



# SAN FRANCISCO PLANNING DEPARTMENT

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## Executive Summary Planning Code Amendments and Adoption of Standards HEARING DATE: AUGUST 4, 2016

*Case Number:* 2012.0726PCA  
*Project Name:* Transportation Sustainability Program –  
Shift - Planning Code Amendments Approval  
Adoption of Standards  
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*Recommendation:* **Recommend Approval**

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### PLANNING CODE AMENDMENT:

The first action (item a on the Agenda) before the Commission is adoption of an ordinance amending 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 TDM Plan applications and compliance reports; and to make conforming amendments to various sections of the Planning Code; affirming the Planning Department's determination under the California Environmental Quality Act, and making findings of public necessity, convenience, and welfare under Planning Code Section 302, and findings of consistency with the General Plan and the eight priority policies of Planning Code Section 101.1.

The Planning Code amendments are described below. A resolution regarding the adoption is provided in Attachment A. The draft TDM Ordinance is provided in Attachment B.

### ADOPTION OF THE PLANNING COMMISSION STANDARDS FOR THE TDM PROGRAM:

If adopted, the TDM Ordinance would require the Planning Commission to adopt the Planning Commission Standards for the TDM Program, or TDM Program Standards. The TDM Program Standards contain the specific requirements necessary for compliance with the TDM Program. The second action (item b on the Agenda) before the Commission is adoption of the TDM Program Standards.

A resolution regarding the adoption is provided in Attachment C. The draft TDM Program Standards (July 2016) document is included in Attachment D. It should be noted that this draft is revised from an earlier draft circulated to the public and Commission dated June 2016. Attachment D also includes a sheet that documents the substantive revisions made to the TDM Program Standards between the June 2016 and July 2016 drafts of the document.

A Planning Commission informational hearing regarding the Planning Code amendments and the TDM Program Standards was held on February 11, 2016. This legislation was initiated by the Planning Commission at a public hearing held on April 28, 2016. The legislation was initiated by a 7-0 unanimous vote via Resolution No. 19628.

For the sake of clarity, this Executive Summary repeats some information provided in the [February 11, 2016](#) and the [April 28, 2016](#) executive summaries. This Executive Summary also updates and provides new information regarding the TDM Program based upon feedback received at the April 28<sup>th</sup> hearing and via other outreach conducted since April 28<sup>th</sup>.

**THE WAY IT IS NOW**

The Planning Code currently contains a number of development-focused TDM measures, although the requirements are not specifically identified as TDM measures in the Planning Code. Table 1 summarizes these existing TDM measures, the topics they cover, and whether they apply to residential or non-residential development projects. It should be noted that many of these existing requirements are only applicable in certain Use Districts and/or for projects of a certain size.

**Table 1. Existing Planning Code Transportation Demand Management Requirements**

<i>Code Section</i>	<i>TDM Topic</i>	<i>Summary of Applicability</i>	
		<i>Residential</i>	<i>Non-Residential</i>
138.1(c)(2)	improve walking conditions	yes	yes
151.1	parking supply	yes	yes
155(g)	parking pricing	no	yes
155.2	bicycle parking	yes	yes
155.4	shower facilities and lockers	no	yes
163	tailored transportation marketing services	yes	yes
165	on-site child-care	no	yes
166	car share parking	yes	yes
167	unbundling parking costs	yes	no
415	on-site affordable housing	yes	no

A TDM program for a project may also be created during the development review process. The development of a TDM program generally occurs one of four ways:

- voluntarily, through an improvement measure(s);
- mitigation measures via CEQA;
- through a negotiated Development Agreement; or
- through Institutional Master Plan requirements.

Since July 2014, during the transportation review process, Planning staff has requested project sponsors consider providing additional TDM measures, as improvement measures, via a TDM Checklist. The TDM Checklist includes many of the TDM measures considered in this proposed TDM Program. Public notification regarding which TDM measures are selected is limited.

The Planning Department does not currently have adopted guidance on the provision of TDM measures, nor is there a formal monitoring program beyond steps included in a mitigation monitoring and reporting plan adopted as conditions of approval for a smaller number of projects approved before the Commission.

## **THE WAY IT WOULD BE**

**TDM Ordinance – Details.** The draft TDM Ordinance would amend the Planning Code to add a new Section 169 (Attachment B). This draft new section includes a discussion of findings; definitions; applicability; exemptions; requirements; and monitoring, reporting, and compliance; and a reference to TDM Program Standards. Some of these details are summarized below. In addition, the draft TDM Ordinance includes making conforming amendments to existing Planning Code Sections 151, 163, 166, 305 and 357.

*Applicability.* The draft TDM Ordinance would apply to all Development Projects, with greater than or equal to 10 dwelling units, 10 or more beds in a group housing or residential care facility, or 10,000 square feet of non-residential space, except as described in the exemptions description, below. In addition, the draft TDM Ordinance would apply to Change of Use of greater than 25,000 square feet of non-residential space. Discussion regarding Change of Use size applicability is described in the Revisions to the TDM Ordinance Since Initiation heading below.

*Exemptions.* The draft TDM Ordinance includes exemptions for one hundred percent affordable housing projects and Parking Garages and Parking Lots. It should be noted that exempt projects would still be subject to any existing applicable Planning Code TDM requirements identified in Table 1. Discussion regarding Parking Garages and Parking Lots is described in the Revisions to the TDM Ordinance Since Initiation and Public Outreach headings below.

*Requirements.* The draft TDM Ordinance requires a property owner to submit a TDM Plan with the first Development Application. The TDM Plan is required to document the Development Project's compliance with Planning Code Section 169 and the TDM Program Standards. The requirement for a TDM Plan becomes a condition of approval for the Development Project.

*Monitoring, Reporting, and Compliance.* The draft TDM Ordinance requires a property owner to commit to monitoring, reporting, and compliance throughout the Life of the Project. This is to ensure that the TDM Plan is being implemented correctly, on an on-going basis. The monitoring, reporting, and compliance includes:

- Maintaining a TDM coordinator (who could be the provider of on-site transportation brokerage services);
- Allowing City staff to access the property for monitoring, reporting, and compliance activities;
- Facilitating a site inspection prior to issuance of a first Certificate of Occupancy; and
- Submittal of periodic compliance reports to document ongoing compliance.

**TDM Program Standards (Attachment D).** The TDM Program Standards contain the specific requirements necessary for a Development Project’s compliance with Planning Code Section 169. The 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 Section 2 and 3 of the TDM Program Standards.
- **Section 2** provides the standards for a TDM Plan. The standards require a Development Project to achieve a target, based upon the number of Accessory Parking spaces proposed for a land use, by selecting TDM measures that reduce Vehicle Miles Traveled in a TDM menu.
- **Section 3** discusses the monitoring and reporting process after a Development Project has been entitled.
- **Section 4** describes the 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 in the TDM menu.

The TDM Program Standards are the culmination of years of work and research. This research is summarized in the TDM Technical Justification document.

**TDM Technical Justification (Attachment E).** The TDM Program was developed by a technical working group comprised of staff from the Planning Department, the San Francisco County Transportation Authority, and the San Francisco Metropolitan Transportation Agency, 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 is not the subject of an action taken by the Commission.

## **REVISIONS TO THE TDM ORDINANCE SINCE INITIATION**

Revisions to the TDM Ordinance language have occurred since the April 28<sup>th</sup> hearing in response to comments received from the Commission or the public on or since that time, further discussions between staff, or to correct minor inaccuracies, typographical errors, or to clarify material further. Substantive language revisions are described below:

### **Planning Code Section 169.3. Applicability – Change of Use.**

*Amendment.* The applicability of the TDM Ordinance to Changes of Use was increased from 10,000 square feet of Occupied Floor Area to 25,000 square feet of Occupied Floor Area. In addition, the TDM Program Standards were clarified to note that the TDM Program Standards only apply if the Change of Use results in an intensification of use (e.g., Production, Distribution, and Repair to office).

*Discussion.* Many of the TDM measures included on the TDM menu are physical measures, such as bicycle parking, car-share parking, and delivery supportive amenities. These physical measures typically require accessible ground floor or basement-level space which is most effectively included in the original design of the building. Subsequent tenants may not have

control over, or the ability to modify the required building space, rendering such measures potentially difficult to incorporate for smaller Changes of Use (i.e., less than 25,000 square feet).

Further, the number of projects that would be affected by this modification and the Vehicle Miles Traveled associated with those projects is expected to be relatively low. Thus staff concludes that the constraints that may be caused to Changes of Use and the effort it would take for staff to document compliance would not be warranted based on the Vehicle Miles Traveled reduction that may result.

**Planning Code Section 169.3. Applicability – Parking Garages and Parking Lots.**

*Amendment.* The draft TDM Ordinance continues to exempt Parking Garages and Parking Lots (i.e., non-accessory parking). However, a statement has been added to clarify that the parking spaces within such Parking Garages or Parking Lots may be considered in the determination of TDM Plan requirements, as described in the TDM Program Standards.

*Discussion.* Additional language has been added, in response to Livable City’s comments, to avoid the unintended consequence of a Development Project assigning all parking spaces associated with a Development Project to a Parking Garage or Parking Lot for the purpose of having less TDM Plan requirements. A further discussion regarding this additional language and the requirements in the TDM Program Standards is provided in the Public Outreach heading below.

**Planning Code Section 169.4. Transportation Demand Management Plan Requirements – timing clarifications.**

*Amendment.* The revisions provide clarification as to when a TDM Plan must be submitted and when the TDM Plan is finalized.

*Discussion.* Previously the draft language indicated that a proposed TDM Plan should be submitted with the first Development Application, and that the TDM Plan would be finalized at the time that the Development Project becomes entitled. The revisions do not adjust the timeline for submission of the proposed TDM Plan. However, the TDM Plan would not be finalized until the first building permit is issued, which is the same as many other Planning Code compliance checks. The TDM Plan is a Planning Code compliance check and not a separate discretionary approval. The requirement for a TDM Plan shall be incorporated as a Condition of Approval for a Development Project.

**Planning Code Section 166. Car Sharing – consistency with TDM Program.**

*Amendment.* The changes allow additional car-share parking spaces beyond the maximum amount specified in Table 166A, when such additional car-share parking spaces are part of a Development Project’s compliance with the TDM Program.

*Discussion.* Staff realized that maximum number of car-share spaces identified in Planning Code Section 166(g) would reduce the potential of CSHARE-1 Car-share Parking and Memberships. Staff will proactively monitor and revise the number of car-share parking spaces available for this TDM measure, if needed, to avoid any unattended consequences that may result from its implementation (e.g., oversaturation of car-share parking, which in turn leads to unused space in buildings). This proactive monitoring has not been a component of prior revisions to Planning Code Section 166, which placed the maximum number of car-share parking spaces to avoid aforementioned unattended consequences.

**Planning Code Section 169.4. Transportation Demand Management Plan Requirements – exceptions and Planning Code Section 305. Variances.**

*Amendment.* New language was included to specify that the requirements under the TDM Program cannot be waived, either through a variance, or a Planning Commission exception.

*Discussion.* The TDM Program provides flexibility for property owners to develop a TDM Plan that best fits the need of their Development Project. Additionally, many TDM measures are operational, or otherwise have little-to-no impact on the physical characteristics of a Development Project. Therefore, compliance with the TDM Program should always be reasonably achievable for Development Projects of the size subject to the TDM Program.

**CHANGES TO THE TDM PROGRAM STANDARDS SINCE PUBLIC RELEASE IN JUNE**

An email was sent to the Transportation Sustainability Program email listserv and Commission on June 23, 2016 upon the online posting of the draft TDM Program Standards. Since June 23<sup>rd</sup>, revisions were made to the draft TDM Program Standards in response to comments received from the public since that time, further discussions between staff, or to correct minor inaccuracies, typographical errors, or to clarify material further. A revised version of the draft TDM Program Standards (July 2016) is included as Attachment D. Attachment D also includes a sheet that documents the substantive revisions made to the TDM Program Standards between the June 2016 and July 2016 drafts of the document. Substantive language revisions are described in the Public Outreach heading below.

**PUBLIC OUTREACH**

As part of the Invest component of the Transportation Sustainability Program (i.e., the Transportation Sustainability Fee) outreach, City staff informed numerous stakeholders of the basic framework of the Shift component<sup>1</sup> of the Transportation Sustainability Program. During the adoption proceedings for the Transportation Sustainability Fee and in preparation for the April 28<sup>th</sup> Planning Commission initiation hearing for the TDM Ordinance, staff continued to conduct additional outreach to stakeholders. Further, since the April 28<sup>th</sup> Planning Commission initiation hearing, staff has conducted further stakeholder outreach. A summary of the stakeholder outreach has been included as Attachment F, along with results of a public survey discussed below.

If the Planning Commission adopts a resolution recommending approval of the proposed legislation by the Board of Supervisors and/or adopts the TDM Program Standards (contingent upon approval of the TDM Ordinance by the Board of Supervisors), the proposed legislation would be forwarded to the Board of Supervisors for their consideration. This process would provide further opportunities for public input.

Thus far, feedback from the public outreach efforts has resulted in changes to (at a minimum): applicability of the TDM Ordinance; point values associated with individual TDM measures or categories of TDM measures; targets for Development Projects of varying sizes; the inclusion of family-friendly TDM measures; and various aspects of the definitions for individual TDM measures.

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<sup>1</sup> Refer to September 10, 2015 Planning Commission [staff report](#) for the Transportation Sustainability Fee for a list of those stakeholders (Case Number 2015-009096PCA).

The following summarizes some comments received from the Planning Commission and the public between April 28<sup>th</sup> and July 21<sup>st</sup> and provides responses to those comments.

### **Public Survey**

An open house was hosted at the San Francisco Planning Department offices by staff from the Planning Department, San Francisco County Transportation Authority and San Francisco Metropolitan Transportation Agency, on the evening of May 18, 2016. At the open house, City staff invited members of the public to participate in a brief survey about the proposed TDM Program. The five-question survey was designed to gather community members' general opinions on TDM, preferences for specific TDM measures, and preferences for particular TDM measures based on the respondents' geographic context.

The survey was first made available at the Planning Department open house on May 18, 2016. The survey was also made available online on the Planning Department's website from May 18, 2016 to July 1, 2016. During that time staff received 38 completed individual surveys submitted by residents from 29 different neighborhoods across all 11 supervisor districts. Survey respondents identified an affiliation with 17 different neighborhood organizations, which primarily included homeowner's associations and neighborhood associations. The TDM measures the most respondents ranked as the highest priority were ACTIVE-1 Improve Walking Conditions, PKG-4 Parking Supply, HOV-1 Contributions or Incentives for Sustainable Transportation, LU-2 On-site Affordable Housing and ACTIVE-2 Bicycle Parking. A summary of survey results and survey responses is included as Attachment F.

### **Non-Accessory Parking**

*Comment:* Livable City recommends that the targets in the TDM Program Standards should be based on the number of non-accessory and Accessory Parking spaces, in instances that a Development Project includes both. Their concern is that by excluding non-accessory parking, the TDM Program could create an unintended consequence whereby property owners would assign all or a majority of their parking spaces as non-accessory parking spaces to avoid higher targets set in the TDM Program Standards. Additional recommendations include eliminating the potential for approving a conditional use for Parking Garages or Parking Lots or strengthening conditional use criteria for Parking Garages and Parking Lots to reference Vehicle Miles Traveled and/or TDM.

*Response:* Non-accessory parking is treated as a separate use in the Planning Code (i.e., Parking Garages and Parking Lots). Such parking is temporary and not for storage, unlike Accessory Parking. For example, in Mixed Use Districts for example, such parking generally shall be available for use by the general public on equal terms and shall not be deeded or made available exclusively to tenants, residents, owners or users of any particular use or building. With the monitoring and reporting associated with the TDM Program, Planning Department will conduct site visits to review characteristics of the use of parking at sites.

No known TDM Program can offset the vehicular travel created through non-accessory parking because the sole purpose of that use is to attract vehicle trips. Therefore, we have not included this use in the TDM Ordinance. However, staff acknowledges that some of these non-accessory parking spaces may be used like Accessory Parking spaces, particularly in retail and office use settings. Although staff does not believe the circumstances that Livable City describe may be encountered frequently, staff has added language to Section 2.2(a) of the TDM Program

Standards to avoid such unintended consequence. The additional language requires, 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 uses categories (A, B, and C) that trigger the TDM Plan requirement 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.

Additionally, non-accessory parking uses would need to be considered as part of the environmental review process. It is possible that the project could have significant transportation impacts under CEQA, which would require mitigation measures and alternatives to reduce that impact. Furthermore, the approval of Parking Garages and Parking Lots would need to be considered separately by the Planning Commission for those that require conditional use authorizations.

A discussion of conditional use criteria for or the elimination of Parking Garages and Parking Lots has not been the subject of the tremendous amount of public outreach and research put into the TDM Program. Therefore, staff does not recommend including legislative amendments regarding conditional use criteria for these uses in this legislation. Instead, a separate legislative and outreach process should occur for this sort of proposal.

### **Neighborhood Parking Rate**

*Comment:* Commissioners express the desire to apply negative points to Development Projects that exceed the neighborhood parking rate and to update the Planning Code to reflect the neighborhood parking rate.

*Response:* Staff considered many options for awarding points including the use of negative points and partial points. Staff chose whole positive numbers to simplify the point calculations. However, staff may reconsider negative points in the future as more research is conducted, particularly regarding the relationship between a project's neighborhood parking rate and Vehicle Miles Traveled. Staff does not recommend pursuing updates to the Planning Code to reflect the neighborhood parking rate as part of this legislation, as parking, in and by itself, has not been the subject of the TDM Program.

### **Fee Out Option**

*Comment:* Comments from the Commission and members of the public have been received regarding the option for property owners to pay a fee (aka fee out) in lieu of meeting all or a portion of the target required for a Development Project.

*Response:* Financial support for public improvements to the transportation system is the purpose of the Transportation Sustainability Fee. A fee out option does not support the policy objective of the TDM Program which is to reduce Vehicle Miles Traveled from new development by including on-site TDM measures, under the control of the property owner. Payment of a fee does not directly result in a Vehicle Miles Travel reduction from a new development and the resulting TDM measures from the fee would not be under the control of the new development's property owner. Lastly, the TDM Program provides flexibility for property owners to develop a TDM Plan that best fits the need of their Development Project, so a fee out is not necessary. If the Commission were to direct staff to research this further, staff would need to spend a considerable amount of resources identifying a fee amount, the types of TDM measures that the fee could go

towards, the associated Vehicle Miles Traveled and points from those TDM measures, and an administrative process system to collect and administer the fee. Staff does not recommend pursuing the fee-out option.

### **Financing for Development Projects**

*Comment:* Commissioners and members of the public were interested if the TDM Program breaks the myth that banks require parking to finance projects.

*Response:* The baseline target set for Development Project was set at a level determined reasonable (i.e., feasible) by staff based upon a review of San Francisco specific case studies. The TDM Program is not focused solely on parking. Instead the TDM Program is focused also at the TDM measures that provide more travel options for residents, workers, and visitors, particularly in the event a person does not own a car (or parking space). Research demonstrates that projects are able to be entitled with little (20 Accessory Parking spaces or fewer) to no Accessory Parking. Based on a review of 43 projects in front of the Planning Commission that would have been subject to the TDM Program had it been in place between July 1, 2014 and June 30, 2015, 20 projects were entitled with less than 20 parking spaces, including 14 without any parking, totaling 699 Dwelling Units, approximately 350,000 square feet of office, and approximately 300,000 square feet of other uses. This is an indication that projects without little to no Accessory Parking are able to receive financing for construction.

### **Exemptions for Health and Human Services Non-Profits**

*Comment:* The San Francisco Human Services Network recommends health and human services non-profits should be exempt from TDM requirements. The rationale provided is that these populations use private vehicles less frequently than other uses and the ongoing administrative fee would be a financial burden on their operations.

*Response:* The Planning Department typically regulates land uses rather than ownership and tenancy. Therefore, it would be difficult to track this type of ownership change to uses within a building. For example, a new building could include 25,000 square feet of health and human services non-profit office uses. A private office tenant could then move into the building without any Planning Commission discretionary approval. If health and human services were exempt from this TDM Program, the subsequent private office tenant would also not be subject to the TDM Program, as the Planning Commission would have no authority to require it.

In addition, the TDM Program is intended to reduce Vehicle Miles Traveled from new development, regardless of land use. Non-profit organizations contribute to impacts to the transportation system. Additionally, employees to these sites would benefit from TDM amenities. Lastly, staff evaluated recent non-profit health and human services projects and staff could only identify one project, the Boys and Girls Club at Parcel F/380 Fulton Street in the Market/Octavia Plan Area, which would have been subject to the TDM Program had it been in place at that time. This project was required to have TDM requirements as conditions of approval based upon the environmental review document. The reason staff could only locate one project is that most often non-profit organizations move into existing buildings that would not trigger the TDM Program, either because they are less than 25,000 square feet or would not result in an intensification of the use. These existing buildings have little to no Accessory Parking, so if the use were to be subject to the TDM Program, the target in the TDM Plan may be met by separate

Planning Code TDM requirements (e.g., bicycle parking). Therefore, staff does not recommend exempting health and human services non-profits from TDM requirements.

Separately, staff is reviewing overall Planning Department processes to see if improvements can be made that would benefit non-profit organizations.

### **Public Review Process**

*Comment:* Council of Community Housing Organizations expressed a desire for a public review process regarding the selection of TDM measures in a Development Project's TDM Plan.

*Response:* A TDM Plan is a Planning Code compliance check and not an approval. A TDM Plan is considered code compliant if it meets the TDM Program Standards. The TDM Program Standards require a Development Project to achieve a target, based upon the number of Accessory Parking spaces proposed for a land use, by selecting TDM measures from a TDM menu. Each TDM measure is assigned a point value, reflecting its relative effectiveness in reducing Vehicle Miles Traveled. The TDM menu provides flexibility to a Development Project, while acknowledging the variables that affect travel behavior in different neighborhoods in San Francisco (e.g., neighborhood parking rate, bike share proximity). The assignment of point values to TDM measures may be updated over time to reflect research regarding those variables. While the public may weigh in on policy considerations that could affect a TDM Plan (e.g., the amount of parking provided), the technical nature of the TDM Program is intended to address the goal of reducing Vehicle Miles Traveled from new development, regardless of the TDM measures selected by the Development Project to achieve the target. Note that some TDM measures may not be applicable to certain Development Projects (e.g., refer to Shuttle Services discussion below).

The TDM Program is also an improvement over the existing public review process for regarding TDM measures. Currently, beyond existing Planning Code provisions, TDM measures are applied to a much smaller set of Development Projects than that proposed for the TDM Program. For these projects, the majority of TDM measures are suggested as improvement measures by City staff or project consultants, often late in the development review process, with little to no input from the public. Under the TDM Program, the TDM Plan becomes part of the Development Project. This means that environmental review documents that are circulated for public comment and other notifications may include TDM Plan details. Therefore, staff recommends maintaining the process as proposed for a TDM Plan.

### **TDM Package**

*Comment:* The commenters suggest that staff should require packages of TDM measures that work well together, particularly in different neighborhood contexts and with different types of developments.

*Response:* Synergies between TDM measures do exist and context affects travel behavior. Staff will research these synergies further as new developments incorporate different TDM measures throughout different neighborhoods in San Francisco. Staff may also provide some examples of TDM Plans designed for various hypothetical development projects on the Planning Department's website, along with some guidance on the development of those hypothetical TDM Plans. The hypothetical Developments Projects will be merely guides, as a property owner may continue to select TDM measures from the TDM menu applicable to the Development Project for the reasons described in the previous Public Review Process response.

Members of the public and neighborhood groups may also recommend to property owners the types of TDM measures they wish to see within their neighborhood. At and following a Planning Department Open House hosted on May 18<sup>th</sup>, members of the public were asked to fill out an in-person or online survey which focused on identifying the top five TDM measures, preferably based on location-specific circumstances. Although the results are limited, given the number of respondents (38 total, with at least one in each Board of Supervisor district), trends emerged that may guide conversations between various parties in pre-development review processes. See earlier Public Survey response regarding some of these trends.

