that the standards specified in the project approvals are met. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

**RELEVANT MUNICIPAL CODE(S):**

San Francisco Planning Code Section 155.4.

**APPLICABILITY:**

This measure is required for some non-residential projects under Planning Code Section 155.4; and is applicable to any non-residential Development Project (land use categories A, B, and D), particularly if the project site is along or near bicycle lane facilities.

**POINTS:**

1 ●

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# Bike Share Membership

**TDM MEASURE:**

The property owner shall proactively offer one complimentary bike share membership to each Dwelling Unit and/or employee<sup>1</sup>, at least once annually, for the Life of the Project or a shorter period if a bike sharing program ceases to exist. If requested by a resident and/or employee, the property owner shall pay for memberships minimally equivalent to the cost of one annual Bay Area Bike Share (or a similar successor entity) membership per Dwelling Unit and/or employee<sup>2</sup>.

**LOCATION 1**

**POINTS:**

**One point** if the project site is located more than 1,000 feet from an existing or proposed Bay Area Bike Share station; OR

**1**

**LOCATION 2**

**POINTS:**

**Two points** if the project site is located within 1,000 feet of an existing or planned Bay Area Bike Share station.

**2**

**APPLICABILITY:**

This measure is applicable to Development Projects in any land use category, particularly if the project site is within 1,000 feet of an existing or proposed Bay Area Bike Share station and along or near bicycle lane facilities.

**POINTS:**

**1-2** ○○

(assuming 100 percent subsidy)

# Bike Share Membership

ACTIVE-4

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**DEVELOPMENT REVIEW:** The measure must be included in the Development Project's TDM Plan.

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**PRE-OCCUPANCY MONITORING AND REPORTING:** City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

If available, the TDM coordinator will also submit any additional information regarding this measure (e.g., online sign-up portals or additional marketing materials) that demonstrates how the property owner will offer bike share memberships. City staff may contact the TDM coordinator for further information regarding this measure.

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**ONGOING MONITORING AND REPORTING:** The property owner shall submit Bay Area Bike Share invoices with any sensitive billing information redacted and any other marketing materials that have been provided to residents and employees to describe the available membership benefits.

---

**RELEVANT MUNICIPAL CODE(S):** None.

**NOTES:**

- 1 Although the property owner may opt to provide an annual membership to all employees, the requirement is one membership per full time employee.
- 2 Full compliance means that the property owner offers one membership per employee and/or Dwelling Unit regardless of whether or not the memberships are accepted.



# Bicycle Repair Station

## TDM MEASURE:

The Development Project shall include a bicycle repair station consisting of a designated, secure area within the building, such as within a bicycle storage room or in the building garage, where bicycle maintenance tools and supplies are readily available on a permanent basis and offered in good condition to encourage bicycling. Tools and supplies should include, at a minimum, those necessary for fixing a flat tire, adjusting a chain, and performing other basic bicycle maintenance. Available tools should include, at a minimum, a bicycle pump, wrenches, a chain tool, lubricants, tire levers, hex keys/Allen wrenches, torx keys, screwdrivers, and spoke wrenches.

---

## DEVELOPMENT REVIEW:

The property owner shall submit plans that identify the location of the on-site bicycle repair station. The property owner shall provide a description of the amenities to be provided, a means of providing access to all residents and tenants, and a plan for maintaining these amenities. City staff shall review the plans and description to ensure the bike repair station meets the standards and minimums specified in this measure.

---

## PRE-OCCUPANCY MONITORING AND REPORTING:

The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the on-site bicycle repair station meets the standards specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

---

## APPLICABILITY:

This measure is applicable to Development Projects in any land use category, particularly if the project site is along or near bicycle lane facilities.

## POINTS:

1 ●



## Bicycle Repair Station

ACTIVE-5A

---

**ONGOING  
MONITORING AND  
REPORTING**

The property owner shall submit photographs demonstrating that tools continue to be in place, maintained, and available to tenants and residents. City staff shall verify the continued operation of the on-site bicycle repair station. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

---

**RELEVANT  
MUNICIPAL  
CODE(S):**

None.



# Bicycle Maintenance Services

**TDM MEASURE:**

The property owner shall offer bicycle maintenance services to each Dwelling Unit and/or employee, at least once annually, for 40 years. If requested by the Dwelling Unit and/or employee, the property owner shall pay for bicycle maintenance services minimally equivalent to the cost of one annual bicycle tune-up per Dwelling Unit and/or employee. Tune-ups include inspection and adjustment of brakes, derailleur/shifting mechanism, and cables, and chain cleaning and inspection for wear and tear on all bicycle components. The cost of a basic tune-up shall be estimated in consultation with local bicycle repair shops.

The maintenance services shall be provided through an on-call bicycle mechanic, or through vouchers for nearby bicycle shops.

---

**DEVELOPMENT REVIEW:** The measure must be included in the Development Project's TDM Plan.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

If available, the TDM coordinator will also submit any additional information regarding this measure (e.g., the value of the reimbursement, instructions for using an online sign-up portal, or marketing/instructional materials) that demonstrates how the property owner will offer bicycle maintenance services. City staff may contact the TDM coordinator for further information regarding this measure.

**APPLICABILITY:**

This measure is applicable to Development Projects in any land use category, particularly if the project site is along or near bicycle lane facilities.

**POINTS:**

**1 ●**

## Bicycle Repair Station

ACTIVE-5B

---

**ONGOING  
MONITORING AND  
REPORTING:**

The property owner shall submit invoices for services (with sensitive billing information redacted) or vouchers provided within the last year, and documentation of marketing materials for the service (e.g. announcements in lobbies, e-mail blasts, etc.)

---

**RELEVANT  
MUNICIPAL  
CODE(S):**

None.



# Fleet of Bicycles

**TDM MEASURE:**

The Development Project shall provide a fleet of bicycles for residents, visitors, and/or employees for their use to encourage bicycling. The number of bicycles in the fleet shall be equivalent to the number of Class 2 Bicycle Parking spaces required by the Planning Code, at a minimum five bicycles must be provided. The property owner shall ensure that bicycles are properly stored and maintained, and shall provide additional Class 1 Bicycle Parking—beyond the amount required by the Planning Code—to accommodate these bicycles. Secure bicycle parking shall be provided for the fleet of bicycles within an easily accessible bicycle room, a bicycle cage, or clothes Lockers. The property owner shall provide helmets, locks, lights, baskets, and other amenities to facilitate convenient use of the fleet of bicycles. Electric-powered bicycles are encouraged.

---

**DEVELOPMENT REVIEW:**

The property owner shall submit plans that identify the location of the Class 1 Bicycle Parking for the fleet of bicycles. City staff shall review the proposed plan to ensure that the fleet of bicycles would be properly housed and easily accessed.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:**

The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the Class 1 Bicycle Parking, the fleet of bicycles, and related amenities meet the standards specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

---

**APPLICABILITY:**

This measure is applicable to Development Projects in any land use category, particularly if the project site is along or near protected bicycle lane facilities.

**POINTS:**

1 ●

## Fleet of Resident/Employee Bicycles

ACTIVE-6

---

**ONGOING  
MONITORING AND  
REPORTING:**

The property owner shall submit photographs and receipts with sensitive billing information redacted to verify the ongoing maintenance and operation of the fleet of bicycles as specified in the approved project. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

---

**RELEVANT  
MUNICIPAL  
CODE(S):**

None.



# Bicycle Valet Parking

**TDM MEASURE:**

For all events where the anticipated number of attendees is greater than 1,000 people, the property owner shall provide Monitored Parking for bicycles designed to accommodate at least 20 percent of the event attendees. The monitored bicycle parking must be available to attendees at least one hour before the start of the event until at least 30 minutes after the end of the event. The Monitored Parking for bicycles shall be located within a one block radius of a regular entrance to the event. Since the parking will be temporary in nature, it likely will need to be staffed in order to be properly supplied.

---

**DEVELOPMENT REVIEW:** The property owner shall identify a potential space for bicycle valet parking.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that there is suitable space for bicycle valet per the project approvals.

---

**ONGOING MONITORING AND REPORTING:** The property owner shall submit a schedule of events held during the last year and date-stamped photographs showing bicycle valet at the events where it was provided or receipts with any sensitive billing information redacted showing ongoing contracting for bicycle valet services that meet the standards specified in the project approvals, and documentation of marketing materials for the service.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

---

**RELEVANT MUNICIPAL CODE(S):** Planning Code Section 155.1 and Transportation Code Section 6.15.

**APPLICABILITY:**

This measure is applicable to Development Project that are expected to generate at least 12 events annually with more than 1,000 attendees.

**POINTS:**

1 ●

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# CAR-SHARE



Availability of car-share vehicles reduces the need for individual vehicle ownership, which, in turn, reduces the number of Vehicle Miles Traveled by individuals. Car-share provides vehicles for those trips that are not convenient to make by transit, walking, or bicycling, such as large shopping trips. Subsidizing car-share

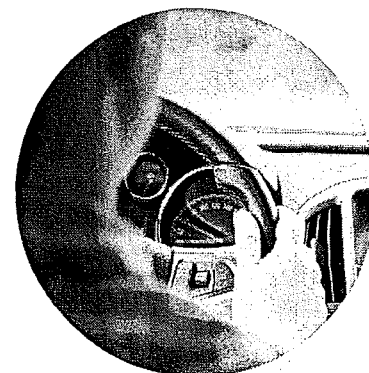
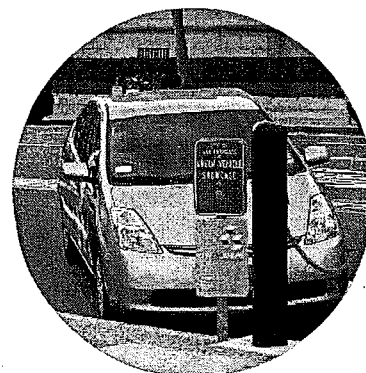
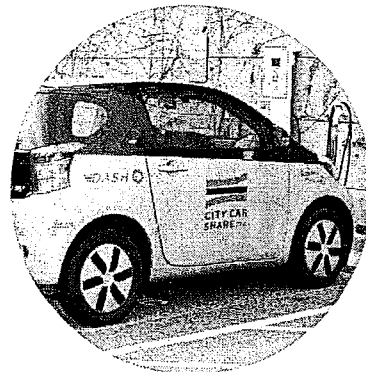
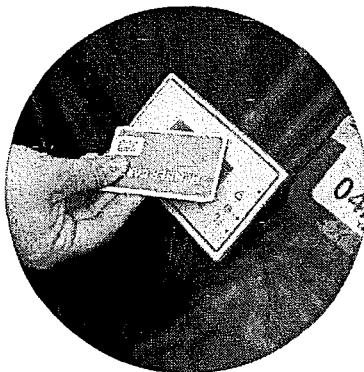
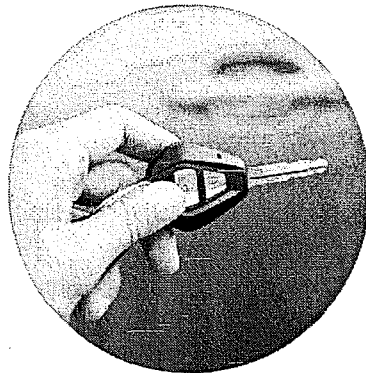
membership creates a higher demand for car-share vehicles and may reduce the barrier for individuals to try car-share services. As a result, the membership options within this category are paired with provision of a higher number of car-share spaces.

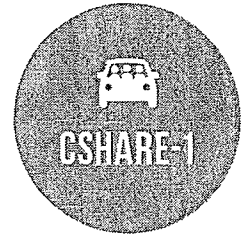
## MENU OF OPTIONS

CATEGORY	MEASURE	POINTS
CSHARE-1	Car-Share Parking and Membership: Option A: or	● 1
	Car-Share Parking and Membership: Option B: or	●● 2
	Car-Share Parking and Membership: Option C: or	●●● 3
	Car-Share Parking and Membership: Option D: or	●●●● 4
	Car-Share Parking and Membership: Option E	●●●●● 5

One point may be equal to a 1% reduction in VMT.







# Car-Share Parking and Membership

**TDM MEASURE:**

The property owner shall proactively offer memberships to a Certified Car-share Organization, at least once annually, to each Dwelling Unit and/or employee<sup>1</sup> for the Life of the Project and/or provide car-share parking spaces as specified below. If requested by the resident and/or employee, the property owner shall pay for, or otherwise provide, memberships minimally equivalent to one annual membership per Dwelling Unit and/or employee. Residents or employees shall pay all other costs associated with the car-share usage, including hourly or mileage fees. Any car-share parking space(s) provided to comply with Section 166 of the Planning Code shall meet the availability and specifications required in the Planning Code. Any car-share parking spaces provided in excess of those required of the project by the Planning Code may be occupied by car-share vehicles operated by a Certified Car-share Organization or may be occupied by other car-share vehicles that the property owner provides for the sole purpose of shared use and that are operated in compliance with Section 166 of the Planning Code, including, but not limited to the following standards:

1. All residents/tenants eligible to drive shall have access to the vehicles; the vehicles may also be made available to users who do not live or work on the subject property;
2. Users shall pay for the use of vehicles;
3. Vehicles shall be made available by reservation on an hourly basis, or in smaller intervals;
4. Vehicles must be located at on-site unstaffed, self-service locations (other than any incidental garage valet service), and generally be available for pick-up by eligible users 24 hours per day;
5. The property owner or a third party vendor shall provide automobile insurance for its users when using car-share vehicles and shall assume responsibility for maintaining car-share vehicles.

Car-share parking spaces required for Option C may be waived if no Accessory Parking is provided

<p><b>APPLICABILITY:</b> This measure is applicable to Development Projects in any land use category.</p>	<p><b>POINTS:</b> <b>1-5</b> ○○○○○○</p>
---------------------------------------------------------------------------------------------------------------	---------------------------------------------

## Car-Share

CSHARE-1

for the project. The property owner may choose ONE of the following five options:

---

<b>OPTION A</b>	<b>POINTS:</b>
<b>Residential:</b> Car-share parking spaces as required by the Planning Code.	<b>1</b>
<b>Office:</b> Car-share parking spaces as required by the Planning Code.	
<b>Retail:</b> Car-share parking spaces as required by the Planning Code.	

---

<b>OPTION B</b>	<b>POINTS:</b>
<b>Residential:</b> One car-share parking space for every 80 <u>Dwelling Units</u> , with a minimum of two car-share parking spaces.	<b>2</b>
<b>Office:</b> One car-share parking space for each 20,000 square feet of <u>Occupied Floor Area</u> , with a minimum of two car-share parking spaces.	
<b>Retail:</b> Two car-share parking spaces for each 20,000 square feet of <u>Occupied Floor Area</u> , with a minimum of four car-share parking spaces.	

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<b>OPTION C</b>	<b>POINTS:</b>
<b>Residential:</b> One car-share membership for each <u>Dwelling Unit</u> , and car-share parking spaces as required by the Planning Code.	<b>3</b>
<b>Office:</b> One car-share membership for each employee, and car-share parking spaces as required by the Planning Code.	
<b>Retail:</b> One car-share membership for each employee, and car-share parking spaces as required by the Planning Code.	

---

## Car-Share

CSHARE-1

OPTION 4

POINTS:

4

**Residential:** One car-share membership for each Dwelling Unit, and one car-share parking space for every 80 Dwelling Units, with a minimum of two car-share parking spaces.

**Office:** One car-share membership for each employee, and one car-share parking space for each 20,000 square feet of Occupied Floor Area, with a minimum of two car-share parking spaces.

**Retail:** One car-share membership for each employee, and two car-share parking spaces for each 20,000 square feet of Occupied Floor Area, with a minimum of four car-share parking spaces.

OPTION 5

POINTS:

5

**Residential:** One car-share membership for each Dwelling Unit, and one car-share parking space for every 40 provided Dwelling Units, with a minimum of three car-share parking spaces.

**Office:** One car-share membership for each employee, and one car-share parking space for every 10,000 square feet of Occupied Floor Area, with a minimum of three car-share parking spaces.

**Retail:** One car-share membership for each employee, and two car-share parking spaces for every 10,000 square feet of Occupied Floor Area, with a minimum of three car-share parking spaces.

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**DEVELOPMENT REVIEW:** The property owner shall select an option and submit plans that identify the car-share parking spaces. The measure must be included in the Development Project's TDM Plan. City staff will assign points based on the level of implementation.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the car-share parking meets the standards specified in the Planning Code and the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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**ONGOING MONITORING AND REPORTING:** The property owner shall submit invoices or receipts with any sensitive billing information redacted and document the total number of employees and/or occupied Dwelling Units and the number of memberships purchased within the last year<sup>2</sup>. City staff shall verify that the standards and minimums identified in the Planning Code and those specified in the project approvals are met<sup>3</sup>. Verification of car-share operations associated with any car-share vehicles that are provided by the property owner shall include documentation of vehicle ownership or lease, insurance, and demonstration of reservation system and availability to all tenants and/or residents, and invoices or receipts demonstrating charges to users (with sensitive billing information redacted).

---

**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code Sections 151.1 and 166.

**NOTES:**

- 1 Although the property owner may opt to provide an annual membership to all employees, the requirement is one membership per full time employee.
- 2 Full compliance means that the property owner offers one membership per employee and/or Dwelling Unit regardless of whether or not the memberships are accepted.
- 3 If a property owner offers the off-street car-share spaces in an amount exceeding Code requirements to a certified car-share organization for two consecutive ongoing reporting periods and no certified car-share organization agrees to use the spaces, the property owner must either provide its own fleet of car-share vehicles and operate them per Code requirements or file a TDM Plan Update Application to revise the TDM Plan with new measures from the Standards at the time of TDM Plan Update application to ensure that the target is achieved.

For Option D and E, for all car-share spaces that are provided, above and beyond the Planning Code requirements, up to 15 percent of the car-share parking spaces and memberships may be substituted with spaces and memberships for another shared vehicle type. Other shared vehicle types include: scooters, motorized bicycles and/or other motorized vehicles. Shared vehicles must meet the operational standards outlined in Section 166 of the Planning Code. The maximum number of car-share spaces for any Development Project is 50 spaces.

# DELIVERY



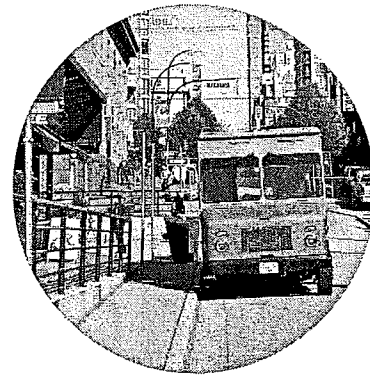
Providing delivery services and facilitating deliveries help to reduce the need for individual vehicle ownership. For example, providing delivery services for groceries and sundry items, and facilitating delivery with a refrigerated storage area allow grocery shopping to be accomplished

without a private vehicle. Further, providing deliveries of food, laundry, dry cleaning, etc. consolidates trips to and from a central location into one trip with multiple stops, thus reducing Vehicle Miles Traveled.

## MENU OF OPTIONS

CATEGORY	MEASURE	POINTS
DELIVERY-1	Delivery Supportive Amenities	• 1
DELIVERY-2	Provide Delivery Services	• 1

One point may be equal to a 1% reduction in VMT.





# Delivery Supportive Amenities

## TDM MEASURE:

The Development Project shall facilitate delivery services by providing an area for receipt of deliveries that offers one of the following: (1) clothes lockers for delivery services, (2) temporary storage for package deliveries, laundry deliveries, and other deliveries, or (3) providing temporary refrigeration for grocery deliveries, and/or including other delivery supportive measures as proposed by the property owner that may reduce Vehicle Miles Traveled by reducing the number of trips that may otherwise have been by single occupancy vehicle.

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**DEVELOPMENT REVIEW:** The property owner shall describe the delivery supportive amenities to be provided and submit plans that identify the location of the amenities.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the physical measures, such as a staffed desk, clothes Lockers for larger deliveries, refrigerator for groceries, etc., have been constructed and meet the standards specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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**ONGOING MONITORING AND REPORTING:** The property owner shall submit photographs to verify the continued availability and operation of delivery supportive amenities. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

### APPLICABILITY:

This measure is applicable to any Development Project in any land use category. However, it is best suited to larger residential (land use category C) and office (land use Category B) developments and/or other employment centers, such as large retail (land use category A) and institutional uses (land use Category B), particularly in locations with low auto mode share.

### POINTS:

1 ●



**Delivery Supportive Amenities**

**DELIVERY-1**

---

**RELEVANT MUNICIPAL CODE(S):**      None.



# Provide Delivery Services

**TDM MEASURE:**

The Development Project shall provide delivery services that reduce Vehicle Miles Traveled from single-stop motorized deliveries. The provided services may include deliveries by bicycle, on foot, or in a delivery vehicle that makes multiple stops. Delivery services should be provided during normal business hours.

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**DEVELOPMENT REVIEW:** The measure must be included in the Development Project's TDM Plan.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City Staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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**ONGOING MONITORING AND REPORTING:** The property owner shall submit copies of marketing materials offering delivery services and invoices with any sensitive billing information redacted to verify the continued provision of delivery services.

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**RELEVANT MUNICIPAL CODE(S):** None.

**APPLICABILITY:**

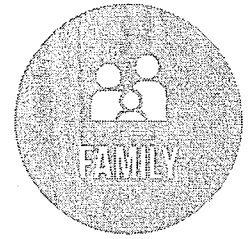
This measure is applicable to Development Projects in land use category A. It is best suited to retail uses of any size, particularly grocery stores, or uses that may require deliveries of larger goods.

**POINTS:**

1 ●

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# FAMILY

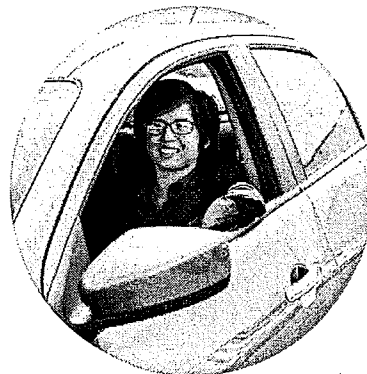
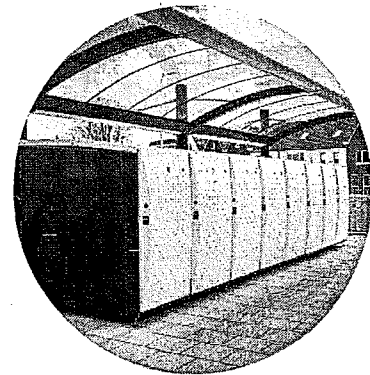
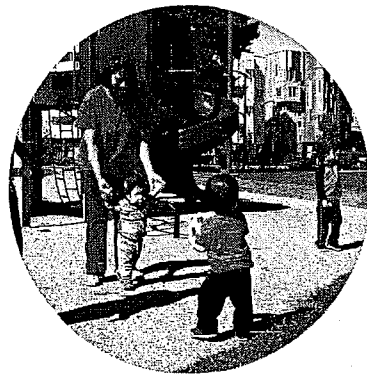
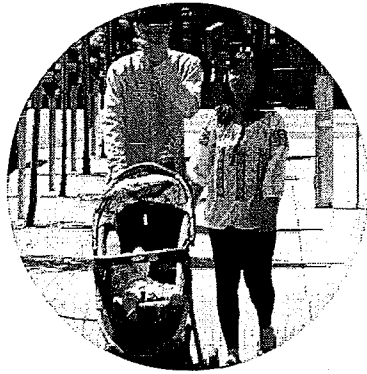


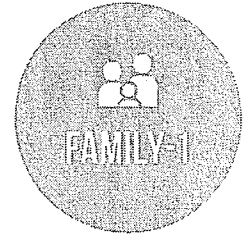
The theme of this category is to address the particular challenges that families face in making trips without a private vehicle, including large shopping trips, and transportation to and from childcare providers, school, etc. These measures acknowledge the complementary and synergistic effects of family-supportive measures in the TDM menu when packaged together as a suite of measures.

This category of measures is generally focused on buildings with a higher likelihood of families as residents, but also highlights the benefits of providing on-site childcare for any land use. Family-oriented units are typically considered to be units with at least two bedrooms. Some of these measures are only applicable to buildings that meet the dwelling unit mix identified in Planning Code Section 207.6(c)(2).

MENU OF OPTIONS		
CATEGORY	MEASURE	POINTS
FAMILY-1	Family TDM Amenities Option A (cribs)	1
	Family TDM Amenities Option B	1
FAMILY-2	On-site Childcare	2
FAMILY-3	Family TDM Package	2

One point may be equal to a 1% reduction in VMT.





# Family TDM Amenities

**TDM MEASURE:**

To address particular challenges that families face in making trips without a private vehicle, the property owner shall provide one or both of the following options:



**POINTS:**

**1**

**Amenities:** On-site secure location for storage of personal car seats, strollers, athletic or other extracurricular gear, and cargo bicycles or other large bicycles. Personal car seat storage should be located near off-street car-share parking space(s).<sup>1,2</sup>

One secure storage location for personal car seats, strollers, athletic or extracurricular gear and one secure cargo or other large bicycle parking space shall be provided per every twenty Dwelling Units, with a minimum of two secure storage spaces and two secure cargo or other large bicycle parking spaces per building.

