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Executive Summary
Transportation Demand Management Ordinance

HEARING DATE: FEBRUARY 11, 2016

Project Name:	**Transportation Sustainability Program – Shift Informational Hearing**
Staff Contact:	Rachel Schuett, (415) 575-9030 rachel.schuett@sfgov.org
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Recommendation:	**None – Informational Only**

PURPOSE OF HEARING:

This informational hearing is focused on the Transportation Sustainability Program, a set of three citywide policy initiatives focused on keeping people moving as our city grows. The purpose of the informational hearing is to provide updates and obtain feedback on the Shift component of the Transportation Sustainability Program, which is focused on reducing vehicle miles traveled (VMT) associated with new development projects. The main element of the Shift Component is a proposed Transportation Demand Management (TDM) Ordinance. Planning Department, San Francisco County Transportation Authority ("Transportation Authority"), and San Francisco Municipal Transportation Agency ("SFMTA") staff are currently conducting stakeholder outreach regarding the framework and details of a proposed TDM Ordinance, prior to drafting and introduction of the ordinance. In particular, staff is interested in feedback from the Planning Commission regarding the overall framework for the proposed legislation, as well as specific detailed feedback regarding applicability, grandfathering, and exemptions.

Pending feedback from this Commission and other outreach efforts, staff is hopeful that the TDM Ordinance would be introduced at the Board of Supervisors in March. Following introduction at the Board of Supervisors, staff would return to the Planning Commission to receive further feedback and recommendations regarding approval of the proposed legislation. The proposed legislation would establish a framework of TDM requirements for new land use development projects, making sure these projects are designed to make it easier for new residents, visitors, and workers to get around by sustainable modes of travel such as transit, walking, and bicycling.

KEY TERMINOLOGY:

Transportation Demand Management (TDM). TDM describes strategies or measures that incentivize sustainable travel choices. In San Francisco, development-focused TDM measures reduce single occupancy car trips and vehicle miles traveled by helping residents, business tenants, and visitors choose sustainable travel options. These measures may be included by the developer as project amenities.

Other TDM programs and policies are applied on a larger scale than a land use development project. These TDM programs and policies are within the purview of the Planning Department, the SFMTA, Transportation Authority, and Department of Environment, and may include:

- Expanding bike share, on-street bicycle parking, and bicycle education;

- Demand-based parking pricing, and the study of congestion pricing;
- Education and outreach efforts;
- Upgrading transportation maps and other transportation information programs; and
- Piloting smart-phone payment for Muni to make using transit easier.

At an even more fundamental level, the Planning Department, the SFMTA, Transportation Authority, and Public Works are responsible for planning and providing multi-modal infrastructure and services including bicycle routes, pedestrian connections, and public transportation.

Level of Service (LOS). LOS was developed in the 1950s by traffic engineers primarily for analyzing traffic capacity on highways, as opposed to environmental effects. LOS is represented as a letter grade A through F. LOS A represents little to no automobile delay, while LOS F represents congested conditions with substantial amounts of automobile delay.

Senate Bill 743. California Senate Bill 743 ("SB 743") (Public Resources Code 21099) was signed into law in September 2013. SB 743 directed the California Office of Planning and Research to prepare, develop, and transmit to the California Natural Resources Agency for certification and adoption proposed revisions to the California Environmental Quality Act (CEQA) Guidelines to establish criteria for determining the significance of transportation impacts that "promote the reduction of greenhouse gas emissions, the development of multimodal transportation networks, and a diversity of land uses." SB 743 recommended that vehicle miles traveled may be an appropriate metric to establish that criteria.

SB 743 also stated that upon certification of the CEQA Guidelines by the California Natural Resources Agency, "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" pursuant to CEQA.

Vehicle Miles Traveled (VMT). Vehicle miles traveled measures the amount and distance that a project might cause people to drive, including the number of passengers within a vehicle. 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.

OVERVIEW: THE TRANSPORTATION SUSTAINABILITY PROGRAM (TSP)

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 over the next 25 years – by 2040, up to 100,000 new households and 190,000 new jobs are expected in San Francisco.[1] Without enhancements to our transportation network, this growth could result in more than 600,000 additional cars on our streets – or more than all the cars traveling each day on the Bay and Golden Gate bridges combined.