### **Shuttle Services**

*Comment:* Several commenters have expressed concerns about the inclusion of private shuttle services on the TDM menu. The general concern is that having myriad new private shuttle services operating in San Francisco is undesirable for a variety of reasons.

*Response:* The TDM menu was created to provide a wide selection of TDM measures for inclusion in future Development Projects. As a result, some TDM measures included in the TDM menu may have a limited applicability. This is the case for HOV-2 Shuttle Bus Service. Although this TDM measure has a high point value, it is anticipated that the vast majority of property owners will not select this measure. The TDM measure requires shuttle services to operate with a 15 minute headway (or less) during peak hours, and a 30 minute headway (or less) during off-peak hours. Only large projects would generate enough demand for shuttle services to warrant the required service frequency or have the financial resources to support such frequency. These large projects are often subject to Development Agreements. Second, if a property owner does select this TDM measure, the shuttle service lines may not replicate Muni transit service lines, unless approved by SFMTA. Some areas of the City experiencing substantial amounts of growth will be receiving substantial upgrades in transit (e.g., 16<sup>th</sup> Street) and it is not the intent of staff that each new building within these areas will run shuttle services.

### **Transportation Network Companies**

*Comment:* Several commenters expressed interest regarding the inclusion or exclusion of Transportation Network Companies on the TDM menu.

*Response:* All of the TDM measures included in the TDM menu result in a reduction in Vehicle Miles Traveled. Staff has not included measures regarding Transportation Network Companies because no research or literature provides evidence of a relationship between these services and Vehicle Miles Traveled. Without adequate data or research it is difficult to comprehensively understand the effect of Transportation Network Companies on Vehicle Miles Traveled.

### **Planning Code Section 163 Applicability**

*Comment:* At a Chamber of Commerce public policy forum, commenters raised applicability questions regarding existing Section 163 (transportation brokerage services) requirements in relation to the draft TDM Ordinance, particularly for existing buildings subject to Section 163.

*Response:* Section 163 currently requires projects of certain sizes in certain Use Districts to provide on-site transportation brokerage services for the lifetime of the project and to prepare a transportation management program. To comply with Section 163, buildings must either provide the services directly themselves or obtain them from a broker. Since the inception of Section 163, the only City-approved vendor of transportation brokerage services is Transportation

Management Association of San Francisco (TMASF) Connects. Founded as a non-profit in 1989, TMASF Connects membership is made up of 68 San Francisco office buildings.<sup>2</sup>

The existing and new buildings currently subject to Section 163 would continue to be required to provide on-site transportation brokerage services. If a Development Project were to result in an intensification of a Change of Use (e.g., PDR to office) of 25,000 square feet or more, the Development Project would be subject to the TDM Ordinance. If the existing building was also subject to Planning Code Section 163 requirements, the transportation brokerage service (e.g., TMASF) can serve as the TDM coordinator for the draft TDM Ordinance requirements. The aforementioned increase regarding Change of Use to 25,000 square feet for TDM Program applicability was partially made also as a result of this comment.

### **Ongoing Compliance Fee**

*Comment:* In regard to the ongoing monitoring and reporting fee, a commenter questioned why a smaller building (e.g., 10 unit) would pay the same amount as a larger building (e.g., 100 unit, 500 unit, etc.).

*Response:* Although land use category D is exempt from the ongoing compliance fee, there is no policy reason for waiving or reducing fees for any land use category A, B, and C type project. The fee was set at an average level of effort anticipated to review monitoring and reporting submittals based upon a review of best practices and time and materials will be charged for costs in excess of the initial fee. Staff will track level of effort expended on different types of projects over time to see if fees should be adjusted for different types of projects.

### **Environment Commission**

*Comment:* The San Francisco Environment Commission adopted a resolution in support of the TDM Ordinance, which is included in Attachment G. In the resolution, the Environment Commission also asked the authors, specifically, to include the San Francisco Department of the Environment as one of the collaborators in the development of the TDM Program Standards.

*Response:* The TDM Program Standards have been the result of several years of research, analysis, and discussion by a technical working group comprised of staff from the Planning Department, San Francisco Municipal Transportation Agency (SFMTA), and the San Francisco County Transportation Authority. At this time, this technical working group has already created the TDM Program Standards. However, in the future Department of Environment staff could play a role in sharing new TDM measures and research with the technical working group regarding potential updates to the TDM Program Standards. Acknowledging this, language has been added to Section 4.1 of the TDM Program Standards providing an opportunity for Department of Environment staff to provide input on substantive updates. Department of Environment staff has agreed that this language is appropriate.

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<sup>2</sup> It is estimated approximately 20 to 30 additional buildings are subject to Section 163 requirements, but these buildings are not members of TMASF Connects. Some of these buildings are currently under construction.

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

*Comment:* The SFMTA Board adopted a resolution in support of the TDM Ordinance, which is included in which is included in Attachment G.

*Response:* No response is necessary, other than staff appreciates the support from the SFMTA Board.

### **Bay Area Air Quality Management District**

*Comment:* The Bay Area Air Quality Management District submitted a letter in support of the TDM Ordinance, which is included in which is included in Attachment G. Of particular note the letter states “The research literature supports the use of TDM measures to reduce the demand for auto travel, thereby reducing VMT.”

*Response:* No response is necessary, other than staff appreciates the support from the Bay Area Air Quality Management District staff.

### **Small Business Commission**

*Comment:* The Small Business Commission expressed an overall lack of support for the TDM Program proposal in comments to staff. Commissioners opined that people need private vehicles to access businesses and other destinations and vehicles require parking spaces. Commissioners would prefer to see more parking in new development projects because they perceived this would not further increase the competition for existing public parking spaces. The commissioners posited that competition has increased because of the removal of on-street parking from transportation-related projects and growth in traffic. Some commissioners associate the increased competition with a reduction in the economic viability of small businesses.

Although some commissioners acknowledged that providing less parking results in fewer Vehicle Miles Traveled from development, the commission does not see this proposal as a solution to the City’s transportation problems. Some commissioners were skeptical about the need to measure transportation impacts using Vehicle Miles Traveled, given that they perceived that electric cars will eliminate emissions-related air quality impacts, and they perceived that autonomous vehicles will alleviate traffic congestion. Instead, commissioners see the solution as more parking and increased frequency of service on public transit.

*Response:* Staff appreciates the candid feedback offered by the Small Business Commission. For the most part, comments expressed by commissioners are outside the scope of the TDM Program, and the (sole) purview of the Planning Department. Staff acknowledges that the TDM Program is not the solution to San Francisco or the region’s transportation puzzle. It is just one piece, but it will lessen the transportation impacts felt from new development. Other pieces, including the Transportation Sustainability Fee and a bond measure that voters passed in November 2014, will go towards funding other measures and projects needed for the transportation system.

The TDM Program has been shaped by a multi-agency team, the agencies of which are collectively mostly responsible for short-term and long-term transportation planning within San Francisco. Therefore, brief responses to commissioner comments are included herein, but many of the responses require further dialogue between staff at these agencies and the Small Business Commission or the Office of Small Business. Since the Small Business Commission hearing, Planning Department and Office of Small Business staff have started such discussions.

Private Vehicle Ownership. Staff acknowledges that owning and operating private vehicles are a key part of fulfilling the transportation needs of many people. The focus of the TDM Program is to encourage, where feasible, other viable transportation options, so that not every trip must be made by car. The TDM Program is aimed at reducing the Vehicle Miles Traveled associated with Development Projects. One of the best ways to reduce Vehicle Miles Traveled is to make it easier for new residents, workers, and visitors to travel by sustainable modes. It is acknowledged the feasibility of not owning a private vehicle is determined by many factors, including where an individual lives, works, and goes to school; proximity to reliable transportation options and a variety of land uses; and lifestyle and financial considerations. The TDM Program does not prevent a property owner from providing 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. Reducing parking is an effective, but limited TDM measure. The TDM program is not focused solely on parking but also at the measures that provide more travel options for residents, workers, and visitors, particularly in the event a person does not own a car (or parking space). In addition, TDM measures include items to make it easier to live without car ownership if an individual does need to use a car on occasion (e.g., car-share and family-friendly measures).

Competition for Parking. This concern is focused on increased competition from on-street public parking spaces due to new development providing less parking than what was previously required in many areas of the City prior to instituting parking maximums. This is to say that a person driving destined to a development project, might “spill over” onto on-street parking spaces, if the person driving does not have their own onsite parking space. Spillover effects are both complex and variable, depending on land use and location.

As documented in the TDM Technical Justification, data suggests that having less parking does mean less cars while acknowledging some people from buildings will park on the street whether they have access to onsite parking or not. In addition, data suggests many new arrivals to San Francisco are choosing not to own a car. Based on research from the U.S. Census Bureau’s American Communities Survey, 62 percent of net new households added to San Francisco between 2000 and 2014 do not own a car, and 26 percent own just one car. This indicates that many existing and new residents are choosing not to own a car and would not be seeking on-street parking.

The SFMTA is also in the midst of two programs looking at the management of parking. One program is a comprehensive, data-driven evaluation of the Residential Parking Permit Program. Many of the areas within the Residential Parking Permit Program are along or near commercial corridors.<sup>3</sup> The SFMTA has also recently completed an evaluation of the SFpark pilot and will use the results of the evaluation to develop a proposal for expanding the SFpark approach to the SFMTA’s other meters, lots, and

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<sup>3</sup> San Francisco Municipal Transportation Agency (SFMTA), “[Residential Parking Permit Evaluation & Reform Project](#)”, accessed July 2016.

garages. The evaluation included indicators of economic impacts of the pilot. To evaluate how SFpark influenced the number of visitors to an area, the SFMTA administered an intercept survey in the Downtown and Marina pilot areas and in control areas. The survey showed that, of people who drove, there was a 30% increase in people who visited for shopping or dining compared to people who drove for other reasons such as work or school. In other words, more of the people who chose to drive to these areas were visiting to shop, eat, or for entertainment. This trend suggests that SFpark made it more attractive for drivers to shop, dine, and participate in other entertainment activities. Visitor spending in neighborhood commercial districts also rose as indicated by sales tax from retail and dining purchases. An increase in sales tax collections would indicate more sales, which is an important measure of improved economic vitality.<sup>4</sup>

Parking Supply. San Francisco’s public right-of-way is finite. Given this constraint, decisions must be made regarding the allocation of this limited public space. Decisions regarding the allocation of the public right-of-way are guided by adopted plans and policies, including the Transit First Policy, Vision Zero, and others. As stated in the Transit-First Policy, “to ensure quality of life and economic health in San Francisco, the primary objective of the transportation system must be the safe and efficient movement of people and goods.” Thus, transportation-related improvements and other transportation policies, such as the TDM Program, must be guided by safety and efficiency considerations.

With regard to safety considerations, higher total amounts of vehicle travel result in higher crash exposure<sup>5</sup>. In addition, off-street parking garages require driveways and curb cuts which create opportunities for conflicts with other modes of the transportation system as vehicles enter and exit the garages.

Regarding efficiency, the allocation of parking at every location people want access to will result in more vehicles (and congestion, pollution, noise), not less, given the strong incentive a parking space provides for an individual to drive, and will not resolve transportation challenges. In addition, electric and autonomous vehicles are still vehicles. Electric vehicles do not solve the safety challenges posed by automobiles and air pollution issues are not resolved if the source of the electricity is not renewable. Autonomous vehicles may someday result in better safety outcomes, but autonomous vehicles have numerous legal, consumer, technological, and regulatory hurdles and thus are still years from potential widespread adoption. Unless San Francisco shifts to a shared model of vehicle rather than individual ownership, autonomous vehicles will not solve San Francisco’s space efficiency challenges. Furthermore, providing abundant amounts of parking will result in a less overall livable city. Off-street parking requires space that could be used more productively, including for housing, businesses, or parks. Similarly, on-street parking is sometimes repurposed for safety reasons (e.g., daylighting), to provide livable, active uses (e.g., curb extensions which allow for

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<sup>4</sup> SFMTA, [SFpark Pilot Project Evaluation](#), June 2014.

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

commercial business seating), or to provide more reliable, frequent transit service (e.g., transit-only lanes). Staff acknowledges people deserve a reliable transportation system that provides the freedom of moving around the City using multiple options. Although the TDM Program will not provide the totality of that system, it will provide more options for people than parking alone can provide, particularly as a system of these TDM amenities are built up over time at numerous buildings.

## **REQUIRED COMMISSION ACTION**

The proposed Resolutions are before the Commission so that it may recommend approval or disapproval to adopt the Planning Code amendments and TDM Program Standards.

## **RECOMMENDATION**

The Department recommends that the Commission recommend *approval* of the resolution of intent to adopt the Planning Code amendments and TDM Program Standards.

## **BASIS FOR RECOMMENDATION**

The TDM Program herein is the third component, Shift, of the Transportation Sustainability Program, a policy initiative aimed at maintaining mobility as our City grows. The two adopted components of the Transportation Sustainability Program will provide funding for sustainable modes of transportation to support growth from new development or improve the development review process so that sustainable modes of transportation projects may be delivered faster. The results of these two components could lead to a shift in travel behavior from new residents, tenants, employees, and visitors. However, the adoption of the Shift Component will complement the other two components by providing those new residents, tenants, employees, and visitors more tools (i.e., TDM measures) to travel by sustainable modes.

## **ENVIRONMENTAL REVIEW**

The actions described herein are subject to review under the California Environmental Quality Act. The requisite environmental review has been completed, a Categorical Exemption has been issued, and the Certificate of Categorical Exemption is included, herein, as Attachment H Certificate of Categorical Exemption.

<b>RECOMMENDATION:</b> <b>Approval to Adopt</b>
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### **Attachments:**

- Attachment A: Draft Resolution Recommending Approval of the TDM Ordinance
- Attachment B: Draft TDM Ordinance
- Attachment C: Draft Resolution Recommending Adoption of the TDM Program Standards
- Attachment D: Draft TDM Program Standards (July 2016) and Summary of Revisions to June 2016 Draft TDM Program Standards
- Attachment E: TDM Technical Justification
- Attachment F: Summary of Stakeholder Outreach
- Attachment G: Public Comment Letters since April 28, 2016
  - SFMTA Board
  - Environment Commission
  - Bay Area Air Quality Management District staff
- Attachment H: Certificate of Categorical Exemption

**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT A: DRAFT RESOLUTION RECOMMENDING APPROVAL OF THE TDM  
ORDINANCE**





# SAN FRANCISCO PLANNING DEPARTMENT

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## Planning Commission DRAFT Resolution

HEARING DATE: AUGUST 4, 2016

*Case No.:* 2012.0726PCA  
*Project:* Transportation Sustainability Program –  
Shift Planning Code Amendments  
*Staff Contact:* Rachel Schuett, (415) 575-9030  
rachel.schuett@sfgov.org  
*Recommendation:* **Recommend Approval**

1650 Mission St.  
Suite 400  
San Francisco,  
CA 94103-2479

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**415.558.6378**

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RECOMMENDING THAT THE BOARD OF SUPERVISORS ADOPT A PROPOSED ORDINANCE THAT WOULD AMEND THE PLANNING CODE TO ESTABLISH A NEW CITYWIDE TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM, ACCOMPANIED BY AN ADOPTED TDM PROGRAM STANDARDS DOCUMENT, WHICH ESTABLISHES A FRAMEWORK OF TDM REQUIREMENTS FOR NEW DEVELOPMENT PROJECTS, TO MAKE SURE THAT THESE PROJECTS ARE DESIGNED TO ENCOURAGE RESIDENTS, TENANTS, EMPLOYEES AND VISITORS TO GET AROUND USING SUSTAINABLE MODES OF TRAVEL SUCH AS TRANSIT, WALKING, AND BICYCLING, AND TO CREATE A NEW ADMINISTRATIVE FEE SCHEDULE TO PROCESS TDM PLAN APPLICATIONS AND COMPLIANCE REPORTS.

### PREAMBLE

WHEREAS, on April 28, 2016, the Planning Commission (hereinafter “Commission”) adopted Resolution No. 19628 to initiate the proposed Ordinance at a duly noticed public hearing at a regularly scheduled meeting; and

WHEREAS, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting to consider the proposed Ordinance on April 28, 2016; and

WHEREAS, the “Transit First Policy” in the City Charter declares that public transit is “an economically and environmentally sound alternative to transportation by individual automobiles”, and that within the City, “travel by public transit, by bicycle and on foot must be an attractive alternative to travel by private automobile”; and

WHEREAS, the City has many plans policies and initiative that seek to encourage safe travel by active modes of transportation including the San Francisco Bicycle Plan, the Green Connections Plan, the Better Streets Plan, Vision Zero, and others; and

WHEREAS, travel by transit, bicycle, or on foot are considered to be trips made sustainable modes of transportation; and

WHEREAS, according to Plan Bay Area 2040, the Bay Area's Regional Transportation Plan and Sustainable Community Strategy, San Francisco is expected to grow by approximately 191,000 jobs and 102,000 households between 2010 and 2040; and

WHEREAS, this growth will generate an increased demand for transportation infrastructure and services on an already constrained transportation system; and

WHEREAS, one of the challenges posed by this growth is the increased number of single occupancy vehicle trips, and the pressure they add to San Francisco's limited public streets and rights-of-way, contributing to congestion, transit delays, and public health and safety concerns, and the air pollution, greenhouse gas (GHG) emissions, and noise caused by motorized vehicles, which negatively impact the quality of life in the City; and

WHEREAS, at the state level, the Congestion Management Law, Gov. Code Section 65088, has established that in order to reduce the state's traffic congestion crisis and "keep California moving," it is important to build transit-oriented development, revitalize the state's cities, and promote all forms of transportation; and

WHEREAS, various policies have been adopted at the state level that set GHG reduction targets including, Assembly Bill 32, the California Global Warming Solutions Act of 2006 (Chapter 488, Statutes of 2006), Executive Orders B-30-15, S-3-05 and B-16-12, Senate Bill 375, the Sustainable Communities and Climate Protection Act of 2008 (Chapter 728, Statutes of 2008); and

WHEREAS, local plans and policies including Plan Bay Area 2040, the GHG Reduction Ordinance, and the San Francisco Climate Action Strategy 2013 Update also set GHG reduction targets; and

WHEREAS, the transportation sector contributes significantly to GHG emissions and, as a result, many GHG emissions reduction targets are accompanied by targets to reduce vehicle miles traveled and to increase non-automobile mode share; and one of the ways identified to achieve these targets is through a requirement for the inclusion of transportation demand management (TDM) measures for new development; and

WHEREAS, the importance of TDM strategies are acknowledged in the Transportation Element of the General Plan, the San Francisco County Transportation Plan; and

WHEREAS, many Area Plans including each of the Area Plans within Eastern Neighborhoods and the Transit Center District Plan identify policies for the development of a TDM program for the Plan Area; and

WHEREAS, the proposed legislation would establish a citywide TDM program for new development; and

WHEREAS, the proposed legislation seeks to promote sustainable travel modes by requiring new development projects to incorporate design features, incentives and tools that support transit, ride-

sharing, walking, and bicycle riding for the residents, tenants, employees, and visitors of their projects;  
and

WHEREAS, the goals of the proposed legislation are to help keep San Francisco moving as the city grows, and to promote better environmental, health and safety outcomes, consistent with state, regional and local policies; and

WHEREAS, the Commission has heard and considered the testimony presented to it at the public hearing and has further considered written materials and oral testimony presented on behalf of Department staff and other interested parties; and

WHEREAS, the all pertinent documents may be found in the files of the Department, as the custodian of records, at 1650 Mission Street, Suite 400, San Francisco; and

WHEREAS, the Commission has reviewed the proposed Ordinance:

**MOVED**, that that pursuant to Planning Code Section 302(b), the Planning Commission hereby adopts this Resolution to recommend approval of the Ordinance to the Board of Supervisors.

I hereby certify that the foregoing Resolution was **ADOPTED** by the San Francisco Planning Commission on August 4, 2016.

Jonas P. Ionin  
Commission Secretary

AYES:

NOES:

ABSENT:



**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT B: DRAFT TDM ORDINANCE**



1 [Planning Code - Transportation Demand Management Program Requirement]

2  
3 **Ordinance amending the Planning Code to establish a citywide Transportation Demand**  
4 **Management (TDM) Program, to require Development Projects to incorporate design**  
5 **features, incentives, and tools that support sustainable forms of transportation; to**  
6 **create a new administrative fee to process TDM Plan applications and compliance**  
7 **reports; and to make conforming amendments to various sections of the Planning**  
8 **Code; affirming the Planning Department's determination under the California**  
9 **Environmental Quality Act, and making findings of public necessity, convenience, and**  
10 **welfare under Planning Code Section 302, and findings of consistency with the General**  
11 **Plan and the eight priority policies of Planning Code Section 101.1.**

12 **NOTE:** **Unchanged Code text and uncodified text** are in plain Arial font.  
13 **Additions to Codes** are in *single-underline italics Times New Roman font*.  
14 **Deletions to Codes** are in *strikethrough italics Times New Roman font*.  
15 **Board amendment additions** are in double-underlined Arial font.  
16 **Board amendment deletions** are in ~~strikethrough Arial font~~.  
17 **Asterisks (\* \* \* \*)** indicate the omission of unchanged Code  
18 subsections or parts of tables.

19 Be it ordained by the People of the City and County of San Francisco:

20 Section 1. Findings. The Board of Supervisors of the City and County of San  
21 Francisco hereby finds and determines that:

22 (a) The Planning Department has determined that the actions contemplated in this  
23 ordinance comply with the California Environmental Quality Act (California Public Resources  
24 Code Section 21000 et seq.). Said determination is on file with the Clerk of the Board of  
25 Supervisors in File No. \_\_\_\_\_, and is incorporated herein by reference. The Board affirms  
this determination.

1 (b) On \_\_\_\_\_, the Planning Commission, in Resolution No. \_\_\_\_\_, adopted  
2 findings that the actions contemplated in this ordinance are consistent, on balance, with the  
3 City's General Plan and eight priority policies of Planning Code Section 101.1. The Board  
4 adopts these findings as its own. A copy of said Resolution is on file with the Clerk of the  
5 Board of Supervisors in File No. \_\_\_\_\_, and is incorporated herein by reference.

6 (c) On \_\_\_\_\_, the Planning Commission, in Resolution No. \_\_\_\_\_,  
7 approved this legislation, recommended it for adoption by the Board of Supervisors, and  
8 adopted findings that it will serve the public necessity, convenience and welfare. Pursuant to  
9 Planning Code Section 302, the Board adopts these findings as its own. A copy of said  
10 Resolution is on file with the Clerk of the Board of Supervisors in File No. \_\_\_\_\_, and is  
11 incorporated herein by reference.

12  
13 Section 2. The Planning Code is hereby amended by adding Sections 169, 169.1,  
14 169.2, 169.3, 169.4, 169.5, and 169.6, to read as follows:

15  
16 **SEC. 169. TRANSPORTATION DEMAND MANAGEMENT PROGRAM.**

17 Sections 169 through 169.6 (hereafter referred to collectively as "Section 169") set forth the  
18 requirements of the Transportation Demand Management Program (TDM Program).

19  
20 **SEC. 169.1. FINDINGS.**

21 (a) According to Plan Bay Area 2040, the long-range integrated transportation and land-  
22 use/housing strategy for the San Francisco Bay Area through 2040 adopted in 2013 by the Association  
23 of Bay Area Governments and the Metropolitan Transportation Commission, San Francisco is expected  
24 to grow by approximately 191,000 jobs and 102,000 households from 2010 to 2040.