Personal car seat, stroller, and athletic or other extracurricular gear storage shall be provided either in secure storage located near off-street car-share parking space(s) and shall each have useable interior space that is at least 35 inches high, 25 inches wide and 30 inches deep. Secure storage for cargo or other large bicycles shall meet the dimensional requirements to accommodate the largest bicycles described in the Zoning Administrator Bulletin No. 9.

**NOTES:**

- 1 Storage for cargo bicycles shall count towards total bicycle parking.
- 2 Parking for cargo or other large bicycles shall remain reserved for cargo or other large bicycles.

**APPLICABILITY:**

This measure is applicable to residential Development Projects (land use category C), particularly those with larger Dwelling Units.

**POINTS:**

**1-2** ○○

One point for each option, up to two points.

**OPTION E**

**POINTS:**

**1**

**Amenities:** One collapsible shopping/utility cart for every 10 Dwelling Units and one cargo bicycle for every 20 Dwelling Units. All equipment shall be kept clean and well maintained. Cargo bicycles and carts shall be available for use to any unit by advanced reservation on an hourly basis (e.g., pen and paper sign up system, online, etc.).

**DEVELOPMENT REVIEW:**

The property owner shall submit plans that identify the location of the space for the amenities. City staff will review the proposed plan to ensure that the amenities meet the standards and minimums specified in this measure and assign points based on the level of implementation.

**PRE-OCCUPANCY MONITORING AND REPORTING:**

For Options A and B, the TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the amenities have been constructed and/or provided as specified in the project approvals. City staff will verify that there is a system in place to make amenities accessible to tenants that meets the standards specified in the project approvals.

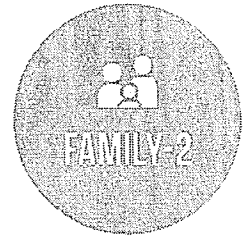
Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

**ONGOING MONITORING AND REPORTING:**

For Option A, the property owner shall submit photographs of the secured storage spaces or an inventory of assigned storage spaces. For Option B, the property owner shall submit documentation tracking the use of the shared amenities to verify that the carts and cargo bicycles remain available to tenants. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

**RELEVANT MUNICIPAL CODE(S):**

San Francisco Planning Code Section 207.6(c)(2).



# On-site Childcare

**TDM MEASURE:**

The Development Project shall include an on-site childcare facility to reduce commuting distances between households, places of employment, and childcare. The on-site childcare facility must comply with all state and City requirements, including provisions within the San Francisco Planning Code. The childcare facility may be a stand-alone facility, or it may be a Designated Child Care Unit that meets all the provisions of Planning Code Section 414A.6(a). If a Designated Child Care Unit is provided for this measure, that unit shall provide child care for the Life of the Project.

---

**DEVELOPMENT REVIEW:**

The property owner shall describe the childcare facility space and submit plans that identify the location of the space for the childcare facility. City staff shall review the proposed plans to ensure that the child care facility meets the standards and minimums specified in this measure and the Planning Code.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:**

The TDM Coordinator shall facilitate a site inspection by Planning Department staff to verify that the childcare space has been constructed as specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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**APPLICABILITY:**

This measure is applicable to Development Projects in land use categories A, B, and C.

**POINTS:**

**2 ●●**



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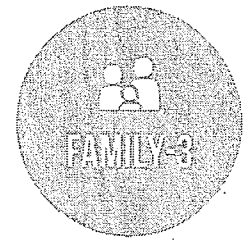
**ONGOING  
MONITORING AND  
REPORTING:**

The property owner shall submit a letter from the contracted childcare provider, or the tenant of the Designated Child Care Unit, that includes a description of the services provided (days of the week, hours, etc.) and the provider's contact information to verify the availability on-site childcare services, OR if no childcare provider has been retained, document outreach efforts to childcare providers. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

---

**RELEVANT  
MUNICIPAL  
CODE(S):**

San Francisco Planning Code Sections 414.5 (as related to the provision of on-site childcare only, off-site and/or in-lieu fee payment options do not apply), 414.11 and 414.13, and 414A.6.



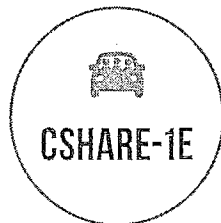
# Family TDM Package

**TDM MEASURE:**

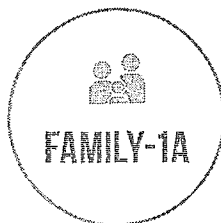
For residential Development Projects that meet the dwelling unit mix requirements in Planning Code Section 207.6(c)(2), a property owner shall include all of the following measures:

- » CSHARE-1: Car-Share Parking and Membership Option D or E; AND
- » FAMILY-1: Family TDM Amenities, Options A and B.

**ONE** of the following **Car-share** measures:



**AND BOTH** of the following **Family TDM – Amenities** measures:



**APPLICABILITY:**

This measure is applicable to residential Development Projects (land use category C), that meet the dwelling unit mix requirements in Planning Code Section 207.6(c)(2).

**POINTS:**

**2 ●●**

Two points beyond those already stipulated in the individual measures, and only if the Development Project includes both of the measures, and all of the required options.

# Family TDM Package

FAMILY-3

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**DEVELOPMENT REVIEW:** The property owner shall meet the requirements specified in CSHARE-1 and FAMILY-1.

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**PRE-OCCUPANCY MONITORING AND REPORTING:** The property owner shall meet the requirements specified in CSHARE-1 and FAMILY-1.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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**ONGOING MONITORING AND REPORTING:** The property owner shall meet the requirements specified in CSHARE-1 and FAMILY-1.

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**RELEVANT MUNICIPAL CODE(S):** See the Planning Code Sections for each individual measure.

# HIGH OCCUPANCY VEHICLES



The premise of this category is to get multiple people heading in the same (or similar) general direction for a trip to make that trip in a high occupancy vehicle (HOV). HOV are commonly defined as vehicles that are occupied by more than one person, or more than two people (depending on the vehicle type) for the purposes of governing high occupancy vehicle travel lanes. For the purposes of the TDM Program, the vehicles involved in this category of measures are typically larger than private vehicles with multiple passengers. This category of measures is currently focused on vanpools, private shuttle services and public transportation vehicles, as detailed further within the relevant fact sheets.

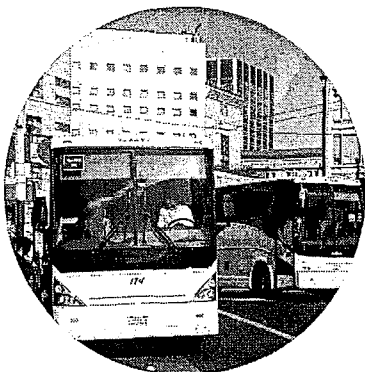
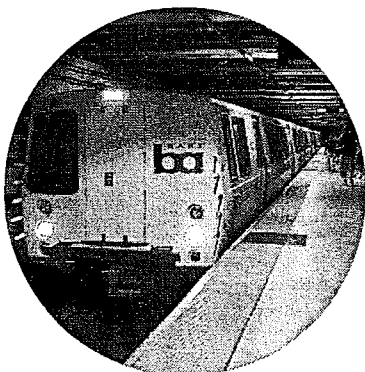
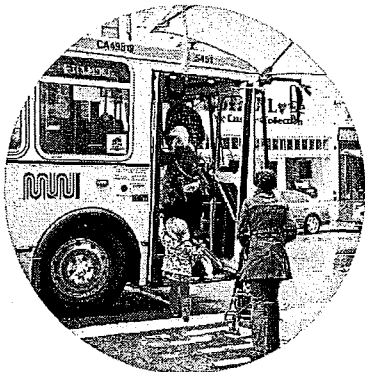
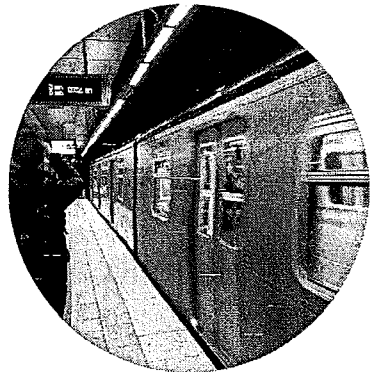
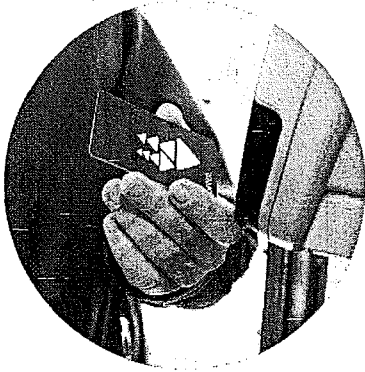
More specifically, the provision of complimentary vanpool or shuttle services, or contributions or incentives for publicly-provided sustainable transportation options encourage residents, visitors, tenants, and/or employees to use sustainable transportation options, and support ongoing use of such options through a direct financial incentive.

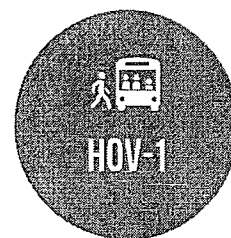
Any of these options may also indirectly encourage trips by public transportation by offering first and last-mile connections, which enable residents, visitors, tenants and/or employees to make longer transit-based trips.

## MENU OF OPTIONS

CATEGORY	MEASURE	POINTS
HOV-1	Contributions or Incentives for Sustainable Transportation: Option A; or	●● 2
	Contributions or Incentives for Sustainable Transportation: Option B; or	●●●● 4
	Contributions or Incentives for Sustainable Transportation: Option C; or	●●●●●● 6
	Contributions or Incentives for Sustainable Transportation: Option D	●●●●●●●● 8
HOV-2	Shuttle Bus Service: Option A; or	●●●●●●●● 7
	Shuttle Bus Service: Option B	●●●●●●●●●●●●●● 14
HOV-3	Vanpool Program: Option A	● 1
	Vanpool Program: Option B	●● 2
	Vanpool Program: Option C	●●● 3
	Vanpool Program: Option D	●●●● 4
	Vanpool Program: Option E	●●●●● 5
	Vanpool Program: Option F	●●●●●● 6
	Vanpool Program: Option G	●●●●●●● 7

One point may be equal to a 1% reduction in VMT.





# Contributions or Incentives for Sustainable Transportation

## TDM MEASURE:

The Development Project (and subsequent property owner) shall proactively offer contributions or incentives to each Dwelling Unit and/or employee<sup>1</sup>, at least once annually, for the Life of the Project. If requested by a resident or employee, the property owner shall pay for contributions or incentives equivalent to the cost of a (25, 50, 75, or 100 percent) monthly Muni only "M" pass<sup>2</sup>, or equivalent value in e-cash loaded onto Clipper Card, per Dwelling Unit, and/or employee.

Examples of contributions or incentives include non-taxable monthly subsidy to support bicycle purchase and maintenance or public transit fare subsidies. Contributions or incentives must be spent on eligible sustainable transportation purposes.<sup>3</sup> Ineligible expenses include: vehicle parking, personal vehicle purchase/lease/maintenance, for-hire ride hail services, tolls, or fines/citations. HOV-1 fulfills the Employer Paid Benefit option for projects subject to Environment Code Section 427. Commuter Benefits Program if a 100 percent subsidized monthly Muni only "M" pass, or equivalent value in e-cash loaded onto Clipper Card is provided (Option D).

For guests at hotels and convention centers, the property owner shall pay for contributions equivalent to 25, 50, 75, or 100 percent of the cost of a public transit day pass for each registered guest. At a minimum, the public transit day pass shall be equivalent to the costs associated with a Muni Visitor Passport for the number of days the visitor has booked travel, not to exceed a 7-day Visitor Passport, and, if the visitor indicates they are flying into San Francisco International Airport, a Bay Area Rapid Transit(BART) SFO Ticket Voucher.

## NOTES:

- 1 Although the property owner may opt to provide a subsidy to all employees, the requirement is one subsidy per full time employee.
- 2 Any fare product, such as an institutional pass, that provides monthly full-access to Muni will be considered equivalent to providing the monthly Muni only "M" pass if provided at a rate of one pass per Dwelling Unit or employee.
- 3 Any contribution or incentive to a non-public transit or other transportation provider shall be approved by the SFMTA.

<b>APPLICABILITY:</b> This measure is applicable to Development Projects in any land use category.	<b>POINTS:</b> <b>2-8</b> ○○○○○○○○
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## Contributions or Incentives for Sustainable Transportation

HOV-1

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<b>OPTION A</b>	<b>POINTS:</b>
<b>Two points</b> for providing at least 25 percent contribution or incentive; OR	<b>2</b>
<hr/>	
<b>OPTION B</b>	<b>POINTS:</b>
<b>Four points</b> for providing at least 50 percent contribution or incentive; OR	<b>4</b>
<hr/>	
<b>OPTION C</b>	<b>POINTS:</b>
<b>Six points</b> for providing at least 75 percent contribution or incentive; OR	<b>6</b>
<hr/>	
<b>OPTION D</b>	<b>POINTS:</b>
<b>Eight points</b> for providing 100 percent contribution or incentive.	<b>8</b>

**DEVELOPMENT REVIEW:**

The Development Project shall specify the level of contribution or incentive and how it will be provided (e.g., one Muni only “M” pass per unit, two per unit, etc.). If the Development Project anticipates using the contribution or incentive for a non-public transit or other transportation provider, City staff will determine whether the non-public transit or other transportation provider meets the definition of a TDM measure. In addition, SFMTA shall determine the feasibility of the non-public transit or other transportation provider providing service near the project site (e.g., conflicts at proposed stop locations or other operational considerations as documented in plans as required by the Shuttle Bus Service measure). This same process shall apply for pre-occupancy and ongoing monitoring and reporting if the property owner proposes to change the contribution or incentive from a public to non-public transit or other transportation provider during the Life of the Project.

**PRE-OCCUPANCY MONITORING AND REPORTING:**

City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

If available, the TDM coordinator shall also submit any additional information regarding this measure (e.g., online sign-up portals or additional marketing materials) that demonstrates how the property owner will offer contributions or incentives for sustainable transportation. City staff may contact the TDM coordinator for further information regarding this measure.

**ONGOING MONITORING AND REPORTING:**

The property owner shall document the total number of employees, occupied Dwelling Unit, and/or registered guests that requested and were provided with contributions or incentives for sustainable transportation within the last year. The property owner shall also submit invoices or receipts, with sensitive billing information redacted, to document the number and dollar amount of transit subsidies purchased within the last year. If no employees, tenants, or guests have opted to use the available contribution or incentive, then the property owner shall submit documentation demonstrating that the contributions or incentives were offered and declined<sup>4</sup>. City staff shall verify that contributions or incentives are offered as specified in the project approvals.

**RELEVANT MUNICIPAL CODE(S):**

Environment Code Section 427;  
 Bay Area Air Quality Management District Regulation 14, Rule 1.

**NOTES:**

<sup>4</sup> Full compliance means that the property owner offers one subsidy per month per employee and/or Dwelling Unit regardless of whether or not the subsidies are accepted.



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# Shuttle Bus Service

**TDM MEASURE:**

The Development Project shall provide local shuttle service. The local shuttles will primarily provide service between the project site and regional transit hubs, commercial centers, and/or residential areas. Local shuttle service shall be provided free of charge to residents, tenants (employees), and guests. Shuttle stop locations shall be posted with shuttle schedules (or frequency and hours).

Shuttle service lines may not replicate Muni transit service lines, unless approved by the SFMTA. Shuttles must stop at legal curb space and comply with parking and traffic regulations. Eligible shuttle service should typically run from 7 AM to 8 PM, continuously, and must offer headways of 15 minutes or better during peak hours (generally 7 AM to 9 AM and 4 PM to 6 PM on weekdays), and headways of 30 minutes or better during off-peak periods (which should generally run at least until 8 PM, unless unnecessary for the particular land use). Shuttle service should be provided in vehicles with engines that meet the most recent emissions standards adopted by the California Air Resources Board.

**OPTION A**

**POINTS:**

**Seven points** for providing 15 minute headways or less during peak hours and 30 minute headways or less during off-peak hours, as defined above.

**7**

**OPTION B**

**POINTS:**

**Fourteen points** for providing 7.5 minute headways or less during peak hours and 30 minute headways or less during off-peak hours, as defined above.

**14**

**APPLICABILITY:**

This measure is applicable to any Development Project in land use categories A, B, and C that does not have a Muni Rapid network connection within ¼ mile from the project site. No shuttle service lines shall replicate a Muni service line, except with approval by the SFMTA.

**POINTS:**

**7 or 14** ○○○○○○○○  
○○○○○○○○○

NOTE: A project sponsor can only receive up to 14 points between HOV-2 and HOV-3.

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**DEVELOPMENT  
REVIEW:**

The Development Project shall submit a conceptual service plan describing the hours of operation, stop location(s), routes, and headways for the shuttle service. The property owner shall also submit plans that identify the location and dimensions of potential shuttle stops at the project site and the proposed destination(s) stops. The plans should identify any other relevant information that may be helpful in understanding potential conflicts at the proposed shuttle stop locations (e.g., proximity to transit stops, crosswalks, etc.) If requesting loading zones from SFMTA, the property owner shall include documentation of these requests.

City staff will review the feasibility and adequacy of the proposed service plan, including the shuttle stop locations, and provide a staff recommendation regarding the shuttle stop locations and service. If SFMTA and Planning Department staff recommend the shuttle stop locations and service should be approved, City staff will assign TDM points based on the level of implementation.

---

**PRE-OCCUPANCY  
MONITORING AND  
REPORTING:**

The property owner shall submit a detailed service plan to the City for review and approval. The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the shuttle stop locations were constructed according to the approved plan.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds. If available, the TDM coordinator will also submit any additional information regarding this measure (e.g., online sign-up portals or additional marketing materials) that demonstrates how the property owner will offer shuttle services. City staff may contact the TDM coordinator for further information regarding this measure.

---

**ONGOING  
MONITORING AND  
REPORTING:**

The property owner shall submit the shuttle schedule, routes, and contact information for the shuttle operator. City staff shall verify that the provided services comply with the standards specified in the project approvals.

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**RELEVANT  
MUNICIPAL  
CODE(S):**

Planning Code Section 151.1(i), Environment Code Section 427, Transportation Code Section 914, Bay Area Air Quality Management District Regulation 14, Rule 1.



# Vanpool Program

**TDM MEASURE:**

For Development Projects with at least 25 employees, the property owner shall implement an employer or building manager-sponsored Vanpool, coordinated by the Development Project's TDM coordinator. The Vanpool will primarily provide service between the project site and locations where Vanpool users live. The property owner shall purchase or lease vans for employee use and pay for mileage and maintenance of the vehicles. Vanpool service shall not replicate Muni transit service. HOV-3 fulfills the Employer Provided Transit option for projects subject to Environment Code Section 427 (Commuter Benefits Program).

OPTION	POINTS:
<b>OPTION A</b> One point for non-residential Development Projects with less than 100,000 square feet of Occupied Floor Area.	<b>1</b>
<b>OPTION B</b> Two points for non-residential Development Projects with greater than or equal to 100,000 and less than 200,000 square feet of Occupied Floor Area.	<b>2</b>
<b>OPTION C</b> Three points for non-residential Development Projects with greater than or equal to 200,000 and less than 300,000 square feet of Occupied Floor Area.	<b>3</b>

<p><b>APPLICABILITY:</b> This measure is applicable to any type of non-residential Development Project in land use category A or B that employs at least 25 people and is located in an area that is either (1) not well served by public transit or (2) is located in an area that does not have regular public transit service between the project site and the origins or destinations of the project site's employees.</p>	<p><b>POINTS:</b> <b>1-7</b> ○○○○○○○○ NOTE: A project sponsor can only receive up to 14 points between HOV-2 and HOV-3.</p>
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# Vanpool Program

HOV-3

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**OPTION D**

POINTS:

**Four points** for Development Projects with greater than or equal to 300,000 and less than 400,000 square feet of Occupied Floor Area.

**4**

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**OPTION E**

POINTS:

**Five points** for Development Projects with greater than or equal to 400,000 and less than 500,000 square feet of Occupied Floor Area.

**5**

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**OPTION F**

POINTS:

**Six points** for Development Projects with greater than or equal to 500,000 and less than 600,000 square feet Occupied Floor Area.

**6**

---

**OPTION G**

POINTS:

**Seven points** for Development Projects with greater than or equal to 600,000 square feet of Occupied Floor Area.

**7**

---

**DEVELOPMENT REVIEW:**

The property owner shall submit plans that identify the location and dimensions of the Vanpool parking spaces on the project site. SFMTA and Planning Department staff shall review the plans to provide a staff recommendation regarding the service. If SFMTA and Planning Department staff recommend that the service should be approved, City staff shall allocate points based on the description below.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:**

The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the Vanpool parking spaces were constructed as specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds. City staff may contact the TDM coordinator for further information regarding this measure.

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**ONGOING MONITORING AND REPORTING:**

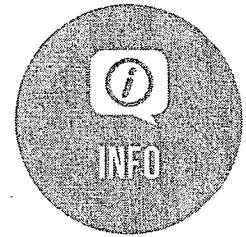
The property owner shall submit invoices for Vanpool services provided during the last year with any sensitive billing information redacted, and documentation of marketing materials provided for the service. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

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**RELEVANT MUNICIPAL CODE(S):**

Planning Code Sections 151.1(g)(1)(C)(i), 163, and 962 and Environment Code Section 427.

# COMMUNICATIONS & INFORMATION



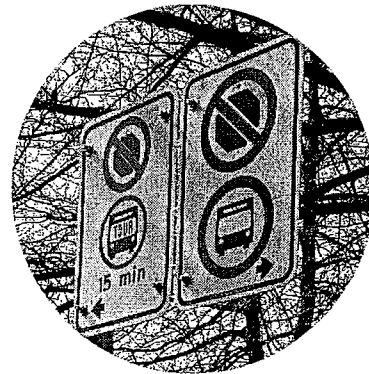
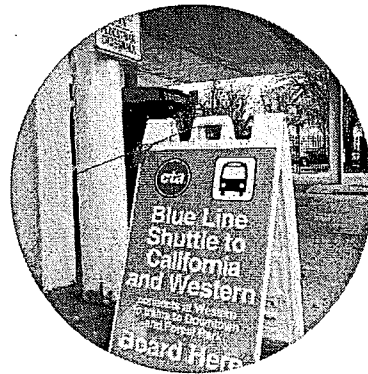
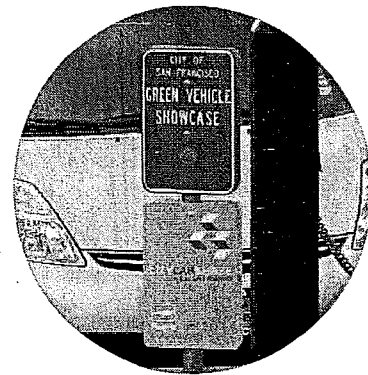
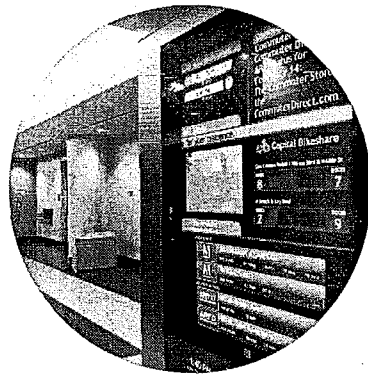
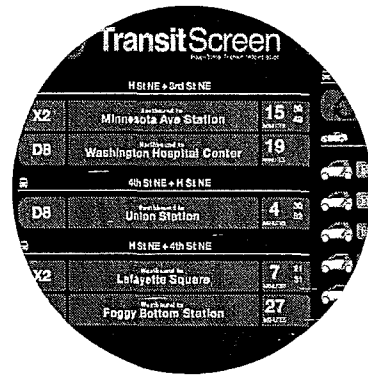
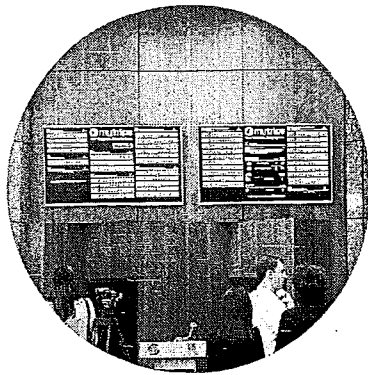
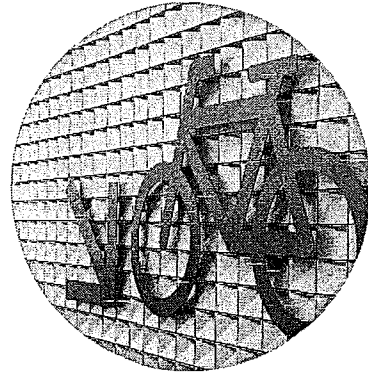
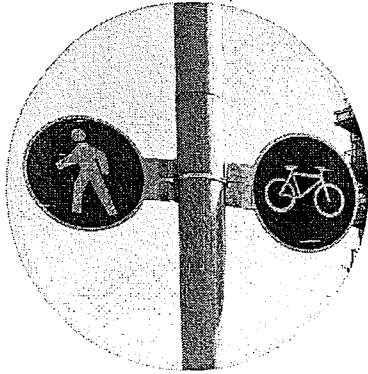
This category of measures is focused on making sure that residents, tenants, visitors, and employees are well-informed about the transportation options open to them, in general. Also, when opting to exercise sustainable transportation choices, a person feels like

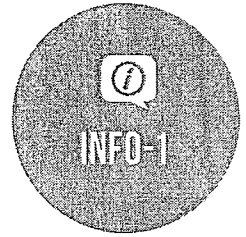
there is a fair degree of predictability/reliability which is largely born out of the provision of real time information on a continual basis. Examples of this would be transit arrival times, availability of bike share bicycles at particular docking stations, etc.