The Transportation Sustainability Program ("TSP") is 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 TSP is a joint

[1] Association of Bay Area Governments (ABAG), *Projections 2013.*

effort by the Mayor's Office, the San Francisco Planning Department, the Transportation Authority, and the SFMTA, comprised of the following three components:

1. **Align: Modernize Environmental Review.** This component of the TSP would change how the City analyzes impacts of new development on the transportation system under the California Environmental Quality Act (CEQA). This reform has been helped by California Senate Bill 743, which requires that the existing transportation review standard, focused on automobile delay (vehicular level of service), be replaced with a more meaningful metric, vehicle miles traveled. Public outreach on Align is underway and a resolution regarding this reform will be considered at the Planning Commission hearing on March 3, 2016.

2. **Shift: Encourage Sustainable Travel.** This component of the TSP would help manage demand on the transportation network through a Transportation Demand Management (TDM) Program, making sure new developments are designed to make it easier for new residents, visitors, and workers to get around by sustainable travel modes such as transit, walking, and biking. Each measure that would be included in the TDM program is intended to reduce vehicle miles traveled from new development. Stakeholder outreach on the TDM Program is also underway. Outreach efforts are described in more detail below.

3. **Invest: Fund Transportation Improvements to Support Growth.** The Transportation Sustainability Fee ("TSF") is assessed on new development, including residential development, to help fund improvements to transit capacity and reliability as well as bicycle and pedestrian improvements. A Planning Commission hearing was held on September 10, 2015 regarding TSF. The TSF was passed by the Board of Supervisors and signed into law by the Mayor on November 25, 2015 (Board of Supervisors File No. 150790).[2]

These three components are discrete policy initiatives that are programmatically linked through the TSP. While each component is useful and necessary on its own, staff concludes that all complement each other and are most effective together. The focus of this informational item is on the Shift component of the program. As mentioned above, the Align component is currently undergoing public outreach and is scheduled to be heard at the regularly scheduled Planning Commission hearing on March 3, 2016. The Invest component has been approved and is currently being implemented.

Goals and Secondary Benefits. Prior to articulating the elements of the Shift component, this section first outlines the goals and secondary benefits of the component.

Goal – Maintain Mobility. The overarching goal of the Transportation Sustainability Program is to maintain mobility, that is, to keep people moving as the city grows. The Shift component of the Transportation Sustainability Program was developed around a desire to

[2] Two additional files were created at the Board of Supervisors for TSF regarding hospitals and health services, grandfathering, and additional fees for larger projects: 151121 and 151257.

minimize the impact of new development on the transportation system. The product of Shift, a TDM Ordinance, supports the goal of maintaining mobility and access by focusing on reducing the overall percentage of single occupancy vehicle trips and vehicle miles traveled.

Based on the City's geographic limitations, the City cannot accommodate a substantial increase in vehicles. Therefore, a TDM Ordinance reduces the impacts from growth to the transportation system by reducing vehicle miles traveled from new residents, employees, and visitors. A reduction in vehicle miles traveled may result from shifting auto trips to other travel modes, increasing vehicle occupancy through carpool or rideshare activities, or reducing the average trip length by increasing the diversity of land uses in a particular location.

Secondary Benefit – Better Environmental Outcomes. Reducing the overall percentage of single occupancy vehicle trips and vehicle miles traveled from new development also results in better environmental outcomes. For each mile we drive, our 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.[3]

The transportation sector accounts for 36 percent,[4] 37 percent,[5] and 40 percent[6] of all greenhouse gas emissions in California, San Francisco Bay Area, and San Francisco, respectively. Several state, regional, and local policies are aimed at reducing greenhouse gas emissions. 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.[7]

In addition, vehicle travel consumes substantial amounts of energy. Over 40 percent of California's energy consumption occurs in the transportation sector.[8] Passenger vehicles account for 74 percent of emissions from the transportation sector.[9]