1           **(b) This growth will generate an increased demand for transportation infrastructure and**  
2 **services on an already constrained transportation system. One of the challenges posed by this growth**  
3 **is the increased number of single occupancy vehicle trips, and the pressures they add to San**  
4 **Francisco's limited public streets and rights-of-way, contributing to congestion, transit delays, and**  
5 **public health and safety concerns caused by motorized vehicles, air pollution, greenhouse gas (GHG)**  
6 **emissions, and noise, thereby negatively impacting the quality of life in the City.**

7           **(c) The Transportation Sustainability Program, or TSP, is aimed at accommodating this**  
8 **new growth while minimizing its impact on San Francisco's transportation system. It is a joint effort of**  
9 **the Mayor's Office, the Planning Department, the San Francisco County Transportation Authority, and**  
10 **the San Francisco Municipal Transportation Agency that has spanned many years and has involved a**  
11 **robust process of public outreach and discussion. The TSP includes three separate but related policy**  
12 **initiatives: the Transportation Sustainability Fee (TSF); the modernization of San Francisco's**  
13 **environmental review process under the California Environmental Quality Act (CEQA); and the**  
14 **Transportation Demand Management (TDM) Program.**

15           **(1) The first component, the TSF, seeks to fund transportation improvements to**  
16 **support new growth by charging a development impact fee on new development. The City approved the**  
17 **TSF in 2015 with the enactment of Ordinance No. 200-15 (Board of Supervisors File No. 150790).**

18           **(2) The second component, the modernization of the environmental review process**  
19 **under CEQA, has been shepherded by the State under Senate Bill 743 (Stats. 2013. C. 386, now**  
20 **codified in Public Resources Code Section 21099). SB 743 required the Office of Planning and**  
21 **Research (OPR) to develop new guidelines to replace the existing transportation review standard,**  
22 **focused on automobile delay, with new criteria that "promote the reduction of greenhouse gas**  
23 **emissions, the development of multimodal transportation networks, and a diversity of land uses."** OPR  
24 **recommended a replacement metric of Vehicle Miles Traveled, or VMT, that is, the amount and**  
25 **distance of automobile travel attributable to a project. The Planning Commission unanimously**

1 approved a Resolution adopting changes consistent with implementation of SB 743, including the use of  
2 Vehicle Miles Traveled as the metric for calculating transportation-related environmental impacts, at  
3 its hearing on March 3, 2016 (Planning Commission Resolution No. 19579).

4 (3) The third component creates the TDM Program, detailed in Section 169. The  
5 TDM Program seeks to promote sustainable travel modes by requiring new development projects to  
6 incorporate design features, incentives, and tools that support transit, ride-sharing, walking, and  
7 bicycle riding for the residents, tenants, employees, and visitors of their projects.

8 (d) State and regional governments have enacted many laws and policy initiatives that  
9 promote the same sustainable transportation goals the TDM Program seeks to advance. For instance,  
10 at the state level, the Congestion Management Law, Gov. Code Section 65088, establishes that to  
11 reduce the state's traffic congestion crisis and "keep California moving," it is important to build  
12 transit-oriented development, revitalize the state's cities, and promote all forms of transportation.  
13 Assembly Bill 32, the California Global Warming Solutions Act of 2006 (Chapter 488, Statutes of  
14 2006), requires statewide GHG reductions to 1990 levels by 2020. Executive Orders B-30-15, S-3-05  
15 and B-16-12 set forth GHG reduction targets beyond that year, to 2050. Senate Bill 375, the  
16 Sustainable Communities and Climate Protection Act of 2008 (Chapter 728, Statutes of 2008) supports  
17 the state's climate action goals to reduce GHG emissions through coordinated transportation and land  
18 use planning with the goal of creating more sustainable communities. Under this statute, the  
19 California Air Resources Board establishes GHG reduction targets for metropolitan planning  
20 organizations, based on land use patterns and transportation systems specified in Regional  
21 Transportation Plans and Sustainable Community Strategies. Plan Bay Area 2040 sets GHG and  
22 Vehicle Miles Traveled reduction targets and a target for increasing non-automobile mode share for  
23 the Bay Area.

24 (e) In addition, San Francisco has enacted many laws and policy initiatives that promote  
25 the same sustainable transportation goals the TDM Program seeks to advance. The "Transit First

1 Policy,” in Section 8A.115 of the City Charter, declares that public transit is “an economically and  
2 environmentally sound alternative to transportation by individual automobiles,” and that within the  
3 City, “travel by public transit, by bicycle and on foot must be an attractive alternative to travel by  
4 private automobile.” The GHG Reduction Ordinance, codified at Chapter 9 of the Environment Code,  
5 sets GHG reduction emission targets of 25% below 1990 levels by 2017; 40% below 1990 levels by  
6 2025; and 80% below 1990 levels by 2050. The City’s Climate Action Strategy, prepared pursuant to  
7 the GHG Reduction Ordinance, has identified a target of having 50% of total trips within the City be  
8 made by modes other than automobiles by 2017, and 80% by 2030. One of the ways identified to  
9 achieve this target is through TDM for new development.

10 (f) San Francisco has long acknowledged the importance of TDM strategies in the  
11 Transportation Element of the City’s General Plan, the San Francisco County Transportation Plan,  
12 and many Area Plans. For example, each of the Area Plans within Eastern Neighborhoods and the  
13 Transit Center District Plan identify policies for the development of a TDM program within them.

14 (g) The TDM Program set forth in Section 169 requires new projects subject to its  
15 requirements to incorporate design features, incentives, and tools to encourage new residents, tenants,  
16 employees, and visitors to travel by sustainable transportation modes, such as transit, walking, ride-  
17 sharing, and biking, thereby reducing Vehicle Miles Traveled associated with new development. The  
18 goals of the TDM Program are to help keep San Francisco moving as it grows, and to promote better  
19 environmental, health, and safety outcomes, consistent with the state, regional, and local policies  
20 mentioned above.

21 (h) For projects that use Development Agreements and may not be required to comply fully  
22 with the requirements of Section 169, it is the Board of Supervisors’ strong preference that  
23 Development Agreements should include similar provisions that meet the goals of the TDM Program.

1           **SEC. 169.2. DEFINITIONS.**

2           For purpose of Section 169, the following definitions shall apply. In addition, see the Planning  
3 Commission Standards for the Transportation Demand Management Program (TDM Program  
4 Standards), described in Section 169.6, for additional definitions of terms applicable to this Section  
5 169.

6           Approval. Any required approval or determination on a Development Application that the  
7 Planning Commission, Planning Department, or Zoning Administrator issues.

8           Development Application. As defined in Section 401.

9           Development Project. As defined in Section 401.

10          Transportation Demand Management, or TDM. Design features, incentives, and tools  
11 implemented by Development Projects to reduce VMT, by helping residents, tenants, employees, and  
12 visitors choose sustainable travel options such as transit, bicycle riding, or walking.

13          Transportation Demand Management Plan, or TDM Plan. A Development Project's plan  
14 describing compliance with the TDM Program.

15          Transportation Demand Management Program, or TDM Program. The San Francisco policy  
16 requiring Development Projects to incorporate TDM measures in their proposed projects, as set forth  
17 in Section 169.

18          Vehicle Miles Traveled, or VMT. A measure of the amount and distance that a Development  
19 Project causes people to drive, as set forth in more detail by the Planning Commission in the TDM  
20 Program Standards prepared pursuant to Section 169.6.

21  
22           **SEC. 169.3. APPLICABILITY.**

23           (a) Except as provided in subsection (b), Section 169 shall apply to any Development  
24 Project in San Francisco that results in:

25           (1) Ten or more Dwelling Units, as defined in Section 102; or

1                   (2) Ten or more beds in a Group Housing or Residential Care Facility, as these  
2 terms are defined in Section 102; or

3                   (3) Any new construction resulting in 10,000 occupied square feet or more of any  
4 use other than Residential, as this term is defined in Section 102, excluding any area used for accessory  
5 parking; or

6                   (4) Any Change of Use resulting in 25,000 occupied square feet or more of any use  
7 other than Residential, as this term is defined in Section 102, excluding any area used for accessory  
8 parking, as set forth in the TDM Program Standards, if:

9                           (A) The Change of Use involves a change from a Residential use to any use  
10 other than Residential; or

11                           (B) The Change of Use involves a change from any use other than  
12 Residential, to another use other than Residential.

13                   (b) Exemptions. Notwithstanding subsection (a), Section 169 shall not apply to the  
14 following:

15                           (1) One Hundred Percent Affordable Housing Projects. Residential uses within  
16 Development Projects where all residential units are affordable to households at or below 150% of the  
17 Area Median Income, as defined in Section 401, shall not be subject to the TDM Program. Any uses  
18 other than Residential within those projects, whose primary purpose is to provide services to the  
19 Residential uses within those projects shall also be exempt. Other uses shall be subject to the TDM  
20 program. All uses shall be subject to all other applicable requirements of the Planning Code.

21                           (2) Parking Garages and Parking Lots, as defined in Section 102. However, parking  
22 spaces within such Parking Garages or Parking Lots, when included within a larger Development  
23 Project, may be considered in the determination of TDM Plan requirements, as described in the TDM  
24 Program Standards.

1           (c) When determining whether a Development Project shall be subject to the TDM  
2 Program, the Development Project shall be considered in its entirety. A Development Project shall not  
3 seek multiple applications for building permits to evade the applicability of the TDM Program.

4           (d) The TDM Program shall not apply to any Development Project that receives Approval  
5 of a Development Application before the effective date of this Section.

6  
7           **SEC. 169.4. TRANSPORTATION DEMAND MANAGEMENT PLAN REQUIREMENTS.**

8           (a) A property owner shall submit a proposed TDM Plan along with the Development  
9 Project's first Development Application. The proposed TDM Plan shall document the Development  
10 Project's proposed compliance with Section 169 and the Planning Commission's TDM Program  
11 Standards.

12           (b) The proposed TDM Plan shall be reviewed in conjunction with the approval of the first  
13 Development Application for the Development Project.

14           (c) Compliance with the TDM Program, including compliance with a finalized TDM Plan,  
15 shall be included as a Condition of Approval of the Development Project. The Planning Commission  
16 shall not waive, reduce, or adjust the requirements of the TDM Program through the approval  
17 processes described in Sections 304, 309, 329 or any other Planning Commission approval process  
18 that allows for exceptions.

19           (d) The Development Project shall be subject to the TDM Program Standards in effect at  
20 the time of its first Development Project Approval. If the Planning Commission has issued revised  
21 TDM Program Standards subsequent to that Development Project Approval, then the property owner  
22 may elect to have the Development Project be subject to the later-approved TDM Program Standards,  
23 but if so, must meet all requirements of such revised Standards.

24           (e) The Zoning Administrator shall approve and order the recordation of a Notice in the  
25 Official Records of the Recorder of the City and County of San Francisco for the subject property prior

1 to the issuance of a building or site permit. This Notice shall include the Development Project's final  
2 TDM Plan and detailed descriptions of each TDM measure.

3 (f) Upon application of a property owner, after a TDM Plan is finalized and the associated  
4 building or site permit has been issued, a Development Project's TDM Plan may be modified in  
5 accordance with procedures and standards adopted by the Planning Commission in the TDM Program  
6 Standards.

7 **SEC. 169.5. MONITORING, REPORTING AND COMPLIANCE.**

8 (a) Prior to the issuance of a first certificate of occupancy, the property owner shall  
9 facilitate a site inspection by Planning Department staff to confirm that all approved physical  
10 improvement measures in the Development Project's TDM Plan have been implemented and/or  
11 installed. The property owner shall also provide documentation that all approved programmatic  
12 measures in the Development Project's TDM Plan will be implemented. The process and standards for  
13 determining compliance shall be specified in the Planning Commission's TDM Program Standards.

14 (b) Throughout the life of the Development Project, the property owner shall:

15 (1) Maintain a TDM coordinator, as defined in the Planning Commission's TDM  
16 Program Standards, who shall coordinate with the City on the Development Project's compliance with  
17 its approved TDM Plan.

18 (2) Allow City staff access to relevant portions of the property to conduct site visits,  
19 surveys, inspection of physical improvements, and/or other empirical data collection, and facilitate in-  
20 person, phone, and/or e-mail or web-based interviews with residents, tenants, employees, and/or  
21 visitors. City staff shall provide advance notice of any request for access and shall use all reasonable  
22 efforts to protect personal privacy during visits and in the use of any data collected during this process.

23 (3) Submit periodic compliance reports to the Planning Department, as required by  
24 the Planning Commission's TDM Program Standards.

1                    **SEC. 169.6. TRANSPORTATION DEMAND MANAGEMENT PROGRAM**

2                    **STANDARDS.**

3                    (a) The Planning Commission, with the assistance of the Planning Department and in  
4                    consultation with staff of the San Francisco Municipal Transportation Agency and the San Francisco  
5                    County Transportation Authority, shall adopt the Planning Commission Standards for the  
6                    Transportation Demand Management Program, or TDM Program Standards. The TDM Program  
7                    Standards shall contain the specific requirements necessary for compliance with the TDM Program.  
8                    The TDM Program Standards shall be updated from time to time, as deemed appropriate by the  
9                    Planning Commission, to reflect best practices in the field of Transportation Demand Management.

10                    (b) When preparing, adopting, or updating the TDM Program Standards, the Planning  
11                    Commission shall consider the primary goals of Section 169, that is, to reduce VMT from new  
12                    development in order to maintain mobility as San Francisco grows, and to achieve better  
13                    environmental, health and safety outcomes. In addition, the Planning Commission shall consider the  
14                    following principles:

15                    (1) The requirements of the TDM Program, as set forth in the TDM Program  
16                    Standards, shall be proportionate to the total amount of VMT that Development Projects produce, and  
17                    shall take into account site-specific information, such as density, diversity of land uses, and access to  
18                    travel options other than the private automobile in the surrounding vicinity.

19                    (2) The TDM Program Standards shall provide flexibility for Development Projects  
20                    to achieve the purposes of the TDM Program in a way that best suits the circumstances of each  
21                    Development Project. To that end, the TDM Program Standards shall include a menu of TDM  
22                    measures from which to choose. Each measure in this TDM menu shall be designed to reduce VMT by  
23                    site residents, tenants, employees, or visitors, as relevant to the Development Project, and must be  
24                    under the control of the developer, property owner, or tenant.

1                   (3) Each of the TDM measures in the TDM Program Standards shall be assigned a  
2 number of points, reflecting its relative effectiveness to reduce VMT. This relative effectiveness  
3 determination shall be grounded in literature review, local data collection, best practice research,  
4 and/or professional transportation expert opinion, and shall be described in the TDM Program  
5 Standards.

6                   (c) Every four years, following the periodic updates to the San Francisco Countywide  
7 Transportation Plan that the San Francisco County Transportation Authority prepares, the Planning  
8 Department shall prepare a report analyzing the implementation of the TDM Program and describing  
9 any changes to the TDM Program Standards. The Planning Department shall present such report to  
10 the Planning Commission and the Board of Supervisors during public hearings.

11  
12                   Section 3. The Planning Code is hereby amended by revising Sections 151, 163, 166,  
13 305, and 357 to read as follows:

14  
15                   **SEC. 151. SCHEDULE OF REQUIRED OFF-STREET PARKING SPACES.**

16                   (a) Applicability. Off-street parking spaces shall be provided in the minimum quantities  
17 specified in Table 151, except as otherwise provided in Section 151.1 and Section 161 of this  
18 Code. Where the building or lot contains uses in more than one of the categories listed,  
19 parking requirements shall be calculated in the manner provided in Section 153 of this Code.  
20 Where off-street parking is provided which exceeds certain amounts in relation to the  
21 quantities specified in Table 151, as set forth in subsection (c), such parking shall be  
22 classified not as accessory parking but as either a principal or a conditional use, depending  
23 upon the use provisions applicable to the district in which the parking is located. In  
24 considering an application for a conditional use for any such parking, due to the amount being  
25 provided, the Planning Commission shall consider the criteria set forth in Section 157 of this

1 Code. Minimum off-street parking requirements shall be reduced, to the extent needed, when such  
2 reduction is part of a Development Project's compliance with the Transportation Demand Management  
3 Program set forth in Section 169 of the Planning Code.

4 \* \* \* \*

5  
6 **SEC. 163. TRANSPORTATION MANAGEMENT PROGRAMS AND**  
7 **TRANSPORTATION BROKERAGE SERVICES IN COMMERCIAL AND MIXED USE**  
8 **DISTRICTS.**

9 (a) Purpose. This Section 163 is intended to assure that adequate ~~measures~~ services  
10 are undertaken ~~and maintained~~ to minimize the transportation impacts of added office  
11 employment and residential development in the downtown and South of Market area, in a  
12 manner consistent with the objectives and policies of the General Plan, by facilitating the  
13 effective use of transit, encouraging ridesharing, and employing other practical means to  
14 reduce commute travel by single-occupant vehicles.

15 (b) Applicability. The requirements of this Section apply to any project meeting one of  
16 the following conditions:

17 (1) In Commercial and Mixed Use Districts, projects where the gross occupied  
18 square feet of new construction, conversion, or added floor area for office use equals at least  
19 100,000 square feet;

20 (2) In the C-3-O(SD) District, where new construction, conversion, or added  
21 floor area for residential use equals at least 100,000 square feet or 100 dwelling units;

22 (3) In the C-3-O(SD) District, projects where the gross occupied square feet of  
23 new construction or added floor area for any non-residential use equals at least 100,000  
24 square feet; or

1 (4) In the case of the SSO, WMUO, or MUO District, where the *gross occupied*  
2 square feet of new, converted or added floor area for office use equals at least 25,000 square  
3 feet.

4 (c) Requirement. For all applicable projects, the *project sponsor property owner* shall be  
5 required to provide on-site transportation brokerage services for the actual lifetime of the  
6 project, as provided in this Subsection. Prior to the issuance of a temporary permit of  
7 occupancy ~~(for this purpose Section 149(d) shall apply)~~, the *project sponsor property owner* shall  
8 execute an agreement with the Planning Department for the provision of on-site transportation  
9 brokerage services, ~~and preparation of a transportation management program to be approved by the~~  
10 ~~Director of Planning and implemented by the provider of transportation brokerage services. The~~  
11 ~~transportation management program and transportation brokerage services shall be designed:~~

12 ~~(1) To promote and coordinate effective and efficient use of transit by tenants and their~~  
13 ~~employees, including the provision of transit information and sale of transit passes on-site;~~

14 ~~(2) To promote and coordinate ridesharing activities for all tenants and their~~  
15 ~~employees within the structure or use;~~

16 ~~(3) To reduce parking demand and assure the proper and most efficient use of on-site~~  
17 ~~or off-site parking, where applicable, such that all provided parking conforms with the requirements of~~  
18 ~~Article 1.5 of this Code and project approval requirements;~~

19 ~~(4) To promote and encourage the provision and proliferation of car-sharing services~~  
20 ~~convenient to tenants and employees of the subject buildings in addition to those required by Section~~  
21 ~~166, and to promote and encourage those tenants and their employees to prioritize the use of car-share~~  
22 ~~services for activities that necessitate automobile travel, including the promotion and sale of individual~~  
23 ~~and business memberships in certified car-sharing organizations, as defined by Section 166(b)(2).~~

1                   ~~(5) To promote and encourage project occupants to adopt a coordinated flex-time or~~  
2 ~~staggered work hours program designed to more evenly distribute the arrival and departure times of~~  
3 ~~employees within normal peak commute periods;~~

4                   ~~(6) To participate with other project sponsors in a network of transportation brokerage~~  
5 ~~services for the respective downtown, South of Market area, or other area of employment concentration~~  
6 ~~in Mixed Use Districts;~~

7                   ~~(7) To carry out other activities determined by the Planning Department to be~~  
8 ~~appropriate to meeting the purpose of this requirement.~~

9                   **SEC. 166. CAR SHARING.**

10                   \* \* \* \*

11                   (g) Optional Car-Share Spaces.

12                   (1) Amount of Optional Spaces. In addition to any permitted or required parking  
13 that may apply to the project, the property owner may elect to provide additional car-share  
14 parking spaces in the maximum amount specified in Table 166A; provided, however, that the  
15 optional car-share parking spaces authorized by this subsection (g) are not permitted for a  
16 project that receives a Conditional Use authorization to increase parking. Additional car-share  
17 parking spaces shall be allowed beyond the maximum amount specified in Table 166A, to the extent  
18 needed, when such additional car-share parking spaces are part of a Development Project's  
19 compliance with the Transportation Demand Management Program set forth in Section 169 of the  
20 Planning Code.

21                   \* \* \* \*

22  
23                   **SEC. 305. VARIANCES.**

24                   (a) General. The Zoning Administrator shall hear and make determinations regarding  
25 applications for variances from the strict application of quantitative standards in this Code. He

1 shall have power to grant only such variances as may be in harmony with the general purpose  
2 and intent of this Code and in accordance with the general and specific rules contained  
3 herein, and he shall have power to grant such variances only to the extent necessary to  
4 overcome such practical difficulty or unnecessary hardship as may be established in  
5 accordance with the provisions of this Section. No variance shall be granted in whole or in  
6 part which would have an effect substantially equivalent to a reclassification of property; or  
7 which would permit any use, any height or bulk of a building or structure, or any type or size or  
8 height of sign not expressly permitted by the provisions of this Code for the district or districts  
9 in which the property in question is located; or which would grant a privilege for which a  
10 conditional use procedure is provided by this Code; or which would change a definition in this  
11 Code; or which would waive, reduce or adjust the inclusionary housing requirements of  
12 Sections 415 through 415.9; or which would reduce or waive any portion of the usable open  
13 space applicable under certain circumstances in the Eastern Neighborhoods Mixed Use  
14 Districts pursuant to Section 135(i) and 135.3(d); or which would waive or reduce the quantity  
15 of bicycle parking required by Sections 155.2 through 155.3 where off-street automobile  
16 parking is proposed or existing; *or which would waive, reduce or adjust the requirements of the*  
17 *TDM Program in Sections 169 et seq.* A variance may be granted for the bicycle parking layout  
18 requirements in Section 155.1 of this Code. If the relevant Code provisions are later changed  
19 so as to be more restrictive before a variance authorization is acted upon, the more restrictive  
20 new provisions, from which no variance was granted, shall apply. The procedures for  
21 variances shall be as specified in this Section and in Sections 306 through 306.5.

22 \* \* \* \*

23  
24 **SEC. 357. TRANSPORTATION REVIEW ASSOCIATED WITH PROJECT**  
25 **APPLICATIONS.**

1 (a) Transportation Study \$21,758-00 plus time and materials as set forth in Section  
2 350(c). Extremely complex transportation studies will be charged a higher initial fee based on  
3 the specifics of the project which will be outlined in an Agreement between the Department  
4 and the project sponsor.

5 (b) Municipal Transportation Agency review of transportation impact study: \$4,185 per  
6 study.

7 (c) Transportation Demand Management Program fees. The fee for review of a Development  
8 Project's Transportation Demand Management Plan shall be \$6,000, plus time and materials in excess  
9 of this initial one-time fee. The fee for periodic compliance review required under the Transportation  
10 Demand Management Program Standards shall be \$1,000. In addition, the fee for voluntary  
11 Transportation Demand Management Plan update review shall be \$1,300.

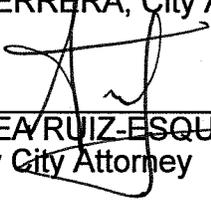
12  
13 Section 4. Effective Date. This ordinance shall become effective 30 days after  
14 enactment. Enactment occurs when the Mayor signs the ordinance, the Mayor returns the  
15 ordinance unsigned or does not sign the ordinance within ten days of receiving it, or the Board  
16 of Supervisors overrides the Mayor's veto of the ordinance.

17  
18 Section 5. Scope of Ordinance. In enacting this ordinance, the Board of Supervisors  
19 intends to amend only those words, phrases, paragraphs, subsections, sections, articles,  
20 numbers, punctuation marks, charts, diagrams, or any other constituent parts of the Municipal  
21 Code that are explicitly shown in this ordinance as additions, deletions, Board amendment  
22 additions, and Board amendment deletions in accordance with the "Note" that appears under  
23 the official title of the ordinance. Notwithstanding the previous sentence, if the City enacts the  
24 ordinance in Board of Supervisors File No. 160632, which, among other things, deletes  
25 Planning Code Section 357 in its entirety and places the transportation study fees referenced

1 in Planning Code Section 357 into the uncodified Section 4 of that ordinance, it is the intent of  
2 the Board of Supervisors that this ordinance not conflict with the ordinance in File No. 160632.  
3 Accordingly, if the City enacts the ordinance in File No. 160632 with the deletion of Planning  
4 Code Section 357 in its entirety, it is the intent of the Board of Supervisors that Section 357 be  
5 likewise deleted from this ordinance, but that subsection (c) of Planning Code Section 357,  
6 which is added by this ordinance, be treated as an uncodified provision of this ordinance, and  
7 serve as the basis for the inclusion of the fee established in subsection (c) in the Planning  
8 Department Schedule of Fees.