## MENU OF OPTIONS

CATEGORY	MEASURE	POINTS
INFO-1	Multimodal Wayfinding Signage	● 1
INFO-2	Real Time Transportation Information Displays	● 1
INFO-3	Tailored Transportation Marketing Services: Option A: or	● 1
	Tailored Transportation Marketing Services: Option B: or	●● 2
	Tailored Transportation Marketing Services: Option C: or	●●● 3
	Tailored Transportation Marketing Services: Option D	●●●● 4

One point may be equal to a 1% reduction in VMT.





# Multimodal Wayfinding Signage

## TDM MEASURE:

The Development Project shall provide multimodal wayfinding signage that can withstand weather elements (e.g., wind, rain) in key locations. That is, the signs shall be located externally and/or internally so that the residents, tenants, employees and visitors are directed to transportation services and infrastructure, including:

- » transit
- » bike share
- » car-share parking
- » bicycle parking and amenities (including repair stations and fleets)
- » showers and lockers
- » taxi stands
- » shuttle/carpool/Vanpool pick-up/drop-off locations

Wayfinding signage shall meet City standards for any on-street wayfinding signage, in particular for bicycle and car-share parking, and shall meet best practices for any interior wayfinding.

### APPLICABILITY:

This measure is applicable to Development Projects in any land use category.

### POINTS:

1 ●



# Multimodal Wayfinding Signage

INFO-1

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**DEVELOPMENT REVIEW:** The property owner shall submit plans that identify general locations for the proposed signage. City staff shall review the proposed plans to ensure that sign placement meets the intent of this measure.

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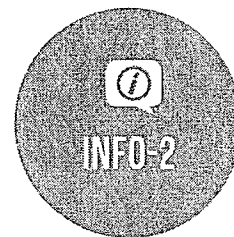
**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the installed signage meets the standards specified in the Planning Code and the project approvals.

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**ONGOING MONITORING AND REPORTING:** City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

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**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code Sections 155.1(c)(4), 166 (g)(2)(F), 603(k), and 803.5(b)(6), and Zoning Administrator Bulletin No. 9.



# Real Time Transportation Information Displays

## TDM MEASURE:

The Development Project shall provide real time transportation information on displays (e.g., large television screens or computer monitors) in prominent locations (e.g., entry/ exit areas, lobbies, elevator bays) on the project site to highlight sustainable transportation options and support informed trip-making. At minimum, a Development Project should include such screens at each major entry/exit.

The displays shall include real time information on sustainable transportation options in the vicinity of the project site, which may include, but are not limited to, transit arrivals and departures for nearby transit routes, walking times to these locations, and the availability of car-share vehicles (within or adjacent to the building), shared bicycles, and shared scooters.

### APPLICABILITY:

This measure is applicable to Development Projects in any land use category, particularly if the project site is within ¼ mile of the Muni Rapid Transit Network and/or a regional transit hub (such as a Caltrain or BART station).

### POINTS:

1 ●

# Real Time Transportation Information Displays

---

**DEVELOPMENT REVIEW:** The property owner shall submit plans that identify the general locations for proposed displays and a description of the content (e.g., transit lines, walk time to transit locations, availability of on-site car-share vehicles, availability of nearby bike share bikes, etc.) to be displayed. City staff shall review the proposed plan to ensure that the display placement and content meets the intent of this measure.

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**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that real time transportation information display(s) have been installed and are functioning as specified in the project approvals.

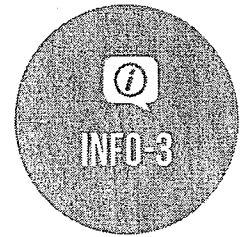
Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City Staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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**ONGOING MONITORING AND REPORTING:** The property owner shall submit photographs of the displays. City staff shall verify the ongoing maintenance and operation of the displays. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

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**RELEVANT MUNICIPAL CODE(S):** N/A.



# Tailored Transportation Marketing Services

## TDM MEASURE:

The Development Project shall provide individualized, tailored marketing and communication campaigns, including incentives to encourage the use of sustainable transportation modes. Marketing services shall either be provided by the TDM coordinator or a communications professional.

Marketing services shall include, at a minimum, the following activities:

**(1) Promotions.** The TDM coordinator shall develop and deploy promotions to encourage use of sustainable transportation modes. This includes targeted messaging and communications campaigns, incentives and contests, and other creative strategies. These campaigns may target existing and/or new residents/employees/ tenants.

**(2) Welcome Packets.** New residents and employees shall be provided with tailored marketing information about sustainable transportation options associated with accessing the project site (e.g., specific transit routes and schedules; bicycle routes; carpooling programs, etc.) as part of a welcome packet. For employees, the packet should reflect options for major commute origins. New residents and employees shall also be offered the opportunity for a one-on-one consultation about their transportation options.

### APPLICABILITY:

Options A and B are applicable to Development Projects in any land use category. Options C and D are applicable to Development Projects subject to Planning Code Section 163 in any land use category.

### POINTS:

**1-4**  
○○○○

One to four points, depending on degree of implementation. Please note, the descriptions for the following options are meant to be illustrative, not exhaustive. Upon submittal of the marketing plan, City staff may approve a different set of marketing activities as long as they can be reasonably demonstrated to result in a comparable reduction in vehicle miles traveled.

## Tailored Transportation Marketing Services

INFO-3

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**OPTION A**

POINTS:

**One point** for providing promotions and welcome packets as described above.

**1**

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**OPTION B**

POINTS:

**Two points** for providing promotions and welcome packets (per Option A), AND personal consultation for each new resident/employee AND a request for a commitment to try new transportation options. A commitment could include a pledge, for example, to try transit, carpooling, bicycling, walking, etc. within the first month of moving to or beginning employment at the project site.

**2**

---

**OPTION C**

POINTS:

**Three points** for providing all of Option B, AND a one-time financial incentive to try new options, AND conduct outreach to tenant employers, if applicable, on an annual basis to encourage adoption of sustainable commute policies.

**3**

Financial incentives for Option C and Option D shall be at least equivalent to 25 percent of the cost of a monthly Muni only "M" pass, or equivalent value in e-cash loaded onto a Clipper Card, per participating Dwelling Unit, and/or employee.

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**OPTION D**

POINTS:

**Four points** for providing all of Option C, AND enroll tenants in trip tracking application, and provide ongoing financial incentives to support shift to sustainable modes, AND provide employers with access to an expert consultant for help in developing new policies.

**4**

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# Tailored Transportation Marketing Services

INFO-3

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**DEVELOPMENT REVIEW:** The property owner shall provide a description of the services to be provided. City staff will assign points based on the level of implementation.

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**PRE-OCCUPANCY MONITORING AND REPORTING:** The property owner shall provide the contracted provider's contact information, a description of his or her qualifications, and a sample individualized transportation plan. City staff shall contact the designated provider and/or review the plan to verify that the property owner is prepared to offer tailored travel marketing services in the time frame specified in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City Staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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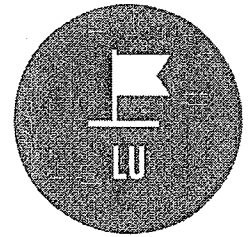
**ONGOING MONITORING AND REPORTING:** The property owner shall maintain updated contact information for the contracted TDM coordinator with City staff. The property owner shall submit a marketing plan and documentation of marketing activities—for example, promotions and outreach activities—for the prior year.

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**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code §151.1(i), 163.

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# LAND USE



The measures in this category are focused on particular land use choices that reduce overall Vehicle Miles Traveled because they either (1) include land uses that generate less Vehicle Miles Traveled than similar land use choices, or (2) add to the land use diversity in a particular location in such a way that the overall Vehicle Miles Traveled associated with the land use or location is reduced.

For example, affordable housing units are known to result in fewer Vehicle Miles Traveled than market rate units. This typically occurs because there is a lower auto ownership rate among individuals in affordable units, and, thus, fewer trips are made by a private vehicle.

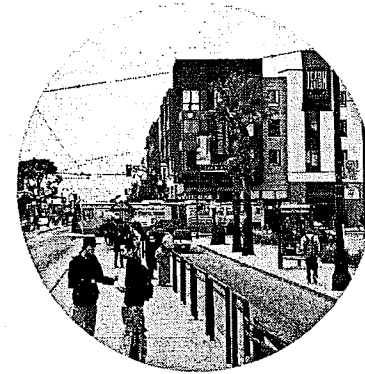
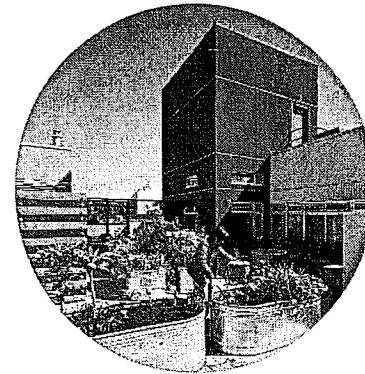
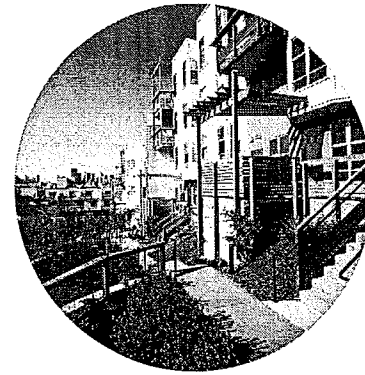
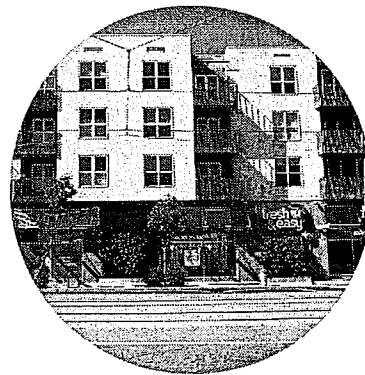
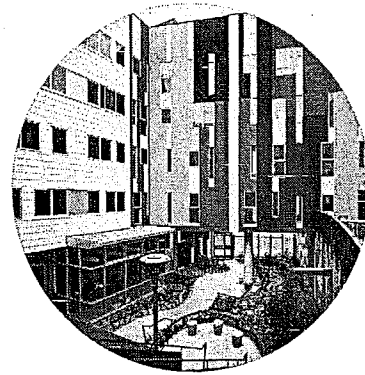
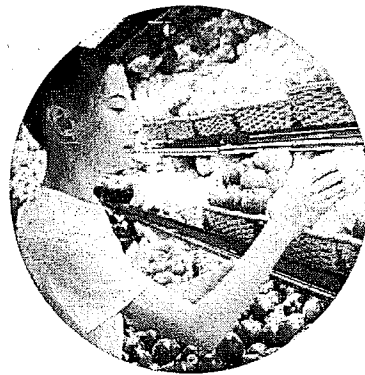
Also, increasing the land use diversity in an area (typically within ½ mile of a particular project site) in a way that is significant, by providing a retail use or service commonly accessed daily or weekly such as a grocery store, may also reduce Vehicle Miles Traveled. For example, placing a grocer in an area that is underserved by grocery stores would have two effects. First, the number of trips made by private vehicle would be reduced, due to the convenience of the closer location to a previously underserved area (e.g., people that previously drove to a grocer may now be able to walk to the new grocer). Second, for trips that continue to be made by private vehicle, these trips would be reduced in distance. Both contribute to an overall reduction in Vehicle Miles Traveled.

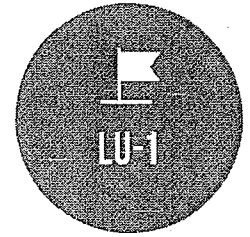
## MENU OF OPTIONS

CATEGORY	MEASURE	POINTS
LU-1	Grocery Store in Food Desert	●● 2
LU-2	On-site Affordable Housing: Option A; or	● 1
	On-site Affordable Housing: Option B; or	●● 2
	On-site Affordable Housing: Option C; or	●●● 3
	On-site Affordable Housing: Option D	●●●● 4

One point may be equal to a 1% reduction in VMT.







# Healthy Food Retail in Underserved Area

**TDM MEASURE:**

For Development Projects located in an underserved neighborhood, as determined by Healthy Retail SF, the property owner shall demonstrate the availability of healthy food, as determined by the Healthy Retail SF program.

**DEVELOPMENT  
REVIEW:**

The property owner shall submit a plan showing a design compatible with a food retail store and commit to providing healthy food options. Healthy Retail SF will confirm that the Development Project is in an underserved area and meets the requirements of a Healthy Food Retailer as defined by Administrative Code Chapter 59. Staff of Healthy Retail SF will provide a letter to Planning Department staff with a compliance determination.

**PRE-OCCUPANCY  
MONITORING AND  
REPORTING:**

The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the grocery store meets the standards agreed to in the TDM Plan and conditions of approval. Healthy Retail SF shall provide a letter to Planning Department staff with a compliance determination.

**ONGOING  
MONITORING AND  
REPORTING:**

As determined by Healthy Retail SF, the property owner shall submit evidence of compliance. Healthy Retail SF shall provide a letter to Planning Department staff with a compliance determination.

**RELEVANT  
MUNICIPAL  
CODE(S):**

Administrative Code Chapter 59.

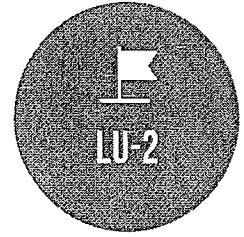
**APPLICABILITY:**

This measure is applicable to any Development Project that includes qualifying retail (land use category A) in a location determined to be underserved by Healthy Retail SF.

**POINTS:**

2 ●●

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# On-site Affordable Housing

**TDM MEASURE:**

The Development Project shall include on-site Affordable Housing, as defined in Planning Code Section 415, as research indicates that Affordable Housing units generate fewer vehicle trips than market-rate housing units. This measure is in recognition of the amount of on-site affordable housing a Development Project may provide as permitted by City law, as opposed to a requirement.

PERCENTAGE OF UNITS BY INCOME RANGE			
Option	Low Income (Income > 55 ≤ 80%)	Low Income (Income ≤ 55%)	Points
OPTION A	≥ 5 ≤ 10%	≥ 3 ≤ 7%	● 1
OPTION B	> 10 ≤ 20%	>7 ≤ 14%	●● 2
OPTION C	> 20 ≤ 25%	>14 ≤ 20%	●●● 3
OPTION D	--	>20 ≤ 25%	●●●● 4

<p><b>APPLICABILITY:</b> This measure is applicable to residential Development Projects (land use category C).</p>	<p><b>POINTS:</b> <b>1-4</b> ○○○○</p>
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## On-site Affordable Housing

LU-2

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### OPTION A

POINTS:

**1**

**One point** if providing greater than or equal to five percent and less than or equal to 10 percent on-site Affordable Housing where total household income does not exceed 80 percent of Area Median Income; OR

**One point** if providing greater than or equal to three percent and less than or equal to seven percent on-site Affordable Housing where total household income does not exceed 55 percent of Area Median Income; OR

---

### OPTION B

POINTS:

**2**

**Two points** if providing greater than 10 percent and less than or equal to 20 percent on-site Affordable Housing where total household income does not exceed 80 percent of Area Median Income; OR

**Two points** if providing greater than 7 percent and less than or equal to 14 percent on-site Affordable Housing where total household income does not exceed 55 percent of Area Median Income; OR

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### OPTION C

POINTS:

**3**

**Three points** if providing greater than 20 percent and less than or equal to 25 percent on-site Affordable Housing where total household income does not exceed 80 percent of Area Median Income; OR

Three points if providing greater than 14 percent and less than or equal to 20 percent on-site Affordable Housing where total household income does not exceed 55 percent of Area Median Income; OR

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### OPTION D

POINTS:

**4**

**Four points** if providing greater than 20 percent and less than or equal to 25 percent on-site Affordable Housing where total household income does not exceed 55 percent of Area Median Income.

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**DEVELOPMENT REVIEW:** The property owner shall submit a project description that specifies the number of affordable units and income levels to which they are affordable. City staff will assign points based on the level of implementation.

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**PRE-OCCUPANCY MONITORING AND REPORTING:** The property owner shall submit a copy of the Notice of Special Restrictions specifying the affordability restrictions for the project, including the number, location, and sizes for all affordable units. City staff shall confirm that affordable units are offered as described in the project approvals.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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**ONGOING MONITORING AND REPORTING:** The Mayor's Office of Housing and Community Development (MOHCD) shall monitor and require occupancy certification for affordable ownership and rental units on an annual or bi-annual basis, as outlined in the Procedures Manual<sup>1</sup>. The MOHCD may also require the owner of an affordable rental unit, the owner's designated representative, or the tenant in an affordable unit to verify the income levels of the tenant on an annual or bi-annual basis, as outlined in the Procedures Manual.

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**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code Section 415.

**NOTES:**

<sup>1</sup> City and County of San Francisco Inclusionary Affordable Housing Program Monitoring and Procedures manual, effective May, 2013.

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# PARKING MANAGEMENT



This category of measures is focused on discouraging trips made by private vehicles (particularly single occupancy vehicles) by controlling the supply of Accessory Parking spaces. This may be accomplished in one of two ways. First, the parking supply may be controlled by reducing the total number of Accessory Parking associated with a Development Project. Second, the terms of the availability of these Accessory Parking spaces may further control the supply of parking by: unbundling the cost of a parking space from the cost of

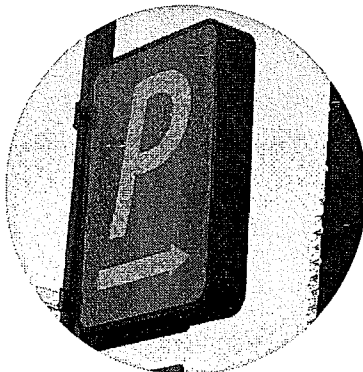
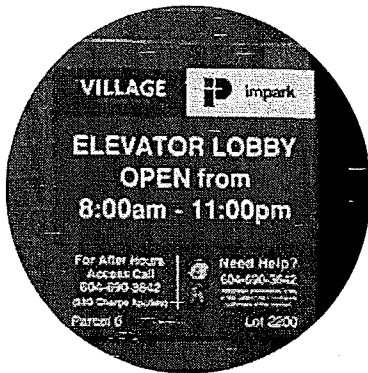
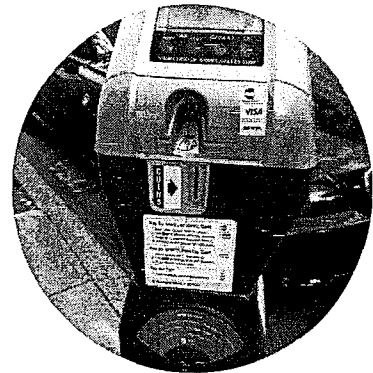
housing and/or not providing free parking as a benefit of employment without offering the opportunity to accept a financial incentive rather than a parking space. Further, the limitation on the "parking package" offered (i.e. no parking rates offered past one day maximums) creates a setting where parking is not a "sunk cost" on a weekly or monthly basis. Functionally, this creates the opportunity for an individual to weigh the cost of parking against the cost of taking a sustainable transportation mode on a daily basis.

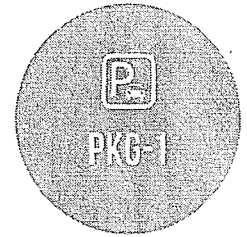
## MENU OF OPTIONS

CATEGORY	MEASURE	POINTS
PKG-1	Unbundle Parking, Location A; or	● 1
	Unbundle Parking, Location B; or	●● 2
	Unbundle Parking, Location C; or	●●● 3
	Unbundle Parking, Location D; or	●●●● 4
	Unbundle Parking, Location E	●●●●● 5
PKG-2	Short Term Daily Parking Provision	●● 2
PKG-3	Parking Cash Out, Non-residential Tenants	●● 2
PKG-4	Parking Supply, Option A; or	● 1
	Parking Supply, Option B; or	●● 2
	Parking Supply, Option C; or	●●● 3
	Parking Supply, Option D; or	●●●● 4
	Parking Supply, Option E; or	●●●●● 5
	Parking Supply, Option F; or	●●●●●● 6
	Parking Supply, Option G; or	●●●●●●● 7
	Parking Supply, Option H; or	●●●●●●●● 8
	Parking Supply, Option I; or	●●●●●●●●● 9
	Parking Supply, Option J; or	●●●●●●●●●● 10
	Parking Supply, Option K	●●●●●●●●●●● 11

One point may be equal to a 1% reduction in VMT.







# Unbundle Parking

**TDM MEASURE:**

All Accessory Parking spaces shall be leased or sold separately from the rental or purchase fees for use for the Life of the Development Project, so that residents or tenants have the option of renting or buying a parking space at an additional cost, and would, thus, experience a cost savings if they opt not to rent or purchase parking.

LOCATION:

POINTS:

**One point** if the residential neighborhood parking rate is greater than 0.95 or non-residential neighborhood parking rate is greater than 1.4 OR;

**1**

LOCATION:

POINTS:

**Two points** if the residential neighborhood parking rate is greater than 0.80 and less than or equal to 0.95 or non-residential neighborhood parking rate greater than 1.0 and less than or equal to 1.4 OR;

**2**

LOCATION:

POINTS:

**Three points** if the residential neighborhood parking rate is greater than 0.65 and less than or equal to 0.80 or non-residential neighborhood parking rate is greater than 0.6 and less than or equal to 1.0 OR;

**3**

**APPLICABILITY:**

This measure is applicable to Development Projects in any land use category but only if the Development Project includes Accessory Parking

**POINTS:**

**1-5** ○○○○○○

# Unbundle Parking

PKG-1

EDUCATION D

POINTS:

**Four points** if residential neighborhood parking rate is greater than 0.50 and less than or equal to 0.65 or non-residential neighborhood parking rate is greater than 0.2 and less than or equal to 0.6 OR;

**4**

EDUCATION E

POINTS:

**Five points** if the residential neighborhood parking rate is less than or equal to 0.50 or non-residential neighborhood parking rate is less than or equal to 0.2.

**5**

**DEVELOPMENT REVIEW:** The measure must be included in the Development Project's TDM Plan. City staff will review the Development Project proposal and assign points based on the project site location.

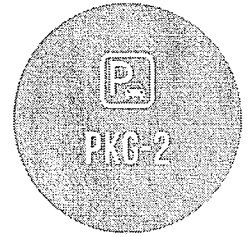
**PRE-OCCUPANCY MONITORING AND REPORTING:** N/A.

**ONGOING MONITORING AND REPORTING:** The property owner shall provide documentation demonstrating separate payment (or commercial availability) for each parking space. City staff shall verify that the cost of parking is not included in property rents or sale prices.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

**RELEVANT MUNICIPAL CODE(S):**

San Francisco Planning Code Section 167.



# Short Term Daily Parking Provision

**TDM MEASURE:**

The Development Project shall not include a parking rate or pass beyond one day; in other words, no weekly, monthly, or annual parking passes would be provided.

---

**DEVELOPMENT REVIEW:** The measure must be included in the Development Project's TDM Plan.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** N/A

---

**ONGOING MONITORING AND REPORTING:** The property owner shall submit copies of parking rate sheets from its submittal to the San Francisco Tax Collector's office and photos of signs documenting the parking rates for the facility. The property owner must also send evidence of parking revenues that reflect daily or shorter (i.e., hourly) payments for parking. If parking is sold to the building tenant (i.e., employer/store) rather than directly to the consumers of parking, the property owner must send evidence that the lease (or deed) of parking includes a provision that the tenant cannot offer parking passes of a duration greater than one day and must be either sold each day to the employee or have a structure where employees only pay for parking when they use the spaces. The property owner must provide evidence of compliance with the requirements of parking provision as stated in the lease or deed. Revenues must reflect daily payments from users of garage.

---

**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code 155(g)

<p><b>APPLICABILITY:</b></p> <p>This measure is applicable to any non-residential Development Project (land use categories A, B, and D) that charges a price greater than \$0 for Accessory Parking. Only Development Projects that have received points for Unbundle Parking (PKG-1) qualify for this measure.</p>	<p><b>POINTS:</b></p> <p><b>2 ●●</b></p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------

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# Parking Cash Out: Non-residential Tenants

**TDM MEASURE:**

Any tenant employer that subsidizes parking for its employees shall provide all employees with a choice of forgoing any subsidized/free parking for a cash payment equivalent to the cost of the parking space to the employer. Employers shall promote the program to all employees eligible to receive parking at a subsidized level.

---

**DEVELOPMENT REVIEW COMPLIANCE:** The measure must be included in the Development Project's TDM Plan.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

---

**ONGOING MONITORING AND REPORTING:** This measure will be passed on to tenants that have employees and the responsibility shall be transferred in any lease or sale of commercial space. The property owner shall provide contact information for lessees and shall provide copies of active lease documents. City staff shall verify that any commercial tenant that leases or owns on-site parking offers a parking Cash-Out to employees.

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**RELEVANT MUNICIPAL CODE(S):** California Health and Safety Code Section 43845.

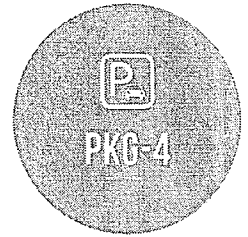
**APPLICABILITY:**

This measure is applicable to any non-residential Development Project (land use categories A, B, and D) that has employees, and provides Accessory Parking.