Secondary Benefit –Better public health and safety. Reducing the overall percentage of single occupancy vehicle trips and 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 Ordinance would include measures that developers can choose to encourage trips by active modes. In addition, higher total amounts of motor vehicle

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[3] U.S. Environmental Protection Agency, Our Built and Natural Environments 2nd Ed, June 2013.
[4] California Air Resources Board, First Update to the Climate Change Scoping Plan, May 2014.
[5] Plan Bay Area 2040, Plan Bay Area Environmental Impact Report, July 2013.
[6] San Francisco Department of Environment, San Francisco Climate Action Strategy, October 2013.
[7] California Air Resources Board, Emission Inventory Data, Year 2012.
[8] California Energy Commission, Energy Aware Planning Guide, February 2011.
[9] *Ibid*.

travel creates higher crash exposure. Therefore, reducing vehicle miles traveled enhances safety.

Secondary Benefit –Improved development review process and projects. The framework developed under the proposed TDM Ordinance would also provide more certainty and flexibility for developers. A developer would know their TDM measure requirements upfront, prior to submitting a development review application. As crafted, the proposed legislation would also provide flexibility to the developer in crafting a TDM program that best fits the needs of their project.

Developments that offer transportation options are considered an amenity to tenants. 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 project or provide operational services are considered amenities to development because they enhance convenience and freedom and provide easy-to-use travel options.

Additionally, the vehicle miles traveled reduction associated with certain TDM measures would be accounted for in the air quality, greenhouse gases, and transportation CEQA analyses for a project. A tool developed by a transportation consultant, based upon literature review and San Francisco specific research, would allow the Planning Department to account for those benefits from certain TDM measures. Providing TDM as a way to reduce vehicle miles traveled is also consistent with forthcoming changes to CEQA pursuant to California Senate Bill 743.

Lastly, the proposed legislation includes a robust implementation strategy to ensure that TDM measures selected by a developer are implemented and that measures offered to developers for inclusion in their TDM program are effective.

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 and a summary of the applicability associated with the Code requirements.

Table 1. Existing Planning Code Transportation Demand Management Requirements

Code Section	*Code Title*	*Summary of Applicability*	
		Residential	*Non-Residential*
151.1	Scheduled of permitted off-street parking spaces in specified districts (i.e., parking maximums)	Parking maximums vary, depending on specified district	Parking maximums vary, depending on specified district
155(g)	General standards as to location and arrangement of off-street parking, freight loading, and service vehicle facilities (i.e., parking pricing)	Not applicable	Applicable in specified districts
155.2	Bicycle parking	Class 1 spaces required for all new units; Class 2 spaces required on lots with four or more units.	Class 1 and Class 2 spaces requirements vary, but generally required for most uses.
155.4	Shower facilities and lockers	Not applicable	Generally required for most uses above 10,000 square feet.
163	Transportation management programs and transportation brokerage services in Commercial and Mixed Use Districts	In the C-3-0(SD) District, applicable where new, converted, or added floor area equals at least 100,000 gross square feet or 100 dwelling units.	Required for new, converted, or added floor area equals at least 25,000 gross square feet of office in specified districts or equals at least 100,000 gross square feet of office in other specified districts
166	Car Sharing	Required starting at 50 dwelling units	Required starting at 25 **parking spaces (bold emphasis mine)**
167	Parking costs separated from housing costs in new residential buildings (i.e., parking unbundling)	Required starting at 10 dwelling units	Not applicable
304.5	Institutional Master Plans, including transportation strategies	Not applicable	Required for each Hospital and Post-Secondary Educational Institution, including Group Housing affiliated with such Institution

As shown in Table 1, depending on the size and land use associated with a project and its Use District, a project may be required to implement TDM measures. In addition, a TDM program for a project may be developed during the development review process. The development of a TDM program generally occurs one of four ways: 1) voluntarily; 2) as mitigation measures via CEQA; 3) through a negotiated Development Agreement; or 4) through Institutional Master Plan requirements.

Some developers may propose to implement additional TDM measures as valuable amenities for their tenants; or voluntarily agree to implement additional TDM measures after receiving input from City staff to further reduce project impacts to air quality, greenhouse gases, and/or transportation identified during the environmental review process. These TDM measures are typically included as improvement measures in the CEQA document. These improvement measures then can become adopted or modified as conditions of approval for the project.