9  
10 APPROVED AS TO FORM:  
11 DENNIS J. HERRERA, City Attorney

12 By:

  
13 ANDREA RUIZ-ESQUIDE  
14 Deputy City Attorney

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25



**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT C: DRAFT RESOLUTION TO ADOPT THE TDM PROGRAM STANDARDS**





# SAN FRANCISCO PLANNING DEPARTMENT

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## Planning Commission Draft Resolution

HEARING DATE: AUGUST 4, 2016

*Case No.:* 2012.0726PCA  
*Project:* Transportation Sustainability Program –  
Shift TDM Program Standards  
*Staff Contact:* Rachel Schuett, (415) 575-9030  
rachel.schuett@sfgov.org  
*Recommendation:* **Recommend Approval**

1650 Mission St.  
Suite 400  
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CA 94103-2479

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**415.558.6378**

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**ADOPTION OF THE PLANNING COMMISSION STANDARDS FOR THE TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM STANDARDS DOCUMENT IN COMPLIANCE WITH PLANNING CODE SECTION 169 (TDM ORDINANCE), WHICH ESTABLISHES A FRAMEWORK OF TDM REQUIREMENTS FOR NEW DEVELOPMENT PROJECTS, TO MAKE SURE THAT THESE PROJECTS ARE DESIGNED TO ENCOURAGE RESIDENTS, TENANTS, EMPLOYEES AND VISITORS TO GET AROUND USING SUSTAINABLE MODES OF TRAVEL SUCH AS TRANSIT, WALKING, AND BICYCLING.**

### **PREAMBLE**

WHEREAS, the “Transit First Policy” in the City Charter declares that public transit is “an economically and environmentally sound alternative to transportation by individual automobiles”, and that within the City, “travel by public transit, by bicycle and on foot must be an attractive alternative to travel by private automobile”; and

WHEREAS, the City has many plans policies and initiative that seek to encourage safe travel by active modes of transportation including the San Francisco Bicycle Plan, the Green Connections Plan, the Better Streets Plan, Vision Zero, and others; and

WHEREAS, travel by transit, bicycle, or on foot are considered to be trips made sustainable modes of transportation; and

WHEREAS, according to Plan Bay Area 2040, the Bay Area’s Regional Transportation Plan and Sustainable Community Strategy, San Francisco is expected to grow by approximately 191,000 jobs and 102,000 households between 2010 and 2040; and

WHEREAS, this growth will generate an increased demand for transportation infrastructure and services on an already constrained transportation system; and

WHEREAS, one of the challenges posed by this growth is the increased number of single occupancy vehicle trips, and the pressure they add to San Francisco's limited public streets and rights-of-way, contributing to congestion, transit delays, and public health and safety concerns, and the air pollution, greenhouse gas (GHG) emissions, and noise caused by motorized vehicles, which negatively impact the quality of life in the City; and

WHEREAS, at the state level, the Congestion Management Law, Gov. Code Section 65088, has established that in order to reduce the state's traffic congestion crisis and "keep California moving," it is important to build transit-oriented development, revitalize the state's cities, and promote all forms of transportation; and

WHEREAS, various policies have been adopted at the state level that set GHG reduction targets including, Assembly Bill 32, the California Global Warming Solutions Act of 2006 (Chapter 488, Statutes of 2006), Executive Orders B-30-15, S-3-05 and B-16-12, Senate Bill 375, the Sustainable Communities and Climate Protection Act of 2008 (Chapter 728, Statutes of 2008); and

WHEREAS, local plans and policies including Plan Bay Area 2040, the GHG Reduction Ordinance, and the San Francisco Climate Action Strategy 2013 Update also set GHG reduction targets; and

WHEREAS, the transportation sector contributes significantly to GHG emissions and, as a result, many GHG emissions reduction targets are accompanied by targets to reduce vehicle miles traveled and to increase non-automobile mode share; and one of the ways identified to achieve these targets is through a requirement for the inclusion of transportation demand management (TDM) measures for new development; and

WHEREAS, the importance of TDM strategies are acknowledged in the Transportation Element of the General Plan, the San Francisco County Transportation Plan; and

WHEREAS, many Area Plans including each of the Area Plans within Eastern Neighborhoods and the Transit Center District Plan identify policies for the development of a TDM program for the Plan Area; and

WHEREAS, the TDM Ordinance establishes a citywide TDM program for new development; and

WHEREAS, the TDM Ordinance seeks to promote sustainable travel modes by requiring new development projects to incorporate design features, incentives and tools that support transit, ride-sharing, walking, and bicycle riding for the residents, tenants, employees, and visitors of their projects; and

WHEREAS, the goals of the TDM Ordinance are to help keep San Francisco moving as the city grows, and to promote better environmental, health and safety outcomes, consistent with state, regional and local policies; and

WHEREAS, the Planning Commission (hereinafter "Commission") conducted a duly noticed public hearing at a regularly scheduled meeting to consider the proposed TDM Ordinance and Planning Commission Standards for the TDM Program (TDM Program Standards) on April 28, 2016 and August 4, 2016; and

WHEREAS, the Commission on August 4, 2016, pursuant to Planning Code Section 302(b), adopted a Resolution to recommend approval of the TDM Ordinance to the Board of Supervisors; and

WHEREAS, the Commission has heard and considered the testimony presented to it at the public hearing and has further considered written materials and oral testimony presented on behalf of Department staff and other interested parties; and

WHEREAS, the all pertinent documents may be found in the files of the Department, as the custodian of records, at 1650 Mission Street, Suite 400, San Francisco; and

WHEREAS, the Commission has reviewed the TDM Program Standards:

**MOVED**, that the Planning Commission hereby Adopts the TDM Program Standards to establish the specific requirements necessary for compliance with the citywide TDM Program conditioned upon approval of the TDM Ordinance Planning Code amendments by the Board of Supervisors.

I hereby certify that the foregoing Resolution was ADOPTED by the San Francisco Planning Commission on August 4, 2016.

Jonas P. Ionin  
Commission Secretary

AYES:

NOES:

ABSENT:



**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT D: DRAFT TDM PROGRAM STANDARDS (JULY 2016) AND SUMMARY OF REVISIONS TO JUNE 2016 DRAFT TDM PROGRAM STANDARDS**





PLANNING COMMISSION

# STANDARDS FOR THE TRANSPORTATION DEMAND MANAGEMENT PROGRAM



DRAFT JULY 2016



# 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*

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*

Tom Nolan, *Chairman*  
Cheryl Brinkman, *Vice Chairman*  
Gwyneth Borden  
Malcolm A. Heinicke  
Joél Ramos  
Cristina Rubke

### *San Francisco Planning Commission*

Rodney Fong, *President*  
Dennis Richards, *Vice-President*  
Michael Antonini  
Rich Hillis  
Christine Johnson  
Kathrin Moore  
Cindy Wu

## PROJECT TEAM

### *Office of Economic And Workforce Development*

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### *San Francisco County Transportation Authority*

Tilly Chang, *Executive Director*  
Joe Castiglione  
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### *San Francisco Municipal Transportation Agency*

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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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# 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.

## 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.

<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.



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**

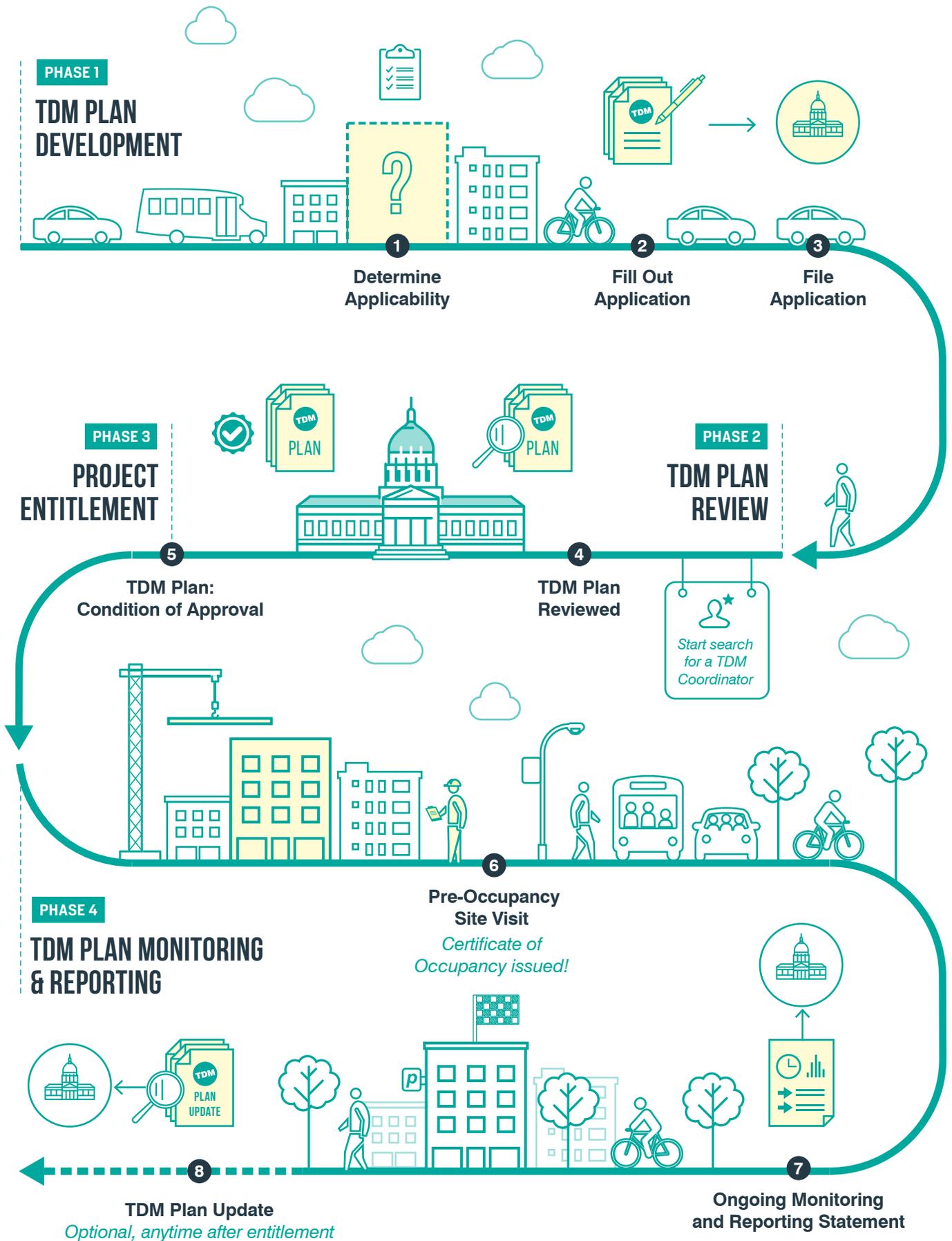
# Transportation Demand Management Plan Process

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>	<b>1 Determine Applicability</b> (property owner)	Property owner determines if the TDM Program is applicable to the Development Project.
	<b>2 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.
	<b>3 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>	<b>4 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>	<b>5 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>	<b>6 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.
	<b>7 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.
	<b>8 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 1-1: OVERALL PROCESS



# 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

1 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.

2 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 < 4	Base Target: 13 points
		Each additional 2*	1 additional point
B	Office	Base number: 0 < 20	Base Target: 13 points
		Each additional 10*	1 additional point
C	Residential	Base number: 0 < 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.

**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.

**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>	Residential Use	
<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>



**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>

<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.

**EXAMPLE 1**

**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.

**EXAMPLE 2**

**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.



**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.

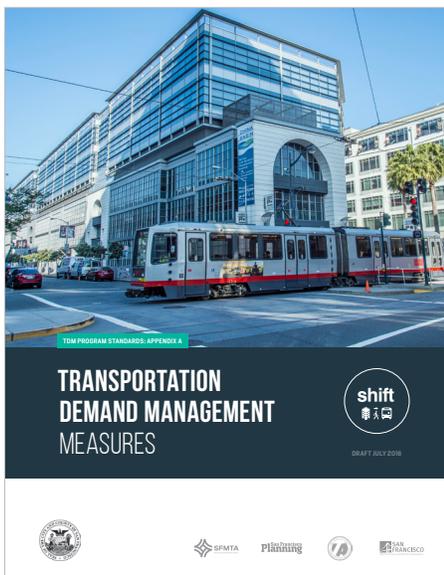
**2.2(b) TDM Menu of Options.** To achieve the target, a property owner can select up to 26 TDM measures from the TDM menu. The TDM Program Standards group the 26 TDM measures into eight different categories for ease of understanding: Active Transportation, Car-share, Delivery, Family, High-Occupancy 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 MEASURES: ACTIVE TRANSPORTATION**

### 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; 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 Bods identified in the WalkFirst toolkit; if the Development Project is located on a High-Injury Corridor.

**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 identified in the fact sheet must be included in the In-Kind Agreement.

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

### Car-Share Parking and Membership

**TDM MEASURE:**  
The property owner shall offer memberships to a certified carshare organization, at least once annually to each Dwelling Unit and/or employee for the Life 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 memberships minimally equivalent to the cost of one annual membership per Dwelling Unit and/or employee. The cost of the membership shall be determined at the time of project approval and increased annually to reflect the two-year average consumer price index change for the San Francisco-San Jose Primary Metropolitan Statistical Area or the change in the cost of the membership, whichever is less. Residents or employees shall pay all other costs associated with the car share usage, including hourly fees. The car share parking spaces shall meet the availability and specifications required in the Planning Code, and Zoning Administrator Bulletin No. 6. Car-share parking spaces required for Option C may be waived if no Accessory Parking is provided for the project. The property owner may choose ONE of the following five options:

**OPTION A** **POINTS: 1**

**Residential:** Car-share parking spaces as required by the Planning Code.  
**Office:** Car-share parking spaces as required by the Planning Code.  
**Retail:** Car-share parking spaces as required by the Planning Code.

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

**POINTS: 1-5** ○○○○○

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**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 initially propose more Accessory Parking spaces than the TDM menu can address. The following are the approximate<sup>4</sup> maximum number of Accessory Parking spaces may be included for Development Projects within land use categories A, B, and C. Beyond this number of Accessory Parking spaces 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 park at or below the *neighborhood parking rate* for their land use category. The neighborhood parking rate requirement is in addition to including all measures and points applicable for the land use category in the Development Project's TDM Plan. The methodology and the rationale for the neighborhood parking rate requirement for these Development Projects is described in Chapter 4 of the TDM Technical Justification Document.

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: <b>Option A</b> ; or	1 ●	Ⓜ	Ⓜ	Ⓜ	○
	Improve Walking Conditions: <b>Option B</b>	1 ●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-2	Bicycle Parking: <b>Option A</b> ; or	1 ●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Bicycle Parking: <b>Option B</b> ; or	2 ●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Bicycle Parking: <b>Option C</b> ; or	3 ●●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Bicycle Parking: <b>Option D</b>	4 ●●●●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-3	Showers and Lockers	1 ●	Ⓜ	Ⓜ	ⓧ	Ⓜ
ACTIVE-4	Bike Share Membership: <b>Location A</b> ; or	1 ●	Ⓜ	Ⓜ	Ⓜ	○
	Bike Share Membership: <b>Location B</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: <b>Option A</b> ; or	1 ●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Car-share Parking and Membership: <b>Option B</b> ; or	2 ●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Car-share Parking and Membership: <b>Option C</b> ; or	3 ●●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Car-share Parking and Membership: <b>Option D</b> ; or	4 ●●●●	Ⓜ	Ⓜ	Ⓜ	○
	Car-share Parking and Membership: <b>Option E</b>	5 ●●●●●	Ⓜ	Ⓜ	Ⓜ	○
DELIVERY-1	Delivery Supportive Amenities	1 ●	Ⓜ	Ⓜ	Ⓜ	○
DELIVERY-2	Provide Delivery Services	1 ●	Ⓜ	ⓧ	ⓧ	○
FAMILY-1	Family TDM Amenities: <b>Option A</b> ; and/or	1 ●	ⓧ	ⓧ	Ⓜ	ⓧ
	Family TDM Amenities: <b>Option B</b>	1 ●	ⓧ	ⓧ	Ⓜ	ⓧ
FAMILY-2	On-site Childcare	2 ●●	Ⓜ	Ⓜ	Ⓜ	ⓧ
FAMILY-3	Family TDM Package	2 ●●	ⓧ	ⓧ	Ⓜ	ⓧ
HOV-1	Contributions or Incentives for Sustainable Transportation: <b>Option A</b> ; or	2 ●●	Ⓜ	Ⓜ	Ⓜ	○
	Contributions or Incentives for Sustainable Transportation: <b>Option B</b> ; or	4 ●●●●	Ⓜ	Ⓜ	Ⓜ	○
	Contributions or Incentives for Sustainable Transportation: <b>Option C</b> ; or	6 ●●●●●●	Ⓜ	Ⓜ	Ⓜ	○
	Contributions or Incentives for Sustainable Transportation: <b>Option D</b>	8 ●●●●●●●●	Ⓜ	Ⓜ	Ⓜ	○
HOV-2	Shuttle Bus Service: <b>Option A</b> ; or	7 ●●●●●●●	Ⓜ	Ⓜ	Ⓜ	○
	Shuttle Bus Service: <b>Option B</b>	14 ●●●●●●●●●●●●●●	Ⓜ	Ⓜ	Ⓜ	○

- Ⓜ = 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: <b>Option A</b> ; or	1 ●	ⓐ	ⓐ	ⓐ	○
	Vanpool Program: <b>Option B</b> ; or	2 ●●	ⓐ	ⓐ	ⓐ	○
	Vanpool Program: <b>Option C</b> ; or	3 ●●●	ⓐ	ⓐ	ⓐ	○
	Vanpool Program: <b>Option D</b> ; or	4 ●●●●	ⓐ	ⓐ	ⓐ	○
	Vanpool Program: <b>Option E</b> ; or	5 ●●●●●	ⓐ	ⓐ	ⓐ	○
	Vanpool Program: <b>Option F</b> ; or	6 ●●●●●●	ⓐ	ⓐ	ⓐ	○
	Vanpool Program: <b>Option G</b>	7 ●●●●●●●	ⓐ	ⓐ	ⓐ	○
INFO-1	Multimodal Wayfinding Signage	1 ●	ⓐ	ⓐ	ⓐ	ⓐ
INFO-2	Real Time Transportation Information Displays	1 ●	ⓐ	ⓐ	ⓐ	ⓐ
INFO-3	Tailored Transportation Marketing Services: <b>Option A</b> ; or	1 ●	ⓐ	ⓐ	ⓐ	○
	Tailored Transportation Marketing Services: <b>Option B</b> ; or	2 ●●	ⓐ	ⓐ	ⓐ	○
	Tailored Transportation Marketing Services: <b>Option C</b> ; or	3 ●●●	ⓐ	ⓐ	ⓐ	○
	Tailored Transportation Marketing Services: <b>Option D</b>	4 ●●●●	ⓐ	ⓐ	ⓐ	○
LU-1	Healthy Food Retail in Underserved Area	2 ●●	ⓐ	ⓐ	ⓐ	ⓐ
LU-2	On-site Affordable Housing: <b>Option A</b> ; or	1 ●	ⓐ	ⓐ	ⓐ	ⓐ
	On-site Affordable Housing: <b>Option B</b> ; or	2 ●●	ⓐ	ⓐ	ⓐ	ⓐ
	On-site Affordable Housing: <b>Option C</b> ; or	3 ●●●	ⓐ	ⓐ	ⓐ	ⓐ
	On-site Affordable Housing: <b>Option D</b>	4 ●●●●	ⓐ	ⓐ	ⓐ	ⓐ
PKG-1	Unbundle Parking: <b>Location A</b> ; or	1 ●	ⓐ	ⓐ	ⓐ	○
	Unbundle Parking: <b>Location B</b> ; or	2 ●●	ⓐ	ⓐ	ⓐ	○
	Unbundle Parking: <b>Location C</b> ; or	3 ●●●	ⓐ	ⓐ	ⓐ	○
	Unbundle Parking: <b>Location D</b> ; or	4 ●●●●	ⓐ	ⓐ	ⓐ	○
	Unbundle Parking: <b>Location E</b>	5 ●●●●●	ⓐ	ⓐ	ⓐ	○
PKG-2	Parking Pricing	2 ●●	ⓐ	ⓐ	ⓐ	○
PKG-3	Parking Cash Out: Non-residential Tenants	2 ●●	ⓐ	ⓐ	ⓐ	○
PKG-4	Parking Supply: <b>Option A</b> ; or	1 ●	ⓐ	ⓐ	ⓐ	ⓐ
	Parking Supply: <b>Option B</b> ; or	2 ●●	ⓐ	ⓐ	ⓐ	ⓐ
	Parking Supply: <b>Option C</b> ; or	3 ●●●	ⓐ	ⓐ	ⓐ	ⓐ
	Parking Supply: <b>Option D</b> ; or	4 ●●●●	ⓐ	ⓐ	ⓐ	○
	Parking Supply: <b>Option E</b> ; or	5 ●●●●●	ⓐ	ⓐ	ⓐ	○
	Parking Supply: <b>Option F</b> ; or	6 ●●●●●●	ⓐ	ⓐ	ⓐ	○
	Parking Supply: <b>Option G</b> ; or	7 ●●●●●●●	ⓐ	ⓐ	ⓐ	○
	Parking Supply: <b>Option H</b> ; or	8 ●●●●●●●●	ⓐ	ⓐ	ⓐ	○
	Parking Supply: <b>Option I</b> ; or	9 ●●●●●●●●●	ⓐ	ⓐ	ⓐ	○
	Parking Supply: <b>Option J</b> ; or	10 ●●●●●●●●●●	ⓐ	ⓐ	ⓐ	○
	Parking Supply: <b>Option K</b>	11 ●●●●●●●●●●●	ⓐ	ⓐ	ⓐ	○

ⓐ = 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.

**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 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.

# 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.

#### EXAMPLE

**A Development Project receives its First Certificate of Occupancy on June 1, 2018.**

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.).

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.