**POINTS:**

2 ●●

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# Parking Supply

**TDM MEASURE:**

The Development Project shall provide off-street private vehicular parking (Accessory Parking) in an amount no greater than the off-street parking rate for the neighborhood (neighborhood parking rate), based on the transportation analysis zone for the project site. For non-residential uses (land use categories A, B, and D), the neighborhood parking rate is shown in the non-residential neighborhood parking rate map and spreadsheet. For residential uses (land use category C), the neighborhood parking rate is shown in the residential neighborhood parking rate map and spreadsheet. The neighborhood parking rates may be updated over time to reflect refined estimates, but shall not be higher than the rates established at the time of TDM Ordinance adoption. The property owner shall be subject to the neighborhood parking rates established at the time of project approval.

OPTION A

POINTS:

**One point** for providing less than or equal to 100 percent and greater than 90 percent of the neighborhood parking rate; OR

**1**

OPTION B

POINTS:

**Two points** for providing less than or equal to 90 percent and greater than 80 percent of the neighborhood parking rate; OR

**2**

OPTION C

POINTS:

**Three points** for providing less than or equal to 80 percent and greater than 70 percent of the neighborhood parking rate; OR

**3**

**APPLICABILITY:**

This measure is applicable to Development Projects in any land use category.

**POINTS:**

**1-11** ○○○○○○○○○○○○



# Parking Supply Management

PKG-4

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<b>OPTION 9</b>	<b>POINTS:</b>
<b>Four points</b> for providing less than or equal to 70 percent and greater than 60 percent of the neighborhood parking rate; OR	<b>4</b>

---

<b>OPTION 8</b>	<b>POINTS:</b>
<b>Five point</b> for providing less than or equal to 60 percent and greater than 50 percent of the neighborhood parking rate; OR	<b>5</b>

---

<b>OPTION 7</b>	<b>POINTS:</b>
<b>Six points</b> for providing less than or equal to 50 percent and greater than 40 percent of the neighborhood parking rate; OR	<b>6</b>

---

<b>OPTION 6</b>	<b>POINTS:</b>
<b>Seven points</b> for providing less than or equal to 40 percent and greater than 30 percent of the neighborhood parking rate; OR	<b>7</b>

---

<b>OPTION 5</b>	<b>POINTS:</b>
<b>Eight points</b> for providing less than or equal to 30 percent and greater than 20 percent of the neighborhood parking rate; OR	<b>8</b>

---

<b>OPTION 4</b>	<b>POINTS:</b>
<b>Nine points</b> for providing less than or equal to 20 percent and greater than 10 percent of the neighborhood parking rate; OR	<b>9</b>

---

<b>OPTION 3</b>	<b>POINTS:</b>
<b>Ten points</b> for providing less than or equal to 10 percent of the neighborhood parking rate but at least one parking space; OR	<b>10</b>

---

<b>OPTION 2</b>	<b>POINTS:</b>
<b>Eleven points</b> for providing no parking.	<b>11</b>

---

---

**DEVELOPMENT REVIEW:** The property owner shall submit plans showing the proposed number of parking spaces and the spatial layout of the parking, including means of ingress/egress. In the project description, the property owner shall describe any planned components that may increase the capacity of the parking facility (e.g., by providing valet parking or installing mechanical parking systems). City staff will compare the amount of proposed parking to the parking rate in that neighborhood to confirm the Development Project's point allocation under this measure. City staff will also review the parking facilities to confirm that use of the facility would not create hazards for persons using other modes of transportation.

---

**PRE-OCCUPANCY MONITORING AND REPORTING:** The TDM coordinator shall facilitate a site inspection by Planning Department staff to verify that the project meets the standards specified in the project approvals, and that the configuration of the vehicular parking (including ingress/egress) does not create hazards.

Additionally, City staff shall provide the TDM coordinator with a copy of the approved TDM Plan. The TDM coordinator will provide City staff with a signed letter agreeing to distribute the TDM Plan via new employee packets, tenant lease documents, and/or deeds.

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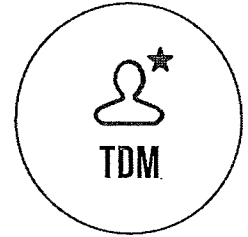
**ONGOING MONITORING AND REPORTING:** The property owner shall submit photographs of the parking facilities. City Staff shall verify that the project continues to meet the standards specified in the Development Project's approvals, and that the configuration of the vehicular parking (including ingress/egress) does not create hazards.. City staff will perform one site visit every three years to verify that the project continues to meet the standards specified in the project approvals.

---

**RELEVANT MUNICIPAL CODE(S):** San Francisco Planning Code Sections 150, 151, 151.1, and 161.

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# TDM Coordinator



**Description:** The project sponsor of each building(s) subject to the requirements of Planning Code Section 169 must designate a Transportation Demand Management (TDM) coordinator. This TDM coordinator may be an employee for the building(s) (e.g., property manager) or the project sponsor may contract with a third-party provider(s) of TDM (e.g., transportation brokerage services as required for certain projects pursuant to Planning Code Section 163). The TDM coordinator shall be delegated authority to coordinate and implement all aspects of the TDM Plan.

The purpose of the TDM coordinator is to provide oversight and management of the project's TDM Plan implementation. In this way, it can be assured that a single representative of the project sponsor is aware of and responsible for the orderly and timely implementation of all aspects of the TDM Plan, and can adequately manage the components of the TDM Plan. This is especially important when implementation of individual measures is undertaken by different individuals or entities. The TDM coordinator may also implement certain elements of the TDM Plan, thereby also acting as a provider of certain programmatic measures (see detail below).

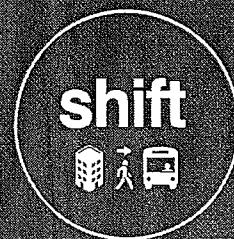
The primary responsibilities of the TDM coordinator are:

- » To serve as a liaison to the San Francisco Planning Department regarding all aspects of the TDM Plan for the building(s), including notifying the San Francisco Planning Department of new contract information if TDM coordinator changes;
- » To facilitate City staff access to relevant portions of the property to conduct site visits, surveys, inspection of physical measures, and/or other empirical data collection, and facilitate in-person, phone, and/or e-mail or web-based interviews with residents, tenants, employees, and/or visitors;
- » To ensure that all TDM measures required for the building(s) are implemented. This will include certifying that all physical (e.g., requisite bicycle parking supply and quality; bicycle repair station; car-share parking, etc.) and programmatic (e.g., tailored transportation marketing services, contributions or incentives for sustainable transportation, etc.) measures for the building are in place for the time period agreed to in the conditions of approval and that they are provided at the standard of quality described in the TDM Plan Standards;
- » To prepare and submit ongoing compliance forms and supporting documentation to the Planning Department;
- » To request a TDM Plan review by City staff if changes to the plan are desired; and
- » To work with City staff to correct any violations through enforcement proceedings, if necessary.

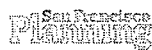
The TDM coordinator should participate in any trainings/workshops offered by the City, on a regular basis, as they become available (e.g., on an annual basis).



# TRANSPORTATION DEMAND MANAGEMENT TECHNICAL JUSTIFICATION



JUNE 2016



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# Acknowledgments

We express our appreciation to numerous individuals involved in developing the TDM Program over the years. In addition to those current and elected appointed officials and current project team mentioned below, numerous others (e.g., public, advocacy groups, consultants, interns, other jurisdictions, other and past city staff) were instrumental and we appreciate the guidance and assistance you provided.

## ELECTED/ APPOINTED OFFICIALS

### *Mayor*

Edwin M. Lee

### *San Francisco Board of Supervisors/San Francisco County Transportation Authority*

Eric Mar, District 1

Mark Farrell, District 2

Aaron Peskin, District 3

Katy Tang, District 4

London Breed, District 5, *President*

Jane Kim, District 6

Norman Yee, District 7

Scott Wiener, District 8

David Campos, District 9

Malia Cohen, District 10

John Avalos, District 11

### *San Francisco Municipal Transportation Agency Board of Directors*

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Cheryl Brinkman, Vice Chairman

Gwyneth Borden

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### *San Francisco Planning Commission*

Rodney Fong, *President*

Dennis Richards, *Vice-President*

Michael Antonini

Rich Hillis

Christine Johnson

Kathrin Moore

Cindy Wu

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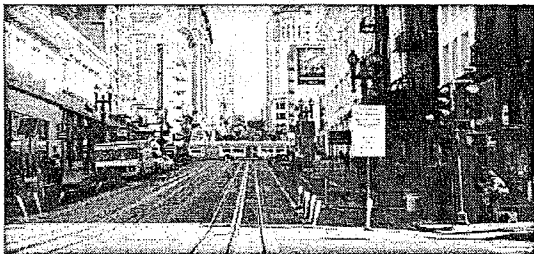
## Preface

# TDM Technical Justification

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The City and County of San Francisco (City or San Francisco) is a popular place to work, live and visit, placing strains on the existing transportation network. According to Plan Bay Area, the City is projected to grow substantially between 2010 and 2040 – up to 100,000 new households and 190,000 new jobs. Without enhancements to our transportation network, this growth could result in more than 600,000 additional cars on our streets.<sup>1</sup>

The Transportation Demand Management (TDM) Program is part of an initiative aimed at improving and expanding the transportation system to help accommodate new growth, and creating a policy framework for private development to contribute to minimizing its impact on the transportation system, including helping to pay for the system's enhancement and expansion. The TDM Program is one of the three interrelated policy initiatives comprising the Transportation Sustainability Program.



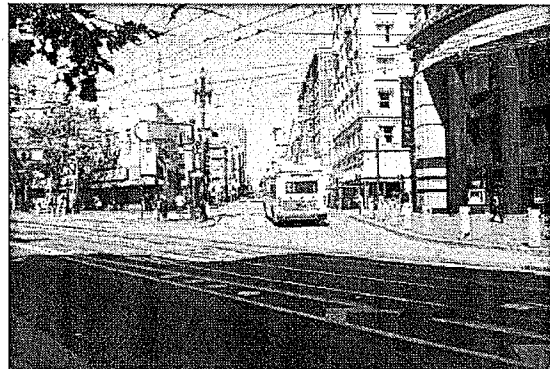
## Purpose of the TDM Program

Applying TDM to new development will help maintain mobility as San Francisco grows. The TDM

Program helps manage demand on the transportation network by making sure new developments are designed to make it easier for new residents, tenants, employees, and visitors to get around by sustainable travel modes such as transit, walking, and biking. Each measure included in the TDM Program is intended to reduce Vehicle Miles Traveled from new development.

## TDM Technical Justification Contents

This publication serves as the technical justification for the Planning Commission's Standards for the Transportation Demand Management Program (TDM Program Standards) in compliance with Planning Code Section 169. The TDM Technical Justification is the culmination of several years of work and research.



---

<sup>1</sup> San Francisco County Transportation Authority, *San Francisco Transportation Plan 2040, Appendix B: Needs Analysis White Paper*, December 2013.



The TDM Technical Justification elaborates on the information provided in the TDM Program Standards. This document is organized as follows:

**Chapter 1** introduces the context of TDM in San Francisco and outlines how the TDM Program fits within the framework of the Transportation Sustainability Program and other related transportation planning efforts.

**Chapter 2** outlines the goals and targets of the TDM Program within the context of the Transportation Sustainability Program; and describes how these goals align with local, regional, and statewide planning efforts.

**Chapter 3** provides a justification for the TDM Program applicability, including exemptions and targets

**Chapter 4** provides a justification for the selection and assignment of points for TDM measures in the menu for the San Francisco TDM Program.

**Chapter 5** provides a summary of potential updates that may occur to the TDM Program.

**Note** that several of the terms used throughout the document are defined in the Glossary of Terms, provided at the end of the TDM Program Standards. Terms defined in the Glossary for Terms are *italicized* the first time they appear in the remainder of the TDM Technical Justification, excluding tables and figures.

# Chapter 1

## Introduction

This publication serves as the technical justification for the Planning Commission's Standards for the Transportation Demand Management Program (*TDM Program Standards*) in compliance with Planning Code Section 169 (collectively *TDM Program*). This chapter introduces the context of TDM in the City and County of San Francisco (the City or San Francisco) and outlines how the TDM Program fits within the framework of the Transportation Sustainability Program.

---

### Transportation Demand Management - Defined

Transportation demand management, or TDM, describes strategies or measures that encourage sustainable travel. At its core in San Francisco, TDM focuses on providing tools and incentives to make it easier to take advantage of transportation options and shift trips from driving alone in private vehicles to transit, biking, walking, or other more efficient and sustainable modes of travel.

For the TDM Program, TDM is designed to reduce *Vehicle Miles Traveled* by residents, tenants, employees, and visitors and must be under the control of the *property owner* for a *Development Project*. City agencies and private entities participate in TDM efforts outside of new development (e.g., employer education and outreach, demand based pricing, etc.). These are not the focus of the TDM Program.

### Importance of Transportation Demand Management in San Francisco

Locating development in areas that are already developed (infill) like San Francisco leads to better outcomes for the environment than locating development in undeveloped areas such as farmlands and green fields. Often these outlying areas are characterized by sparse density and low diversity of land uses and with fewer transportation options. Given limited transportation options and

local services in close proximity, development in these areas typically creates a need for people to drive by themselves, which, in turn, increases harmful air pollutant and greenhouse gas emissions, and contributes more broadly to regional traffic congestion and other related impacts.

Acknowledging significant demand for housing and jobs and the need for a more efficient regional transportation network and land use pattern, Plan Bay Area -- the region's transportation and land use plan -- identifies priority development areas to focus two thirds of the 1.1 million new jobs and 75 percent of the 660,000 new households anticipated between 2010 and 2040.<sup>2</sup> As the core of the region, San Francisco anticipates 190,000 jobs and 100,000 homes in the City between 2010 and 2040, with a substantial amount of that growth already underway. For example, the residential population has grown by an average of approximately 11,000 residents each year between 2010 and 2015 alone.<sup>3</sup>

---

<sup>2</sup> As the long-range regional transportation and land-use plan, Plan Bay Area is updated every four years. The existing Plan Bay Area was adopted jointly by ABAG and MTC in July 2013.

<sup>3</sup> California Department of Finance, *E-4 Population Estimates for Cities, Counties, and the State, 2011-2016 with 2010 Census Benchmark*, May 2016.

This recent and projected population growth poses challenges for San Francisco's transportation system. San Francisco encompasses approximately 49 square miles of land on the northern tip of a peninsula and is surrounded on three sides by water and on the fourth side by the cities of Brisbane and Daly City.

Due to the high level of existing traffic and the inability to expand existing roadways, the San Francisco and the region's transportation system will not function well if new development is permitted with the assumption that most residents, tenants, employees, and visitors will drive alone. In addition, a transportation system that relies extensively on single-occupancy vehicles would have negative environmental, safety, and economic outcomes. In order for new development to be sustainable, prioritizing the mobility of current and future residents, tenants, employees, and visitors, smart transportation policies and programs need to be place to protect, preserve, and economically stimulate the City while maintaining its livability. These types of transportation policies and programs have a long history in San Francisco and are summarized in Chapter 2 of the TDM Technical Justification. To further minimize the impacts of new development on the transportation system, the City has created the Transportation Sustainability Program.

## Transportation Sustainability Program

The Transportation Sustainability Program is a joint effort by the Office of Economic and Workforce Development (OEWD), the Planning Department, the San Francisco County Transportation Authority (Transportation Authority), and the San Francisco Municipal Transportation Agency (SFMTA), and it is comprised of the following three components:

- ☞ **Invest:** a development impact fee that helps fund transit and safer streets, particularly as the City grows and our need for sustainable travel modes increases.
- ☞ **Align:** a modernization of the environmental review process which includes a more meaningful transportation analysis that better captures environmental effects.
- ☞ **Shift:** a TDM program for developers comprised of transportation amenities and programs that encourage sustainable travel and reduce Vehicle Miles Traveled. The focus of this document.

These three components are discrete policy initiatives that are programmatically linked through the Transportation Sustainability Program. While each component is useful and necessary on its own, staff recommends that all complement each other and are most effective together.

### Invest

**Fund Transportation Improvements to Support Growth.** The City must invest in the transportation system to ensure that adequate capacity exists to accommodate additional trips associated with new development. On November 25, 2015, the City adopted the Transportation Sustainability Fee, which requires developers to pay a portion of their fair share to expand transit capacity to accommodate the increased ridership associated with new development.

The Transportation Sustainability Fee superseded the previous Transportation Impact Development Fee, which applied to non-residential development, and applied the fee to residential development for the first time. The amount of the fee is based on the number of motorized trips generated by new development, according to land use type. The Transportation Sustainability Fee is assessed on new development, including residential development, to help fund improvements to transit capacity and reliability, including regional transit, as well as improvements for people walking or bicycling.

## Align

**Modernize Environmental Review.** Impacts to the transportation system from new projects are assessed as part of the environmental review process under the California Environmental Quality Act (CEQA), and other planning processes. CEQA was enacted in 1970 in response to the growing awareness that environmental impacts must be carefully considered in order to avoid unanticipated environmental problems resulting from discretionary actions such as approval of development projects or planning efforts. The environmental review process provides decision-makers and members of the public with an objective analysis of the immediate and long-range specific and cumulative impacts of a proposed project on its surrounding physical environment. In California, environmental review is two-fold in purpose: to disclose the impacts of a project and to ensure public participation.

Historically, impacts to the transportation system in San Francisco and elsewhere have been evaluated using a level of service (LOS) metric for vehicles. LOS measures vehicle delay at intersections and on roadways and is represented as a letter grade A through F. LOS A represents free flowing traffic, while LOS F represents congested conditions. The Planning Department used LOS to evaluate to measure potential transportation impacts of projects subject to CEQA, including development projects, transportation projects, and long range plans. In general, a project that changed LOS at an individual intersection from a LOS anywhere between A and D to LOS E or F was considered to have triggered a significant impact under CEQA.

### **Senate Bill 743 (SB 743)**

On September 27, 2013, Governor Brown signed California Senate Bill (SB) 743 (Steinberg, 2013). SB 743 requires that the Office of Planning and Research, the state's long range planning and research agency, to develop revisions to the CEQA Guidelines establishing criteria for determining the significance of transportation impacts of projects that "promote the reduction of greenhouse gas

emissions, the development of multimodal transportation networks, and a diversity of land uses." SB 743 states that upon certification of the revised guidelines for determining transportation impacts pursuant to the bill, automobile delay, as described solely by LOS or similar measures of vehicular capacity or traffic congestion shall not be considered a significant impact on the environment under CEQA.

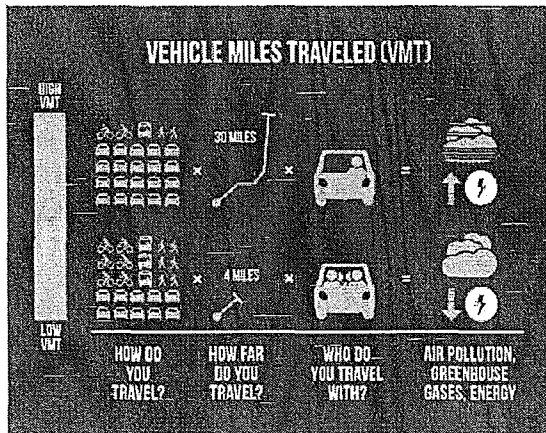
In January 2016, the Office of Planning and Research published for public review and comment a *Revised Proposal on Updates to the CEQA Guidelines on Evaluating Transportation Impacts in CEQA* (proposed transportation impact analysis guidelines) recommending that transportation impacts for projects be measured using a Vehicle Miles Traveled metric. On March 3, 2016, based on compelling evidence in that document and on the City's independent review of the literature on LOS and Vehicle Miles Traveled, the San Francisco Planning Commission adopted the Office of Planning and Research's recommendation to use the Vehicle Miles Traveled metric instead of automobile delay to evaluate the transportation impacts of projects (Resolution 19579). (Note: the Vehicle Miles Traveled metric does not apply to the analysis of project impacts on non-automobile modes of travel such as riding transit, walking, and bicycling.) The Planning Commission concluded that Vehicle Miles Traveled was a better metric to analyze transportation impacts under CEQA because it achieves the purpose of the criteria set forth in SB 743.





## Vehicle Miles Traveled

Vehicle Miles Traveled measures the amount and distance vehicles would travel on the roadway as a result of a project or plan. An increase in Vehicle Miles Traveled results in an increase of emissions of air pollutants, including greenhouse gases, as well as increased consumption of energy.<sup>4</sup> Typically, development at a greater distance from other uses, located in areas with poor access to non-auto modes of travel, would generate more driving than one that is located proximate to other complementary uses and/or where there are transportation options other than the car.<sup>5</sup>

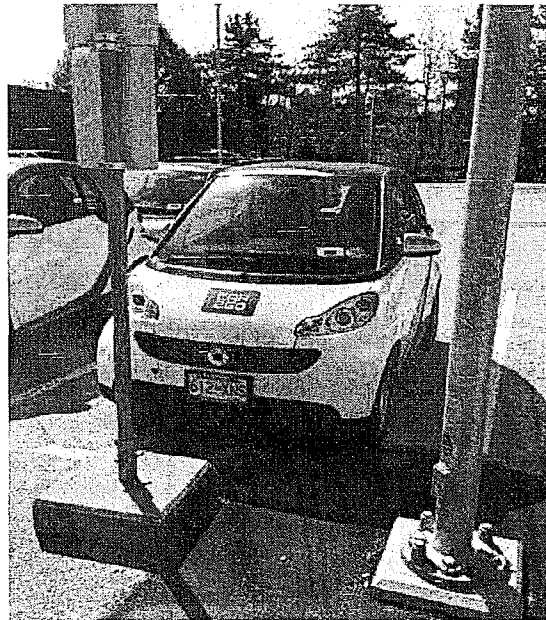


## Shift

**Encourage Sustainable Travel.** The Shift component of the Transportation Sustainability Program creates a TDM Program through an ordinance amending the Planning Code. TDM measures are recognized as effective in reducing Vehicle Miles Traveled generated by projects by supporting transportation choices, including walking, bicycling, public or private transit, car-share, carpooling and other sustainable modes. The TDM Program requires

property owners to implement TDM measures that support project residents, tenants, employees, and visitors in making sustainable trip choices thereby reducing their Vehicle Miles Traveled.

The SHIFT component of the Transportation Sustainability Program is consistent with the approach being put forward by the Office of Planning and Research and SB 743, as well as numerous other local, regional, and state policies as described in Chapter 2 of the TDM Technical Justification. It is also consistent with best practices of other jurisdictions around the country, while being tailored to varying San Francisco settings.



<sup>4</sup> U.S. Environmental Protection Agency, *Our Built and Natural Environments 2nd Ed*, June 2013.

<sup>5</sup> Office of Planning and Research, *Revised Proposal on Updates to the CEQA Guidelines on Evaluating Transportation Impacts in CEQA*, January 2016.

## Chapter 2

### Goals

This chapter outlines the goals and targets of the TDM Program within the context of the Transportation Sustainability Program and describes how these goals align with other local, regional, and statewide planning efforts.

#### Transportation Sustainability Program and TDM Program – Goals

##### Goal – Maintain Mobility

The overarching goal of the Transportation Sustainability Program is to maintain mobility, that is, to keep people moving as San Francisco grows. The SHIFT component of the Transportation Sustainability Program was developed to minimize the impact of new development on the transportation system. The product of SHIFT, a TDM Program, supports the goal of maintaining mobility and access by focusing on reducing the overall percentage of drive alone trips and Vehicle Miles Traveled.

As described in Chapter 1 of the TDM Technical Justification, based on the City's right-of-way and geographic limitations, the City cannot accommodate a substantial increase in vehicles. Therefore, the TDM Program reduces the impacts from growth to the transportation system by reducing Vehicle Miles Traveled from new residents, tenants, employees, and visitors. A reduction in Vehicle Miles Traveled may result from shifting auto trips to other travel modes, increasing vehicle occupancy, or reducing the average trip length.

##### Additional Benefits

In addition to meeting the primary goal of maintaining mobility while accommodating a significant growth in jobs and housing, the Transportation Sustainability Program has several additional benefits including: better environmental outcomes, better public health and safety, and

improved development review process and projects, as summarized below.

##### Better Environmental Outcomes

Reducing Vehicle Miles Traveled from new development also results in better environmental outcomes. For each mile driven, vehicles emit pollutants. Despite technological advancements, the transportation sector continues to account for a large amount of emissions by an increase in Vehicle Miles Traveled.<sup>6</sup>

The transportation sector accounts for between 36 and 40 percent of all greenhouse gas emissions at the local, regional, and state levels.<sup>7, 8, 9</sup> The transportation sector is also responsible for a large percentage of air pollutants that affect the air quality locally and regionally, toxic air contaminants and criteria air pollutants. For example, the transportation sector accounted for 83 percent of oxides of nitrogen emissions statewide, which is a precursor to ozone (criteria air pollutant) and for which a larger area of the state is designated as nonattainment by both the state and federal

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<sup>6</sup> U.S. Environmental Protection Agency, *Our Built and Natural Environments 2nd Ed*, June 2013.

<sup>7</sup> California Air Resources Board, *First Update to the Climate Change Scoping Plan*, May 2014.