Conversely, some developers may be required to implement additional TDM measures because of project impacts identified to air quality, greenhouse gases, and/or transportation identified during the environmental review process. These TDM measures are identified as mitigation measures in the CEQA document. These mitigation measures are then required to be adopted as conditions of approval for the project, unless the Planning Commission deems them infeasible.

For projects where the City has entered into a Development Agreement with a developer, a TDM program is typically included as part of the proposed project. In these cases, the components of the TDM program is negotiated between City staff and the developer, often with the assistance of a transportation consultant who conducts an analysis of the project's transportation impacts and who may prepare a formal TDM report.

Institutions may also include a TDM program as part of an Institutional Master Plan, as required under Section 304.5 of the Planning Code. Subsequent projects that may have been identified in an Institutional Master Plan then proceed through one of three processes described above.

Besides those TDM measures that are already known to be required by the Planning Code, the current process creates uncertainty for the developer in terms of potential TDM requirements that may be requested or imposed later in the development review process. The developer does not build these additional TDM measures into their overall development program or their real estate pro forma prior to submitting a development review application. Additionally, the reduction associated with various TDM measures are not accounted for in the air quality, greenhouse gases, and transportation CEQA analyses for a project. Instead, the Planning Department's current Transportation Impact Analysis Guidelines for Environmental Review, October 2002, calculates vehicle trips based upon size and type of land use and location. Lastly, as mentioned in the Overview of TSP section, the City needs to do more to maintain mobility as our City grows.

THE WAY IT WOULD BE:

TDM Ordinance – Overview. If adopted, the TDM Ordinance would amend the Planning Code to include a set of requirements related to transportation planning for land use development projects. Based on a review of best practices for TDM legislation passed in several other cities, the most successful models typically do not include technical details within the legislation itself. Instead, the technical details are included in a separate document(s).

This is because the TDM field is highly dynamic, due to ongoing data collection and analysis. Therefore, proposing new legislation on a regular basis in order to remain current with best practices for TDM requirements is not a practical approach. As a result, City staff is currently preparing two implementation documents that would accompany the TDM ordinance legislation. The structure and contents of both documents are described in further detail, below, just after the discussion of the details that *would* be included in the TDM Ordinance, explained here.

TDM Ordinance – Details. The basic structure of the TDM Ordinance would include a discussion of findings, applicability, grandfathering, exemptions, requirements, and administrative fees.

Each of these details is summarized, as follows:

Findings. The proposed legislation would articulate the goals and secondary benefits described above and reference various state, regional, and local policies aimed at maintaining mobility, reducing auto mode share, increasing mode share for sustainable modes, and reducing vehicle miles traveled.

Applicability. The proposed legislation would apply to all land use development projects, except as described in the exemptions section, below.

Grandfathering. The proposed legislation would apply to all non-exempt land use development projects that have not yet received final Planning Department sign off on a building permit prior to the effective date of the legislation.

Exemptions. The proposed legislation preliminarily includes the following exemptions:

- One hundred percent affordable housing projects;
- Residential projects with nine dwelling units or less; and
- Non-residential projects with less than 10,000 square feet.

These exemptions would only apply if the number of off-street vehicular parking spaces proposed does not exceed the parking minimum required or principally permitted (i.e., without a conditional use authorization) allowed under the Planning Code.

- **One Hundred Percent Affordable Housing.** One hundred percent affordable housing projects are proposed to be exempt from the legislation because based upon a review of 63 affordable housing projects over the last 10 years, 52 of these projects were built with little (20 off-street vehicular parking spaces or fewer) to no off-street vehicular parking. Therefore, these types of development would not need further incentives to reduce vehicle miles traveled anyway.
- **Residential – Nine Dwelling Units (or Less).** Residential projects with nine dwelling units or less are proposed to be exempt as these size developments may not

have space to accommodate or resources to implement many of the TDM measures. In addition, these developments, based on the existing pipeline represent only a small portion of overall development in the City (three percent)[10] and associated vehicle trips. Furthermore, it would take a disproportionate amount of staff resources to monitor compliance for these small residential projects, given the number of applications these projects represent.[11]

- **Small Non-Residential Projects.** Lastly, non-residential projects with less than 10,000 square feet are exempt because many TDM measures are not relevant for a project of this size and these types of development typically reduce overall vehicle trips by increasing diversity of land uses in a neighborhood.