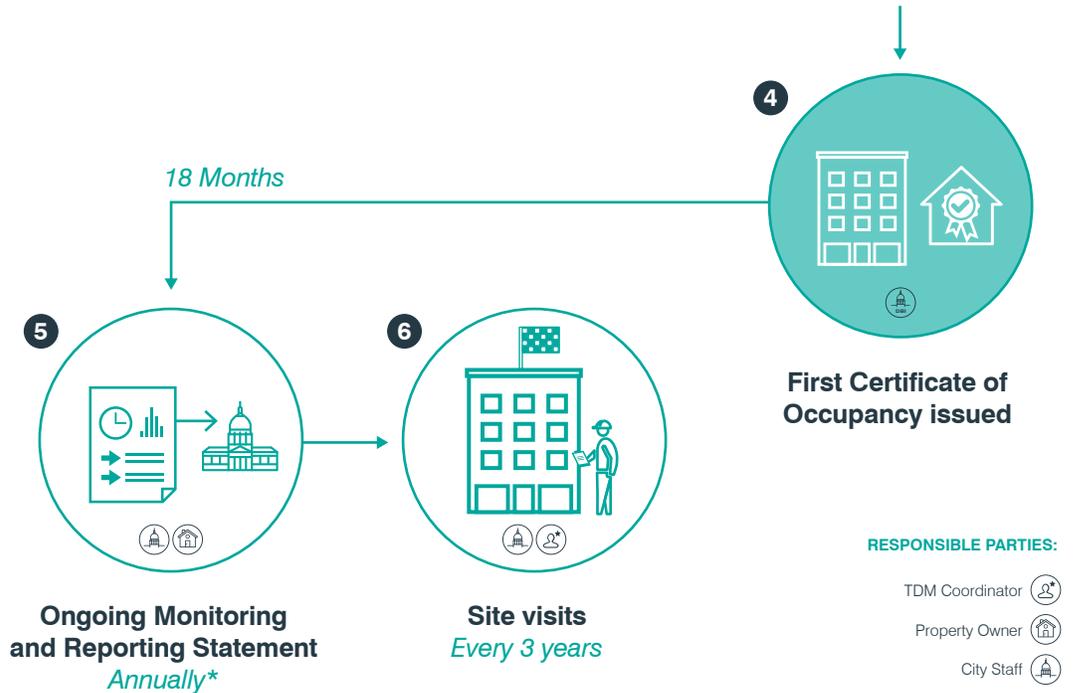
**PRE-OCCUPANCY MONITORING AND REPORTING**

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**

<i>Phase &amp; Timing</i>	<i>Action (Responsible Party)</i>	<i>Description</i>
<b>Pre-Occupancy Monitoring and Reporting</b>  Prior to issuance of the First Certificate of Occupancy	<b>1 Site visit scheduled</b> (City staff/TDM coordinator)	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.
	<b>2 Pre-Occupancy Site Visit</b> (City staff/property owner)	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.
	<b>3 Pre-Occupancy Monitoring and Reporting Form</b> (City staff)	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.
<b>Certificate of Occupancy issued</b>	<b>5 First Certificate of Occupancy issued</b> (San Francisco Department of Building Inspection)	
<b>Ongoing Monitoring and Reporting</b>  Annually* over the Life of the Project - commences 18 months after the issuance of the First Certificate of Occupancy.	<b>6 Ongoing Monitoring and Reporting Statement</b> (City staff/property owner)	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.
	<b>7 Site visits</b> (City staff/TDM coordinator)	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.
<b>TDM Plan Update (Optional)</b>  Any time after the Development Project is entitled	<b>1 File TDM Plan Update Application</b> (property owner)	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.
	<b>2 Review/Revise TDM Plan</b> (City staff)	City staff will review the TDM Plan along with any proposed changes and work with the project sponsor to revise the TDM Plan.
	<b>3 Post New TDM Plan</b> (City staff)	City staff will upload the new TDM Plan to the Planning Department website.

\* 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.

# 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 proposed or past changes to the TDM Program Standards. The Planning Department shall present such report to the Planning Commission and 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](#).

**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



DRAFT JULY 2016



## 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
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

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

# 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:



**ACTIVE  
TRANSPORTATION**



**CAR-SHARE**



**DELIVERY**



**FAMILY**



**HIGH OCCUPANCY  
VEHICLES**



**INFORMATION &  
COMMUNICATIONS**



**LAND USE**



**PARKING  
MANAGEMENT**

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).

## 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.

**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.

# 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





# 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.

### OPTION B

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:

### OPTION A

POINTS:

**Residential:** Class 1 and Class 2 bicycle parking spaces as required by the Planning Code.

1

**Office:** Class 1 and Class 2 bicycle parking spaces as required by the Planning Code.

**Retail:** Class 1 and Class 2 bicycle parking spaces as required by the Planning Code.

### OPTION B<sup>1</sup>

POINTS:

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

2

**Office:** 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 25,000 square feet of Occupied Floor Area.

**Retail:** One Class 1 Bicycle Parking space for every 3,750 square feet of Occupied Floor Area, and one Class 2 Bicycle Parking space for every 750 square feet of Occupied Floor Area; or five percent of the maximum number of visitors which the project is designed to accommodate, whichever is less.

#### APPLICABILITY:

This measure is required for some projects under Planning Code Section 155.2, and is applicable to Development Projects in any land use category.

POINTS:

1-4 ○○○○

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**OPTION C<sup>1</sup>****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<sup>1</sup>****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.

---

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**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.

---

**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>. The cost of the membership shall be determined at the time of project approval and increased annually to reflect the two-year average consumer price index change for the San Francisco/San Jose Primary Metropolitan Statistical Area or the change in the cost of the membership, whichever is less. The residents and employees shall pay all other costs associated with the bike share membership, including hourly fees.

### LOCATION A

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 B

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 )

---

**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., 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.

---

**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.

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**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

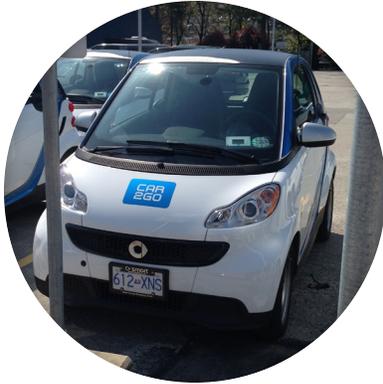


Availability of car-share vehicles reduces the need for individual vehicle ownership, which, in turn, reduces the number of Vehicle Miles Traveled by individuals. Car-share provides vehicles for those trips that are not convenient to make by transit, walking, or bicycling, such as large shopping trips.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





# Car-Share Parking and Membership

**TDM MEASURE:**

The property owner shall 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 memberships minimally equivalent to the cost of one annual membership per Dwelling Unit and/or employee. The cost of the membership shall be determined at the time of project approval and increased annually to reflect the two-year average consumer price index change for the San Francisco/San Jose Primary Metropolitan Statistical Area or the change in the cost of the membership, whichever is less. Residents or employees shall pay all other costs associated with the car-share usage, including hourly fees. The car-share parking spaces shall meet the availability and specifications required in the Planning Code, and Zoning Administrator Bulletin No. 6. Car-share parking spaces required for Option C may be waived if no Accessory Parking is provided for the project. The property owner may choose ONE of the following five options:

OPTION A	POINTS:
<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.	

<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>
---	---

## OPTION B

POINTS:

2

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

**Office:** 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:** 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 C

POINTS:

3

**Residential:** One car-share membership for each Dwelling Unit, and car-share parking spaces as required by the Planning Code.

**Office:** One car-share membership to each employee, and car-share parking spaces as required by the Planning Code.

**Retail:** One car-share membership to each employee, and car-share parking spaces as required by the Planning Code.

## OPTION D

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 to 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 to 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 E****POINTS:****5**

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

**Office:** One car-share membership to 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 to 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.

---

**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.

**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>.

**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 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 file a TDM Plan Update Application to revise the TDM Plan with new measures to ensure that the target is achieved.

For Option D, 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.

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





# Delivery Supportive Amenities

## TDM MEASURE:

The Development Project shall facilitate delivery services by providing a staffed reception area for receipt of deliveries, and offering 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 per household by reducing number of trips that may otherwise have been by single occupancy vehicle.

---

**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.

---

**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

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**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.

---

**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.

---

**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; and/or	● 1
	Family TDM Amenities: Option B	● 1
FAMILY-2	On-site Childcare	●● 2
FAMILY-3	Family TDM Package	●● 2





# 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:

**OPTION A**

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

**POINTS:**

**1**

**OPTION B**

**Amenities:** One shopping cart for every 10 residential units and one cargo bicycle for every 20 Dwelling Units. All equipment shall be kept clean and well maintained.

**POINTS:**

**1**

**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.

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**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.

### 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.

### ONGOING MONITORING AND REPORTING:

The property owner shall submit a letter from the contracted childcare provider 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.

#### APPLICABILITY:

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

#### POINTS:

**2** ●●

---

**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](#).



# 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.

---

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

---

**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.

---

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

---

**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





# Contributions or Incentives for Sustainable Transportation

## TDM MEASURE:

The Development Project shall 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, or equivalent value in e-cash loaded onto Clipper Card, per Dwelling Unit, and/or employee. The percent contribution shall be determined at the time of project approval and increased annually to reflect the two-year average consumer price index change for the San Francisco/San Jose Primary Metropolitan Statistical Area or the change in the cost of a monthly Muni only “M” pass, whichever is less.

Examples of contributions or incentives include non-taxable monthly subsidy to support bicycle purchase and maintenance or transit fare subsidies. Contributions or incentives must be spent on eligible sustainable transportation purposes. 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 Full compliance means that the property owner offers one subsidy per employee and/or Dwelling Unit regardless of whether or not the subsidies are accepted.

### APPLICABILITY:

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

### POINTS:

**2-8** ○○○○○○○○

## Contributions or Incentives for Sustainable Transportation

HOV-1

### OPTION A

POINTS:

**Two points** for providing at least 25 percent contribution or incentive; OR

**2**

### OPTION B

POINTS:

**Four points** for providing at least 50 percent contribution or incentive; OR

**4**

### OPTION C

POINTS:

**Six points** for providing at least 75 percent contribution or incentive; OR

**6**

### OPTION D

POINTS:

**Eight points** for providing 100 percent contribution or incentive.

**8**

#### DEVELOPMENT REVIEW:

The Development Project shall specify the level of subsidy and how it will be provided (e.g., one FastPass per unit, two per unit, etc.).

#### 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 transit subsidies, then the property owner shall submit documentation demonstrating that the transit contributions were offered and declined<sup>2</sup>. City staff shall verify that contributions 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.



# 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.

---

**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.

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

<p><b>APPLICABILITY:</b></p> <p>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></p> <p><b>1-7</b> ○○○○○○○○</p> <p>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

<b>OPTION D</b>	<b>POINTS:</b>
<b>Four points</b> for Development Projects with greater than or equal to 300,000 and less than 400,000 square feet of <u>Occupied Floor Area</u> .	<b>4</b>
<b>OPTION E</b>	<b>POINTS:</b>
<b>Five points</b> for Development Projects with greater than or equal to 400,000 and less than 500,000 square feet of <u>Occupied Floor Area</u> .	<b>5</b>
<b>OPTION F</b>	<b>POINTS:</b>
<b>Six points</b> for Development Projects with greater than or equal to 500,000 and less than 600,000 square feet <u>Occupied Floor Area</u> .	<b>6</b>
<b>OPTION G</b>	<b>POINTS:</b>
<b>Seven points</b> for Development Projects with greater than or equal to 600,000 square feet of <u>Occupied Floor Area</u> .	<b>7</b>

**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.

**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.

**RELEVANT MUNICIPAL CODE(S):** Planning Code Sections 151.1(g)(1)(C)(i), 163, and 962 and Environment Code Section 427.

# COMMUNICATIONS & INFORMATION

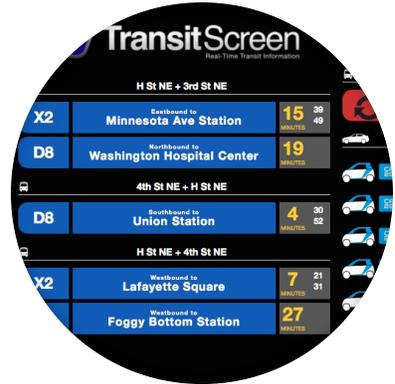


This category of measures is focused on making sure that residents, tenants, visitors, and employees are well-informed about the transportation options open to them, in general. Also, when opting to exercise sustainable transportation choices, a person feels like

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





# Multimodal Wayfinding Signage

## TDM MEASURE:

The Development Project shall provide multimodal wayfinding signage in key locations to support access 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.

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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](#).

**APPLICABILITY:**

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

**POINTS:**

1 ●

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# 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 1/4 mile of the Muni Rapid Transit Network and/or a regional transit hub (such as a Caltrain or BART station).

**POINTS:**

**1 ●**

---

**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.

---

**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 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 the 25 percent of the cost of a monthly Muni only “M” pass per participating resident/employee per year. The cost of the financial incentive shall be determined at the time of project approval and increased annually to reflect the two-year average consumer price index change for the San Francisco/San Jose Primary Metropolitan Statistical Area or the change in the cost of the membership, whichever is less. Financial incentives must be spent on eligible transportation purposes as documented in HOV-1 Contributions or Incentives for Sustainable Transportation, which this or other measures could fulfill the requirements of this financial incentive. Sustainable commute policies could include enrolling employees in pre-tax commuter benefits, providing employees with the opportunity to telework or work flexible schedules, providing priority parking for carpoolers, providing direct transit subsidies, etc.

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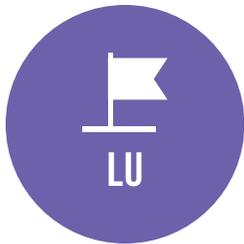
**ONGOING MONITORING AND REPORTING:** The property owner shall maintain updated contact information for the contracted TDM coordinator with City staff. The property owner shall submit a marketing plan and documentation of marketing activities—for example, promotions and outreach activities—for the prior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

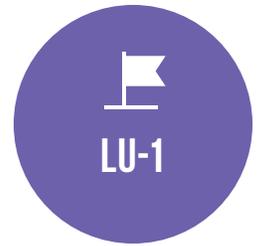
For example, affordable housing units are known to result in fewer Vehicle Miles Traveled than market rate units. This typically occurs because there is a lower auto ownership rate among individuals in affordable units, and, thus, fewer trips are made by a private vehicle.

Also, increasing the land use diversity in an area (typically within 1/2 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





# 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.

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**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.

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**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.

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**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<sup>1</sup>, as research indicates that Affordable Housing units generate fewer vehicle trips than market-rate housing units.

<b>OPTION A</b>	<b>POINTS:</b>
<b>One point</b> if providing greater than or equal to 12 percent and less than or equal to 25 percent on-site <u>Affordable Housing</u> ; OR	<b>1</b>
<b>OPTION B</b>	<b>POINTS:</b>
<b>Two points</b> if providing greater than or equal to 26 percent and less than or equal to 50 percent on-site <u>Affordable Housing</u> ; OR	<b>2</b>
<b>OPTION C</b>	<b>POINTS:</b>
<b>Three points</b> if providing greater than or equal to 51 percent and less than or equal to 75 percent on-site <u>Affordable Housing</u> ; OR	<b>3</b>
<b>OPTION D</b>	<b>POINTS:</b>
<b>Four points</b> if providing equal to or greater than 76 percent on-site <u>Affordable Housing</u>	<b>4</b>

### APPLICABILITY:

This measure is applicable to residential Development Projects (land use category C).

### POINTS:

**1-4** ○○○○

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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.

---

**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>2</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.

---

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

NOTES:

- 1 In order to select this measure, the on-site affordable Dwelling Units must average 25 percent below Area Median Income as defined in Planning Code Section 401.
- 2 City and County of San Francisco Inclusionary Affordable Housing Program Monitoring and Procedures manual, effective May, 2013.

# 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





# Unbundled 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.

<b>LOCATION A</b>	<b>POINTS:</b> <b>1</b>
<b>One point</b> if the residential neighborhood parking rate is greater than 0.8 or non-residential neighborhood parking rate is greater than 1.4 OR;	
<b>LOCATION B</b>	<b>POINTS:</b> <b>2</b>
<b>Two points</b> if the residential neighborhood parking rate is greater than 0.6 and less than or equal to 0.8 or non-residential neighborhood parking rate greater than 1.0 and less than or equal to 1.4 OR;	
<b>LOCATION C</b>	<b>POINTS:</b> <b>3</b>
<b>Three points</b> if the residential neighborhood parking rate is greater than 0.4 and less than or equal to 0.6 or non-residential neighborhood parking rate is greater than 0.6 and less than or equal to 1.0 OR;	

<b>APPLICABILITY:</b> This measure is applicable to Development Projects in any land use category but only if the Development Project includes Accessory Parking	<b>POINTS:</b> <b>1-5</b> ○○○○○
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## Unbundled Parking

PKG-1

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### LOCATION D

POINTS:

**Four points** if residential neighborhood parking rate is greater than 0.2 and less than or equal to 0.4 or non-residential neighborhood parking rate is greater than 0.2 and less than or equal to 0.6 OR;

**4**

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### LOCATION E

POINTS:

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

**5**

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**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.

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

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**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.

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**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

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**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)

**APPLICABILITY:**

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 unbundled parking (PKG-1) qualify for this measure.

**POINTS:**

2 ●●

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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.

**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	POINTS:
<b>OPTION A</b> <b>One point</b> for providing less than or equal to 100 percent and greater than 90 percent of the neighborhood parking rate; OR	<b>1</b>
<b>OPTION B</b> <b>Two points</b> for providing less than or equal to 90 percent and greater than 80 percent of the neighborhood parking rate; OR	<b>2</b>
<b>OPTION C</b> <b>Three points</b> for providing less than or equal to 80 percent and greater than 70 percent of the neighborhood parking rate; OR	<b>3</b>

<b>APPLICABILITY:</b> This measure is applicable to Development Projects in any land use category.	<b>POINTS:</b> <b>1-11</b> ○○○○○○○○○○○○
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## Parking Supply Management

PKG-4

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<b>OPTION D</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>
<hr/>	
<b>OPTION E</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>
<hr/>	
<b>OPTION F</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>
<hr/>	
<b>OPTION G</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>
<hr/>	
<b>OPTION H</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>
<hr/>	
<b>OPTION I</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>
<hr/>	
<b>OPTION J</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>
<hr/>	
<b>OPTION K</b>	<b>POINTS:</b>
<b>Eleven points</b> for providing no parking.	<b>11</b>

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**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.

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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 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.

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**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).



# SAN FRANCISCO PLANNING DEPARTMENT

**MEMO**

## Attachment D TDM Program Standards - Summary of Revisions

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A draft of the Planning Commission’s Standards for the Transportation Demand Management Program (“TDM Program Standards”) was made available for public review in June 2016. Subsequent to the release of that draft, revisions were made to the document and a second draft of the TDM Program Standards was released, the July 2016 draft TDM Program Standards.

All substantive revisions are included in **Table 1. Summary of Revisions to the draft TDM Program Standards (June 2016)**, below. A substantive revision is one that involves the addition or deleting of text. In Table 1, the left column indicates the location of the revision. The page numbers for the TDM Program Standards correspond to the June 2016 draft document. Revisions to the TDM fact sheets in Appendix A are located by the TDM Measure (e.g., ACTIVE-1).

The right column includes additional location information and the revision, itself. Location information typically includes the subheading on the page that the revision is located under (e.g. 2.1 Determine Applicability), or the table, figure, or footnote number, if applicable.

The revisions include the text change, itself, in “quotations” with deleted text shown in ~~striketrough~~ and added text underlined.

Non-substantive revisions are not included in Table 1. These include corrections to spelling or punctuation, corrections to references, renumbering of footnotes, or changes to formatting or page layout, etc. In Appendix A: TDM Measures, many of the fact sheets were revised to provide consistency in the location of the “note”. Those changes are non-substantive, and are also not included in Table 1.

Table 1. Summary of Revisions to the draft TDM Program Standards (June 2016)	
Page # or Fact Sheet Reference	Description of Change
<b>TDM Program Standards</b>	
Page 5	2.1 Determine Applicability  <u>“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.”</u>

Table 1. Summary of Revisions to the draft TDM Program Standards (June 2016)	
Page # or Fact Sheet Reference	Description of Change
Page 5	<p>2.2(a) Targets</p> <p>New Footnote 2</p> <p><u>“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 uses 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.”</u></p>
Page 19	<p>4.1 TDM Menu Updates</p> <p><u>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.</u></p>
<b>Appendix A: Transportation Demand Management Measures</b>	
ACTIVE-1	<p>OPTION A</p> <p><u>“Ten <del>of the</del> additional streetscape elements identified by City staff <u>that contribute to VMT reduction/increased walking</u><sup>1</sup>; OR”</u></p> <p>New Footnote 1</p> <p><u><sup>1</sup>“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).”</u></p>
Active-7	<p>Ongoing Monitoring and Reporting</p> <p><u>“. . .contracting for bicycle valet services that meet the standards specified in the project approvals, and documentation of marketing materials provided for the service.”</u></p>

Table 1. Summary of Revisions to the draft TDM Program Standards (June 2016)	
Page # or Fact Sheet Reference	Description of Change
FAMILY-2	<p>TDM Measure</p> <p>“ . . .comply with all state and City requirements, including provisions within <del>the</del> San Francisco Planning Code <u>Sections 414.5 and 415.3.</u>”</p> <p>Ongoing Monitoring and Reporting</p> <p>“ . . .document outreach to childcare providers. <u>The property owner shall also provide the documentation required in Planning Code Section 414.11.</u>”</p> <p>Relevant Municipal Codes</p> <p><u>“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.”</u></p>
HOV-3	<p>Ongoing Monitoring and Reporting</p> <p>“ . . .with any sensitive billing information redacted, <u>and documentation of marketing materials provided for the service.</u>”</p>
INFO-2	<p>Ongoing Monitoring and Reporting</p> <p>“The property owner shall submit photographs of the displays. <del>and invoices for services with any sensitive billing information redacted.</del>”</p>

Table 1. Summary of Revisions to the draft TDM Program Standards (June 2016)	
Page # or Fact Sheet Reference	Description of Change
INFO-3	<p>Applicability</p> <p><del>“This measure is 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.”</del></p> <p>Option B</p> <p>“Two points for providing promotions and welcome packets (per Option A); AND personal consultation for each new resident/employee; <u>AND</u> 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, <del>AND attend an annual City sponsored training for TDM coordinators on marketing services.</del>”</p> <p>Option C</p> <p>“Three points for providing all of Option B; AND a one-time financial incentive to try new options; AND conduct outreach to tenant employers on an annual basis to encourage adoption of sustainable commute policies. <u>Financial incentives for Option C and Option D shall be at least equivalent to the 25 percent of the cost of a monthly Muni only “M” pass per participating resident/employee per year. The cost of the financial incentive shall be determined at the time of project approval and increased annually to reflect the two-year average consumer price index change for the San Francisco/San Jose Primary Metropolitan Statistical Area or the change in the cost of the membership, whichever is less. Financial incentives must be spent on eligible transportation purposes as documented in HOV-1 Contributions or Incentives for Sustainable Transportation, which this or other measures could fulfill the requirements of this financial incentive. Sustainable commute policies could include enrolling employees in pre-tax commuter benefits, providing employees with the opportunity to telework or work flexible schedules, providing priority parking for carpoolers, providing direct transit subsidies, etc.</u>”</p>
LU-2	<p><u>“NOTES:</u></p> <p><sup>1</sup><u>In order to select this measure, the on-site affordable Dwelling Units must average 25 percent below Area Median Income as defined in Planning Code Section 401.</u></p> <p><sup>2</sup><u>City and County of San Francisco Inclusionary Affordable Housing Program Monitoring and Procedures Manual, effective May 10, 2013.”</u></p>

Table 1. Summary of Revisions to the draft TDM Program Standards (June 2016)	
Page # or Fact Sheet Reference	Description of Change
PKG-1	<p>LOCATION C</p> <p>“Three points if residential neighborhood parking rate is greater than <u>0.24</u> and less than or equal to <u>0.46</u> or non-residential neighborhood parking rate is greater than <u>0.26</u> and less than or equal to <u>0.61.0</u> OR;”</p> <p>LOCATION D</p> <p>“Four points if residential neighborhood parking rate is <u>greater than 0.2 and</u> less than or equal to <u>0.24</u> or non-residential neighborhood parking rate <u>is greater than 0.2</u> and less than or equal to <u>0.26</u> OR;”</p> <p>Applicability</p> <p>“This measure is applicable to Development Projects in any land use category, <u>but only if the Development Project includes Accessory Parking.</u>”</p>
PKG-2	<p>Applicability</p> <p>“...charges a price greater than \$0 for <del>off-street private vehicular parking</del> <u>Accessory Parking.</u>”</p>
PKG-3	<p>TDM Measure</p> <p><del>“The Development Project shall offer off-street private vehicular parking (Accessory Parking) at a cost that is separate from the sale or lease of the property (See measure PKG 1 Unbundle Parking). Any tenant employer... “</del></p> <p>Applicability</p> <p>“...that has employees, <u>and provides Accessory Parking.</u>”</p>

**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT E: TDM TECHNICAL JUSTIFICATION**





# 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.

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Katy Tang, District 4

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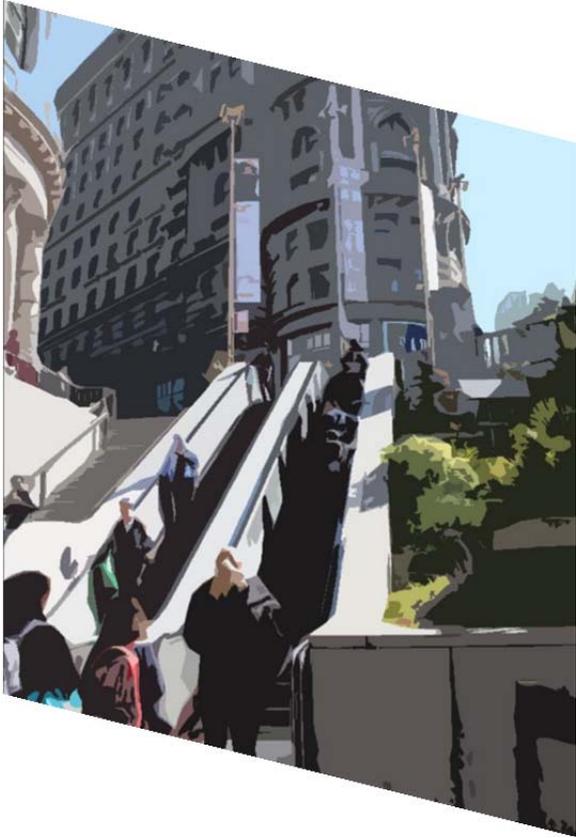
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## Preface

# TDM Technical Justification

---

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.