<sup>8</sup> Plan Bay Area 2040, *Plan Bay Area Environmental Impact Report*, July 2013.

<sup>9</sup> San Francisco Department of Environment, *San Francisco Climate Action Strategy*, October 2013.

government.<sup>10</sup> Several state, regional, and local policies are aimed at reducing greenhouse gas emissions and criteria air pollutants.

In addition, vehicle travel consumes substantial amounts of energy. Over 40 percent of California's energy consumption occurs in the transportation sector.<sup>11</sup> Passenger vehicles account for 74 percent of emissions from the transportation sector.<sup>12</sup> Reducing Vehicle Miles Traveled can lead to a reduction in energy consumption.

### **Better public health and safety**

Reducing Vehicle Miles Traveled from new development also results in better public health and safety outcomes. Public health is improved when trips are made by active modes, primarily trips made by people walking and bicycling, and harmful air pollutants are reduced. The TDM Program includes measures that Development Projects can choose to encourage trips by active modes. In addition, higher total amounts of vehicle travel results in a higher crash exposure. Therefore, reducing Vehicle Miles Traveled enhances safety.<sup>13</sup>

### **Improved development review process, projects, and outcomes**

Prior to implementation of the TDM Program, many decisions regarding TDM were made near the end of the development approval process. The framework developed for the TDM Program provides more certainty and flexibility for Development Projects. The TDM Program requirements are known upfront, prior to submitting a development review

application. The TDM Program also provides flexibility to the property owner in crafting a *TDM Plan* that best fits the needs of the Development Project and neighborhood. Incorporating the TDM Program requirements upfront also provides information to the public about requirements for and transportation components of Development Projects earlier in the development review process.

Transportation options are amenities to residents, tenants, employees, and visitors. Real estate advertisements regularly rate the walkability of the project location, along with proximity to transit, and bicycle facilities. TDM measures that are incorporated into the design of a Development Project or consist of programmatic services to the Development Project are considered amenities because they enhance convenience and freedom by providing or facilitating easy-to-use travel options.

Lastly, the TDM Program includes a robust implementation strategy to ensure that TDM measures incorporated into a Development Project are implemented for the *Life of the Project*. It also includes a process for ongoing evaluation of the efficacy of *TDM measures* to refine the *TDM menu of options* (menu) to reflect interactions between TDM measures, specific neighborhood characteristics, and new data and research to ensure the program is effective in reducing Vehicle Miles Traveled.



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<sup>10</sup> California Air Resources Board, *Almanac Emission Projection Data, Year 2012*.

<sup>11</sup> California Energy Commission, *Energy Aware Planning Guide*, February 2011.

<sup>12</sup> *Ibid.*

<sup>13</sup> Office of Planning and Research, *Revised Proposal on Updates to the CEQA Guidelines on Evaluating Transportation Impacts in CEQA*, January 2016.

## Chapter 3

# Applicability and Targets

This chapter provides a justification for the TDM Program applicability, including exemptions and targets. In addition, this section describes a Cambridge, Massachusetts case study on which components of the TDM Program was modeled.

## Land Use Categories and Accessory Parking

Planning Code Section 169 lists the types of Development Projects that the TDM Program applies to. Each Development Project is required to meet a target. The target is based upon the land use(s) associated with the Development Project and the number of Accessory Parking spaces proposed for the land use. The more *Accessory Parking* proposed for a land use, the higher the target for the Development Project to achieve.

The rationale for tying the target to Accessory Parking is based on relevant literature and local data collection, discussed further in Chapter 4 of the TDM Technical Justification, which indicate that areas with more parking are associated with more overall vehicular traffic than areas with less parking. Similarly, as discussed further in Chapter 4 of the TDM Technical Justification, individuals who do not have dedicated offsite parking at their origins or destinations are less likely to drive than those who do. Therefore, more incentives and tools to support non-auto modes and disincentives to using personal vehicles are needed at a site with a greater amount of Accessory Parking spaces than a site with fewer Accessory Parking spaces to encourage sustainable travel and reduce Vehicle Miles Traveled. These incentives, disincentives, and tools that affect mode choice are TDM measures. This approach does not restrict the ability of a property owner to build Accessory Parking up to existing Planning Code requirements or allowances; instead, it provides flexibility to property owners in developing a TDM Plan to reduce Vehicle Miles Traveled that best fits

the needs of the Development Project and neighborhood.

The purpose of trips made to land uses often varies. In order to simplify application of the TDM Program, definitions were classified into four land use categories based upon reducing Vehicle Miles Traveled from the primary trip generator associated with that land use.<sup>14</sup> The four land use categories were organized, based upon research, into categories representing a continuum from highest to lowest estimated number of vehicle trips per parking space provided for primary users (visitors and customers, employees, or residents): Land Use Category A represents uses with the highest rate of vehicle trips per parking space and Land Use Category D represents uses with the lowest rate of vehicle trips per parking space.



<sup>14</sup> Exceptions are schools and hospitals, where those trips and associated parking are much shorter in duration and are often a side trip within a larger tour. Therefore, the visitor/customer trips are more effectively influenced at the origin (e.g., home) and/or ultimate destination (e.g., work) of those tours. In addition, it may be necessary to accommodate driving trips for medical visits.

- ☞ Land use Category A includes uses that function most like retail uses.
- ☞ Land Use Category B includes uses that function most like office uses.
- ☞ Land Use Category C includes uses that function most like residential uses.
- ☞ Land Use Category D includes uses with fewer Development Applications than the other three land uses category and uses that generate fewer vehicle trips than the other three land use categories.

Staff reviewed all land uses identified in Planning Code Section 102 and associated each with one of the four land use categories. The targets and land use categories are provided in Section 2.2(a) of the TDM Program Standards. The research to support the organization into these land use categories is included in Appendix A: Land Use Categorization in the TDM Technical Justification document.

Some TDM measures that affect users other than the primary user in that land use may be included in a Development Project's TDM Plan. For example, the primary trip generators in Land Use Category A are visitors and customers. Land use category A Development Projects also have employees that generate Vehicle Miles Traveled. Therefore, a TDM measure like Showers and Lockers, which is aimed at reducing Vehicle Miles Traveled from employees, can be provided for a Land use category A Development Project.

### Exemptions and Non-Applicable Projects

Some types of projects are exempt or excluded from applicability from the TDM Program because of policy and/or practical reasons. The following are types of Development Projects not applicable or exempt from the TDM program:

- ☞ Residential projects with nine units or fewer;
- ☞ Less than 10,000 square feet of any use other than residential;
- ☞ One hundred percent affordable housing projects; and

- ☞ Parking garages and parking lots

### Small Residential Developments

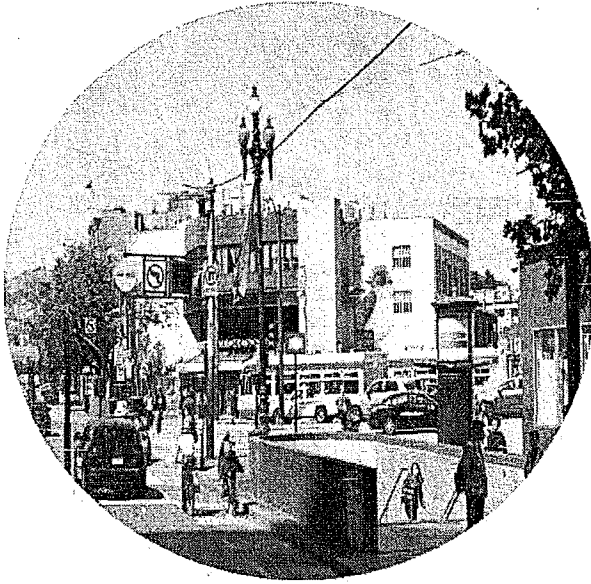
The TDM Program does not apply to residential projects with nine *Dwelling Units* or less. Developments of this size may not have space to accommodate or resources to implement many of the TDM measures. Additionally, based on the existing pipeline, these developments represent only a small portion of overall development in the City (three percent)<sup>15</sup> and associated vehicle trips. Furthermore, if the TDM Program were to apply to these small residential projects, it would take a disproportionate amount of staff resources to monitor compliance, compared to any reduction in the actual amount of Vehicle Miles Traveled that would be achieved.<sup>16</sup> Applicability for other existing Planning Code provisions regarding parking costs separated from housing costs in new residential buildings (i.e., parking unbundling) requirements (Section 167) and on-site affordable housing apply starting at 10 units.

### Small Non-Residential Developments

Non-residential projects with less than 10,000 square feet are exempt from the TDM Program because many TDM measures are less relevant for a project of this size and these types of development often reduce overall vehicle trips or shorten vehicle trip length by increasing diversity of land uses in a neighborhood. Applicability for other existing Planning Code provisions such as shower facilities and locker requirements (Section 155.4) apply starting at 10,000 square feet.

<sup>15</sup> Based upon a San Francisco Development Pipeline, Quarter 1 2016 data. The data identifies a total of 70,740 Dwelling Units (not net) in the pipeline, of which 2,022 Dwelling Units (not net) are from projects with nine units or less.

<sup>16</sup> Based upon a San Francisco Development Pipeline, Quarter 1 2016 data. Although these projects represent only 3 percent of total Dwelling Units (not net) in the pipeline, they represent 72 percent (821 out of 1,146) of all projects with Dwelling Units in the pipeline.



### Affordable Housing

The TDM Program does not apply to one hundred percent affordable housing projects because data shows that these types of projects generally do not include much Accessory Parking. As shown in Table 3-1, a review of the 100 percent affordable housing projects built between 2006 and 2015, showed that 50 of 63 projects were built with little (20 Accessory Parking spaces or fewer) to no Accessory Parking. Affordable housing projects would still be subject to other Planning Code requirements related to TDM, through which the majority of projects would meet their targets. Therefore, the exemption from the TDM Program is essentially an exemption from the administrative requirements associated with monitoring and reporting.

**Table 3-1: Survey of 100 Percent Affordable Housing Projects**

# OF ACCESSORY PARKING SPACES	# of Buildings	# of Projects
0 ≤ 20	50	26
21 ≤ 30	1	1
31 ≤ 40	5	5
41 ≤ 50	2	1
50 or more	5	5
<b>Total</b>	<b>63</b>	<b>38</b>

Source: San Francisco Planning Department, 2016.



## **Non-Accessory Parking Garages and Parking Lots**

The purpose of the TDM Program is to reduce Vehicle Miles Traveled from new development. The purpose of parking lots and parking garages is to accommodate automobile use. Attempting to apply a TDM Program intended on reducing Vehicle Miles Traveled to a use that increase Vehicle Miles Traveled would defeat the purpose of the parking lots and parking garages and thus would be ineffective and counterintuitive. Second, the Planning Code requires a conditional use authorization for these uses in most Use Districts. Lastly, through the environmental review process, these types of uses may be considered to have significant impacts on Vehicle Miles Traveled, which would result in alternatives and mitigation measures that seek to reduce the Vehicle Miles Traveled impacts of such uses. Therefore, the TDM Program does not apply to non-accessory parking.

## **Targets**

### **Land Use Categories A, B, and C.**

To identify the targets for Land Use Categories A, B, and C, staff identified the total measures available and the total number of points available for all TDM measures in the TDM menu: 26 TDM measures and 78 total points.<sup>17</sup> The TDM menu and assignment of points to TDM measures is described in Chapter 4 of the TDM Technical Justification. Some TDM measures were not applicable to certain land use categories. For example, points associated with On-site Affordable Housing are not available to the non-residential land use categories A and B. TDM measures that were not applicable to a certain land use category were not included in the number of

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<sup>17</sup> A Development Project could not provide several TDM measures related to parking if no parking is provided. Therefore, for the purposes of the subsequent calculations in this paragraph the Parking Supply measure was reduced from 11 points to 10 points.

points available for that land use category. TDM measures that were identified as applicable to a land use category were added together to identify the total number available: Land Use Category A = 70 points;<sup>18</sup> Land Use Category B = 66 points;<sup>19</sup> Land Use Category C = 69 points.<sup>20</sup> In addition, for six of the TDM measures in the TDM Menu, all of the associated points may not be available to all types of projects within one or more land use categories, as described below.

### **Affordable Housing**

For land use category C, the available points for On-site Affordable Housing was reduced from a possibility of four points (100 percent affordable housing) to two points, or the amount allocated for projects providing greater than or equal to 26 percent and less than or equal to 50 percent on-site affordable housing. The range of 26 percent to less than or equal to 50 percent on-site affordable housing is consistent with established city policy passed by voters in November 2014 that San Francisco will attempt to ensure that 33 percent of new housing in areas that are rezoned to provide more residential is affordable to low- and moderate-income households.

### **Bike Share Membership, Unbundle Parking, Bicycle Valet Parking, Healthy Food Retail in Underserved Area**

The points associated with Bike Share Membership, Unbundle Parking, and Healthy Food Retail in

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<sup>18</sup> TDM measures not applicable to land use category A are: Family TDM – Amenities; Family TDM Package; and On-site Affordable Housing.

<sup>19</sup> TDM measures not applicable to land use category B are: Bicycle Valet Parking; Provide Delivery Services; Family TDM – Amenities; Family TDM Package; Healthy Food Retail in Underserved Area; and On-site Affordable Housing.

<sup>20</sup> TDM measures not applicable to land use category C are: Showers and Lockers; Bicycle Valet Parking; Provide Delivery Services; Vanpool Program; Healthy Food Retail in Underserved Area; Parking Pricing; and Parking Cash Out – Non-Residential Tenants.

Underserved Area are based on location. Development Projects in many locations of the City would not be able to achieve the maximum number of available points for any of these TDM measures, regardless of the TDM Plan submitted for the Development Project because of locational constraints. Therefore, the available points associated with Bike Share Membership was reduced from a possibility of two points to one point (land use categories A, B, and C) and Unbundle Parking was reduced from a possibility of five points to one point (land use categories A, B, and C). Additionally, given the unique land use associated with Bicycle Valet Parking and Healthy Food Retail in Underserved Area, the available points associated with these TDM measures were reduced from a possibility of one or two points to zero points (land use category A).

### **Parking Supply**

The points associated with Parking Supply are based on the Development Project's parking rate compared to the *neighborhood parking rate*. The available points was reduced from a possibility of 11 points (no parking) to one point, or the number allocated for Development Projects providing less than or equal to 100 percent of the neighborhood parking rate, even though all Development Projects could reduce their parking supply further.

Taking these six measures into account, the point totals resulted in an available number for each category: land use category A = 53 points; land use category B = 52 points; and land use category C = 53 points.

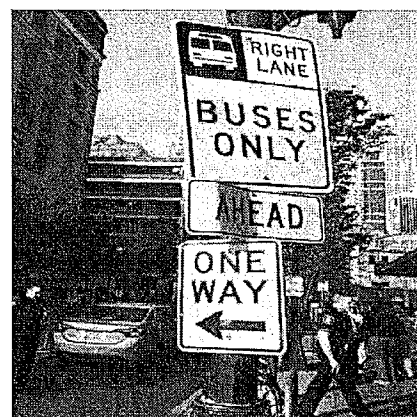
The baseline target that all Development Projects within land use categories A, B, and C are required to meet is set at 25 percent of the total available number of points available to the project's relevant land use categories. Establishing the 25 percent and base number of Accessory Parking Spaces was based upon a review of San Francisco specific case studies examining the relationship between parking and travel behavior, as described in Chapter 4 of the TDM Technical Justification. More TDM measures

are needed at a site with a greater amount of Accessory Parking spaces, and therefore are required to achieve a higher points target, than a site with fewer Accessory Parking spaces in order to offset the Vehicle Miles Traveled associated with the additional Accessory Parking spaces. Table 3-2 summarizes the target justification by land use category.

In the future, if the total number of points available increases or decreases, the base target may also be adjusted accordingly. Ongoing planning efforts (e.g., the San Francisco Transportation Plan, Plan Bay Area, etc.) may define a City or regional Vehicle Miles Traveled goal which may inform the TDM Ordinance targets in the future. TDM menu updates that increase or decrease a target for any land use category by three points or more (or 10 points cumulatively across measures) requires Planning Commission approval, as described in Section 4 of the TDM Program Standards.

### **Land Use Category D**

Land uses associated with land use category D are required to achieve a target of three out of seven possible points. Due to the lower level of trips that can be affected by TDM associated with these land uses, this category focused only on capital measures that require less effort for the property owner to document and less effort for City staff to monitor and enforce. Land uses within land use category D also have a lower frequency of development applications and thus have a lower effect on citywide Vehicle Miles Traveled.





**Table 3-2: San Francisco TDM Program Target Justification**

Land Use Category	Applicability (# of accessory parking spaces proposed by Use)	Total Number Available <sup>1,2</sup> Points	Base Target Score	
			% of Total Number Available	Base Target <sup>2</sup>
A	Base number: $0 \leq 4$	53	25%	13 points
B	Base number: $0 \leq 20$	52		13 points
C	Base number: $0 \leq 20$	53		13 points

1. Six of the TDM measures in the TDM menu were determined not available to all types of projects within one or more land use categories: On-site Affordable Housing, Bike Share Membership, Unbundle Parking, Healthy Food Retail in Underserved Area, Bicycle Valet Parking and Parking Supply. This is reflected in the total points and targets for each land use.

2. Total number available and target may change over time as TDM measures are added or removed from the TDM menu or points associated with existing measures are refined.

**Exemptions**

The Cambridge Parking and TDM Ordinance is applicable to non-residential projects with five or more off-street vehicular parking spaces. The Ordinance does not apply to residential and non-residential projects with fewer than five parking spaces.

**PTDM Applicability**

Non-exempt projects require either a Small Project Parking and TDM Plan (PTDM Plan) or a Large Project PTDM Plan.

**Small Project PTDM Plan**

For non-residential projects with 5 to 19 off-street vehicular parking spaces, a sponsor must select three measures from a menu of TDM measures. These smaller projects are not subject to performance targets or reporting requirements.

**Large Project PTDM Plan**

Non-residential developments with 20 or more off-street vehicular parking spaces are required to submit a Large Project PTDM Plan which includes a

single occupancy vehicle mode share reduction commitment. This commitment is typically set at 10 percent<sup>21</sup> below the average single occupancy vehicle mode share for the census tract for the project site, based on 1990 census tract data. The project sponsor selects a comprehensive set of TDM measures that would result in this reduction which are included in the PTDM Plan.

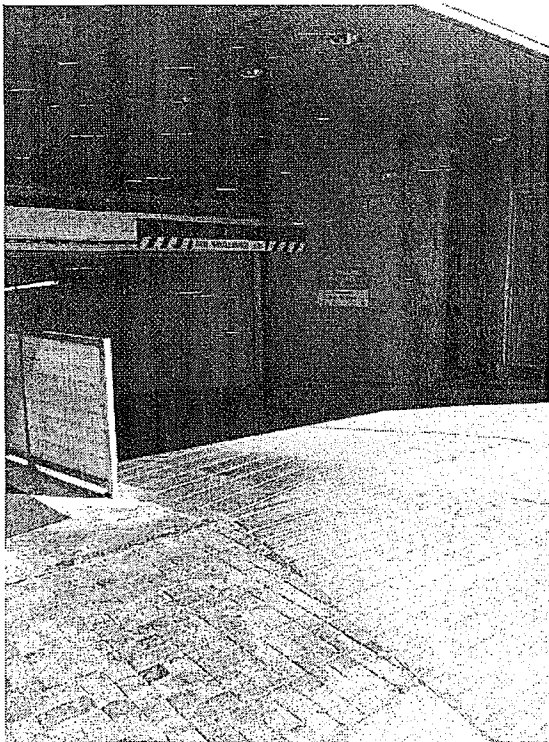


<sup>21</sup> The reduction commitment is 10 percent, rather than 10 percentage points. For example if a census tract has a 1990 mode split of 75 percent, the commitment for the project would be  $[75 \text{ percent} * 0.90] = 67.5 \text{ percent}$ . A 10 percentage point reduction commitment would be 65 percent.

The Large Project PTDM Plan requires annual monitoring and reporting, including:

- (1) Employee and/or patron survey, including single occupancy vehicle mode share
- (2) Biennial counts of car and bike parking occupancy and driveway ins/outs
- (3) Status of TDM measures

If monitoring demonstrates that a project does not meet its drive-alone mode split commitment, then the Large Project PTDM Plan is adjusted for increased effectiveness. If the Parking and TDM Plan is not adjusted, Cambridge may impose fines or restrict a development's access to off-street vehicular parking until it comes into compliance.



The Cambridge Parking and TDM Ordinance provides flexibility to the project sponsor in choosing any combination of TDM measures for the Parking and TDM Plan which would result in the requisite reduction of single occupancy vehicle mode share of 10 percentage points.

In 2014, 40 projects were subject to the Cambridge Parking and TDM Ordinance Large Project TDM Plans. Of those, 35 projects, or 88 percent completed monitoring reports. Of the 35 projects, 30 projects exceeded non-drive-alone mode split commitments. Table 3-3 summarizes 2014 data regarding the Cambridge Parking TDM Ordinance.<sup>22</sup>



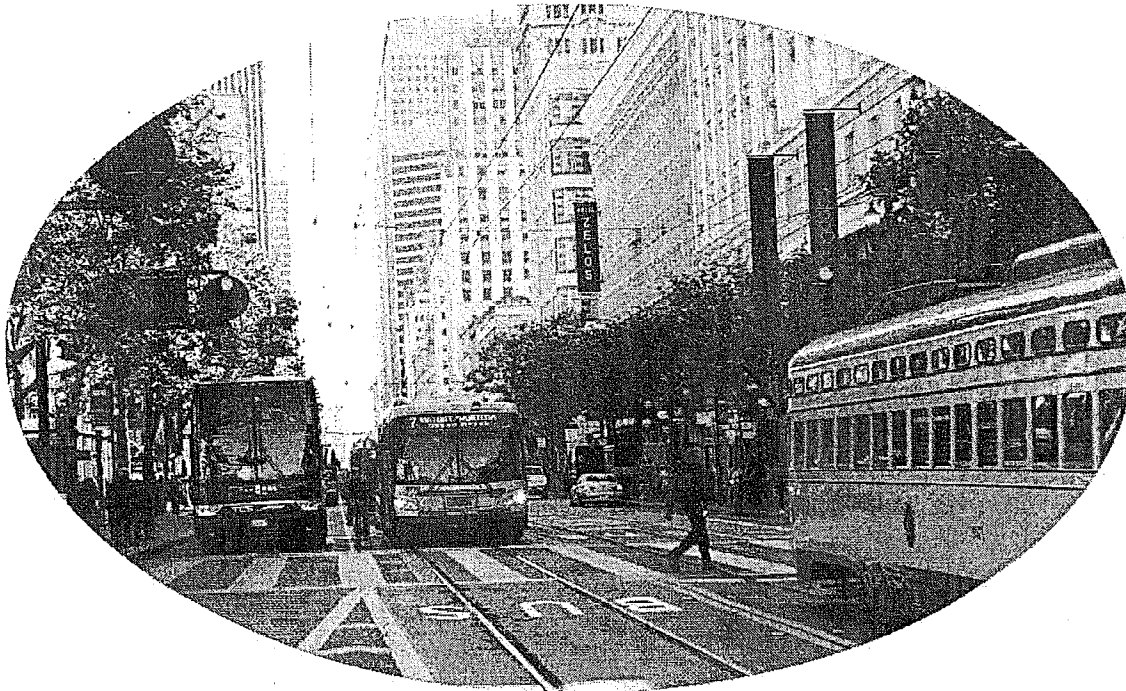
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<sup>22</sup> Email communication between Susan Rasmussen, Director of Environmental and Transportation Planning, City of Cambridge, and Wade Wietgreffe, Senior Planner, San Francisco Planning Department, "TDM Association for Commuter Transportation Follow-up," August 3, 2015.

**Table 3-3: Cambridge Parking and TDM Ordinance Data – Year 2014**

Description	Active Projects
Total Number of Projects with PTDM Plan	40
Number of Projects that Completed Monitoring Report	35 (88%)
Square Feet of Development	
Commercial	9.1 million square feet
Institutional	15.5 million square feet
Total Number of Parking Spaces	17,045
Effectiveness	30 of 35 projects (86%) exceeded non-drive alone mode split commitments

It should be noted that currently the San Francisco TDM Program does not require a Development Project to meet a performance standard for single occupancy vehicle mode split or Vehicle Miles Traveled reduction. Reasons for exclusion include lack of comprehensive data relating individual and groups of measures to specific Vehicle Miles Traveled reductions at individual sites.



## Chapter 4

# TDM Menu of Options

Best practice research, as described below, indicates that most jurisdictions with TDM requirements require a property owner to provide a plan that outlines the TDM measures that will be incorporated into the project. Property owners are often provided a variety of TDM measures to select from in developing the plan. Examples of jurisdictions that provide a variety of TDM measures are Santa Monica, California; Rockville, Maryland; Cambridge, Massachusetts; Arlington County, Virginia; Fairfax County, Virginia; and Seattle, Washington. For the purposes of the San Francisco TDM Program, this variety of TDM measures to select from is called a TDM Menu of Options (menu). The menu provides property owners flexibility to select TDM measures that best fit the needs of their Development Project and neighborhood.

Best practice research also indicates that individual measures are often assigned a value based on their effectiveness, taking into account geographical variations. This chapter provides a justification for the selection and assignment of points for TDM measures in the menu for the San Francisco TDM Program.