These exempt projects would still be subject to any existing Planning Code TDM requirements identified in Table 1.

Requirements. The proposed legislation would reference that certain "point targets" aimed at reducing vehicle miles traveled would need to be met for each non-exempt project. TDM measures would be assigned points based on their documented relative effectiveness. The implementation documents would identify those specific targets. In addition, the proposed legislation would identify that all non-exempt projects would be required to identify a TDM Coordinator and register the coordinator's contact information with City staff on an on-going basis and allow City staff access to all common areas of the property for the purpose of data collection and/or compliance monitoring.

The implementation documents would identify that the TDM requirements vary depending on the land use and the number of off-street vehicular parking spaces proposed for a project. In order to maintain mobility in the City, the number of vehicles coming and going from a development site is more important to manage than the ratio of vehicles to overall units or non-residential square footage at a project site (or parking ratio).

Literature review has indicated that an area with a high off-street vehicular parking supply may generate more overall vehicular traffic than an area with a low off-street vehicular parking supply.[12] Therefore, more incentives and tools to support non-auto modes and disincentives to using personal vehicles (i.e., TDM measures) are needed at a site with a greater amount of off-street vehicular parking spaces than a site with fewer off-street vehicular parking spaces to encourage sustainable travel and discourage single-occupancy

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[10] Based upon a San Francisco Development Pipeline, Quarter 2 report. The report identifies a total of 61,559 units in the pipeline, of which 1,870 units are from projects with 20 units or less.

[11] Based upon a San Francisco Development Pipeline, Quarter 2 report. Although these projects represent only 3 percent of total units in the pipeline, they represent 78 percent (793 out of 1,017) of all projects with dwelling units in the pipeline.

[12] Literature review includes, but is not limited to: Chris McCahill, et al., "Effects of Parking Provision on Automobile Use in Cities: Inferring Causality," Transportation Research Board, November 13, 2015; Daniel Chatman, "Does Transit-Oriented Development Need the Transit?", Access, Fall 2015; and Rachel Weinberger, "Death by a thousand curb-cuts: Evidence on the effect of minimum parking requirements on the choice to drive," Transport Policy, March 2012.

vehicle travel. This approach does not restrict the ability of a sponsor to build off-street vehicular parking up to existing Code requirements or allowances; instead, it provides flexibility to sponsors in developing a TDM plan to reduce VMT that best fits the programming needs of the development.

A developer would be able to select from approximately 30 measures in a TDM Menu of Options (TDM Menu) to achieve the target associated for the project (Attachment A), across eight different categories. Each measure in the TDM Menu is designed to reduce single occupancy vehicle trips and vehicle miles traveled by site residents, tenants, and visitors and must be under the control of the developer or tenant. The measures in the TDM Menu include some of the TDM requirements identified in Table 1.

Each measure in the TDM Menu is assigned a point value based upon the relative efficacy of each measure to other measures in terms of reducing vehicle miles traveled. The relative efficacy determination was a multi-agency decision (Planning, SFMTA, SFCTA) grounded in literature review, local data collection, best practice research, and/or professional transportation expert opinion. A maximum amount of points is also provided for certain categories in the TDM Menu.