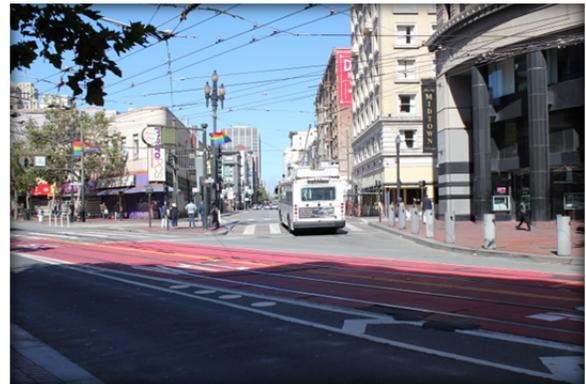
## Purpose of the TDM Program

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.



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<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

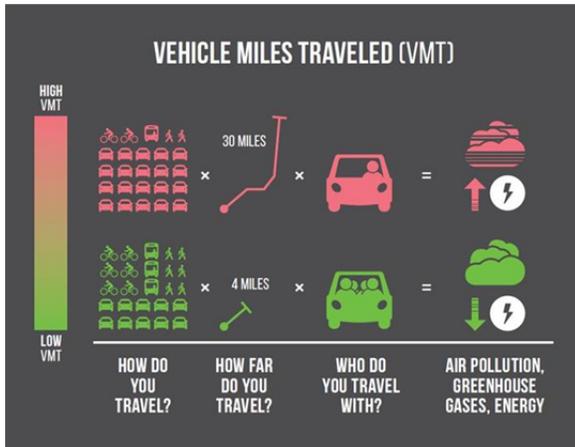
emissions, the development of multimodal transportation networks, and a diversity of land uses." SB 743 states that upon certification of the revised guidelines for determining transportation impacts pursuant to the bill, automobile delay, as described solely by LOS or similar measures of vehicular capacity 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>

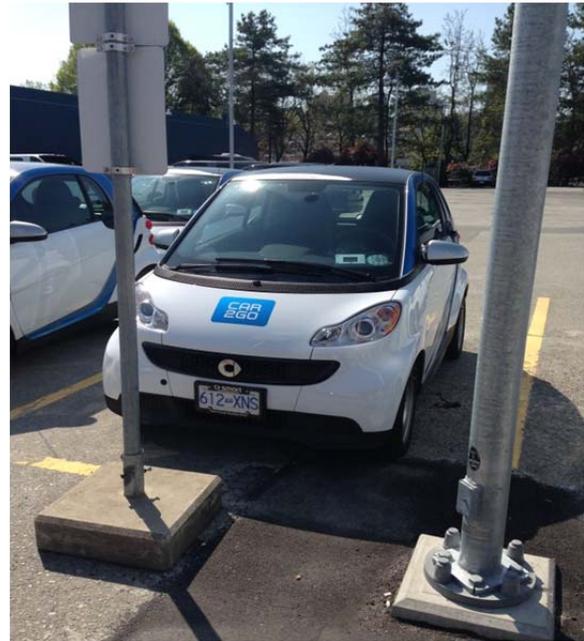


## Shift

**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.

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<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>

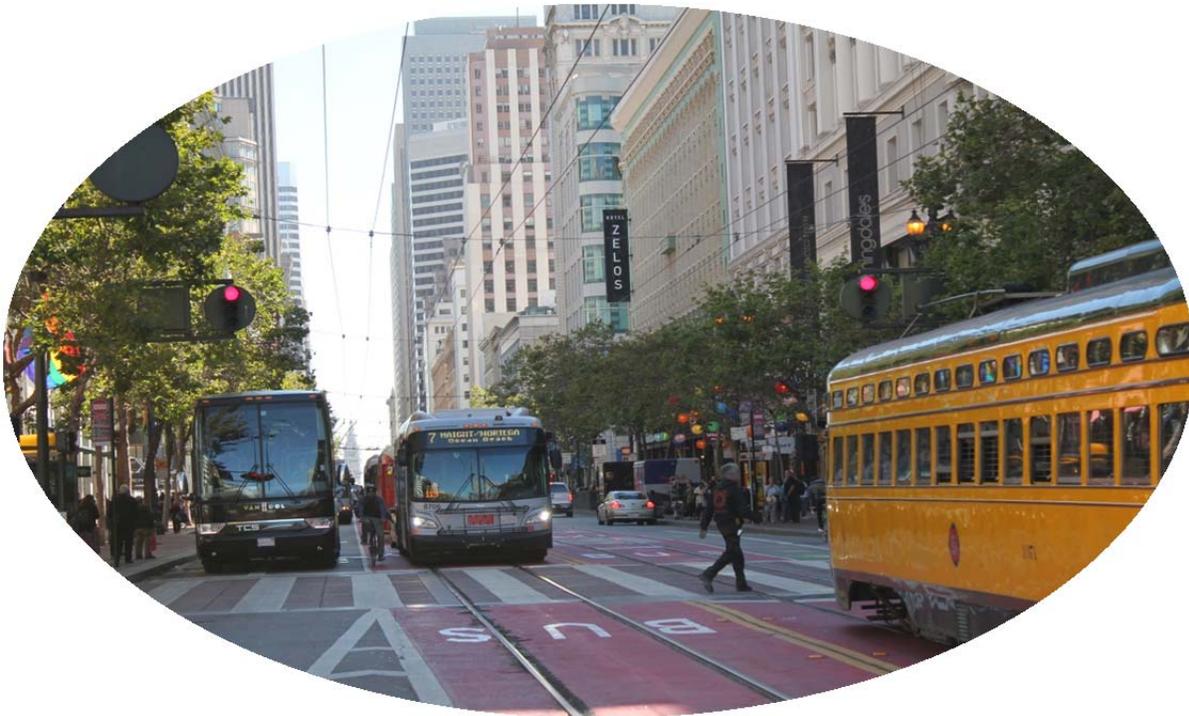


<sup>22</sup> Email communication between Susan Rasmussen, Director of Environmental and Transportation Planning, City of Cambridge, and Wade Wietgreffe, Senior Planner, San Francisco Planning Department, "TDM Association for Commuter Transportation Follow-up," August 3, 2015.

**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**

Sources						
TDM Measure Title in Menu	Existing Municipal and State Code			Other		
	Location	Section	Title	CAPCOA	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 or 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

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)

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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.

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

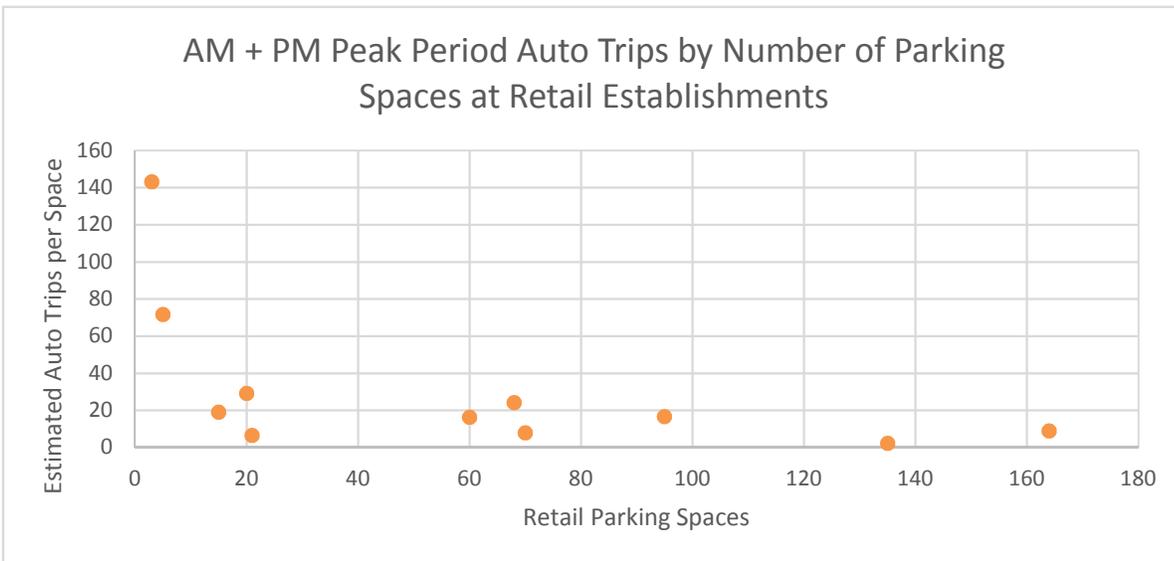
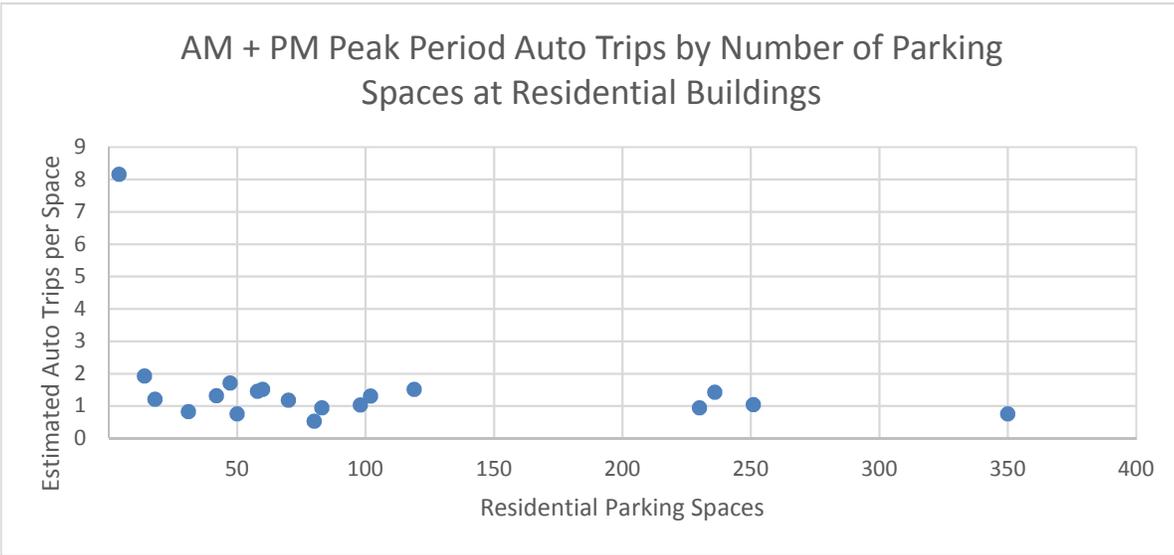
1. Estimated Auto Trips Per Parking Space by Land Use, Results of 2014/15 SF Field Survey

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>



# **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.

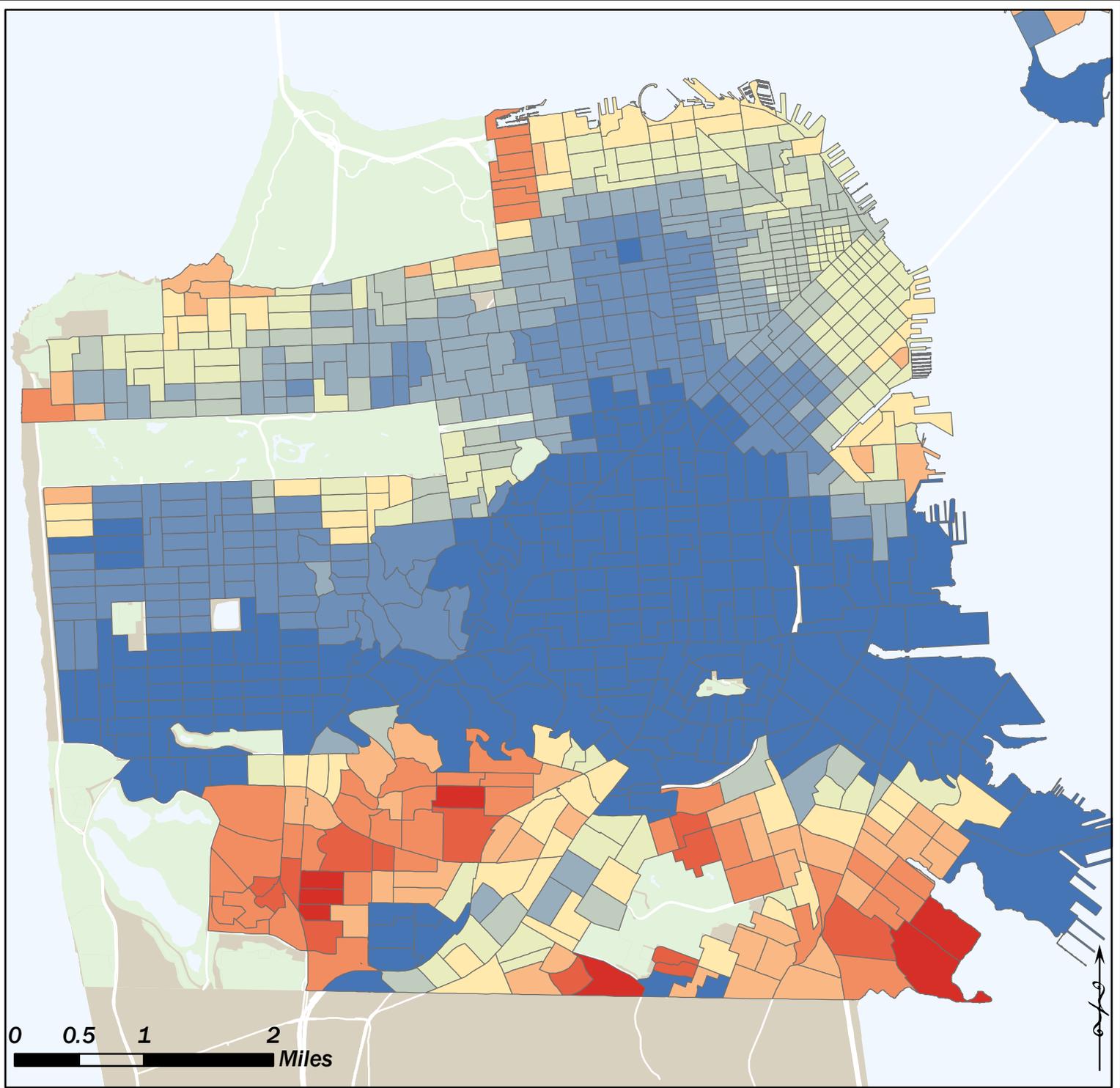
Table 1: Non-Residential Land Uses for Parking Rate Estimation

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

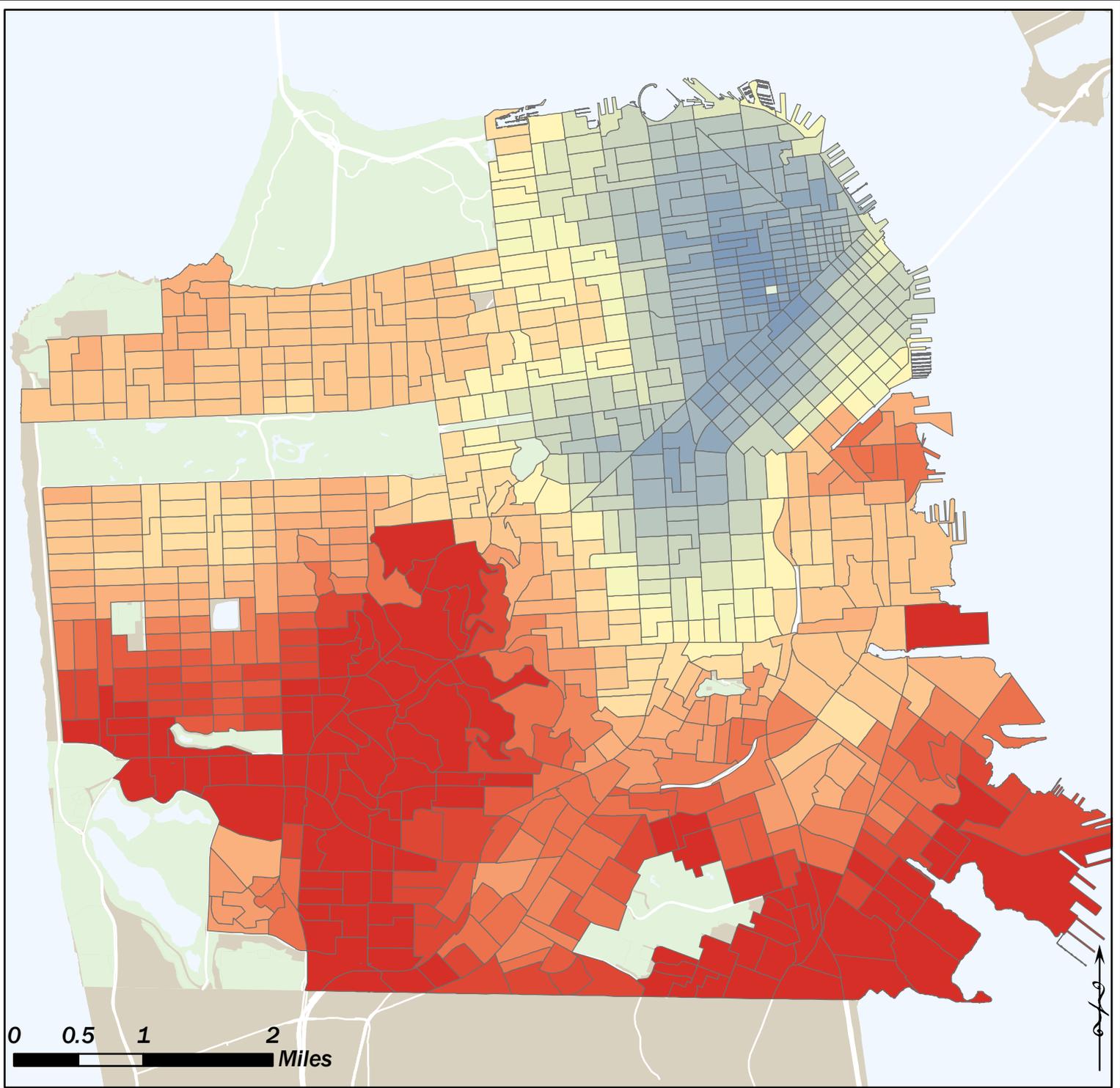
- a. The AMS categories coincide with the three “Place Types” previously identified in the TDM+ Tool.
- b. Approximately 2,550 buildings constructed after 1955 within a Census Tract of less than or equal to 40 percent contain residential units. Each of these buildings is assumed to contain parking. Approximately 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.



**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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**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT F: SUMMARY OF STAKEHOLDER OUTREACH**





# SAN FRANCISCO PLANNING DEPARTMENT

**MEMO**

## Attachment F TDM Ordinance - Summary of Stakeholder Outreach

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The following documents the public outreach conducted to date for the proposed Transportation Demand Management (TDM) Ordinance. There are two main components to this outreach: targeted outreach to stakeholders, and a public survey conducted by Planning Department staff. The scope of the stakeholder outreach and the results of the survey are summarized, below.

### Stakeholder Outreach

As part of the Invest component of the Transportation Sustainability Program (i.e., Transportation Sustainability Fee) outreach, City staff informed numerous stakeholders of the basic framework of the Shift component.<sup>1</sup> During the adoption proceedings for the Transportation Sustainability Fee and in preparation for the April 28<sup>th</sup> Planning Commission initiation hearing for the TDM Ordinance and adoption of the TDM Program Standards staff continued to conduct additional outreach to key stakeholders.

Also, since the April 28<sup>th</sup> Planning Commission hearing, and as staff has refined the Shift component of the proposal, staff has conducted and continues to conduct, further stakeholder outreach. A summary of the outreach conducted since late October 2015 is included below (dates are included if the meeting was advertised to a group of constituents):

- Council of Community Housing Organizations;
- San Francisco Human Services Network;
- Residential Builders Association;
- Walk SF;
- Individual residential and commercial real estate developers;
- Livable City;
- Seifel Consulting;
- Transportation Management Association of San Francisco (TMA SF) Connects;
- Department of Environment staff;
- Department of Public Health staff;
- Bay Area Air Quality Management District staff;
- Housing Action Coalition (January 22<sup>nd</sup>);
- Building Owners and Management Association of San Francisco Government Affairs Policy Advisory Committee (February 10<sup>th</sup>);
- SFMTA Board Planning and Governance Committee (February 19<sup>th</sup>);
- Market-Octavia Citizens Advisory Committee (February 22<sup>nd</sup>);
- San Francisco Planning and Urban Research (March 9<sup>th</sup>);
- Eastern Neighborhoods Citizens Advisory Committee (April 18<sup>th</sup>);
- SFMTA Citizen Advisory Committee (May 5<sup>th</sup>);
- Potrero Boosters Neighborhood Association (May 11<sup>th</sup>);
- Open House at San Francisco Planning Department (May 18<sup>th</sup>);
- Environment Commission (May 24<sup>th</sup>);

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<sup>1</sup> Refer to September 10, 2015 Planning Commission [staff report](#) for the Transportation Sustainability Fee for a list of those stakeholders (Case Number 2015-009096PCA).

**Attachment F**  
**TDM Ordinance - Summary of Stakeholder Outreach**  
Page 2

- Transportation Authority Citizens Advisory Committee (May 25<sup>th</sup>);
- SFMTA Board (June 7<sup>th</sup>);
- Chamber of Commerce public policy forum (June 15<sup>th</sup>);
- Transportation Authority Plans and Programs (June 21<sup>st</sup>);
- Small Business Commission (June 27<sup>th</sup>);
- Planning commission (February 11<sup>th</sup> and April 28<sup>th</sup>); and
- Elected officials.

**Public Survey**

An open house was hosted at the San Francisco Planning Department offices<sup>2</sup> by staff from the Planning Department, San Francisco County Transportation Authority and San Francisco Metropolitan Transportation Agency, on the evening of May 18, 2016. At the open house, City staff invited members of the public to participate in a brief survey about the proposed TDM Program.

The five-question survey was designed to gather community members' opinions on TDM, in general, preferences for specific TDM measures, and preferences for particular TDM measures based on the respondents' geographic context since this information could be useful to individuals and neighborhood organizations when working with developers on future projects.

The survey included the following five questions:

1. Please rank your top five menu options in order of preference, with #1 being the most preferred.
2. Is there anything you don't see on the menu of options that you would like to see? If so, what?
3. What neighborhood do you live in?
4. Are you a member of a neighborhood organization? If so, which one?
5. Do you have additional feedback or questions for the TDM Team?

The survey was first made available at the Planning Department open house on May 18, 2016. The survey was also made available online on the Planning Department's website from May 18, 2016 to July 1, 2016. During that time, staff received 38 completed individual surveys. A summary of the survey results follows.