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### Selection of TDM Measures in the Menu

Many factors affect travel behavior. These factors include density, diversity of land uses, design of the transportation network, access to regional destinations, distance to high-quality transit, development scale, demographics, and TDM.<sup>23</sup> The Transportation Authority's San Francisco Chained Activity Model Process (SF-CHAMP) accounts for a variety of these factors to estimate Vehicle Miles Traveled throughout San Francisco. The outputs from SF-CHAMP used to calculate Vehicle Miles Traveled, automobile modal split, vehicle occupancy, and vehicle trip length, can be estimated throughout San Francisco geographically via transportation analysis zones. Transportation analysis zones in San Francisco vary in size from single blocks in the downtown core, multiple blocks in outer neighborhoods, to even larger zones in historically industrial zones like Hunters Point.

SF-CHAMP is not sensitive to site level characteristics like TDM measures. The purpose of the TDM Program is to reduce the Vehicle Miles Traveled that would be otherwise estimated to occur from new development (in SF-CHAMP or other transportation modeling software) based upon the new development's transportation analysis zone location. In order to achieve this Vehicle Miles Traveled reduction, property owners must select from TDM measures, defined as measures that reduce Vehicle Miles Traveled by residents, tenants, employees, and visitors and are under the control of the property owner. A reduction in Vehicle Miles Traveled may result from shifting vehicle trips to sustainable travel modes or reducing vehicle trips, increasing vehicle occupancy, or reducing the average vehicle trip length.

City staff used literature review, local data collection, best practice research, and professional transportation opinion to develop a menu of 26 TDM measures that meet the definition of a TDM measure, as provided in the Glossary of Terms for the TDM Program Standards. For the San Francisco TDM Program menu, refer to Section 2.2(b) in the TDM Program Standards. This sub-chapter describes the work conducted to include or exclude measures

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<sup>23</sup> Institute of Transportation Studies, *California Smart-Growth Trip Generation Rates Study, Appendix A*, March 2013.

from the menu. Table 4-1 summarizes the source for inclusion of the TDM measure in the menu.

## Literature Review

In 2010, the California Air Pollution Control Officers Association (CAPCOA) published a report that quantifies project-level land use, transportation, energy use, and other measures effects on greenhouse gas emissions based upon a literature review of research conducted to date.<sup>24</sup> Vehicle Miles Traveled is a metric used to estimate transportation-related greenhouse gas emissions from projects. City staff used the CAPCOA report as a starting point to identify measures that could potentially meet the definition of a TDM measure. In addition, City staff conducted subsequent literature review that focused on articles and reports published after the CAPCOA report. This literature review was summarized in a memorandum prepared by Fehr & Peers in 2015 (Fehr & Peers 2015a).<sup>25</sup> The Fehr & Peers 2015a memorandum identified potential measures to be included in the menu, although the definition used in the TDM Program Standards had yet to be established.

Following the Fehr & Peers 2015a memorandum, City staff identified additional potential measures based upon review of existing San Francisco Municipal or California Code provisions, best practices, and feedback received on outreach.

## Existing Municipal or State Code Provisions

Based upon the Fehr & Peers 2015a memorandum and subsequent research, 13 separate sections within the San Francisco Municipal and California

Code were identified that contained requirements that qualify as a TDM measure, although the requirements may not specifically be identified as TDM-related. Many of the TDM requirements are only applicable to certain geographic locations, land use types, and/or projects of a certain size. Most TDM requirements are also finite, in that no options are provided for more than the minimum required for compliance.

For the TDM menu, the San Francisco Municipal and California Code TDM requirements were refined in some instances. The refinements expanded the geography, land use type, and project size applicability and to provided requirements or options that exceed minimum San Francisco Municipal and California Code TDM requirements. The refinements led to the creation of 14 TDM measures in the menu: Improve Walking Conditions, Bicycle Parking, Showers and Lockers, Bicycle Valet Parking, Car-Share Parking, On-site Childcare, Shuttle Bus Service, Vanpool Program, Tailored Transportation Marketing Services, On-site Affordable Housing, Unbundle Parking, Parking Pricing, Parking Cash-Out: Non-residential Tenants, and Parking Supply.

## Other Measures From Fehr & Peers 2015A Memorandum

The Fehr & Peers 2015a memorandum identified seven other TDM measures that are included in the menu, although the naming convention may be slightly different. These seven TDM measures are Bicycle Repair Station, Bike Share Membership, Fleet of Bicycles, Provide Delivery Services, Contributions or Incentives for Sustainable Transportation, Multimodal Wayfinding Signage, and Real Time Transportation Information Displays.

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<sup>24</sup> California Air Pollution Control Officers Association (CAPCOA), *Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures*, August 2010.

<sup>25</sup> Fehr and Peers, *San Francisco TDM Framework for Growth: Summary of Findings – Literature Review*, March 2015 (2015a).

## Remaining TDM Measures in Menu

The remaining five TDM measures included in the menu were added based upon best practice research and outreach with stakeholders conducted subsequent to the Fehr & Peers 2015a memorandum. These five TDM measures are Bicycle Repair Services, Delivery Supportive Amenities, Family TDM – Amenities, Family TDM Package (although it is a combination of two other TDM measures), and Healthy Food Retail in Underserved Area.



**Table 4-1: Sources for Transportation Demand Management Measures in Menu**

TDM Measure Title in Menu	Existing Municipal and State Code			Sources		
	Location	Section	Title	CAPCOA	Other Literature/Source	Best Practice
Improve Walking Conditions	San Francisco Planning	138.1(c)(2)	Other Streetscape and Pedestrian Elements for Large Projects	SDT-1	CARB, VTPI	Arlington County
Bicycle Parking	San Francisco Planning	155.2	Bicycle parking	SDT-6 SDT-7	CARB, VTPI	Santa Monica, Cambridge, Arlington County, Fairfax County, Seattle
Showers and Lockers	San Francisco Planning	155.4	Shower facilities and lockers	TRT-5	CARB, VTPI	Santa Monica, Cambridge, Arlington County, Fairfax County, Seattle
Bike Share Membership	--	--	--	TRT-12	Capital Bikeshare, CARB, VTPI	Santa Monica
Bicycle Repair Station	--	--	--	--	CARB	Santa Monica
Bicycle Repair Services	--	--	--	--	CARB	Santa Monica
Fleet of Bicycles	--	--	--	--	SF Environment	--
Bicycle Valet Parking	San Francisco Transportation	6.15	Monitored bicycle parking at public events	--	Professional Transportation Expert Opinion	--
Car-share Parking	San Francisco Planning	166	Car Sharing	TRT-9	CARB, VTPI	Arlington County, Fairfax County
Delivery Supportive Amenities	--	--	--	--	Professional Transportation Expert Opinion	--
Provide Delivery Services	--	--	--	--	Professional Transportation Expert Opinion	--
Family TDM Amenities	--	--	--	--	Professional Transportation Expert Opinion	--
On-site Childcare	San Francisco Planning	165	Child-Care Plans and Child-Care Brokerage Services in C-3 Districts	--	APA	--
Family TDM Package	Refer to Car-Share and Family TDM Amenities					

**Table 4-1: Sources for Transportation Demand Management Measures in Menu**

TDM Measure Title in Menu	Sources					
	Existing Municipal and State Code			CAPCOA	Other Literature/Source	Best Practice
	Location	Section	Title			
Contributions or Incentives for Sustainable Transportation	--	--	--	TRT-4	VTPI	Santa Monica, Rockville, Cambridge, Arlington County, Fairfax County, Seattle
Shuttle Bus Service	San Francisco Environment	427	Commuter benefits program	TRT-11	VTPI	Santa Monica, Cambridge, Arlington County, Fairfax County, Seattle
Vanpool Program	San Francisco Environment	427	Commuter benefits program	TRT-11	CARB, VTPI	Santa Monica, Cambridge, Fairfax County, Seattle
Multimodal Wayfinding Signage	--	--	--	--	Professional Transportation Expert Opinion	Santa Monica
Real Time Transportation Information Displays	--	--	--	--	Professional Transportation Expert Opinion	Santa Monica, Rockville
Tailored Transportation Marketing Services	San Francisco Planning	163	Transportation brokerage services in Commercial and Mixed Use Districts	TRT-7	CARB, VTPI	Santa Monica, Rockville, Cambridge, Arlington County, Fairfax County
Health Food Retail in Underserved Area	--	--	--	--	Frank	--
On-site Affordable Housing	San Francisco Planning	415	Housing Requirements for Residential and Live/Work Development Projects	LUT-6	--	--
Unbundle Parking	San Francisco Planning	167	Parking costs separated from housing costs in new residential buildings	PDT-2	VTPI	Rockville, Arlington County
Parking Pricing	San Francisco Planning	155(g)	General standards as to location and arrangement of off-street parking, freight loading, and service vehicle facilities	TRT-14	CARB, PSUS, VTPI	Santa Monica, Rockville, Cambridge, Arlington County, Seattle



**Table 4-1: Sources for Transportation Demand Management Measures in Menu**

TDM Measure Title in Menu	Sources					
	Existing Municipal and State Code			Other		
	Location	Section	Title	CAPCOA	Literature/Source	Best Practice
Parking Cash Out: Non-residential Tenants	California Health and Safety	43845	Parking cash-out program	TRT-15	CARB, PSUS, VTPI	Santa Monica, Seattle
Parking Supply	San Francisco Planning	151.1	Scheduled of permitted off-street parking spaces in specified districts	PDT-1	Chatman, Fehr and Peers 2015d, McCahill, Weinberger, Zhan, VTPI	Rockville
<p>APA = American Planning Association, <i>The Importance of Ensuring Adequate Child Care in Planning Practice</i>, 2011.</p> <p>CAPCOA = California Air Pollution Control Officers Association, <i>Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures</i>, August 2010. The acronyms (i.e., LUT, PDT, SDT, TRT) and numbers refer to specific measure numbers in the report.</p> <p>Capital Bikeshare = LDA Consulting, <i>2011 Capital Bikeshare Member Survey Report</i>, 2012 and LDA Consulting, <i>2013 Capital Bikeshare Member Survey Report</i>, 2013.</p> <p>CARB = California Air Resources Board, Senate Bill 375 – Research on Impacts of Transportation and Land Use-Related Policies, updated regularly, Available online at: <a href="http://arb.ca.gov/cc/sb375/policies/policies.htm">http://arb.ca.gov/cc/sb375/policies/policies.htm</a>. Various policy and technical background documents with more information regarding specific measures are found on this website.</p> <p>Chatman = Daniel Chatman, “Does Transit-Oriented Development Need the Transit?”, Access, Fall 2015.</p> <p>Fehr and Peers, 2015d = Fehr and Peers, <i>San Francisco TDM Framework for Growth: Summary of Survey Results</i>, May 2015.</p> <p>Frank = Lawrence Frank, <i>Travel Behavior, Environmental, &amp; Health Impacts of Community Design &amp; Transportation Investment. A Study of Land Use, Transportation, Air Quality, and Health in King County, WA</i>, 2005.</p> <p>McCahill = Chris McCahill, et al., “Effects of Parking Provision on Automobile Use in Cities: Inferring Causality,” Transportation Research Board, November 13, 2015.</p> <p>PSUS = San Francisco County Transportation Authority, Parking Supply and Utilization Study, anticipated adoption July 2016.</p> <p>SF Environment = San Francisco Department of Environment, <i>City and County of San Francisco Employee Transportation Survey Report</i>, November 2013.</p> <p>VTPI = Victoria Transport Policy Institute, Online TDM Encyclopedia, updated regularly, available online at <a href="http://www.vtpi.org/tdm/">http://www.vtpi.org/tdm/</a>.</p> <p>Weinberger = Rachel Weinberger, “Death by a thousand curb-cuts: Evidence on the effect of minimum parking requirements on the choice to drive,” <i>Transport Policy</i>, 20, March 2012.</p> <p>Zhan = Guo Zhan, “Residential Street Parking and Car Ownership,” <i>Journal of the American Planning Association</i>, 79:1, 32-48, May 9 2013.</p>						

## Measures Rejected from TDM Menu

Several of the measures identified in the Fehr & Peers 2015a memorandum and from additional effort conducted subsequent to Fehr & Peers 2015a memorandum were dismissed from further consideration for one or more of the reasons described below.

### Does Not Meet Definition of TDM Measure for Development Projects

Following the Fehr & Peers 2015a memorandum, the definition of a TDM measure for the TDM Program Standards was established. Many potential measures were dismissed because they did not meet this definition. These potential measures included, but not limited to:

- ☞ Flexible hours; peak period parking fees (address peak hour Vehicle Miles Traveled, not all day Vehicle Miles Traveled)
- ☞ Transportation network company and taxi measures (literature does not provide evidence of relationship between these services and Vehicle Miles Traveled)
- ☞ Transportation Sustainability Fee; in-lieu fees (does not directly reduced Vehicle Miles Traveled from the subject development as fee can be applied citywide)
- ☞ Joint parking; remote/satellite/peripheral parking; space-efficient parking; density bonus for parking reduction; parking for non-shared motorcycles, mopeds, scooters; space for off-street loading (Vehicles Miles Traveled not reduced)
- ☞ Space for electric non-shared vehicles (while this measure may be an air pollutant reducing measure, including greenhouse gases, depending on the source of the electricity, the measure does not negate other impacts associated with Vehicle Miles Traveled (e.g., energy, noise, sprawl, space constraints in San Francisco)).
- ☞ Tenant bicycle parking in existing commercial buildings (TDM Program does

not apply to existing buildings with no development application)

- ☞ Pre-tax election for transportation (the benefit is not provided by the property owner; the benefit is provided by the federal government in the form of reduced income taxes).

### Measures Related to Areawide Vehicle Miles Traveled

Most Development Projects are not of a large enough scale and/or contain unique land uses to substantially influence the Vehicle Miles Traveled estimated in SF-CHAMP for the transportation analysis zone the Development Project site is located in. Therefore, potential measures related to density and diversity of land uses were dismissed from consideration, with some exceptions, although they may be more appropriate for jurisdictions in other less urban settings. For projects of a large enough scale and/or contain unique land uses, it is possible a project-specific analysis of Vehicle Miles Traveled will be conducted in the environmental review process, separate from the TDM Program.

### Difficulty in Monitoring or Implementation

Some potential measures were dismissed from consideration because City staff may find it difficult to monitor the particular potential measure or the potential measure is not under Planning Code jurisdiction. For other measures, monitoring may be possible, but privacy concerns may render the reporting unlikely. These potential measures included, but not limited to:

- ☞ Bike Share Station (contracting between two private entities; at this point in time, City staff cannot guarantee measure will be implemented at time of Development Project approval)
- ☞ Telecommuting; compressed work weeks; flexible hours; hire local residents; carpool program; guaranteed ride home (difficult to monitor, including the level of implementation to assign point values; difficult for property owner to ensure a

future tenant will comply at time of Development Project approval)

## Assignment of Point Values to TDM Measures in the Menu

Each of the TDM measures on the menu is assigned a number of points, reflecting its relative effectiveness in reducing Vehicle Miles Traveled. This relative effectiveness determination is grounded in literature review, local data collection, best practices research, and professional transportation expert opinion, as described below.

The CAPCOA report, subsequent work conducted by the Bay Area Air Quality Management District (BAAQMD), and local data collection was used as a basis for assigning point values for 14 of the 26 TDM measures in the menu. Using the CAPCOA report Vehicle Miles Traveled calculations as a starting point, Fehr & Peers developed a spreadsheet for the BAAQMD that calculates the Vehicle Miles Traveled and associated greenhouse gas emissions reduction from the transportation measures identified in the CAPCOA report for the San Francisco Bay Area. This spreadsheet was validated for the BAAQMD by comparing actual performance of transportation measures in the San Francisco Bay Area with modeled outcomes.<sup>26</sup>

For the TDM Program, San Francisco hired Fehr and Peers to develop a similar spreadsheet as developed for the BAAQMD, but to refine it further to be San Francisco-specific based upon local data collection. This local data collection and subsequent analysis was conducted between 2014 and 2016 and is documented in a series of reports.<sup>27,28,29</sup> In summary

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<sup>26</sup> Institute for Local Government, *Transportation Demand Management Tool*, posted by the BAAQMD, updated June 2012.

<sup>27</sup> Fehr and Peers, *Parking Analysis and Methodology Memo – Final*, April 2015 (2015b).

<sup>28</sup> Fehr and Peers, *San Francisco TDM Quantification Data Collection Strategy*, May 2015 (2015c).

of those reports, substantial documentation exists to quantify the relationship between nine TDM measures in the menu and Vehicle Miles Traveled reduction in San Francisco. These nine TDM measures are Bike Share Membership, Car Sharing, Contributions or Incentives for Sustainable Transportation, Shuttle Bus Service, Vanpool Program, Tailored Transportation Marketing Services, On-site Affordable Housing, Unbundle Parking, and Parking Cash Out: Non-residential Tenants.

For these nine TDM measures, the maximum point value for these measures was generally assigned using the following simple formula: one percent reduction in Vehicle Miles Traveled = one point, rounding up to next highest point for any value over 0.1. For example, 4.1 percent reduction in Vehicle Miles Traveled = 5 points. However, there were instances when individual measures were adjusted to reflect background conditions unique to San Francisco and likely accounted for in SF-CHAMP.

For the remaining five TDM measures identified in the CAPCOA report, the same simple formula identified above was used, if available. However, there were instances when individual measures were adjusted to account for local data collection results and to reflect background conditions unique to San Francisco and likely accounted for in SF-CHAMP. These five TDM measures are Improve Walking Conditions, Bicycle Parking, Showers and Lockers, Parking Pricing, and Parking Supply.

For the remaining 12 TDM measures in the menu, literature review, best practice research, and professional transportation expert opinion demonstrates that these TDM measures reduce Vehicle Miles Traveled, but there is not sufficient data to quantify the specific relationship between the TDM measure and a specific percent reduction in

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<sup>29</sup> Fehr and Peers, *San Francisco TDM Framework for Growth: Summary of Survey Results*, May 2015 (2015d).

Vehicle Miles Traveled.<sup>30</sup> These resources were used for the relative effectiveness determination. Given this lack of data, these TDM measures were assigned point values on the low to low-medium (one to two points) end of the point spectrum. These 12 TDM measures are Bicycle Repair Station, Bicycle Repair Services, Fleet of Bicycles, Temporary Bicycle Valet Parking, Delivery Supportive Amenities, Provide Delivery Services, Family TDM Amenities, On-site Childcare, Family TDM Package (although it is a combination of two other TDM measures), Multimodal Wayfinding Signage, Real Time Transportation Information Displays, and Healthy Food Retail in Underserved Area.

The following provides more detail regarding the assignment of point values for each of the 26 measures in the menu, presented in the eight categories that appear in the TDM menu: Active Transportation, Car-Share, Delivery, Family, High-Occupancy Vehicles, Communications and Information, Land Use, and Parking.

## Active Transportation

### Improve Walking Conditions

The CAPCOA report identifies a pedestrian network improvement measure (SDT-1), with a maximum of 2.0 percent reduction in Vehicle Miles Traveled. The

CAPCOA report measure requires a project to provide a pedestrian access network that internally links all uses and connects to all existing or planned external streets and pedestrian facilities contiguous with the project site. The Improve Walking Conditions measure in the TDM Program requires a Development Project to provide streetscape improvements consistent with the *Better Streets Plan* and any local streetscape plan so that the public right-of-way is safe, accessible, convenient and attractive to persons walking. SF-CHAMP already accounts for several pedestrian factors to estimate background Vehicle Miles Traveled. Therefore, for the purposes of the TDM Program, the point value a Development Project could receive from the Improve Walking Conditions measure was reduced from two points to one point. Two options are provided, depending upon whether the Development Project is subject to the large project requirements of Planning Code Section 138.1.

### Bicycle Parking

The CAPCOA report did not quantify Vehicle Miles Traveled for providing bicycle parking (SDT-6 and SDT-7). The Victoria Transport Policy Institute rates strategies that facilitate bicycling as “very beneficial” (highest rating) in shifting automobile travel to alternative modes.<sup>31</sup> A California Air Resource Board policy brief cites studies showing that the provision of trip-end infrastructure, including bicycle parking, is an effective strategy that facilitates increased bicycle use and reduced driving, and articulates a direct correlation between perceived availability of bicycle parking and the likelihood of cycling.<sup>32</sup> The supply of bicycle parking provided at a site will affect the ability of a person to bicycle to a site, as the supply of vehicular parking affects the ability for a person to drive to a site. In addition, the perception that one’s bicycle may be stolen or vandalized may

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<sup>30</sup> Note: in addition to the jurisdictions mentioned at the introduction to this chapter, several resources are available that document TDM best practices or serve as a repository for studies related to TDM. Resources consulted for the TDM Program include, but not limited to: A Better City, *Establish an Effective Commute Trip Reduction Policy in Massachusetts: Lessons Learned from Leading Programs*, August 2014; Urbantrans North America and Kimley Horn Associates, *City of Boulder Developer TDM Requirements Best Practices Research*, August 2014; Metropolitan Area Planning Council, *Transportation Demand Management Studies*, July 2015; California Air Resources Board, Senate Bill 375 – Research on Impacts of Transportation and Land Use-Related Policies, updated regularly, Available online at: <http://arb.ca.gov/cc/sb375/policies/policies.htm>; Victoria Transport Policy Institute, Online TDM Encyclopedia, updated regularly, Available online at <http://www.vtpi.org/tdm/>; and Mobility Lab, What is TDM?, updated regularly, available online at: <http://mobilitylab.org/about-us/what-is-tdm/>.

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<sup>31</sup> <http://www.vtpi.org/tdm/tdm93.htm>

<sup>32</sup> [http://www.arb.ca.gov/cc/sb375/policies/bicycling/bicycling\\_brief.pdf](http://www.arb.ca.gov/cc/sb375/policies/bicycling/bicycling_brief.pdf)

create a barrier to making a trip by bicycle. Thus, access to secured bicycle parking is an important factor that affects whether a person will bicycle to a site. The maximum point value a Development Project could receive from the Bicycle Parking measure was assigned a medium value of four points, which reflects the relative effectiveness of bicycle parking. Four options are provided for this TDM measure, depending upon the amount of bicycle parking provided. For land use categories A and B, the amount of bicycle parking that would receive the maximum points is approximately one space for every five employees or visitors, which is commensurate with the San Francisco Board of Supervisors' Resolution 0511-10, which encourages City departments and agencies "...to adopt a goal of 20 percent of trips by bicycle by 2020." For land use category C, the amount of bicycle parking that would receive the maximum points supports this goal by providing families and other multi-person households with sufficient bicycle parking spaces.

#### **Shower Facilities and Lockers**

The CAPCOA report did not quantify Vehicle Miles Traveled for providing a showers and lockers (TRT-5), although the literature presented in the CAPCOA report suggests these facilities would represent less than one percent reduction in Vehicle Miles Traveled. Using the simple formula identified above, this equates to a one point value. A California Air Resource Board policy brief includes showers at work places in the bicycle trip-end infrastructure category, the provision of which is an effective strategy that facilitates increased bicycle use and reduced driving.<sup>33</sup>

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<sup>33</sup> *Ibid.*

#### **Bike Share Membership**

The CAPCOA report did not quantify Vehicle Miles Traveled for providing a bike share membership (TRT-12). The Fehr & Peers spreadsheet developed for San Francisco identifies a maximum of 0.2 percent reduction in Vehicle Miles Traveled for locating within 1,000 feet of a bike share station and 1.1 percent reduction for providing a bike share membership based upon literature from Washington D.C.'s Capital Bikeshare Program.<sup>34</sup> Using the simple formula identified above, this equates to a maximum two point value, if a bike share membership is offered at a location in proximity to a Bay Area Bike Share location. Two options are provided for Bike Share Membership, depending upon the site's location in proximity to a Bay Area Bike Share station. Using the site's location as a basis for assigning points accounts for the variability in geography throughout San Francisco and the effect this can have on travel behavior.

#### **Bicycle Repair Station**

On-site bicycle repair tools and space to use these supports on-going use of bicycles for transportation. A California Air Resource Board policy brief includes "Bike Stations", facilities which combine secure bicycle parking with repair services or tools, in the bicycle trip-end infrastructure category, the provision of which is an effective strategy that facilitates increased bicycle use and reduced driving.<sup>35</sup> No literature was found to document the incremental effect that repair stations have in reducing Vehicle Miles Traveled over what is provided by bicycle parking. Therefore, the point value a Development Project could receive from the Bicycle Repair Station measure was assigned a low value of one point.

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<sup>34</sup> LDA Consulting, *2011 Capital Bikeshare Member Survey Report*, 2012 and LDA Consulting, *2013 Capital Bikeshare Member Survey Report*, 2013.

<sup>35</sup> *Ibid.*

### **Bicycle Repair Services**

Provision of bicycle repair services supports on-going use of bicycles for transportation. A California Air Resource Board policy brief includes “Bike Stations”, facilities which combine secure bicycle parking with repair services or tools, in the bicycle trip-end infrastructure category, the provision of which is an effective strategy that facilitates increased bicycle use and reduced driving.<sup>36</sup> No literature was found to document the specific effect these services have individually on reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Bicycle Repair Services measure was assigned a low value of one point.