Subject to updating based on new information, feedback, and additional testing, the following targets are currently being considered:

- **Residential and Office Projects.** For non-exempt projects with between zero and 20 off-street vehicular parking spaces, the target is 13 points. For every additional 10 off-street vehicular parking spaces provided for these projects, rounded up to the next highest 10 off-street vehicular parking spaces, a project has to achieve an additional point. The target would be capped at the total amount of points available (i.e., based on TDM measures available) for that land use.
- **Retail Projects.** For non-exempt projects with between zero and four off-street vehicular parking spaces, the target is 9 points. For every additional two off-street vehicular parking spaces provided for these projects, rounded up to the next highest two off-street vehicular parking spaces, a project has to achieve an additional point. The target would be capped at the total amount of points available (i.e., based on TDM measures available) for that land use. The off-street vehicular parking space threshold is lower for retail projects than for residential and office projects because off-street vehicular parking spaces associated with retail land uses generate more vehicle trips than off-street vehicular parking spaces associated with other types of land uses.
- **Other Types of Land Use Projects.** Staff is currently developing a proposal for other types of non-exempt land use projects similar in concept to the types of land uses identified above. This proposal would be defined, in greater detail, in advance of the next Planning Commission hearing.
- **Mixed-Use Projects.** For mixed-use projects, each non-exempt project would be required to meet the targets for each land use and associated parking included for the project, as illustrated by the following example. A project consists of 100 units, 30,000 square feet of retail use, and 30 off-street vehicular parking spaces (20 for residential and 10 for retail). The residential portion of the project would be subject to a 13 point target. The retail portion of the project would be subject to a nine point

target.

- **High-Turnover to Low-Turnover.** Some off-street vehicular parking spaces exhibit a higher turnover and more vehicle trips (e.g., retail spaces) than other off-street vehicular parking spaces, where the space may be used primarily for storage (e.g., residential). When a project replaces a use and its associated high turnover parking spaces with a use and associated lower turnover parking spaces, the Ordinance applicability is based upon the number of net new off-street vehicular parking spaces. For example, a surface vehicular parking lot with 20 spaces is utilized for a retail store nearby. A developer proposes replace the surface parking lot with a building that includes 200 residential units and 40 off-street vehicular parking spaces. The developer has demonstrated that the existing off-street vehicular parking spaces exhibit high turnover. Therefore, the applicability and target for this project would be based on 20 "net new" off-street vehicular parking spaces, and would be 13 points.

Administrative Fee. The proposed legislation would identify a fee structure to fund the costs of administering the legislation, which would include pre-approval review of a TDM program, pre-occupancy compliance, and post-occupancy compliance monitoring, which would occur at regular time intervals, likely on a annual or biennial basis. The costs and timing of the administrative fee structure are currently being discussed at the staff level.

Implementation Documents – Overview.

The proposed legislation would reference the two implementation documents described below, and discuss who, when, and what components of the documents would be updated. The proposed legislation would also reference reporting requirements to various decision-making bodies regarding those updates.

The two implementation documents are:

- Technical Justification
- Handbook for Developers

Both documents would be available online. Developers would access these documents prior to submitting their development review application.

The purpose and contents of each document are described below. Following introduction at the Board of Supervisors, staff would return to the Planning Commission to receive further feedback and recommendations regarding approval of the proposed legislation. At that time, the staff report would include draft versions of both of these implementation documents as appendices.

Technical Justification. The development of the TDM Ordinance framework has primarily been developed by a technical working group comprised of members from the Planning Department, the Transportation Authority, and the SFMTA, in cooperation with Fehr & Peers Associates. The technical working group also hosted a series of workshops attended by other transportation consultants. In addition, key Planning Department and SFMTA staff partnered with Fehr & Peers Associates to undertake an empirical data collection process in San Francisco during the summers of 2014 and 2015.

The Technical Justification document would serve to document the work of the technical working group including an extensive literature review, empirical data collection and

analysis, and consultation with experts in the field. This document would provide the technical basis for the creation of the following:

- TDM Menu (i.e., approximately 30 measures a developer can select from);
- Point System and associated Targets;
- Applicability;
- Exemptions; and,
- Compliance/Compliance Monitoring

The Technical Justification document would also describe:

- Ongoing and future research and data collection effort;
- How the data would be used to refine/expand understanding of TDM efficacy and integrate into model and targets; and
- How various aspects of the program could/would be refined after implementation for the TDM Ordinance including:
  - Adding/changing TDM measures; and
  - Updating the Targets.

Handbook for Developers. The Handbook for Developers document would guide developers through the process of compliance with the TDM Ordinance, from developing a TDM program for a project through on-going compliance once the building is constructed and occupied.