**Summary of Survey Results.** Between May 18, 2016 and July 1, 2016 staff received 38 completed individual surveys submitted by residents from 29 different neighborhoods across all 11 supervisor districts.<sup>3</sup> Survey respondents identified an affiliation with 17 different neighborhood organizations, which primarily included homeowner's associations and neighborhood associations.

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<sup>2</sup> The San Francisco Planning Department offices are located at 1650 Mission Street, Suite 400 (4<sup>th</sup> Floor) in San Francisco, California. The Open House for the TDM Program (May 18th, 2016) was held in rooms 431A and 431B.

<sup>3</sup> A summary of the number of survey respondents in each supervisor district is included in Table 2, at the end of this document.

**Attachment F**  
**TDM Ordinance - Summary of Stakeholder Outreach**  
Page 3

In response to survey question #1 “Please rank your top five menu options in order of preference, with #1 being the most preferred” respondents gave the rankings included in Table 1. Ranking of TDM Measures, below.

In response to open-ended survey question #2 “Is there anything you don't see on the menu of options that you would like to see? If so, what?” respondents provided a variety of answers, all of which are included in the attached spreadsheet.

In response to survey question #3 “What neighborhood do you live in?” respondents identified themselves as San Francisco residents from 29 different neighborhoods. These neighborhoods are listed, below, alphabetically. The larger neighborhood context is included in (parenthesis) where appropriate:

- Alamo Square (Western Addition)
- Bernal Heights
- Candlestick Cove (Bayview)
- Candlestick Point (Bayview)
- Castro/Upper Market
- Central SoMa (South of Market)
- Civic Center
- Cow Hollow (Marina)
- Excelsior
- Forest Hill Extension (West of Twin Peaks)
- Asbury
- Hayes Valley (Western Addition)
- India Basin (Bayview)
- Ingleside (Ocean View)
- Inner Sunset
- Japantown (Western Addition)
- Mission
- Mission Terrace (Mission)
- Noe Valley
- North Beach
- Potrero Hill
- Presidio
- Richmond
- Russian Hill
- South of Market
- South Park (South of Market)
- Sunnyside (Outer Mission)
- Western Addition
- West Portal (West of Twin Peaks)

**Attachment F**

**TDM Ordinance - Summary of Stakeholder Outreach**

Page 4

<b>Table 1. Ranking of TDM Measures</b>						
<b>TDM Measure</b>		<b>Priority Ranking</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<i>ACTIVE-1</i>	Improve Walking Conditions	10	2	3	3	1
<i>ACTIVE-2</i>	Bicycle Parking	2	5	1	3	5
<i>ACTIVE-3</i>	Showers and Lockers		1			
<i>ACTIVE-4</i>	Bike Share Membership			1	1	1
<i>ACTIVE-5a</i>	Bicycle Repair Station					
<i>ACTIVE-5b</i>	Bicycle Maintenance Services					
<i>ACTIVE-6</i>	Fleet of Bicycles			1		1
<i>ACTIVE-7</i>	Bicycle Valet Parking	1	1			
<i>CSHARE-1</i>	Car-share Parking and Membership		4	2	4	
<i>DELIVERY-1</i>	Delivery Supportive Amenities		1	1		1
<i>DELIVERY-2</i>	Provide Delivery Services	2				
<i>FAMILY-1</i>	Family TDM Amenities			1		1
<i>FAMILY-2</i>	On-site Childcare		1	1	1	
<i>FAMILY-3</i>	Family TDM Package			1	1	
<i>HOV-1</i>	Contributions or Incentives for Sustainable Transportation	6	2	2	1	3
<i>HOV-2</i>	Shuttle Bus Service		2	1	1	1
<i>HOV-3</i>	Vanpool Program			1	1	
<i>INFO-1</i>	Multimodal Wayfinding Signage		1			
<i>INFO-2</i>	Real Time Transportation Information Displays	1	1	1	1	4
<i>INFO-3</i>	Tailored Transportation Marketing Services		1	1		
<i>LU-1</i>	Healthy Food Retail in Underserved Area	1	1	1	2	2
<i>LU-2</i>	On-site Affordable Housing	4	4	2	4	3
<i>PKG-1</i>	Unbundle Parking	1	4	1	5	3
<i>PKG-2</i>	Short Term Daily Parking Provision			1	2	1
<i>PKG-3</i>	Parking Cash Out: Non-residential Tenants		1	1	1	1
<i>PKG-4</i>	Parking Supply	7	1	2	2	2
<i>Other</i>	Other measures – write in suggestions		1	2	3	2
<b>Total</b>		35	34	28	36	32

**Notes:**

Not all responders fully participated in prioritizing TDM measures, as a result columns have different totals.

In response to survey question #4 “Are you a member of a neighborhood organization? If so, which one?” the 38 respondents identified association with 17 different organizations, which primarily include homeowner’s associations and neighborhood associations. The organizations identified were:

**Attachment F**  
**TDM Ordinance - Summary of Stakeholder Outreach**  
 Page 5

- Candlestick Cove Homeowners Association
- Candlestick Point Homeowners Association
- India Basin Neighborhood Association
- Inner Sunset Park Neighbors
- Progress Noe Valley
- Sunnyside Neighborhood Association
- Greater West Portal Neighborhood Association
- South Beach/Rincon/Mission Bay Neighborhood Association
- Symphony Towers Homeowners Association
- Haight Ashbury Neighborhood Council
- Lower Haight Merchants and Neighbors Association
- Hayes Valley Neighborhood Association
- San Francisco State University
- Russian Hill Neighbors
- Telegraph Hill Dwellers, NEXT Volaage
- Cow Hollow Association
- Planning Association for the Richmond

In response to open-ended survey question #5 “Do you have additional feedback or questions for the TDM Team?” respondents provided a variety of answers, all of which are included in the attached spreadsheet.

<b>Table 2. Number of Respondents by Supervisor District</b>	
Supervisor District	# of Responders
District 1	1
District 2	3
District 3	3
District 4	1
District 5	7
District 6	2
District 7	5
District 8	2
District 9	7
District 10	4
District 11	4

**Ongoing Outreach**

If the Planning Commission adopts a resolution recommending approval of the proposed legislation by the Board of Supervisors and/or adopts the TDM Program Standards (contingent upon approval of the TDM Ordinance by the Board of Supervisors), the proposed legislation would be forwarded to the Board of Supervisors for consideration. This process would provide further opportunities for public outreach/input.

Please rank your top five menu options in order of preference, with #1 being the most preferred.					Is there anything you don't see on the menu of options that you would like to see? If so, what?	What neighborhood do you live in?	Are you a member of a neighborhood organization? If so,	Do you have additional feedback or questions for the TDM Team?	Supervisor District
#1	#2	#3	#4	#5	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	
Construct more parking garages	End car ban on Market St so handicapped can use the street	Eliminate parklets, replace with diagonal parking	Don't waste resources on Geary BRT. It will be as obsolete when opened. See N Judah Express	In new construction, provide one parking space per bedroom.	Menu of options is not representative of city population.	Richmond	Planning Association for the Richmond	Start hiring San Franciscans instead of these hot shots with fancy degrees from eastern universities.	1
Hov-1 Contributions or Incentives for Sustainable Transportation:	Info-2 Real Time Transportation Information Displays	Active-2 Bicycle Parking	Family 2 On-site Childcare	LU-2 On-site Affordable Housing	Yes, removing scooters from parking in front of single family homes and allocating their parking in front of multi-unit buildings which would be more efficient for street parking.	Cow Hollow	Yes, Cow Hollow Association	It would be great to involve the neighborhood associations in gathering feedback from their members. This survey is not targeted to average citizens and is not easy to use.	2
walking	private electric car travel and parking	public electric car charging stations throughout the city	Get the deisel bus cattle trains off the streets		I car share with my wife out of my own garage. Why isn't this an option? I expect that electric cars with public charging stations will be in big use and demand very shortly. There is no mention of this environment-friendly mode of travel. Why not? Not politically correct in the limited view of the TDM options??	Marina	yes	yes, I'd like some answers	2
HOV-1	HOV-2	PKG-1	PKG-2	PKG-3	There should be options to provide services to off-site neighbors. If a project can't get their own to VMT down, then they should have the option of influencing all of the other VMT in their area.	Presidio	No	Not clear what the connection between affordable housing and TDM is in your list. Is that in order to have low-income workers able to live near their jobs? If so, that link needs to be clearer.	2
HOV-1	ACTIVE-1	INFO-3	LU-2	INFO-2	Implement the latest transit trends from around the country, like Free Bus Loops in neighborhoods---connecting to daily needs if average person. Aim to increase transit modal shares from 25 to 60 percent.	North Beach	Telegraph Hill Dwellers, NEXT Volaaage	TDM is skewed and deemphasizes transit. Car midal share has hovered around 50 percent, while per capita transit ridership has declined. Bike midal share remains at under 2 percent---because of an aging population and hilly SF? Muni transit has been cut, especially in NE quadrant, decreasing choices in multi-destinations for multi-tasking. Emphasis needs to be integrated transit system and big gains in transit midal shares. This is possible as evidenced in model cities with BRT and reliable integrated transit.	3
PKG-4	PKG-1	LU-2	HOV-1			North Beach	THD	No private shuttle services with stops in neighborhood. Greater increase in developer fees to support Muni. Do not allow incentives for Lyft or Uber.	3
ON-SITE AFFORDABLE HOUSING	PARKING SUPPLY	CONTRIBUTIONS TO SUSTAINABLE TRANSIT	CAR SHARE	SECURED BIKE PARKING		Russian Hill	Russian Hill Neighbors	Great work!	3

Parking Supply	Bicycle Parking	Family TDM Package	Unbundle Parking	Delivery Supportive Amenities	emergency ride home options (like subsidized taxi/TNC rides);	Sunset	No	One comment I frequently hear from folks is that they "need" to drive or have a car because they have kids. I think as new and younger folks mature and form families, our city needs to do more to allow families to live without a car. Making neighborhoods more family friendly is not just about buffered bike lanes and carshare -- amenities like local school choice, child care/day care facilities, parks, etc (family and use!) need to be incorporated throughout the city and affordable to people. I also like the delivery supportive options -- any way to help reduce the # of times UPS/FedEx/Amazon vehicles circle will help GHG and reduce the need for folks to trek (mostly by car) to the central UPS facility on San Bruno or a local FedEx shop. Shuttle bus seems acceptable for new development, but these private shuttles should eventually lead to new Muni routes/riders. General comment -- hard to pick five across all land uses because i might prefer some for office/retail and others for residential	4
LU-2	INFO-3	HOV-2	ACTIVE-1	ACTIVE-2		Western Addition / Japantown			5
ACTIVE-1	INFO-1	ACTIVE-2	LU-2	ACTIVE-4	Improved bicycling conditions (bike lanes)	Alamo Square	San Francisco State University		5
Delivery-2	Delivery-1	Delivery-3	LU-1	PKG=4	Transport to schools, especially elementary schools, and providing the means for car-free families to get to the school easily. FYI: families are not always assigned a neighborhood school, so car transport is often the only way, especially if parents work and must deliver kids to childcare before buses do pickups. Really important for infant/toddler, preK and elementary school ages.	Hayes Valley	Hayes Valley Neighborhood Assn	We are not thinking about families who choose to be car free, and how do they integrate into the city and manage their children's lives, too.	5
zero parking	on site affordable housing	on site child care	Bicycle Parking	Walkability		Hayes Valley	Yes, HVNA	Private buses should not be a TDM option. Employers should pay for PUBLIC transit, not elite, exclusive privatized transit/shuttles.	5
Active-2	Active-1	Active-4	Pkg-1	Info-1		Lower Haight	LoHaMNA		5
LU-2	HOV-1	INFO-2	Active-1	Active-2		Haight	HANC	Your options seem to highly incentivize commuter shuttles, which I am against increasing use of.	5
					The entire program is ridiculous if the fundamental source of public transportation (Muni) remains as over-crowded and unreliable as it currently is. Yet the menu make absolutely no mention of FIXING our transit system.	Inner Sunset	Inner Sunset Park Neighbors		5
Info-2	LU-2	LU-1	PKG-1	HOV-1	More lines, more frequent night-owl service.	Civic Center	Yes. Symphony Towers Homeowners Association	Additional safety considerations for those waiting for a bus, like security cameras.	6
HOV-1 (pushing 100% subsidy)	CSHARE-1 (ideally memberships, and possibly insurance)	FAMILY-3	ACTIVE-1 (but I think this needs more refinement to be useful)	ACTIVE-6 preferred/ACTIVE-4 as a back-up	TNC monthly credits or memberships (pragmatically this is how many people in my area arrive to work); off-street delivery van parking and/or increased delivery zones to alleviate double-parking/parking in bike lanes, etc.; if shuttles are used or encouraged, top priority should go toward subsidizing existing services (like Chariot) or having adjacent properties develop shuttles for their micro-areas, so individual properties don't create redundancy.	South Park/Central Soma	South Beach/Rincon/Mission Bay NA	I do. I'd either like to chat further, or arrange a follow-up meeting with members of my NA Board (I've queried them to gauge interest; awaiting answers)	6

					Improved MUNI service. The lack of scheduled MUNI service is a deterrent to giving up my car. I would give up my car if MUNI could run on time, like the subways and trains in Tokyo. The may be too high a standard, but their service will have to improve if more people are expected to live and work here. Otherwise, that will only encourage more people to use Uber and Lyft, which creates more traffic congestion.				
HOV-1	active-3	Active-1	Cshare-1	Info-2		West Portal	No	You're on the right track! Thanks for requesting public input.	7
PKG-4	PKG-2	PKG-1	PKG-3	HOV-1	Reduce Residential Parking Increase housing density near transit	West Portal	GWPNA		7
Delivery 2	Parking 1	Info 3	Family 3	Info 2		Forest Hill Extension	GWPNA		7
ACTIVE-1	CSHARE-1	LU-1	LU-2		The menu of options is pretty hard for me to follow and most of the items seem to be things I take for granted (e.g. signage) rather than things I long for. Personally, as a person with no car, I find the Sunnyside area terribly inadequate. I'm just far enough from BART that invariably it is faster to walk home than wait the 10-15 minutes for the next MUNI bus. I would dearly love more stairways, parks, and car share parking spots. I'd love a farmer's market nearby.	Sunny side	Not yet	My personal bone to pick is a piece of city land managed by the PUC between Joost and Mangels near Foerster that seems an obvious walking cut-through (and was used historically as a cut-through) but is currently posted with no-trespassing signs. I think everything boils down to money and responsibility for upkeep, but it irks me to walk up hill and around, when there is such an obvious lower-elevation option that is posted with no trespassing signs. After riding my bike up the gradual hills on Monterey, it's very hard to make it the last little bit to my house. Indeed, the hills make walking difficult where I am located.	7
ACTIVE-1	LU-1 healthy food retail in underserved area	CSHARE-1 car-share parking	PKG-4 parking supply	HOV-2 shuttle bus service		Sunnyside	Sunnyside Neighborhood Association	Not the easiest survey to take, but thanks for the opportunity.	7
ACTIVE-1	LU-2	PKG-4	CSHARE-1	ACTIVE-2		Castro	No		8
Unbundle parking	On-site childcare	Improve walking conditions	Parking supply	Sustainable transportation contributions		Noe valley	Progress Noe valley		8
ACTIVE-1	HOV-1	HOV-2	INFO-2	INFO-1	fewer one way streets! This would mean say the 12 Folsom would run back and forth on Folsom. If not signage on Folsom should clearly explain where to find the return bus.	the mission		walking would be better if the streets were cleaner and didn't smell, so this would require coordination with other city services.	9
Active-1	Lu-2	Family-2	Pkg-1	Active -2	I think that Active-1 is critical, and hope that it includes specific requirements, like comfortable sidewalk width and street-level retail.	The Mission	No.	In the past, I have noticed that transit incentives (fast passes and so on) have gone to high-level employees, rather than entry level workers who need them the most. Not sure if this could be mitigated, but it would be fantastic if possible. Very happy to see Lu-2, which I think is a fantastic idea.	9
Parking Supply	Bicycle Parking	Car-Share Parking:	Unbundle Parking	On-site Affordable Housing		Mission		The menu of options was a bit confusing to read. What are the letters indicating? For example "Options A-D". Hope I filled this out correctly but I would suggest making this easier to understand.	9
LU-2	LU-1	PKG-3	HOV-2	INFO-2	I don't see Handicapped TDM anywhere! We need improved handicapped accessibility - such as reduced distance between bus stops. People with mobility issues need to be able gauge how far they next bus stop is; and then be able to SIT and wait for a bus. That is why I don't take the bus more often! And I physically cannot ride a bike!	Mission: 17th & Harrison		Please do not eliminate any bus stops. Elderly and mobility impaired (walk with crutches, canes) have a limited range before we need to sit and rest. And guess what - we cannot all ride bikes!!!! That is what "differently abled" means!	9

									I understand this is a particular slice of the transportation question...but it does seem to me, having lived for 8000 years or so now...that the city's "transit first/cars bad" policy...seems like an abstraction dropped onto an actual population. if you are young and affluent, as many of our fellow citizens are these days...you can afford a garage, and you can afford regular Ubers. if you are young and work in a certain kind of job, in a certain part of town...riding a bike back and forth can work well. but my sense is, that there are many people here...who still "need" a car, in a town where it is not easy to get around physically, where some cross-town routes are not so well served by Muni, where making parking more and more difficult makes life harder and harder for people who have to park on the street, parents with kids in (especially multiple) schools/afterschool activities, etc.... ..and that far more attention and resources should go into a mass transit (as in Muni, not bikes) system first...before making everything else more difficult (maybe someone on your staff has looked at the situation on Mission Street...Cortland to Cesar Chavez...where it looks like someone NOW has figured out that without some way of allowing for left turns, at certain times, there are massive lines of traffic up Mission (and I say this as someone who rides the 14 and 49 often, so I'm not unmindful of making those routes).	
Active-1	Share-1	hov-1	active-4	pkg-1	Maybe this was on there in a way I didn't see, but what about the one time practice of some companies to give taxi vouchers (particularly to employees, particularly to female employees, who work late nights? In our current era, this could also be Lyft/Uber/et al vouchers.	Mission/Bernal	no			9
					Safe avenues for traffic and pedestrians to coexist. Better organized offramps for freeway traffic to allow safer travel on freeways by car.	Excelsior	no		This survey does not take into account people who must drive. It is the failure to address this issue that has caused massive traffic jams on freeways and city streets because people who need to drive will drive. There is nothing relevant to the reality of my commute in your survey.	9
Parking Supply: Options A - K	Unbundle Parking: Locations A - E	Improve Walking Conditions: Options A - B	Bicycle Parking: Options A - D	Parking Pricing	Ban Parking!	Excelsior				9
ACTIVE-1	ACTIVE-2	ACTIVE-4	CSHARE-1	PKG-1		Potrero Hill	No			10
water transit	improve public transit (couldn't find that on your stupid list)	improve amenities near transit hubs (ditto, stupid list)			1. Human-powered options other than traditional "bike" such as bike paths wide enough to accommodate cargo-style bikes 2. Water transportation (water taxi)	India Basin	India Basin Neighborhood Association		How much are you getting for yet another request for feedback that will go no where? Shuttles are a horrible idea -- shuts out existing residents for "new" people. That is how it is working at Shipyard even though we gave feedback for years that we did not want that. Include idea of transit hubs that include places to buy food. India Basin is in a food desert, so driving is necessary to eat at home. Planning Department / Commission is SO BAD -- they approved 10,000 homes in my neighborhood with no place to buy food, and no transit improvements. MTA constantly asking for feedback but has made no improvements to transit in the 25 years I've lived in India Basin.	10
LU-1	CSHARE-1	FAMILY-3	HOV-3	FAMILY-1	Bicycle lanes	Candlestick Point	HOA			10
Contributions or Incentives for Sustainable Transportation	Shuttle Bus Service	Improve Walking Conditions	Healthy Food Retail in Underserved Area	Parking Supply	Public transit like Muni? Freeway expansions?	Candlestick Cove	Candlestick Cove HOA			10
Improve Walking Conditions	Bicycle Parking	On-Site Affordable Housing	On-Site Childcare	Healthy Food Retail in Underserved Area	Incentives to offer bicycles to underserved populations; Improvement of Biking Experience	Mission Terrace	No		Not at the moment	11
Active-2	Active-7	HDV-1	LU-2	LU-1		Ingleside				11

					Yes. How about less people? How about not letting people commute into the city? How about stop building more housing? How about doing something about population control? There are too many people on the planet as it is. Reduce the human population, reduce all the problems on earth.	Ingleside	No	Stop taking away parking. Stop making more bicycle lanes. Make bikers pay for registration fees and insurance like car drivers have to. Stop making the city worse. I've lived here all my life and it is getting to be too over populated and all you see is high rise apartments everywhere you go.	11
Parking supply (reduce it)	Unbundle parking	Parking pricing	Bicycle parking	Onsite affordable housing	TDM measures should take location into account. A project in a walkable area with abundant transit is likely to generate less automobile traffic than a similar project in a more automobile-dependent location, even if the latter project incorporates a strong package of TDM measures. Projects in more automobile-dependent locations should be required to take more aggressive TDM measures to compensate for their location.	Ingleside	No	Good luck with this!	11
					This Survey is a completely unacceptably obtuse piece of crap and whoever developed it for the public should be fired.				not provided
Temporary Bicycle Valet Parking	Bicycle Parking	Parking Supply	Parking Pricing	Unbundle Parking					not provided
none-they do not include the vast majority of people who drive and need parking	none-your SF Bicycle Coalition agenda is inappropriate	none-your SF Bicycle Coalition masquerading as "Walk SF" have the same anti-people, anti-car agenda	none-why should developers get out of building with their overpriced garbage developments	none-we're tired of moronic "menu options" that exclude the majority of residents and travelers in San Francisco	The following should be the ONLY options: 1. One to one or greater ratio of parking spaces to units in every new development. Legal mitigation requirements for impacts on transportation and transit from each development may 2. Legal requirements to mitigate transportation impacts of any project WILL NOT be satisfied by bicycle "improvements" of any kind, pedestrian "improvements" of any kind, obstruction or impediment of vehicle transportation including "traffic calming" obstructions, lane reduction, parking removal, or any other action adversely impacting vehicle transportation, private modes of transportation, including shuttles, carshare, bikeshare, rideshare, or any other private enterprise or "app." 3. Public notice and public review will be scheduled on every development, and every proposed project records will be posted online, including "TDM" choices. 4. No project approval will take place without complete and legally adequate findings of effective and legasly enforceable feasible mitigation measures or alternatives for each project. Only mitigation measures that have been proven with substantial evidence to be effective and fully enforceable will be considered, and there will be no project approval without them.	San Francisco	Not your business	Please disclose the names of each member of the "TDM Team," and any affiliation of that member with the San Francisco Bicycle Coalition, "WalkFirst," City Carshare, "Bikeshare," any private shuttlebus or shuttle service, any other "car sharing" service, such as Uber, Lyft, etc., and any other private enterprise affected by any Planning decision. Your "menu options" need to include the vast majority of residents and travelers in San Francisco, and need to EXCLUDE your anti-car bicycling, "ped improvements" hobbyhorse. Please provide a copy of ALL results of this survey to my e-mail address below. Consider this a Public Records Act and Sunshine Ordinance request. THANKS!	not provided

**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT G: PUBLIC COMMENT LETTERS SINCE APRIL 28, 2016**



1 [Support of Proposed Transportation Demand Management Program Requirement Ordinance]

2

3 **Resolution urging the Board of Supervisors and the Mayor to adopt an ordinance**  
4 **establishing a citywide Transportation Demand Management (TDM) Program, to require**  
5 **Development Projects to incorporate design features, incentives, and tools that**  
6 **support sustainable forms of transportation.**

7 WHEREAS, The “Transit First Policy” in the City Charter declares that public transit is  
8 “an economically and environmentally sound alternative to transportation by individual  
9 automobiles”, and that within the City, “travel by public transit, by bicycle and on foot must be  
10 an attractive alternative to travel by private automobile”; and,

11 WHEREAS, The City and County of San Francisco has a implemented a number of  
12 plans, policies and initiatives including the San Francisco Bicycle Plan, the Green  
13 Connections Plan, the Better Streets Plan, Vision Zero, among others, which seek to  
14 encourage safe travel by active modes of transportation; and,

15 WHEREAS, Transportation by public transit, bicycle, or on foot are considered to be  
16 trips made by sustainable modes of transportation; and,

17 WHEREAS, According to Plan Bay Area 2040, the Bay Area’s Regional Transportation  
18 Plan and Sustainable Community Strategy, San Francisco is expected to grow by  
19 approximately 191,000 jobs and 102,000 households between 2010 and 2040 which will  
20 generate an increased demand for transportation infrastructure and services on an already  
21 constrained transportation system; and,

22 WHEREAS, increased number of single occupancy vehicle trips, and the pressure they  
23 add to San Francisco’s limited public streets and rights-of-way, contribute to congestion,  
24 transit delays, public health and safety concerns, air pollution, greenhouse gas (GHG)  
25 emissions, and noise, which negatively impact the quality of life in the City; and,

1           WHEREAS, At the state level, the Congestion Management Law, Gov. Code Section  
2 65088, has established that in order to reduce the state's traffic congestion crisis and "keep  
3 California moving," it is important to build transit-oriented developments, revitalize the state's  
4 cities, and promote all forms of transportation; and,

5           WHEREAS, Various policies have been adopted at the state level that set GHG  
6 reduction targets including, Assembly Bill 32, the California Global Warming Solutions Act of  
7 2006 (Chapter 488, Statutes of 2006), Executive Orders B-30-15, S-3-05 and B-16-12, Senate  
8 Bill 375, the Sustainable Communities and Climate Protection Act of 2008 (Chapter 728,  
9 Statutes of 2008); and,

10           WHEREAS, Policymakers have implemented local plans and policies including Plan  
11 Bay Area 2040, the GHG Reduction Ordinance, and the San Francisco Climate Action  
12 Strategy 2013 Update to set GHG reduction targets; and,

13           WHEREAS, The transportation sector contributes significantly to GHG emissions and,  
14 as a result, many GHG emissions reduction targets are accompanied by targets to reduce  
15 vehicle miles traveled and to increase non-automobile mode share; and one of the ways  
16 identified to achieve these targets is through a requirement for the inclusion of transportation  
17 demand management (TDM) measures for new development; and,

18           WHEREAS, The importance of TDM strategies are acknowledged in the Transportation  
19 Element of the General Plan, the San Francisco County Transportation Plan; and,

20           WHEREAS, A significant number of San Francisco's Area Plans including each of the  
21 Area Plans within Eastern Neighborhoods and the Transit Center District Plan identify policies  
22 for the development of a TDM program for the Plan Area; and,

23           WHEREAS, The Planning Commission initiated legislation that would amend the  
24 Planning Code to establish a citywide TDM Program for new development; and,

25

1           WHEREAS, The proposed legislation seeks to promote sustainable travel modes by  
2 requiring new development projects to incorporate design features, incentives and tools that  
3 support transit, ride-sharing, walking, and bicycle riding for the residents, tenants, employees,  
4 and visitors of those developments; and,

5           WHEREAS, The goals of the proposed legislation are to help keep San Francisco  
6 moving as the city grows, and to promote better environmental, health and safety outcomes,  
7 consistent with state, regional and local policies; now, therefore, be it,

8           RESOLVED, that the Commission on the Environment urges the Planning  
9 Commission, Board of Supervisors and the Mayor to adopt the citywide TDM Program for new  
10 development; and, be it,

11           FURTHER RESOLVED, That the Commission on the Environment urges the authors of  
12 the proposed legislation to specifically include the San Francisco Department of the  
13 Environment as one of the collaborators in the development of Planning Commission  
14 standards for the TDM program in Planning Code Section 169.6 (a) of the proposed  
15 ordinance; and, be it,

16           FURTHER RESOLVED, That the Commission on the Environment recognizes that the  
17 Transportation Demand Management Program will help the City and County of San Francisco  
18 meet its goal of 50 percent of all transportation trips by means other than a personal vehicle.

19           I hereby certify that this Resolution was adopted at the Commission on the  
20 Environment's Meeting on May 24, 2016.

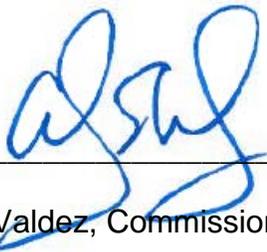
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Anthony Valdez, Commission Affairs Manager

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Vote: 6-0 Approved  
Ayes: Commissioners Omotalade, Bermejo, Hoyos, Stephenson, Wald and Wan.  
Noes: None  
Absent: None

SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY  
BOARD OF DIRECTORS

RESOLUTION No. 16-072

WHEREAS, 2013-2018 SFMTA Strategic Plan includes goals to make transit, walking, bicycling, taxi, ridesharing & carsharing the preferred means of travel, and to improve the environment and quality of life in San Francisco; and,

WHEREAS, According to Plan Bay Area 2040, the Bay Area's Regional Transportation Plan and Sustainable Community Strategy, San Francisco is expected to grow by approximately 191,000 jobs and 102,000 households between 2010 and 2040; and,

WHEREAS, This growth will generate an increased demand for transportation infrastructure and services on an already constrained transportation system; and,

WHEREAS, One of the challenges posed by this growth is the increased number of single occupancy vehicle trips, and the pressure they add to San Francisco's limited public streets and rights-of-way, contributing to congestion, transit delays, and public health and safety concerns, and the air pollution, greenhouse gas (GHG) emissions, and noise caused by motorized vehicles, which negatively impact the quality of life in the City; and,

WHEREAS, There is extensive research that demonstrates that TDM measures effectively reduce driving trips and increase trips on foot, bicycle, transit, and by other sustainable modes; and,

WHEREAS, The Planning Commission initiated legislation that would amend the Planning Code to establish a citywide TDM Program for new development; and,

WHEREAS, The proposed legislation seeks to promote sustainable travel modes by requiring new development projects to incorporate design features, incentives and tools that support transit, ride-sharing, walking, and bicycle riding for the residents, tenants, employees, and visitors of their projects; and,

WHEREAS, The goals of the proposed legislation are to help keep San Francisco moving as the city grows, and to promote better environmental, health and safety outcomes, consistent with state, regional and local policies; and,

WHEREAS, On May 13, 2016, the SFMTA, under authority delegated by the Planning Department, determined that the recommendation to adopt the TDM Ordinance is not defined as a "project" under the California Environmental Quality Act (CEQA) pursuant to Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b); and,

WHEREAS, A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors and is incorporated herein by reference; now, therefore, be it

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors urges the Planning Commission, Board of Supervisors and the Mayor to adopt an amendment to the Planning Code to establish a Transportation Demand Management Ordinance; and let it be

FURTHER RESOLVED, That the Board of Directors of the San Francisco Municipal Transportation Agency endorses legislation establishing the Transportation Demand Management Ordinance.

I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of June 7, 2016.

  
\_\_\_\_\_  
Secretary to the Board of Directors  
San Francisco Municipal Transportation Agency



**BAY AREA  
AIR QUALITY  
MANAGEMENT  
DISTRICT**

July 12, 2016

President Rodney Fong  
San Francisco Planning Commission  
San Francisco Planning Department  
1650 Mission Street, Suite 400  
San Francisco, CA 94103

Subject: San Francisco Transportation Demand Management (TDM) Ordinance

Dear Mr. Fong and Members of the San Francisco Planning Commission:

As requested by San Francisco (City) staff, Bay Area Air Quality Management District (Air District) staff has reviewed materials for the proposed San Francisco Transportation Demand Management (TDM) Ordinance. The TDM Ordinance is part of the City's Transportation Sustainability Program, and is intended to ensure that new residential, commercial, and mixed-use developments are designed to shift trips from driving alone in private vehicles to walking, biking, public or private transit, carshare, carpooling or other more efficient and sustainable modes of travel, thus reducing vehicles miles traveled (VMT).

The Air District supports the proposed TDM Ordinance and encourages the Planning Commission to recommend adoption of the legislation to the Board of Supervisors. The research literature supports the use of TDM measures to reduce the demand for auto travel, thereby reducing VMT. Reducing VMT in turn reduces greenhouse gases, fine particulates, and ozone precursors (reactive organic gases and nitrogen oxides). As such, the Air District includes TDM measures as a means to improve air quality and public health in our air quality plans, such as the 2010 Clean Air Plan and the 2016 Clean Air Plan currently under development, and often recommends TDM measures as mitigation measures when reviewing environmental documents for land use projects.

Air District staff is available to assist the City in addressing these comments. If you have any questions, please contact Alison Kirk, Senior Planner, at (415) 749-5169 or [akirk@baaqmd.gov](mailto:akirk@baaqmd.gov).

Sincerely,



Jean Roggenkamp  
Deputy Executive Officer

cc: BAAQMD Chair Eric Mar  
BAAQMD Director John Avalos  
BAAQMD Director Edwin M. Lee  
Jonas Ionin, City of San Francisco Planning Commission Secretary  
John Rahaim, City of San Francisco Planning Director  
Sarah Jones, City of San Francisco Environmental Review Officer  
Wade Wietgreffe, City of San Francisco Senior Planner

**ALAMEDA COUNTY**

Tom Bates  
Scott Haggerty  
Rebecca Kaplan  
Nate Miley

**CONTRA COSTA COUNTY**

John Gioia  
David Hudson  
(Secretary)  
Karen Mitchoff  
Mark Ross

**MARIN COUNTY**

Katie Rice

**NAPA COUNTY**

Brad Wagenknecht

**SAN FRANCISCO COUNTY**

John Avalos  
Edwin M. Lee  
Eric Mar  
(Chair)

**SAN MATEO COUNTY**

David J. Canepa  
Carole Groom  
Warren Slocum

**SANTA CLARA COUNTY**

Cindy Chavez  
Liz Kniss  
(Vice-Chair)  
Jan Pepper  
Rod G. Sinks

**SOLANO COUNTY**

James Sperring  
Osby Davis

**SONOMA COUNTY**

Teresa Barrett  
Shirlee Zane

Jack P. Broadbent  
EXECUTIVE OFFICER/APCO



**Executive Summary**  
**Hearing Date: August 4, 2016**

**Transportation Sustainability Program –**  
**Shift Planning Code Amendments**  
**Adoption of Standards**

**ATTACHMENT H: CERTIFICATE OF CATEGORICAL EXEMPTION**





# SAN FRANCISCO PLANNING DEPARTMENT

## Certificate of Determination Exemption from Environmental Review

Case No.: 2012.0726E  
Project Title: Transportation Demand Management (TDM) Ordinance  
Project Sponsor: San Francisco Planning Commission  
Staff Contact: Rachel A. Schuett – (415) 575-9030  
Rachel.Schuett@sfgov.org

1650 Mission St.  
Suite 400  
San Francisco,  
CA 94103-2479

Reception:  
**415.558.6378**

Fax:  
**415.558.6409**

Planning  
Information:  
**415.558.6377**

### PROJECT DESCRIPTION:

The proposed project is the Transportation Demand Management (TDM) Ordinance (herein after referred to as the "TDM Ordinance"), which is sponsored by the San Francisco Planning Commission. The TDM Ordinance would amend the Planning Code to establish a citywide TDM Program for new Development Projects in San Francisco. This TDM Program seeks to promote the use of sustainable travel modes by requiring new Development Projects to incorporate design features, incentives, and other tools that support transit, ride-sharing, walking, and bicycle riding, and use of other sustainable modes of travel by the residents, tenants, employees, and visitors of their projects. In support of the TDM Ordinance, the Planning Commission would also adopt the Planning Commission's Standards for the TDM Program ("TDM Program Standards")<sup>1</sup> a document that contains detailed information on how to comply with the TDM Ordinance.

### EXEMPT STATUS:

Categorical Exemption, Class 8 (California Environmental Quality Act [CEQA] Guidelines Section 15308).  
See page 3.

### DETERMINATION:

I do hereby certify that the above determination has been made pursuant to State and local requirements.

Sarah B. Jones  
Environmental Review Officer

Date

Board of Supervisors, All Districts, (via Clerk of the Board)  
Virna Byrd, M.D.F.

<sup>1</sup> San Francisco Planning Department, *draft Planning Commission Standards for the Transportation Demand Management (TDM) Program*, July 2016. This document, and other documents cited in this Certificate unless otherwise noted, are available for review at the San Francisco Planning Department, 1650 Mission Street, Suite 400, as part of Case File No.2012.0726.

**PROJECT DESCRIPTION (continued):*****Background: Transportation Demand Management (TDM)***

The Planning Code currently includes a number of development-focused TDM measures, although the requirements are not specifically identified as TDM measures in the Planning Code. These measures include, but are not limited to, requirements for bicycle parking, car-share parking, and the unbundling of parking costs from the sale or rental of a dwelling unit.

Currently, TDM for a Development Project also may be required or included during the development review process. This generally occurs in one of four ways: voluntarily, through an improvement measure(s); through required mitigation measure(s) via CEQA; through a negotiated Development Agreement; or through Institutional Master Plan requirements.

***Proposed Transportation Demand Management (TDM) Program Planning Code Amendments***

The TDM Ordinance would apply to Development Projects that include: ten or more dwelling units, or ten or more group housing beds, or new construction resulting in 10,000 occupied square feet or more of any use other than Residential, and/or any Change of Use resulting in 25,000 occupied square feet or more of any non-residential use.<sup>2</sup> For these Development Projects, a property owner would be required to submit a TDM Plan with the Development Project's first Development Application. A TDM Plan is required to document the Development Project's compliance with the TDM Program Standards.

The TDM Program Standards require a Development Project to achieve a target. The target is based on the land use(s) associated with the Development Project and the number of Accessory Parking spaces proposed for each land use. The Planning Code defines myriad land uses. The TDM Program Standards classify these land use definitions into four land use categories, based upon reducing Vehicle Miles Traveled from the primary trip generator associated 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 1.

**Table 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: $0 < 4$	Base Target: 13 points
		Each additional 2 <sup>1</sup>	1 additional point
B	Office	Base number: $0 \leq 20$	Base Target: 13 points
		Each additional 10 <sup>1</sup>	1 additional point
C	Residential	Base number: $0 < 20$	Base Target: 13 points
		Each additional 10 <sup>1</sup>	1 additional point
D	Other	Any # of parking spaces	3 points

<sup>1</sup> 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 15 point target.

<sup>2</sup> As drafted, the TDM Ordinance includes exemptions for Parking Garages and Parking Lots and 100 percent Affordable Housing Projects. The inclusion of additional exemptions (e.g., health and human services) would not change the conclusions of the Certificate of Determination.

To achieve the target, a property owner can select measures from the TDM menu of options (“TDM menu”). Each TDM measure on the TDM menu has been demonstrated to reduce Vehicle Miles Traveled by residents, tenants, employees, and visitors and must be under the control of the property owner. Each TDM measure on the TDM menu has been assigned a number of points, reflecting its relative effectiveness in reducing Vehicle Miles Traveled.<sup>3</sup>

TDM measures on the menu include physical measures and programmatic measures. Physical measures may include, but are not limited to, pedestrian amenities, bicycle amenities, car-share parking spaces, and affordable housing units. Programmatic measures may include, but are not limited to, transit subsidies, car-share memberships, and bicycle repair services.<sup>4</sup>

### ***Project Approvals***

The proposed project is subject to review by the Planning Commission and the Board of Supervisors. The Planning Commission would review the TDM Ordinance and the TDM Program Standards. The Board of Supervisors would review the TDM Ordinance. The Approval Action for the proposed project would be the approval of the TDM Ordinance by the Board of Supervisors followed by a 10 day period or signature by the Mayor. The Approval Action date establishes the start of the 30-day appeal period for this CEQA exemption determination pursuant to Section 31.04(h) of the San Francisco Administrative Code.

### **EXEMPT STATUS (CONTINUED):**

CEQA Guidelines Section 15308, or Class 8, provides for an exemption for “actions taken by regulatory agencies, as authorized by state or local ordinance, to assure the maintenance, restoration, enhancement, or protection of the environment where the regulatory process involves procedures for protection of the environment.” The proposed project would establish a citywide TDM Program, with the goals of helping keep San Francisco moving as it grows, and to promote better environmental, and public health and safety outcomes, consistent with state, regional, and local policies.

The proposed project would result in an overall reduction in the Vehicle Miles Traveled associated with new development compared to the Vehicle Miles Traveled that would occur without the implementation of the TDM Program. As a result, the proposed project would result in a reduction in air pollutants, including greenhouse gas emissions. As such, the adoption of the TDM Ordinance and associated TDM Program Standards would constitute actions by the Planning Department meant to maintain and protect the environment through procedures that guide Development Projects. Therefore, the proposed project would be exempt from CEQA under Class 8.

### **DISCUSSION OF ENVIRONMENTAL ISSUES:**

CEQA Guidelines Section 15300.2 establishes exceptions to the application of a categorical exemption for a proposed project. None of the established exceptions apply to the proposed project. CEQA Guidelines Section 15300.2, subdivision (c), provides that a categorical exemption shall not be used for an activity where there is a reasonable possibility that the activity will have a significant effect on the environment

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<sup>3</sup> Detailed information on how point assignments were made is included in the San Francisco Planning Department, *Transportation Demand Management Technical Justification*, June 2016.

<sup>4</sup> San Francisco Planning Department, *draft Planning Commission Standards for the Transportation Demand Management (TDM) Program*, July 2016.

due to unusual circumstances. As discussed below, there is no possibility of a significant effect on the environment due to unusual circumstances.

### ***Approach to Analysis***

The TDM Program was developed by a technical working group comprised of staff from the Planning Department, the San Francisco County Transportation Authority, and the San Francisco Metropolitan Transportation Agency, in consultation with the Planning Commission, transportation consultants, stakeholders, and members of the public.

The work of the technical working group is documented in a TDM Technical Justification document which includes an extensive literature review, best practice research, empirical data collection and analysis, and consultation with experts in the field. This document provides the technical basis for the applicability, targets, and the assignment of points to each measure on the TDM menu.<sup>5</sup> The focus of the technical justification is identifying the expected VMT reduction associated with each TDM measure. The analysis below largely relies on the research and analysis documented in the TDM Technical Justification.

If the TDM Ordinance is adopted, a property owner would be required to submit a TDM Plan along with the Development Project's first Development Application. Each TDM Plan may include both physical and programmatic TDM measures. All of the TDM measures on the menu would be constructed or provided on a Development Project's site, with two exceptions. The two exceptions are: ACTIVE-1 Improve Walking Conditions, which would require construction in the public right-of-way, and HOV-2 Shuttle Bus Service, which may require designation of shuttle stops within the public right-of-way. Each Development Project and the TDM Plan would be subject to environmental review in accordance with state and local requirements.

Thus, this environmental review does not focus on the physical impacts associated with the implementation of TDM measures at any particular location, but, rather, assesses the overall effects on the environment associated with the implementation of the TDM Program. This overall effect would be a reduction in Vehicle Miles Traveled associated with new Development Projects, resulting from a mode split incrementally more weighted to sustainable modes including walking, bicycling, or riding transit as compared to Development Projects that incorporate a lower level of TDM. A reduction in Vehicle Miles Traveled could also result from reducing vehicle trips, increasing vehicle occupancy, or reducing the average vehicle trip length. The secondary effect associated with a reduction in Vehicle Miles Traveled is a reduction in air pollutants, including a reduction in greenhouse gas, emissions.

### ***Transportation***

The effects of shifting vehicle trips to sustainable travel modes including trips made by transit, bicycle, or by walking are discussed below.

#### **Transit**

The impacts of the proposed project on transit are difficult to predict. If a substantial number of vehicle trips were to shift to transit trips, transit capacity on individual transit lines may be exceeded. The potential for such transit capacity utilization exceedances to occur as a result of the proposed project is

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<sup>5</sup> *Ibid.*

speculative because it is unknown which TDM measures future Development Projects would select. Moreover, current literature does not document which sustainable travel modes vehicle trips would shift to with implementation of several of the TDM measures in the TDM menu.

Further, a substantial cause of transit delay is due to transit lines traveling in mixed-flow travel lanes with private vehicles. For example, the Van Ness Bus Rapid Transit Final Environmental Impact Statement/Environmental Impact Report identified that signal and mixed-traffic delays account for approximately 50 to 58 percent of total delay for Van Ness Avenue buses along the corridor.<sup>6</sup> Therefore, a reduction in vehicle trips from Development Projects would be expected to reduce potential delay impacts to transit. As such, the proposed project would not result in a significant impact related to transit.

### **Bicycles**

The proposed project would not create potentially hazardous conditions for bicyclists or otherwise substantially interfere with bicycle accessibility. The TDM Ordinance includes procedures for review of Development Project's TDM Plans and thereby considers issues associated with bicycle safety and access. Therefore, the proposed project would not result in significant impacts to bicyclists.

### **Pedestrians**

The proposed project would not create potentially hazardous conditions for people walking or otherwise substantially interfere with accessibility for people walking. Most areas of San Francisco have adequate sidewalk widths. Moreover, projects that are of a size sufficient to result in sidewalk overcrowding are subject to Better Streets Plan requirements and environmental review.

The potential for such sidewalk overcrowding impacts to occur as a result of the proposed project is speculative because it is unknown which TDM measures future Development Projects would select. Moreover, current literature does not document which sustainable travel modes vehicle trips would shift to with implementation of several of the TDM measures in the TDM menu. In addition, most Development Projects subject to the TDM Program requirements would also be subject to the Transportation Sustainability Fee (Planning Code Section 411A). The Transportation Sustainability Fee requires developers to pay a portion of their fair share to enhance intersections and sidewalks to accommodate the increase in walking trips associated with new development. Therefore, the proposed project would not result in significant impacts to pedestrians.

### **Loading**

The proposed project includes measures related to deliveries and shuttle bus services, which may potentially increase localized loading. However, the demand generated for the loading would occur from people within Development Projects subject to the TDM Program. The effects of loading demand and the potential to create hazardous conditions would be evaluated for each Development Project subject to environmental review and Development Projects would be subject to all applicable requirements to accommodate expected loading demand. Therefore, the proposed project would not result in significant impacts related to loading.

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<sup>6</sup> San Francisco County Transportation Authority, *Van Ness Bus Rapid Transit Final Environmental Impact Report/Environmental Impact Statement*.

***Air Quality and Greenhouse Gases***

Passenger vehicles emit pollutants for each mile driven. Despite technological advancements, the transportation sector continues to account for a large amount of emissions given an increase in vehicle miles traveled.<sup>7</sup> The transportation sector accounts for 36 percent,<sup>8</sup> 37 percent,<sup>9</sup> and 40 percent<sup>10</sup> of all greenhouse gas emissions in California, the San Francisco Bay Area, and San Francisco, respectively. 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 government.<sup>11</sup>

The proposed project would result in an overall reduction in the Vehicle Miles Traveled associated with new development compared to Vehicle Miles Traveled without the implementation of the TDM Program. Therefore, the proposed project would not result in significant impacts related to air quality, including greenhouse gases.

***Conclusion***

The proposed project satisfies the criteria for exemption under the above-cited classifications. In addition, none of the CEQA Guidelines Section 15300.2 exceptions to the use of a categorical exemption applies to the proposed project. For the above reasons, the proposed project is appropriately exempt from environmental review.

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<sup>7</sup> U.S. Environmental Protection Agency, *Our Built and Natural Environments 2nd Ed*, June 2013.

<sup>8</sup> California Air Resources Board, *First Update to the Climate Change Scoping Plan*, May 2014.

<sup>9</sup> Plan Bay Area 2040, *Plan Bay Area Environmental Impact Report*, July 2013.

<sup>10</sup> San Francisco Department of Environment, *San Francisco Climate Action Strategy*, October 2013.

<sup>11</sup> California Air Resources Board, *Emission Inventory Data*, Year 2012.