### **Fleet of Bicycles**

Provision and maintenance of a fleet of bicycles for resident or employee use supports occasional bicycle need and use, and may introduce bicycling for transportation to those who do not regularly bicycle. Although this measure is similar to Bay Area Bike Share in that a person can use a shared bicycle, this measure only influences trips at the origin (home) or ultimate destination (work) of a tour, where as a Bay Area Bike Share network could influence both the origin and ultimate destination of a tour, as well as trips in between the origin and destination. Therefore, the point value a Development Project could receive from the Fleet of Bicycles measure was assigned a low value of one point.

### **Bicycle Valet Parking**

Monitored parking for bicycles supports use of bicycles for transportation. No literature was found to document the effect monitoring parking for bicycles has individually in reducing Vehicle Miles Traveled. However, the nature of the effect is similar in regards to the bicycle parking measure described above, but more limited in applicability to uses with large events. Therefore, the point value a

Development Project could receive from the Bicycle Valet Parking measure was assigned a low value of one point.

### **Car-share**

#### **Car-sharing**

The CAPCOA report identifies a maximum of 0.7 percent reduction Vehicle Miles Traveled for providing car-share (TRT-9). The Fehr & Peers spreadsheet developed for San Francisco identifies a maximum of 0.5 percent reduction in Vehicle Miles Traveled for providing on-site car-share parking and 4.1 percent reduction for providing a car-share membership based upon California Air Resources Board policy brief.<sup>37</sup> Using the simple formula identified above, this equates to a maximum five point value. Five options are provided for Car-Sharing, depending upon the amount of on-site car-share provided and whether or not a membership is provided.

### **Delivery**

#### **Delivery Supportive Amenities**

Delivery supportive amenities may reduce Vehicle Miles Traveled by reducing number of trips that may otherwise have been by single occupancy vehicle. No literature was found to document the effect these services have individually in reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Delivery Supportive Amenities measure was assigned a low value of one point.

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<sup>36</sup> *Ibid.*

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<sup>37</sup> [http://www.arb.ca.gov/cc/sb375/policies/carsharing/carsharing\\_brief.pdf](http://www.arb.ca.gov/cc/sb375/policies/carsharing/carsharing_brief.pdf)

### **Provide Delivery Services**

Provided delivery services may reduce Vehicle Miles Traveled from single-stop motorized deliveries, by providing delivery services by bicycle, on foot, or in a delivery vehicle that makes multiple stops. No literature was found to document the effect delivery services have individually in reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Provide Delivery Services measure was assigned a low value of one point.

### **Family**

#### **Family TDM – Amenities**

Providing amenities for families may reduce Vehicle Miles Traveled by addressing particular challenges that families face in making trips without a private vehicle. No literature was found to document the effect these amenities have individually in reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Family TDM – Amenities measure was assigned a low to low-medium value of two points. Two options are provided for Family TDM – Amenities, with the potential of selecting both options, depending upon the amount of provided amenities.

#### **On-Site Childcare**

One of the important factors in affecting travel behavior is diversity of land uses (also known as land use mix). SF-CHAMP accounts for a diversity of land uses to estimate Vehicle Miles Traveled throughout San Francisco. However, childcare is not a specific land use documented in SF-CHAMP, although trips associated with these land uses typically function similar to office. While this use may have some visitor trips associated with them (childcare drop-off and pick-up), those trips are often a side trip within a larger tour. For example, the visitor trips are influenced by the origin (home) and/or ultimate destination (work) of those tours. Given the unmet

need of child care in San Francisco<sup>38</sup> and the influence that locating child care near a person's home or work may have in shorting vehicle trip length or shifting vehicle trips to sustainable modes or reducing vehicle trips,<sup>39</sup> this TDM measure was added to the TDM Program. While this TDM measure may have a substantial effect on reducing Vehicle Miles Traveled for families with children, no literature was found to document this effect and families with children under the agencies 0-12 are a smaller subset of the total population in San Francisco.<sup>40</sup> Therefore, the point value a Development Project could receive from the On-site Childcare measure was assigned a low to low-medium value of two points.

#### **Family TDM Package**

This TDM measure, which is a combination of the Car-Sharing and Family TDM – Amenities measures, acknowledges the complementary and synergistic effects of family-supportive measures in the TDM menu when packaged together. Projects can address the particular challenges that families face in making trips without a private vehicle by providing a suite of measures. No literature was found to document the effect this package has individually in reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Family TDM Package measure was assigned a low to low-medium value of two points.

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<sup>38</sup> San Francisco Child Care Planning & Advisory Council, *San Francisco Early Care and Education Needs Assessment*, 2012-2013.

<sup>39</sup> American Planning Association, *The Importance of Ensuring Adequate Child Care in Planning Practice*, 2011.

<sup>40</sup> As of 2010, approximately 79,210 children aged 0 – 12 resided in San Francisco. This represented approximately 9.7 percent of the total San Francisco population. Source: San Francisco Child Care Planning & Advisory Council, 2012-2013.

## High-Occupancy Travel

### Contributions or Incentives for Sustainable Transportation

The CAPCOA report identifies a maximum of 20.0 percent reduction in Vehicle Miles Traveled for providing a public transit subsidy (TRT-4). The Fehr & Peers spreadsheet developed for San Francisco identifies a maximum of 7.5 percent reduction in Vehicle Miles Traveled for providing a public transit subsidy.<sup>41</sup> Using the simple formula identified above, this equates to a maximum eight point value. Four options are provided for Contributions or Incentives for Sustainable Transportation, depending upon the percent amount of provided contribution or incentives.

### Shuttle Bus Service

The CAPCOA report identifies a maximum of 13.4 percent reduction in Vehicle Miles Traveled for providing shuttles (TRT-11). Using the simple formula identified above, this equates to a maximum 14 point value. Two options are provided for Shuttle Bus Service, depending upon the service frequency provided for the shuttle.

### Vanpool Program

Shuttle and vanpool are grouped together in the CAPCOA report (TRT-11). Given this grouping, although a property owner could select both the Shuttle Bus Service and Vanpool Program, the maximum point value a property owner could receive between the two TDM measures is 14 points. The Vanpool Program requires the property owner to purchase or lease vans for employee use and pay for mileage and maintenance of the vehicles. The

frequency of the Vanpool Program service is intended to serve trips at the beginning and end of the workday to and from employee's residences. Conversely, the Shuttle Bus Service measure offer service generally throughout the day. This longer and more frequent service provides more freedom for people participating in the Shuttle Bus Service than the Vanpool Program because people know they can catch a shuttle if appointments, emergencies, and other activities come up and they need to return home. Therefore, for the purposes of the TDM Program, the maximum point value a Development Project could receive from the Vanpool Program measure was reduced from 14 points to seven points. Seven options are provided for this TDM measure, depending upon the number of employees eligible for the program.

## Information and Communications

### Multimodal Wayfinding Signage

Wayfinding signage orients users to locations of sustainable transportation choices. No literature was found to document the effect signage has individually in reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Multimodal Wayfinding Signage measure was assigned a low value of one point.

### Real Time Transportation Information Displays

Real time transportation information displays support on-the-go decision making to support sustainable trip making. No literature was found to document the effect these displays have individually in reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Real Time Transportation Information Displays measure was assigned a low value of one point.

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<sup>41</sup> The 20.0 percent reduction in Vehicle Miles Traveled identified in the CAPCOA report was dampened in the Fehr & Peers spreadsheet based on San Francisco Department of Environment, *San Francisco Commuter Benefits Ordinance, 2012-2013 Annual Report*, April 2014, which documents 25 percent participation rates of employees eligible to participate in the Commuter Benefits Ordinance and then by 50 percent assuming SF-CHAMP already accounts for public transit subsidies.



### **Tailored Transportation Marketing Services**

The CAPCOA report identifies a maximum of 4.0 percent reduction in Vehicle Miles Traveled for providing marketing services (TRT-7). Using the simple formula identified above, this equates to a maximum four point value. Four options are provided for Tailored Transportation Market Services, depending upon the amount of activities provided in the marketing services.

### **Land Use**

#### **Healthy Food Retail in Underserved Area**

One of the important factors in affecting travel behavior is diversity of land uses (also known as land use mix). SF-CHAMP accounts for a diversity of land uses to estimate Vehicle Miles Traveled throughout San Francisco. However, SF-CHAMP does not account specifically identify retail destinations, nor could it understand the granular level difference between places with healthy and unhealthy food options. By locating grocery stores and other retailers that provide healthy food options in areas that are underserved, new development can create the option for existing residents and workers to travel shorter distances and by other modes to perform their food shopping, thereby reducing Vehicle Miles Traveled. Although some literature exists to document this effect,<sup>42</sup> the literature is limited and does not quantify the individual effect on reducing Vehicle Miles Traveled. Therefore, the point value a Development Project could receive from the Healthy Food Retail in Underserved Area measure was assigned a low to low-medium value of two points.

#### **On-site Affordable Housing**

Demographics are a factor that influence travel behavior. The CAPCOA report identifies a maximum

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<sup>42</sup> Lawrence Frank, *Travel Behavior, Environmental, & Health Impacts of Community Design & Transportation Investment. A Study of Land Use, Transportation, Air Quality, and Health in King County, WA*, 2005.

of 4.0 percent reduction in Vehicle Miles Traveled for providing on-site affordable housing (LUT-6), assuming 100 percent on-site affordable housing.<sup>43</sup> Using the simple formula identified above, this equates to a maximum four point value. Four options are provided for On-site Affordable Housing, depending upon the percent amount of provided on-site affordable housing.

### **Parking Management**

#### **Unbundle Parking**

The CAPCOA report identifies a maximum of 13.0 percent reduction in Vehicle Miles Traveled for providing unbundle parking (PDT-2). The Fehr & Peers spreadsheet developed for San Francisco identifies a maximum of 4.5 percent reduction in Vehicle Miles Traveled for unbundle parking.<sup>44</sup> Using the simple formula identified above, this equates to a maximum five point value. Five options are provided for Unbundle Parking, depending upon the neighborhood parking rate. A lower neighborhood parking rate will result in a higher point value possible for this TDM measure. The rationale for this connection is parking costs are higher in more constricted parking supply setting and thus the effectiveness of unbundling the cost of a parking space from the unit or leased space increases. Using the neighborhood parking rate as a basis for assigning points accounts for the variability in geography throughout San Francisco and the effect this can have on travel behavior.

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<sup>43</sup> Note: the research used to support this estimate assumes an average of 25 percent below median income for the on-site affordable Dwelling Units.

<sup>44</sup> The 13.0 percent reduction in Vehicle Miles Traveled identified in the CAPCOA report was dampened in the Fehr & Peers spreadsheet based on updated California Statewide Household Travel Survey data and by 50 percent assuming SF-CHAMP already accounts for parking unbundling.

### **Parking Pricing**

The CAPCOA report identifies a maximum of 19.7 percent reduction in Vehicle Miles Traveled for parking pricing (TRT-14). This measure is defined as charging for parking (or eliminating a parking subsidy) instead of providing it free to the consumer. Most research cited in the CAPCOA report studied impacts of workplace parking subsidy elimination on individual sites and not regionally. However, the measure proposed in the TDM ordinance reflects the elimination of bulk parking (i.e., consumers are unable to purchase parking for a duration longer than a day) requiring travelers to consider the cost of parking each day (and being able to save money if they choose not to drive on a given day) as opposed to using a weekly or monthly pass. Based on the San Francisco Parking Supply and Utilization Study (adoption anticipated in July, 2016), this TDM measure could reduce Vehicle Miles Traveled by two percent. Using the simple formula identified above, this equates to a maximum two point value.

### **Parking Cash Out: Non-residential Tenants**

The CAPCOA report identifies a maximum of 7.7 percent reduction in Vehicle Miles Traveled for parking cash-out (TRT-15) in an urban setting. However, the San Francisco Parking Supply and Utilization Study (adoption anticipated in July, 2016) found that requiring parking cash out citywide had a much smaller effect within San Francisco – closer to one percent reduction in neighborhood Vehicle Miles Traveled. This finding is reflective of the fact that very few workers in San Francisco have their parking paid by their employers and those that do are not very price sensitive when making travel decisions. In addition, most employees are already offered a subsidy for public transportation, vanpools, or bicycling (or the ability to purchase these services tax free), which mirrors many of the benefits of cash out. Therefore, the effects of a cash out measure were estimated to be much lower than what is described in the CAPCOA report, and the maximum point value a Development Project could receive from the Parking Cash Out measure was reduced from eight points to two points.

### **Parking Supply**

The CAPCOA report identifies a maximum of 12.5 percent reduction in Vehicle Miles Traveled related to parking supply (PDT-1). Recent research, described further below, indicates that an area with more parking influences a higher demand for more automobile use. This research was used to confirm and refine the CAPCOA report parking supply Vehicle Miles Traveled reduction estimates to tailor them to San Francisco conditions.

A New York City study of three boroughs showed a clear relationship between guaranteed vehicular parking at home and a greater tendency to use the automobile for trips made to and from work, even when both work and home are well served by transit. The study also infers that driving to other non-work activities is also likely to be higher for households with guaranteed vehicular parking.<sup>45</sup> Related literature focused on the relationship between the availability of free on-street parking supply and the number of cars per household supports the findings that the availability of parking increases private car ownership by approximately nine percent.<sup>46</sup> A study of households within a two-mile radius of ten rail stations in New Jersey concluded that if development near transit stations is developed with a high parking supply (on- and off-street), then those developments will not reduce automobile use compared to developments located further away from transit stations, and that parking supply can undermine the incentive to use transit that proximity to transit provides.<sup>47</sup> A study of nine cities across the United States looked at the question of whether citywide changes in vehicular parking

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<sup>45</sup> Rachel Weinberger, *Death by a thousand curb-cuts: Evidence on the effect of minimum parking requirements on the choice to drive*. *Transport Policy*, 20, March 2012.

<sup>46</sup> Guo Zhan, *Residential Street Parking and Car Ownership*. *Journal of the American Planning Association*, 79:1, 32-48, May 9 2013.

<sup>47</sup> Daniel Chatman, *Does Transit-Oriented Development Need the Transit?*, *Access*, Fall 2015.

cause automobile use to increase, or whether minimum parking requirements an appropriate response the already rising automobile use. The study concluded that: “parking provision in cities is a likely cause of increased driving among residents and employees in those places”.<sup>48</sup>

Research conducted in San Francisco focused on whether or not a relationship exists between the provision of off-street parking and the choice to drive among individuals traveling to or from the site (similar to the focus of one of the questions in the nine city United States study). Following data collection and an empirical review of the data, this research found that reductions in off-street vehicular parking for office, residential, and retail developments reduce the overall automobile mode share associated with those developments, relative to projects with the same land uses in similar contexts that provide more off-street vehicular parking.<sup>49</sup> In other words, more off-street vehicular parking is linked to more driving and that people without dedicated parking spaces are less likely to drive.

Based upon the recent research, besides Shuttle Bus Service, a reduced Parking Supply is the most effective TDM measure available in the menu. Therefore, for the purposes of the TDM Program, the maximum point value a Development Project could receive from the Parking Supply measure was assigned a high value of 11 points. Eleven options are provided for this TDM measure, depending upon the Development Project’s parking supply compared to the neighborhood parking rate.

The neighborhood parking rate is number of existing Accessory Parking spaces provided per Dwelling Unit or per 1,000 square feet of non-residential uses for

each transportation analysis zone within San Francisco. A full description of the methodology for estimating the neighborhood parking rate is included in Appendix B of the TDM Technical Justification document and may be refined over time. If a Development Project is parked at or below the neighborhood parking rate, the Development project would receive points for this TDM measure.<sup>50</sup>

Using the neighborhood parking rate as a basis for assigning points accounts for the variability in geography throughout San Francisco and the effect this can have on travel behavior. The purpose of the TDM Program is to reduce the Vehicle Miles Traveled that would be otherwise estimated to occur from new development (in SF-CHAMP or other transportation modeling software) based upon the new development’s transportation analysis zone location. SF-CHAMP provides an estimate of Vehicle Miles Traveled at the geographic scale of a transportation analysis zone, but it does not include inputs for site level characteristics like TDM measures, including Accessory Parking supply. Although not an input into SF-CHAMP, based upon the recent research, the existing Accessory Parking supply within a transportation analysis zone has a relationship with the Vehicle Miles Traveled for that transportation analysis zone. Therefore, a new development would mostly likely not reduce Vehicle Miles Traveled as it relates to Parking Supply, if the new development is not parked at least at or below the neighborhood parking rate.

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<sup>48</sup> Chris McCahill, et al., *Effects of Parking Provision on Automobile Use in Cities: Inferring Causality*, Transportation Research Board, November 13, 2015.

<sup>49</sup> Fehr and Peers, 2015b.

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<sup>50</sup> In the future, as more research is conducted and as part of updates to the TDM Program Standards, Planning staff may recommend to the Planning Commission that Development Projects parked above the neighborhood parking rate should receive negative points.

## Factors Rejected for Point Value Assignment

Other factors were considered in assigning point values, such as cost, other City policy goals, and Municipal Code requirements, but those factors were dismissed because they do not reflect the core purpose of the TDM Program of reducing Vehicle Miles Traveled. In regards to cost, the economics of each project will vary greatly as to whether the TDM measures selected for the project will result in an additional cost or cost savings. For example, the upfront cost of constructing a garage structure parking and underground parking is approximately \$50,000 to \$80,000 per space, respectively, in 2014 dollars.<sup>51</sup> If a developer chooses not to construct parking, the developer saves that cost. Conversely, some luxury housing developers may sell those parking spaces at a greater amount than it costs to construct the parking spaces, taking into account the unbundling of the parking space from a dwelling unit. In addition, transportation options such as TDM measures are amenities to residents, tenants, employees, and visitors because they enhance convenience and freedom by providing or facilitating easy-to-use travel options. Thus, developers may be able to recover some of the costs from providing those amenities. Resources are available for developers to use in estimating costs of some TDM measures in the menu.<sup>52</sup>

## Development Projects with a Substantial Amount of Parking

A Development Project may initially propose more Accessory Parking spaces than the menu can address. Assuming every TDM measure applicable to a land use category is available to a Development Project, the following identifies the number of

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<sup>51</sup> Refer to TransForm, *GreenTrip Certified, How to Guide, A Step by Step Guide to the GreenTRIP Certification Process*, April 1, 2015.

<sup>52</sup> Refer to TransForm, *GreenTrip Certified, How to Guide, A Step by Step Guide to the GreenTRIP Certification Process*, April 1, 2015.

Accessory Parking spaces that may be included for land use categories A, B, and C when all points have been exhausted for the Development Project:

- ☞ Land use category A (Retail Type Uses) = 118 Accessory Parking spaces (70 points)
- ☞ Land use category B (Office Type Uses) = 550 Accessory Parking spaces (66 points)
- ☞ Land use category C (Residential Type Uses) = 580 Accessory Parking spaces (69 points)

However, for six TDM measures in the TDM Menu, all of the associated points may not be available to all types of projects within the land use categories as described in Chapter 3 of the TDM Technical Justification. Taking these six TDM measures into account, the following identifies the approximate number of Accessory Parking spaces that may be included for land use categories A, B, and C when no more points associated with TDM measures are available for the Development Project:

- ☞ Land use category A (Retail Type Uses) = 84 Accessory Parking spaces (53 points)
- ☞ Land use category B (Office Type Uses) = 410 Accessory Parking spaces (52 points)
- ☞ Land use category C (Residential Type Uses) = 420 Accessory Parking spaces (53 points)

The previous amount assumes a Development Project would be able to select the Shuttle Bus Service measure. If this TDM measure is not available (e.g., it would replicate a high frequency Muni line), the following identifies the number of Accessory Parking spaces that may be included for land use categories A, B, and C when no more points associated with TDM measures are available, excluding Shuttle Bus Service, for the Development Project and stated in Section 2.2(b)(3) of the TDM Program Standards:

- ☞ Land use category A (Retail Type Uses) = 56 Accessory Parking spaces (39 points)
- ☞ Land use category B (Office Type Uses) = 270 Accessory Parking spaces (38 points)
- ☞ Land use category C (Residential Type Uses) = 280 Accessory Parking spaces (39 points)

For Development Projects with Accessory Parking that exceeds the neighborhood parking rate, TDM measures are provided to counterbalance the amount of Accessory Parking provided and reduce Vehicle Miles Traveled. That is not the case for Development Projects that exceed the aforementioned amounts of Accessory Parking given no more TDM measures and points are available, excluding the Parking Supply measure. Therefore, in order to reduce Vehicle Miles Traveled below the amount that would be otherwise estimated to occur from new development (in SF-CHAMP or other transportation modeling software) based upon the new development's transportation analysis zone location, these Developments projects need to provide parking at rates no greater than the neighborhood parking rate for each land use included in the Development Project. The neighborhood parking rate requirement is in addition to all of the TDM measures and points already applicable for the land use category.

**Example:** A property owner proposes new construction that includes 1,500 Dwelling Units (40 percent two-bedrooms or more and 30 percent on-site affordable housing) and initially 500 Accessory Parking spaces. The neighborhood parking rate for the location of the project site, Transportation Analysis Zone 579, is 0.25 parking spaces per dwelling unit.

Dwelling Units are identified as land use category C. Land use category C has a base target of 13 points. For every additional 10 Accessory Parking spaces provided above 20, rounding up, one additional point is required. Therefore, the land use category C target for this project is 61 points.

The property owner selects all available TDM measures for land use category C, except Parking Supply, which totals 42 points: Unbundle Parking – Location d = 4 points; Improve Walking Conditions – Option a = 1 point; Bicycle Parking – Option d = 4 points; Bike Share Membership – Location b = 2 points; Bicycle Repair Station = 1 point; Bicycle

Repair Services = 1 point; Fleet of Bicycles = 1 point; Car-Share Parking – Option e = 5 points; Delivery Supportive Amenities = 1 point; Family TDM Amenities – Options a & b = 2 points; On-site Childcare = 2 points; Family TDM Package = 2 points; Contributions or Incentives – Option d = 8 points; Multimodal Wayfinding Signage = 1 point; Real Time Transportation Information Displays = 1 point; Tailored Transportation Marketing Services = 4 points; and On-site Affordable Housing – Option b = 2 points. Shuttle Bus Service is not available to the property owner at this location.

Given no more TDM measures and points are available for the property owner, excluding the Parking Supply measure, the TDM Program Standards require these projects to park at or below the neighborhood parking rate for their land use category. This requires the property owner to reduce the amount of Accessory Parking proposed from 500 spaces to 375 spaces (1,500 Dwelling Units \* 0.25 parking spaces). The neighborhood parking rate requirement is in addition to including all TDM measures and points applicable for the land use category in the Development Project's TDM Plan, as specified in the paragraph above.

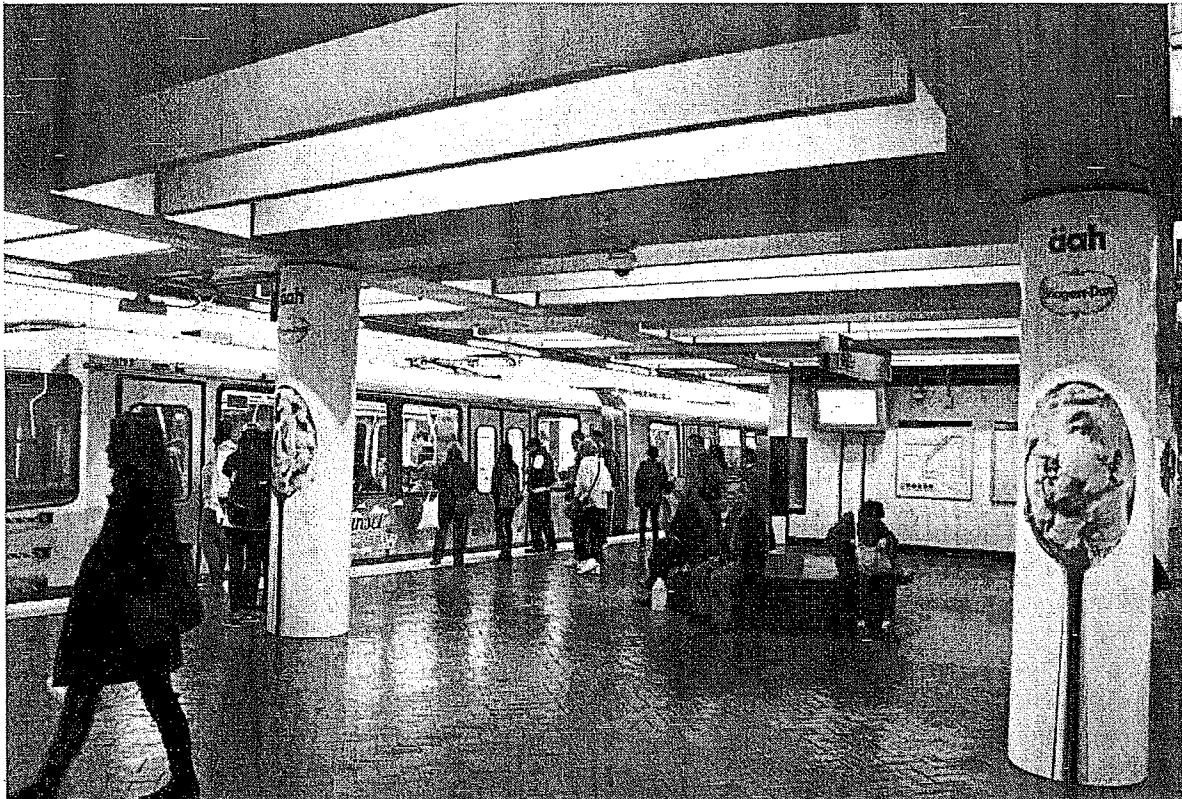


## Chapter 5

### TDM Program Updates

As stated in the Section 4 of TDM Program Standards, potential updates to TDM menu may occur to reflect new findings on the efficacy of the measures in the TDM menu or for measures not previously included in the TDM menu. TDM measures will be revisited in light of research findings and the results of local data collection efforts (e.g., at sites subject to the TDM Program). The menu may be updated to reflect a deeper understanding regarding relative effectiveness determinations, including the efficacies of individual (e.g., Parking Supply) or multiple TDM measures (e.g., Bicycle Parking and Car-Share Parking) within varying San Francisco contexts (e.g., geographies or land use types). The menu and points may also be updated to reflect citywide and regional Vehicle Miles Traveled targets outlined in ongoing planning efforts (e.g., the San Francisco Transportation Plan and Plan Bay Area).