Key contents of the handbook would include:

- TDM Menu (i.e., approximately 30 measures a developer can select from);
- TDM Fact Sheets, which would define each measure in the TDM Menu and how compliance is determined for each measure;
- How developers would use the TDM Menu to reach their Points Target(s);
- How developers may propose TDM measures to be included in the TDM Menu and the associated City review process for approving the TDM measure(s); and
- Compliance/Compliance Monitoring:
  - Physical measures– pre-occupancy site visit, spot audits post-occupancy; and
  - On-going measures – annual compliance (shifting to every 3 years after 5 sequential years of demonstrated compliance).

ISSUES AND CONSIDERATIONS:

Public Outreach and Comment. 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.[13] During adoption proceedings for the Transportation Sustainability Fee and as staff refined the Shift Component proposal, staff has conducted additional outreach to key stakeholders, including: Housing Action Coalition; Council of Community Housing Organizations; San Francisco Human Services Network; Residential Builders Association; Walk SF; San Francisco Planning and Urban Research;

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

residential and commercial real estate developers; Livable City; Seifel Consulting; staff at the Department of Environment, Department of Public Health, and Bay Area Air Quality Management District; elected officials; and Building Owners and Management Association of San Francisco (scheduled February 10th).

The proposal thus far has incorporated feedback regarding, but not limited to, applicability, point values associated with individual TDM measures or categories of TDM measures, point targets for different size projects, family-friendly TDM measures, and the definitions regarding individual TDM measures.

Potential Modifications. Staff is interested in general feedback from the Planning Commission on the overall framework for the proposed legislation, as well as more specific feedback on the applicability, grandfathering, and exemptions details, as currently proposed.

NEXT STEPS

Pending feedback from this Planning Commission hearing and other outreach efforts, staff is hopeful that the TDM Ordinance would be drafted and introduced at the Board of Supervisors in March 2016. Prior to introduction at the Board of Supervisors, staff intends to conduct further outreach, including to various neighborhood Citizen Advisory Committees.

Following introduction at the Board of Supervisors, the Planning Commission will consider further feedback and recommendations regarding approval of the proposed legislation. In addition, other opportunities for public input would be facilitated, as deemed necessary and prudent by the elected and appointed officials. At a minimum, such opportunities would include hearings in front of the Board of Supervisors and our partner agencies' governing bodies (i.e., Transportation Authority and the SFMTA).

REQUIRED COMMISSION ACTION

Informational item. No action required.

Attachments:
Attachment A: TDM Menu of Options

Attachment A: TDM Menu of Options

Category - #	Measure
ACTIVE-1	Improve Walking Conditions
ACTIVE -2a	Bicycle Parking; OR
ACTIVE -2b	Bicycle Parking beyond Planning Code
ACTIVE -3a	Showers and Lockers: OR
ACTIVE -3b	Showers and Lockers beyond Planning Code
ACTIVE -4a	Bike Share Location
ACTIVE -4b	Bike Share Membership
ACTIVE -5a	Bicycle Repair Station
ACTIVE -5b	Bicycle Repair Services
ACTIVE -6	Fleet of Bicycles
CSHARE-1a	Car-Share Parking; OR
CSHARE-1b	Car-Share Parking beyond Planning Code
CSHARE-2	Car-Share Membership
DESIGN-1	Multimodal Wayfinding Signage
DESIGN-2	Real Time Transportation Information Displays
DESIGN-3	Delivery Supportive Amenities
LU-1	Grocery Store in Food Desert
LU-2	On-site Affordable Housing
FAMILY-1	Family TDM – Amenities
FAMILY-2	Family TDM – On-site childcare
HOV-1	Public Transit Subsidy
HOV-2	Provide Delivery Services
HOV-3	Shuttle Bus Service
HOV-4	Vanpool Program
HOV-5	Incentives for Sustainable Transportation
MGMT-1	Tailored Transportation Marketing Services
PKG-1	Unbundle Parking
PKG-2	Parking Pricing
PKG-3	Parking Cash Out – Employers
PKG-4	Parking Supply Management