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# Appendix A: Land Use Categorization



# Memorandum

**Date:** 04.04.2016  
**To:** Wade Wietgreffe, San Francisco Planning Department  
Carli Paine, San Francisco Municipal Transportation agency  
**From:** Drew Cooper, Michael Schwartz, San Francisco County Transportation Authority  
**Subject:** Land Use Categories

The City and County of San Francisco recommends introduction of a Transportation Demand Management (TDM) ordinance which, if approved, will require developers to choose from a menu of improvements to reduce their project's impact on the transportation network through a reduction in vehicle miles traveled (VMT). While the goal of reduced VMT applies to all new development, the applicable measures and points target varies depending on the land use. With this in mind, the TDM Program (Program) has four (4) land use categories. Each use outlined in Section 102 of the Planning Code (Definitions) has been assigned to a category and must meet the requirements of that category.

The remainder of this memo describes the trips associated with the land use and parking spaces for each of the categories.

**Category A:** Land uses in Category A most closely reflect retail use. Sample land uses include formula retail, museums, entertainment venues, and grocery stores. Many Category A trips are associated with visitors and customers. These trips tend to be shorter in nature, and each parking space accommodates significantly more driving than parking spaces in other groups (see Attachment 1). TDM measures in this category are intended to reduce VMT from visitors and customers (as opposed to store employees), and the targets reflect the higher trip rate associated with each parking space.

**Category B:** Land uses in Category B most closely reflect office use. Sample land uses include Office, Child Care Facility, and School. While these uses may be associated with some visitor/customer trips, many of the trips will be made by employees and the TDM measures should focus on reducing employee related VMT. Since parking spaces associated with Category B land uses tend to have less turnover (and therefore lower VMT) than Category A, the Program assigns lower targets per parking space.

**Category C:** Projects in Category C reflect residential use. Parking spaces in Category C generate fewer trips than Category B, reflected in the Program targets. TDM measures for projects in this category target VMT reduction for residents.

**Category D:** Land uses in Category D are associated with the lowest amount of trip generation, due to lower employment density and a low rate of visitors/customers. Sample land uses in Category D include Manufacturing, Power Plant, and Shipyard. TDM measures for Category D target employee VMT reduction and Program targets are commensurately lower than all other categories.



Attachment

1. Estimated Auto Trips Per Parking Space by Land Use, Results of 2014/15 SF Field Survey

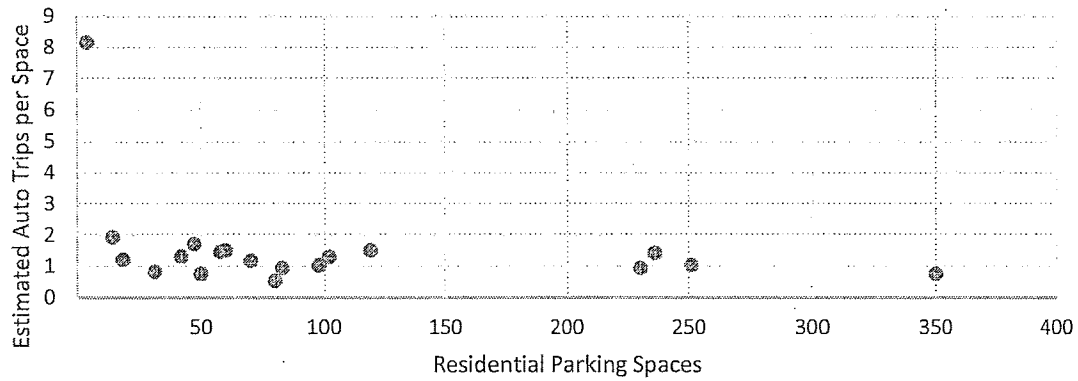
cc: A. Ben-Pazi, R. Schuett – Planning  
M. Munowitch – SFMTA  
S. Cleveland-Knowles, A. Ruiz-Esquide -- CAO  
JC, RGR – File: TSP (TDM Ordinance)

# Attachment 1

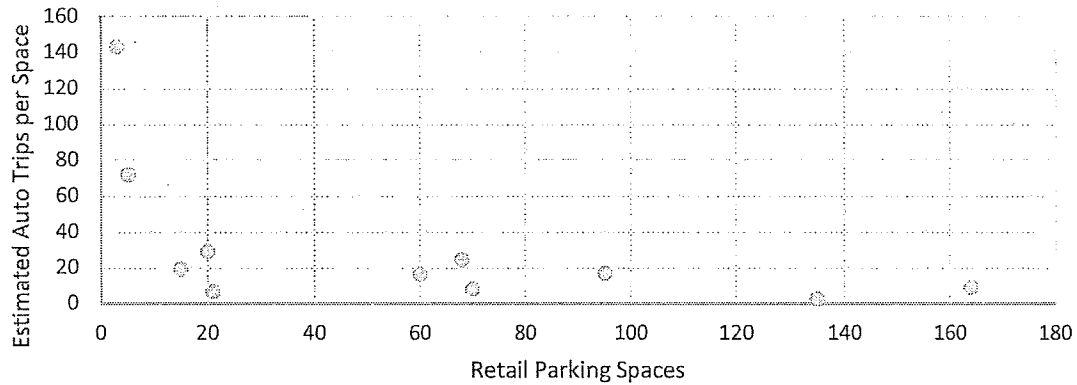
## Average Peak Period Auto Trips Per Parking Space Summer 2014/15 SF Field Data Collection

	AM	PM	Combined
Residential	0.37	0.50	0.87
Retail	3.75	9.87	13.61
<i>Ratio -- Retail:Residential</i>	<i>10.03</i>	<i>19.71</i>	<i>15.58</i>

AM + PM Peak Period Auto Trips by Number of Parking Spaces at Residential Buildings



AM + PM Peak Period Auto Trips by Number of Parking Spaces at Retail Establishments



# Appendix B: Neighborhood Parking Rate Methodology



# Memorandum

Date: 04.06.2016

To: Wade Wietgreffe, San Francisco Planning Department

From: Drew Cooper, SFCTA

Subject: General Non-Residential Off-Street Parking Rate Estimation for San Francisco

The purpose of this memo is to document the estimation of a generalized non-residential off-street parking rate to be used in the TDM program in order to evaluate the parking requirements for new development at a fine-grained spatial level. The Transportation Authority did not make any attempt to separate or consider the distinctions of the various types of non-residential land uses, due to complications in relating off-street publicly available parking to the particular land uses it serves, although this analysis could be done if deemed desirable.

## METHODOLOGY

The Transportation Authority estimated a general non-residential off-street parking rate as the number of public and private off-street parking spaces per 1000 square feet of non-residential land use. For each TAZ, we summarize the non-residential square footage and off-street parking supply for the TAZ and other nearby TAZs within 0.75 miles of network-based walking distance, with decreasing weight given to more distant TAZs.<sup>1</sup> We did this in order to derive a parking rate that is representative of the neighborhood and is not artificially truncated at arbitrary TAZ boundaries, and because parking for land uses within the TAZ may actually be located outside of the TAZ.

Land Use Data: Land use data were provided at a parcel level by the San Francisco Planning Department for 2013, and summarized to Traffic Analysis Zones (TAZs), which are the geographic unit used by SF-CHAMP travel demand model. Table 1 describes the types of land use included.

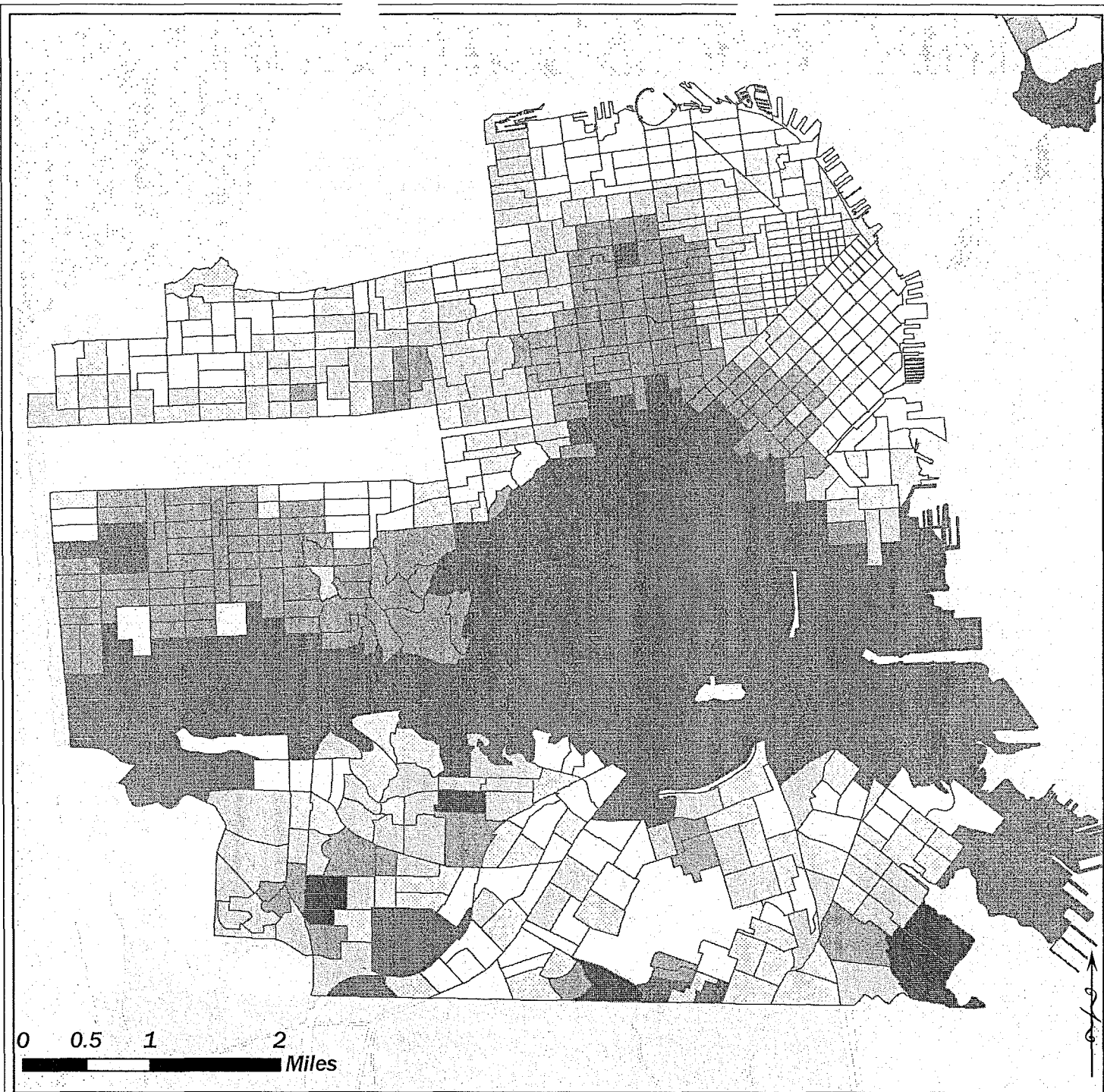
Table 1: Non-Residential Land Uses for Parking Rate Estimation

LAND USE CATEGORY	DESCRIPTION
CIE	Cultural, Institutional & Educational Services
MED	Medical and Health Services
MIPS	Management, Information & Professional Services
PDR	Production, Distribution & Repair
RETAIL	Retail / Entertainment
VISITOR	Visitor Lodging

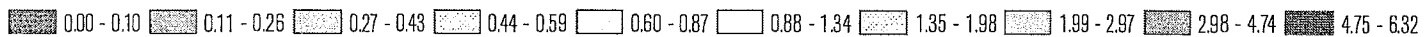
<sup>1</sup> The weight is a function of distance in the formula  $w = e^{-11.8d}$ , where  $d$  is the distance in miles.

Parking Data: Off-street, publicly available parking data were available through SFPark. Off-street, private parking estimates were taken from the Transportation Authority's Parking Supply and Utilization Study.

Network Data: Pedestrian network-based walking distances were taken from SF-CHAMP 2012 Base Year model run.



**Non-Residential Parking Supply Rate (Parking Spaces per kSF)**



*Non-Residential Parking Supply Estimated from SF Park Data*

This map shows TAZ-level estimates of parking supply rates for San Francisco, based off-street parking supply from SFpark and scaled up by 3% to match citywide totals to match the estimated supply from the PSUS parking estimation model



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# SAN FRANCISCO PLANNING DEPARTMENT

**MEMO**

DATE: March 29, 2016  
TO: TDM Working Group  
FROM: Wade Wietgreffe, San Francisco Planning Department  
RE: Zoning District Parking Supply Quantification – Residential

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The purpose of this memo is to document a method for estimating the parking supply available to residential land uses. Parking supply data will be used to estimate the auto mode share (AMS) of proposed new developments relative to the AMS of other developments of the same land use type in the same general location. The parking supply estimate will be used to derive a parking supply rate, which is the number of parking spaces per dwelling unit for residential uses. This methodology does not replace other methodologies being explored for residential uses (e.g., Department of Building Inspection building permit research).

### OVERVIEW OF METHODOLOGY

The methodology assumes the current zoning district parking requirements or allowances are a proxy for estimating parking supply by land use. Using San Francisco Planning Department Land Use Data, the methodology estimates the number of parking spaces by Census Tract, based upon the year of building construction (with different assumptions for buildings constructed prior to parking minimums<sup>1</sup>), the size of the residential building, and the zoning district the residential building is located within.

### STEPS AND RESULTS

1. Geographic Information Systems query of Planning Department Land Use Data (Year 2013). Table 1 identifies the query and results of the query.

**Table 1: Geographic Information Systems Land Use Data Query**

Land Use	Query	Results
Residential	YRBUILT <= 1954 AND ((RESUNITS >= 1))	115,156 buildings
	YRBUILT >= 1955 AND ((RESUNITS >= 1))	20,203 buildings

2. Inserted query results into database containing all Census Tracts within San Francisco and separated the data into whether the building was constructed prior to or after parking minimums were implemented.

<sup>1</sup> Parking minimums were instituted for residential uses in 1955.

This led to a total of two tabs for analysis: Pre-1955 Zoning Residential and Post-1955 Zoning Residential.

3. Filtered query results by current zoning district, including identification of fields for current zoning districts with special parking requirements/allowances (e.g., Bernal Heights Special Use District) or separate requirements/allowances based upon the occupied floor area (e.g., occupied floor area greater than or less than 5,000 square feet) or location (e.g., entire parcel is greater or less than ¼-mile from Market, Mission, 3<sup>rd</sup> Streets and 4<sup>th</sup> Street north of Berry Street).

This led to an identification of 79 zoning district fields for residential.

4. Estimated the preliminary parking factor to be utilized for each current zoning district field based upon the required or permitted amount.
5. For each Census Tract, estimated the total units for each current zoning district.
6. For each Census Tract, multiplied the preliminary parking factor for each current zoning district field by the total units.
7. For buildings constructed prior to parking minimums, a multiplier was applied to account for the number of buildings that could have been retrofitted to include parking based upon the building's location. Table 2 identifies those multipliers.

**Table 2: Multiplier for Buildings Constructed Prior to Parking Minimums**

Land Use	Location <sup>a</sup>	Number of Buildings Constructed Prior to Parking Minimums	Multiplier
Residential	AMS ≤40%	26,015	0.10 <sup>b</sup>
	AMS >41 ≤65%	63,408	0.5 <sup>c</sup>
	AMS > 65%	25,733	1.0 <sup>d</sup>

AMS = Auto Mode Split

- a. The AMS categories coincide with the three "Place Types" previously identified in the TDM+ Tool.
- b. Approximately 2,550 buildings constructed after 1955 within a Census Tract of less than or equal to 40 percent contain residential units. Each of these buildings is assumed to contain parking. Approximately 26,015 buildings constructed prior to parking minimums within a Census Tract of less than or equal to 40 percent contain residential units. The 0.10 multiplier assumes as many buildings constructed prior to 1955 as buildings constructed after 1955 contain parking spaces (2,550/26,015 = 0.10).
- c. Assumes that half of buildings constructed prior to 1955 (residential) are parked at the parking requirement/allowance for the zoning district the building is located in.
- d. Assumes that all of buildings constructed prior to parking minimums are parked at the parking requirement/allowance for the zoning district the building is located in.

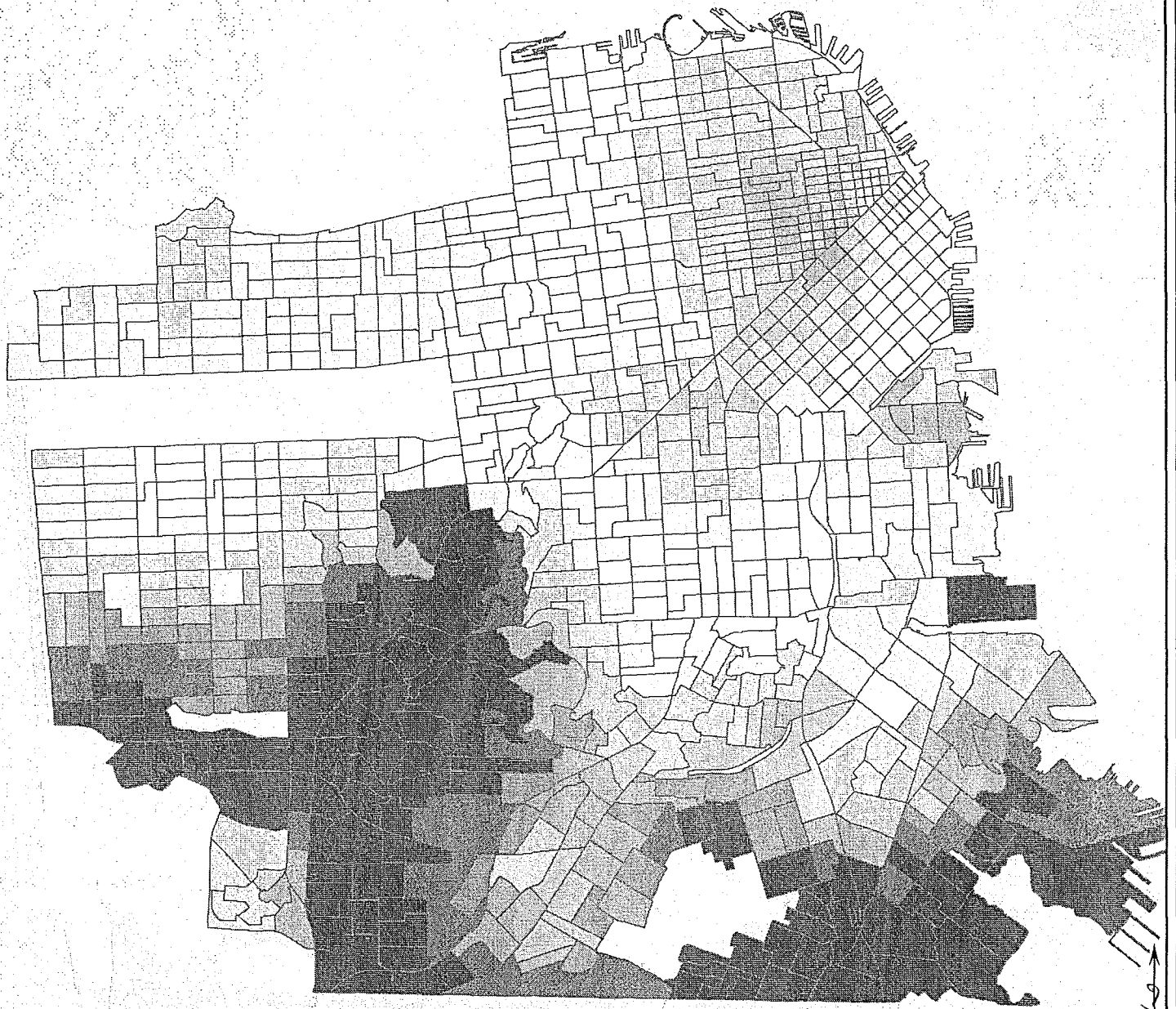


8. A total amount of parking spaces was estimated for each Census Tract (i.e., number of parking spaces for buildings constructed prior to and after parking minimums were implemented). Using this methodology, 151,402 citywide off-street residential parking spaces were estimated. See attached "Summary" tabs, "Parking Spaces (based on factors for Pre-1955 or Pre-1960)" columns for results by Census Tract.
9. The existing parked rate for each Census Tract was estimated (i.e., the total number of parking spaces/total amount of units. See attached "Summary" tabs, "Based on Factors for Pre-1955 or Pre-1960 Buildings)" columns, for results by Census Tract.
10. The parking rates from Census Tracts were applied to Traffic Analysis Zones (TAZs), which are geographic units generally smaller than Census Tracts, in order to estimate the parking supply at a TAZ level.<sup>2</sup> Then, for each TAZ, a weighted neighborhood parking rate is calculated. This parking rate takes into account the amount of parking and residential units in the TAZ itself, and other nearby accessible TAZs within 0.75 miles network-based walking distance, with more distant parking and residential units given decreasing weight.<sup>3</sup> This is done in order to overcome arbitrary boundaries formed by TAZs (or any geography with fixed boundaries) and to take into account surrounding conditions. The TAZ parking rate is the weighted summed parking divided by the weighted summed residential units.

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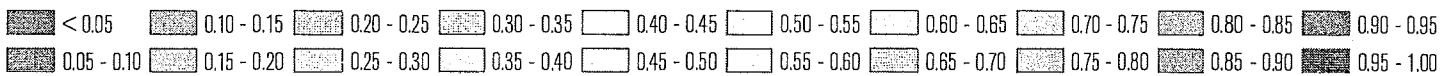
<sup>2</sup> TAZs are a convenient geography because they provide relatively fine spatial detail and because they are compatible with the SF-CHAMP travel demand model, which can be used to provide estimates of transportation-related measures, like VMT and mode share.

<sup>3</sup> The weight is a function of distance in the formula  $w = e^{-11.8d}$ , where  $d$  is the distance in miles.



0 0.5 1 2 Miles

**Residential Parking Supply Rate (Parking Spaces per Unit)**



*Residential Parking Supply Estimated using Zoning District Methodology*

This map shows TAZ-level estimates of parking supply rates for San Francisco, based on the zoning allowances and limits for buildings within them. Parking provision is weighted down for buildings built before 1955, when parking minimum requirements were implemented.



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BOARD of SUPERVISORS



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San Francisco 94102-4689  
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## MEMORANDUM

TO: John Rahaim, Director, Planning Department  
Ed Reiskin, Executive Director, Municipal Transportation Agency

FROM: *ll* Alisa Somera, Legislative Deputy Director  
*for* Land Use and Transportation Committee

DATE: February 6, 2017

SUBJECT: HEARING MATTER INTRODUCED

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The Board of Supervisors' Land Use and Transportation Committee has received the following hearing request, introduced by Supervisor Yee on January 31, 2017:

**File No. 170139**

**Hearing on the Transportation Demand Management Program Standards, Menu of Options, and the methodology in the Technical Justification document; and requesting the Planning Department and the Municipal Transportation Agency to report.**

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: Scott Sanchez, Planning Department  
Lisa Gibson, Planning Department  
AnMarie Rodgers, Planning Department  
Aaron Starr, Planning Department  
Joy Navarrete, Planning Department  
Jeanie Poling, Planning Department  
Janet Martinsen, Municipal Transportation Agency  
Kate Breen, Municipal Transportation Agency  
Dillon Auyoung, Municipal Transportation Agency  
Viktoriya Wise, Municipal Transportation Agency

Print Form

RECEIVED  
1/31/2017 @  
5:15 pm  
[Signature]

Time stamp  
or meeting date

# Introduction Form

By a Member of the Board of Supervisors or the Mayor

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter Amendment)
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning "Supervisor [ ] inquires"
- 5. City Attorney request.
- 6. Call File No. [ ] from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No. [ ]
- 9. Reactivate File No. [ ]
- 10. Question(s) submitted for Mayoral Appearance before the BOS on [ ]

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission     Youth Commission     Ethics Commission
- Planning Commission     Building Inspection Commission

**Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative Form.**

**Sponsor(s):**

Supervisor Yee, Fewer, Cohen

**Subject:**

Hearing on the Transportation Demand Management Program

**The text is listed below or attached:**

Hearing requesting presentations by the Planning Department and San Francisco Municipal Transportation Agency to review the Transportation Demand Management Program Standards, Menu of Options, and the methodology in the Technical Justification document.

Signature of Sponsoring Supervisor: [Signature]

For Clerk's Use Only: