POTRERO POWER STATION
TDM PLAN

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NYGAARD

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1 INTRODUCTION

The Potrero Power Station ("PPS") development is located on a 29-acre site in San Francisco's Central Waterfront area. PPS will include a mix of uses including residential, commercial, laboratory, retail, hotel, and open space. The site benefits from proximity to the waterfront and the Dogpatch neighborhood's retail and transportation options found on Third Street, as well as a relatively flat topography and close access to downtown San Francisco.

WHY TRANSPORTATION DEMAND MANAGEMENT (TDM)

TDM measures in general, and those described further in this plan specifically, work together to reduce vehicle miles traveled (VMT) trips by expanding mobility options and incentivizing the use of spatially and environmentally efficient modes. As discussed in the January 2018 Update of the Planning Department's TDM Technical Justification document (https://sfplanning.org/transportation-demand-management-program), achieving one point for a number of TDM measures proposed as part of the Project, including Shuttle Bus Services, Tailored Transportation Marketing Services, On-site Affordable Housing, and Unbundled Parking, is equivalent to approximately one percent reduction in VMT. Targeted programs strengthen the benefits of investments in bicycle and pedestrian infrastructure and the site's proximity to major transit nodes by reinforcing awareness of these options, breaking down barriers to incorporating them in travel routines, and incentivizing habitual use.

This TDM Plan reaffirms PPS's commitment to sustainability and to minimizing the Project's contribution to traffic congestion. It encourages the site's residents, employees, and visitors to use the most environmentally friendly and spatially efficient mode possible for each trip, with an emphasis on cycling, walking, and higher capacity modes.

The urban form planned at PPS and this TDM Plan are consistent with City of San Francisco policies that aim to encourage the use of transit and other non-auto modes of transportation, as well as the City's efforts to manage the transportation impacts of new development. The Plan was developed using San Francisco's new TDM Program per Planning Code Section 169 ('Ordinance') as a guide, and the PPS team used the Ordinance's framework to scale the site's programs appropriately.

Many campuses have implemented TDM programs to reduce VMT and find the optimal balance of transportation modes to accommodate growth. Genentech implemented an aggressive TDM strategy in 2006 that included programs

such as shuttle service and parking cash-out accompanied by comprehensive marketing and communications through an online employee portal. Since implementation, Genentech's drive-alone mode share has decreased by almost 30%, decreasing carbon emissions from 4.5 tons per employee to 1.9. Similarly, Stanford University's extensive TDM program, which has for years included meaningfully priced parking, transit subsidies, and incentive programs, has affected a substantial decrease in single-occupancy vehicle (SOV) commuting, from 72% in 2002 to 46% in 2011. Moreover, these programs serve campuses that grew rapidly during the periods noted, but this growth was not accompanied by substantial increases in parking. These two examples, along with many others from developments and employers across the country, attest to the power of thoughtfully crafted TDM programs.

Given these successes, robust TDM programs are becoming expected aspects of new developments in San Francisco and beyond. In early 2017, the City enacted a TDM Ordinance that requires developers to establish TDM programs scaled to the amount of parking they plan to build on-site. This ordinance reinforced existing policies that aimed to encourage the use of non-auto modes, such as the city's Transit First Policy, which was established in 1973 and amended to include pedestrians and bicyclists in 1999. New residents and office tenants also increasingly demand convenient access to quality multimodal infrastructure, and in urban areas like San Francisco, they assume that parking will be treated as a limited commodity that will be priced based on occupancy levels and market rates.

TDM AT POTRERO POWER STATION

This document includes a discussion of TDM measures and transportation investments aligned with the categories and measures included in the TDM Ordinance menu of measures, as well other transportation investments the Project is considering that fall outside the TDM Ordinance. The latter measures are aligned with the spirit of the TDM Ordinance and support and leverage the effects of TDM at the site and around the City. Notice(s) of Special Restrictions will be recorded, memorializing the TDM measures provided for each land use category per building and other associated requirements for the life of the Project. In addition to the implementation of TDM measures amounting to 75 percent of the applicable target as defined in the Planning Commission's TDM Program Standards, the Project is required by Mitigation Measure M-TR-5 of the Project's Environmental Impact Report (EIR) to reduce the number of Project-generated vehicle trips during the p.m. peak hour by an estimated 11 percent as compared to estimated automobile trips calculated at the P.M. Peak Hour for the Project. This 11 percent reduction is accounted for in the maximum vehicle trips shown in Table 1. If the estimated 11 percent reduction is not achieved, additional TDM measures are required to be implemented as further explained in Chapter 3 of this document under the heading Compliance and TDM Plan Adjustments.

Most measures will be implemented as part of the vertical development of each building, while some, such as the improvement of walking conditions, which the Project will accomplish by creating streets with sidewalks that meet the Better Streets Plan standards, will be provided as part of the Project's sitewide improvements. The implementation of each is further specified in the Project's Phasing Plan's Phasing Table.

Figure 1 Maximum P.M. Peak Hour Vehicle Trips per Phase

Project Development Phase	Maximum P.M. Peak Hour Vehicle Trips Per Phase			
	Estimated Permitted Phase Total	EIR Estimated Phase Total	Cumulative Maximum Permitted Trips	Cumulative EIR Estimated Trips
Phase 1	370	413	370	413
Phase 2	430	491	800	904
Phase 3	260	288	1,060	1,193
Phase 4	620	699	1,680	1,892
Phase 5	240	269	1,920	2,161
Phase 6	290	320	2,210	2,482

Single Access/No PG&E Sub Area Scenario

Because the Developer does not control the PG&E sub-area (about 4.8 acres on the northwest corner of the project site; see Chapter 2, Figure 2-2, page 2-6), and development of land uses within the PG&E sub-area would only occur when and if PG&E determines it is feasible to relocate the existing utility infrastructure and operations, it is possible that development of the PG&E sub-area could be delayed. Until the PG&E sub-area is developed, Humboldt Street may not be improved to connect the Project site to Illinois Street and, therefore, it is possible that the Project site would be accessible only via 23rd Street for a period of time (possibly until Maryland Street is improved to connect to the Project site as part of the Pier 70 Mixed-Use development).

During the time that the Project site is only accessible by 23rd Street (i.e., until such time that access if provided by Humboldt Street, Maryland Street, Georgia Lane, or another street other than 23rd Street), the Developer shall be responsible for implementing TDM measures necessary to limit the number of project-generated vehicles entering or exiting the project site to a maximum of 600 vehicles per lane per hour inbound and 600 vehicles per lane per hour outbound during the weekday pm peak hour (Single Access Performance Standard). Once a second means of vehicle egress to and from the Project site is made available, the maximum vehicle trips reflected in Figure 1 will apply. As with the evaluation of maximum P.M. peak hour vehicle trips per phase discussed above, the determination of the weekday pm peak hour vehicular traffic generated by the Project for purposes of evaluating adherence to the Single Access Performance Standard will follow the monitoring methods outlined in Chapter 3.

Figure 2 PPS Phasing Plan

A GUIDE TO THIS DOCUMENT

Chapter 2 includes a discussion of point-generating TDM measures. Given that the Potrero Power Station Mixed-Use Development Project (the "Project") is a master planned project, which will be governed by a Development Agreement, in any event the Development Agreement conflicts with Planning Code Section 169, the Development Agreement shall apply. The project sponsor, SFMTA, and the Planning Department have prepared this TDM plan as an alternate means of satisfying the intent of Planning Code Section 169 for all new construction proposed by the Development Agreement and Design for Development within the Project Site Boundary. As noted below, some of the TDM measures will be implemented as a part of the construction of particular buildings (called "Vertical Improvements"), some will be implemented on a district-wide basis, independent of any particular building (called "Horizontal Improvements"), while others will be implemented operationally, as appropriate for the measures identified in this TDM Plan. A TDM Coordinator will be hired to be responsible for implementation of all TDM measures, and for administering and managing monitoring and reporting requirements as further specified in Chapter 3.

The Project would rezone and establish development controls for a multi-phased, mixed-use development at the Project Site. The Project would include amendments to the General Plan, including the Central Waterfront area plan, and Planning Code and create a new Potrero Power Station Special Use District (SUD). The SUD would establish land use controls for the Project Site and incorporate design standards and guidelines in a new PPS Design for Development document. References to the Planning Code ("Code") within this TDM Plan, and in the PPS Design for Development document, are references to the City of San Francisco Planning Code as it exists as of the date of the Project's Development Agreement. Initially capitalized terms not expressly defined herein are defined in the Development Agreement or, if not defined in the Development Agreement, in the Code.

Figure 3 PPS Land Use Plan

2 PLANNED TDM MEASURES AND TRANSPORTATION STRATEGIES

This initial TDM Plan consists of a package of measures that will work together to effect behavioral change and reduce vehicle miles travelled. These measures include infrastructure improvements, incentives, and ongoing programs, many of which have been successfully implemented in other urban, mixed-use environments. The obligation to implement certain measures will rest with the Project's Developer as part of sitewide improvements to the Project Site. Sitewide improvements are items such as streets and open space improvements that are distinct from new buildings. The obligation to implement other measures will be implemented with new buildings or vertical improvements. Following the description of each measure, **emboldened text** details the requirement for implementation of each specific TDM measure.

TDM ORDINANCE MEASURES

The TDM measures recognized by the City through the TDM Ordinance guidance materials are organized according to the categories set forth in the guidance materials. These categories include:

- INFO – Information Services
- ACTIVE – Active Transportation
- PKG – Parking Management and Policies
- HOV – High Occupancy Vehicle Measures
- CSHARE – Car Share and Scooter Share
- FAMILY – Family-Supportive Measures
- DELIVERY – Delivery-Supportive Measures
- LU – Land Use

TDM Ordinance Category: INFO

INFO-1: Multimodal Wayfinding Signage within Buildings

- ***Applies to: Residential, Office, Retail and Other (PDR)***

Building signage and wayfinding to indicate points of connection between different modes can help increase people's understanding of their non-auto travel options (see Figure 3). Each building lobby will include signage directing individuals to physical TDM measures within and adjacent to the building, such as bicycle parking, locker rooms, car-share, etc. Where appropriate, signage within building lobbies may also include site-wide features, such as shuttle and bus stop locations. Signage can also indicate the nature and location of nearby transit or bicycle routes and the location of bicycle parking.

Implementation. Multimodal wayfinding signage will be designed and installed within each new building at PPS.

Figure 3 Wayfinding Examples

Sources: sagittandy.blogspot.com/ (left), MIG/SVR (center), Takeform (right)

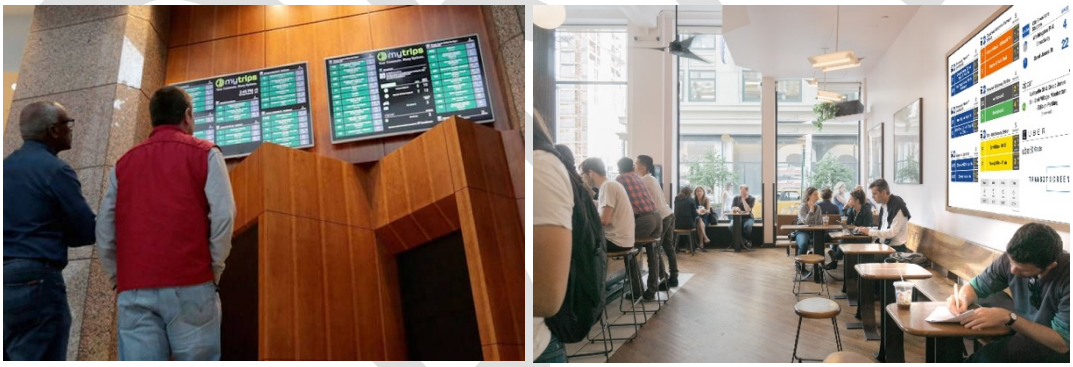
INFO-2: Real-Time Transportation Information Displays

- ***Applies to: Office***

Making such information readily available can increase residents' awareness of local transit options and can facilitate efficient trip planning and the use of non-auto modes. This measure consists of providing real-time transportation information to Potrero Power Station employees and visitors of Office buildings. Depending on the technologies available by the time the first phase of the Project is built, information could be displayed on screens in lobbies (see Figure 4) and other high traffic areas, as well as on a potential Project website and other communications channels.

Implementation. Each new building containing more than 25,000 square feet of office uses, will include dynamic transit information displays in building lobbies or use a similar approach based on state-of-the-practice technology at the time of building design.

Figure 4 Transit Information Screen Displays



Source: TransitScreen

INFO-3: Tailored Transportation Marketing Services

- ***Applies to: Residential, Office and Retail***

A strong communication and marketing campaign is critical to the success of any TDM program, ensuring that residents, employees, and visitors receive information about relevant resources and incentives at appropriate times and through channels that are easily accessible. Incorporating consistent branding into all communications can help

create a sense of place and establish a cohesive identity for the transportation program. Branding can be used to emphasize that resident, employees, and visitors can travel seamlessly through the area.

The Potrero Power Station will develop a cohesive marketing effort to promote all transportation options to and from the site, including biking, walking and public transit. As part of a site-wide marketing campaign, Potrero Power Station will develop transportation welcome packets to inform new residents and employees of the range of transportation options available to them. These packets will likely include up-to-date information on local and regional transit services (including maps, schedules and fares) and where transit passes can be purchased, bicycle wayfinding maps, and nearby car share locations, in addition to other relevant travel information. They could also include sources for additional web-based transportation materials (e.g., 511.org, NextBus, and the San Francisco Municipal Transportation Agency website). Finally, the packets will include up-to-date information on the range of transportation benefits available, including any relevant details on how to take advantage of these benefits. This strategy will ensure that a lack of knowledge is not a barrier to choosing non-driving modes. For Office and Retail land use categories, representing the bulk of employees on site, personal consultation for each new employee will be provided accompanied by a request for a commitment to try new transportation options. A commitment could include a pledge, for example, to try transit, carpooling, bicycling, or walking within the first month of beginning employment at the Project site. Employees of Retail Land Use categories will also be offered a one-time financial incentive as further described below.

Implementation. The Project's TDM Coordinator will provide new residents and employees with a transportation welcome packet upon move-in or receipt of notification of new employee. These informational packets will be updated annually as local transportation options change. The TDM Coordinator will also engage in ongoing efforts to provide information on and market the use of non-auto modes and available transportation incentives.

The Project's TDM Coordinator will offer all employees of Retail and Office Land Use categories a personal transportation consultation and request for a commitment to try new transportation options.

In addition to the above, the TDM Coordinator will offer retail employees a one-time financial incentive amounting to at least 25 percent of the cost of a monthly Muni only "M" pass for one month, or equivalent value in e-cash loaded onto a Clipper Card. Outreach will be conducted to employees on an annual basis to encourage adoption of sustainable commute policies.

TDM Ordinance Category: ACTIVE

ACTIVE-1: Improved Walking Connections

- ***Applies to: Residential, Office and Retail***

High quality street design can greatly improve overall walking conditions, enhance access to transit, and facilitate safer and more convenient pedestrian and bicycle connections. A pedestrian-oriented urban design is essential for residents, employees, and visitors to fully take advantage of all available transportation options and programs throughout a site and nearby.

Potrero Power Station's street cross sections are being developed with state-of-the-practice street design principles in mind. Streets within the development will be consistent with the Design for Development and Infrastructure Plan documents, both of which have been prepared in consultation with SFMTA, DPW and Planning Department to reflect the goals of the Better Streets Plan and urban street design guidelines from the National Association of City Transportation Officers (NACTO) (see an example of a street designed using NACTO guidelines in Figure 5). The Project is also committed to continuing the Blue Greenway pedestrian and bicycle trail through the site, along the Bayfront and 23rd Street. These improvements will help shape the overall neighborhood environment and enable other TDM measures to succeed.

Implementation. The Project will construct sidewalks and streets in conformance with the Design for Development and Infrastructure Plan, which have been prepared in consultation with SFMTA to ensure that streets will be safe and comfortable for non-motorized users and include features including wide sidewalks, clear crossings, and high-quality bicycle infrastructure. The sidewalks and streets will be constructed in phases, per the Project's Phasing Plan.

Figure 5 Complete Streets Design Features

Source: New York City Department of Transportation

ACTIVE-2: Bicycle Parking in Compliance with Code Requirements

- ***Applies to: Residential, Office, Retail and Other (PDR)***

Safe and convenient bicycle parking is a key ingredient for creating a bicycle friendly environment. PPS intends to provide bicycle parking space at the Code-required amount, consistent with the PPS Special Use District (SUD). There are several methods of providing secure (Class I) bicycle parking spaces for residents and employees. Bicycle rooms or cages can be placed at convenient locations within Buildings or in nearby public spaces, and bicycle owners who qualify can receive a key or access card to use the space (often the same card used to access an elevator or parking garage). Supportive amenities such as showers and lockers will also be provided for use by employees.

On-street Class II bicycle racks in highly visible locations will also be provided to facilitate short-term bicycle parking. Bicycle racks will be easy to use and located in the most visible and convenient parts of the building frontage (near entrances to establishments at PPS). Public bicycle parking is often considered secure when it is situated in well-lit, highly visible areas.

Implementation. Each new building will include Class I bicycle parking spaces and Class II bicycle parking spaces in accordance with the requirements of the PPS SUD.

ACTIVE-3: Showers and Lockers for Employees

- ***Applies to: Office, Retail and Other (PDR)***

Showers and lockers located near bicycle rooms can allow those who have to bicycle, walk or run longer distances to rinse off and change from clothing suitable for cycling to work attire, eliminating one potential barrier to cycling, walking or running to work. As such, the development will provide showers and lockers for office, retail, and PDR employees in amounts required by the PPS-SUD.

Implementation. Each new building will install and maintain showers and lockers in or near bicycle storage in accordance with the requirements of the PPS-SUD.

ACTIVE-5A: Bicycle Repair Stations

- ***Applies to: Residential, Office and Retail***

Maintenance can be a key barrier to using a bicycle as a primary transportation mode. Fix-it stations can address this barrier by providing a place to complete bicycle repairs that could include a fix-it pole (to allow bicycles to be hoisted off the ground for easier access) and bicycle tools. These fix-it stations can also be equipped with up-to-date bicycle maps, information on bicycle-related programming on-site or nearby, and other information for cyclists.

Implementation. Each new building will install a regularly maintained bicycle fix-it station similar to the one shown in Figure 6 in or immediately adjacent to bicycle storage. The bicycle fix-it station will be fitted with a fix-it pole or other mechanism to hold bicycle for repair, appropriate tools, and bicycle-related information, each in the manner required by the Design for Development.

Figure 6 DERO Bicycle Fix-it Station

Source: DERO

TDM Ordinance category: PKG

PKG-1: Unbundle Parking

- ***Applies to: Residential, Office and Retail***

"Unbundling" parking means that the cost of parking is separate from the cost of residential and commercial units. It is an increasingly common practice in urban areas, and the City of San Francisco requires residential developments to unbundle parking.

Unbundling parking cost changes parking from a required purchase to an optional amenity, so that households can choose how many spaces they wish to lease or purchase. This approach provides a cost savings to households who decide to dispense with their cars, and it can help attract households who wish to live in a transit-oriented neighborhood where it is possible to live well with only one car, or even no car, per household. Thirty percent of San Francisco households do not own a vehicle.[1]

For this measure to work optimally for office, the users of parking – not their building managers or employers – must be the ones who ultimately pay daily or monthly costs.

Implementation. Each new building will unbundle parking costs. This means for Residential uses, parking costs will not be included in the sale or lease price. For Office and Retail uses, employers shall not pay the cost of parking for its employees.

PKG-2: Short-Term Daily Parking Provision

- ***Applies to: Retail***

Paying a lump sum for unlimited use of any service results in people using that service more, as there is no refund for less use. Parking demand works the same way: drivers paying a monthly fee to park are effectively paying a big fee for the first day of parking and then every day after parking is free, encouraging driving on days when other choices may have been a reasonable option. To shift the decision-making and reduce excess parking demand, parking will be managed at an hourly or daily rate only, without a long-term parking option for retail employees or visitors.

Specifically, any available parking within the shared parking supply could be used by site visitors at an hourly or daily rate. Visitors could include residential, office or hotel guests and retail, assembly space and open space users. Grocery Store parking would be dedicated for grocery use during business hours and on the same block as the grocery store. For additional information regarding general assumptions for the Project's parking system, see PKG-4: Minimize Parking Supply.

Implementation. Potrero Power Station parking facilities shall not offer a parking rate or pass for a term longer than one day for employees and visitors of the Retail Land Use. Additionally, no discounted rate shall be offered for weekly, monthly or similar time-specific periods.

[1] U.S. Census, American Community Survey 2013, five-year estimates

PKG-4: Minimize Parking Supply

- ***Applies to: Residential***

Building excessive parking leads to increased automobile use, contributing to more vehicle trips, increased traffic congestion, higher housing costs, and greater greenhouse gas emissions. Given the large number of households with no vehicle and the demand for housing in San Francisco, a limited supply of parking, could be expected to attract a high proportion of residents without vehicles, which in turn should result in fewer vehicle trips from the development. The Project site will be directly served by high-quality transit and is in a neighborhood that is already facing vehicular congestion, which further discourages driving and parking.

Through the Design for Development, the Project has established maximum Residential parking ratio of 0.6 spaces per unit, which is lower than the neighborhood average.

The Project will provide parking, both within each block and a centralized parking garage. Upon completion of all phases of the Project, no more than 0.6 spaces shall be provided per residential unit. Due to the phased nature of the Project, the Project may construct more or less than 0.6 spaces per unit within each building or phase. Any off-street parking spaces or stalls that would result in the cumulative off-street parking ratio exceeding 0.6 spaces per unit may not be used for any parking purpose and must be physically separated to preclude use of such spaces until such time that sufficient residential development is completed to bring the parking ratio into conformance with the maximum 0.6 space per unit requirement.

TDM Ordinance Category: HOV

HOV-2: Shuttle Bus Service

- ***Applies to: Residential, Office and Retail***

Providing shuttle service to nearby regional transit hubs can reduce a barrier to commuting by transit. PPS will provide shuttle service to the 16th Street BART station and the 22nd Street Caltrain station as depicted in Figure 5.6.1 of the PPS Design for Development, unless otherwise agreed upon with SFMTA. The shuttle shall be sized to target a capacity utilization of approximately, but no greater than 85 percent. If the 85 percent capacity utilization standard is exceeded, the size or number of shuttles in operation shall increase.

The proposed service would run every 15 minutes during weekday peak periods and would comply with all applicable laws and regulations. The service would be open to the public and free to users, unless otherwise agreed upon with SFMTA. See Figures 5.6.2, 5.21.1 and 5.21.2 of the Design for Development for designated on-site shuttle stop locations for legal loading and unloading, and preliminary dimensions.

Implementation. As detailed in the Development Agreement, the Project shall provide a shuttle with connections to 16th Street BART and the 22nd Street Caltrain terminal.

San Francisco Municipal Transportation Agency is planning new Muni service (55 Dogpatch) that would parallel the east-west route, and the agency is planning significant service increases on the T-Third over the long term that would obviate the need for supplemental north-south service. The Project team's intent is to provide sufficient service to meet the needs of PPS residents, employees, and visitors, and to complement Muni service once the 55 Dogpatch is in place.

TDM Ordinance Category: CSHARE

CSHARE-1: On-Site Car Share Parking

- ***Applies to: Residential, Office, Retail and Other (PDR)***

Allowing residents, workers, and visitors to rent cars on-site can make it easy for people who do not have a car (or who have a limited number of cars per household) to have access to a vehicle when needed (e.g. to run errands that require hauling heavier items). The Project will provide car-share spaces in convenient locations in buildings on-site. Spaces will be located in high-visibility parking spots within publicly-accessible parking facilities, with clear exterior signage to increase visibility and emphasize the convenience of car share.

Implementation. Each new building shall provide the number of car-share parking spaces required by the SUD.

Figure 7 Zipcar Car-Share

Source: Flickr, Marcin Wichary

TDM Ordinance Category: FAMILY

FAMILY-2: On-Site Child Care

- ***Applies to: Residential, Office, and Retail***

Providing child care services on-site can help minimize a key barrier for parents to taking non-auto modes to work. In doing so, it can reduce travel needs for both residents and employees by eliminating an extra round trip to a separate childcare destination. A minimum of 12,000 square feet of child care will be provided within buildings at the Project Site of which at least 6,000 square feet shall be provided by Phase 2 and the total 12,000 square feet delivered by Phase 4. The Phasing Plan attached to the Development Agreement may be revised from time to time in accordance with the Project's Development Agreement. An on-site child care provider(s) will be identified, and a facility (or facilities) consistent with best practices will be designed.

Implementation. The Project shall provide on-site child care facilities pursuant to the requirements of the Phasing Plan attached to the Development Agreement.

TDM Ordinance Category: DELIVERY

DELIVERY-1: Delivery Supportive Amenities

- ***Applies to: Residential and Office***

Providing storage space for perishable groceries can have a direct effect on reducing trips by encouraging and facilitating online ordering. Where this type of measure has been implemented without direct staff monitoring at all times, building residents typically access deliveries through a locker system with unique pick-up codes that include the locker number and access times for the delivery recipient. Regardless of the precise method, providing some kind of secure place for delivery storage can allow residents and employees to confidently arrange for deliveries, even if they may not be able to pick items up or get them to their own refrigerator or pantry immediately.

Implementation. Each new Residential and Office building will provide in-building lockers that are refrigerated and/or allow for dry storage of sensitive or perishable deliveries.

TDM Ordinance Category: LAND USE

LU-2: On-Site Affordable Housing

Residents living in affordable housing typically own fewer cars per household than residents of market-rate units. Thirty percent of the Residential Units produced by the Project will be Affordable Housing Units pursuant to the Project's Affordable Housing Plan. Inclusionary Rental Units will be restricted, on average, to a Housing Cost that is affordable to Households earning not more than 72% of Area Median Income (AMI) and not more than 99% AMI for inclusionary for-sale units, pursuant to the Project's Affordable Housing Plan.

Implementation. The Project will provide significant affordable housing on-site in accordance with the requirements of the Development Agreement's Affordable Housing Plan.

ADDITIONAL TDM AND TRANSPORTATION STRATEGIES

In addition to the TDM measures described in the last section, PPS plans to make further important investments in transportation infrastructure and programs in the spirit of encouraging the use of non-auto modes.

While not included in the City's TDM Ordinance menu of measures, the additional measures shown in Figure 8 will also facilitate successful implementation of the full transportation program, tying program areas together and ensuring critical pieces of infrastructure exist to support use of other on-site transportation programs. For example, provision of transit layover facilities is essential to maximizing the impact of a multimodal transit subsidy, much like high quality bicycle routes are key to encouraging enough site users to consider cycling a primary travel option and, in turn, make full use of on-site bicycle parking.

Figure 8 Additional Transportation Strategies

Strategy Area	Additional Transportation Strategies	Related TDM Measures
Program Management and Implementation	Expanded role of TDM coordinator to include coordination with fresh food-related shops, vendors, and for events at the site	▪ Strategic Multimodal Signage/Wayfinding ▪ Real-time Travel Information ▪ Transportation Welcome Packets and Ongoing Transportation Marketing Campaign
Transit	Provision of layover space and operational needs for the 55 Dogpatch Muni route on 23rd Street	▪ Shuttle Bus Service ▪ Multimodal Transportation Subsidy
	Required Transportation Sustainability Fee	
Bicycle	Investment in completing the Blue Greenway through the site	▪ Bicycle Parking ▪ Bicycle Repair Station and Maintenance Services ▪ Showers and Lockers for Employees ▪ Improved Walking Conditions
	Traffic-calmed interior roadways	
	Space allocated for bike share docks	
Loading	Ample curb frontage allocated to passenger and commercial loading	▪ Multimodal Transportation Subsidy ▪ Minimize Parking Supply ▪ Cold/Dry Storage for Grocery/Package Delivery

Bike Share Docks

PPS plans to make adequate space available for bike share at the site. Access to bike share will be provided in high-traffic areas near key buildings and site entrances, facilitating easy and convenient use of the bike share system. This will serve to further reinforce the site's multimodal brand.

Figure 9 Bay Wheels Dock

Source: SFMTA

3 TDM PLAN IMPLEMENTATION

RELATIONSHIP TO THE PLANNING CODE

References to the Planning Code or Code herein are references to the City of San Francisco Planning Code as it exists as of the date of the Project's Development Agreement. Future changes to the Planning Code may apply to the Project pursuant to the terms of the Development Agreement. Refer to Potrero Power Station Design for Development, Appendix D for key provisions of the Planning Code as of the effective date of the Development Agreement. References to the TDM Plan include the TDM Measures as required by the TDM Program (guided by Planning Code Section 169) and the Mitigation Measure M-TR-5; and all monitoring and requirements for both.

TDM COORDINATOR

The Project's TDM Coordinator is crucial to the successful implementation and oversight of the Project's TDM Plan. This person will manage the roll-out of all programs, including managing vendors and engaging with new site residents, tenants and employees to introduce them to the site's transportation offerings through welcome packets, consultations, and other digital or online materials. The TDM Coordinator may be an employee of the developer or the position may be contracted with a third-party provider of TDM measures. The TDM Coordinator shall be delegated authority with the appropriate resources 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 for the Project 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 administration and implementation of the TDM Plan for the life of the 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, outreach, 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 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 Planning Department's TDM Program Standards (https://sfplanning.org/transportation-demand-management-program);
- To prepare and submit ongoing compliance forms and supporting documentation, along with the associated administrative fee (https://sfplanning.org/resource/fee-schedule-applications), to the Planning Department;
- To manage monitoring and reporting requirements as described below;
- 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).

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) for a Vertical Improvement. The second process occurs after the First Certificate of Occupancy is issued by the San Francisco Department of Building Inspection and the Vertical Improvement is operational. It includes monitoring of physical measures, as well as vehicle trip reduction to ensure compliance with Mitigation Measure M-TR-5, as further described below. M-TR-5 is included as Attachment B of this TDM plan. An optional third process to revise an approved TDM Plan is also provided, which may occur at any point after approval of the Development Agreement. The TDM Program Standards along with this TDM Plan describes all three processes, as further described under Monitoring Documentation. Planning Department staff will conduct a site visit once every three years to confirm all approved physical measures in the TDM Plan continue to be implemented and/or installed. TDM coordinators will be informed in advance of these site visits. If the Project is in good standing (i.e., submits satisfactory Ongoing Monitoring and Reporting Forms for five consecutive years), then the annual requirement will shift to one submittal every three years. If, at any time, the Project fails to demonstrate satisfactory ongoing monitoring and reporting, the Project may be required to revert back to an annual submittal schedule until the Project again demonstrates five consecutive years of satisfactory monitoring and reporting.

Pre-Occupancy Monitoring and Reporting

For every Vertical Improvement that is an entire building, a Notice of Special Restrictions referencing this TDM Plan shall be recorded on the deed of the property before a Building Permit can be issued. This must occur before a site inspection is conducted. Prior to the issuance of a First Certificate of Occupancy for a given Vertical Improvement, the TDM Coordinator shall facilitate a site inspection by Planning Department staff to confirm that all applicable physical measures in the TDM Plan have been implemented and/or installed. This process is more fully described as follows:

Prior to the site visit, TDM Coordinator shall provide to Planning Department staff a Pre-Occupancy Monitoring and Reporting Form including 1) a copy of the TDM Plan 2) TDM Coordinator contact information 3) a copy of a signed letter stating that the TDM Coordinator agrees to distribute a copy of the TDM Plan with new employee packets, tenant lease documents, and/or deeds to each new employee or tenant and 4) documentation that approved programmatic measures in the TDM Plan have or will be implemented as required.

Within 30 days of the Pre-Occupancy Monitoring and Reporting Form submittal, Planning Department staff will review the documentation of the programmatic measures in the TDM Plan and schedule a 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. Planning Department staff will then review the documentation and finalize a Pre-Occupancy Monitoring and Reporting Form. This process, starting from the scheduled site visit date, shall not take longer than 30 days. 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.

The administrative fee associated with the TDM Plan Review Application covers the cost of pre-occupancy monitoring and reporting.

Ongoing Monitoring, Evaluation, and Refinement

TDM Measures

During the established monitoring period, 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. The TDM Coordinator will submit annual *Ongoing Monitoring and Reporting Forms* and supporting documentation, along with the associated administrative fee, as further described under "Monitoring Documentation".

No monitoring and reporting is required for land use category D (e.g. PDR) 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.

Trip Reduction

In addition to the monitoring of the TDM measures mentioned above, monitoring for the purposes of reducing vehicle trips consistent with Mitigation Measure M-TR-5: "Implement Measures to Reduce Transit Delay" will also be implemented as stated below.

Within one year of issuance of the PPS's First Certificate of Occupancy, a qualified transportation consultant approved by the SFMTA will begin monitoring daily and p.m. peak period (4 p.m. to 7 p.m.) vehicle trips in accordance with an SFMTA and San Francisco Planning Department agreed upon monitoring and reporting plan, as stated within this section of this TDM Plan.

A document with the results of the annual daily and p.m. peak hour vehicle counts shall be submitted to the Planning Department's Environmental Review Officer and SFMTA for review within 30 days of the data collection or with the Project's annual TDM Monitoring Report as agreed to by the Environmental Review Officer in consultation with the SFMTA.

Monitoring Methods

The TDM Coordinator shall prepare, or work with a third-party consultant to prepare, TDM Monitoring Reports that will include all the requirements for Pre-Occupancy and On-going Monitoring and Reporting requirements per the TDM Program Standards and data collected by qualified transportation consultant for review and approval by the Planning Department's Environmental Review Officer and the SFMTA for Mitigation Measure M-TR-5. The TDM Monitoring Report shall include the following components or comparable alternative methodology and components as approved or provided by Planning Department staff:

- Trip Count: The vehicle data collection shall include counts of the number of vehicles entering and exiting the Project site on internal streets at the site boundaries on 22nd, Illinois, and 23rd Streets for three weekdays during the p.m. peak period (4 p.m. to 7 p.m.). The data for the three weekdays (Tuesday, Wednesday, or Thursday) shall be averaged, and the surveys shall be conducted within the same month annually. The qualified transportation consultant shall submit the proposed methodology for the Planning Department's approval prior to conducting the components of the trip count. It is anticipated that the Planning Department will have a standard trip count methodology developed and available to project sponsors at the time of data collection.

- Documentation of Plan Implementation: The TDM Coordinator shall work in conjunction with the Planning Department to submit and successfully complete Ongoing Monitoring and Reporting Forms, which includes the data collected on Mitigation Measure M-TR-5 as an Appendix, to document

the implementation of TDM Program elements and other basic information during the reporting period. These forms shall be included in the TDM Monitoring Report submitted to Planning Department staff.

- Degree of Implementation: The TDM Monitoring Report shall include descriptions of the degree of implementation (e.g., how many tenants or visitors the TDM Plan will benefit, and on which locations within the site measures will be/have been placed, etc.)

- Assistance and Confidentiality: Planning Department staff will assist the TDM Coordinator on questions regarding the components of the TDM Monitoring Report and shall ensure that the identity of individual survey responders is protected. Additional methods (described below) may be used to identify opportunities to make the TDM Program more effective and to identify challenges that the program is facing.

Monitoring Documentation

TDM Monitoring Reports for both the TDM measures and trip reduction shall be submitted to the Planning Department 18 months following 75 percent occupancy of the first Development Phase. Thereafter, annual TDM Monitoring Reports (referred to as "reporting periods") shall be submitted until eight consecutive reporting periods show that the fully built Project has met the performance standard, or until expiration of the Project's Development Agreement, whichever is earlier. The monitoring and reporting requirements for the TDM measures per the TDM Program's Standards shall continue for the Life of the Project, beyond the expiration of the Project's Development Agreement.

Compliance and TDM Plan Adjustments

If the vehicle trip monitoring data indicates that the Project has exceeded the maximums set forth in Table 1, additional TDM measures shall be selected and implemented to reduce the number of Project-generated vehicle trips to meet the maximum for that Development Phase. These measures could include expansion of measures already included in the Project's proposed TDM Plan (e.g., providing additional project shuttle routes to alternative destinations, increases in tailored transportation marketing services, etc.), other measures identified in the City's TDM Program Standards Appendix A (as such appendix may be amended by the Planning Department from time to time) that have not yet been included in the project's approved TDM Plan, or, at the Developer's discretion, other measures not included in the City's TDM Program Standards Appendix A that the City and the Developer agree are likely to reduce peak period driving trips.

Where additional TDM measures are required pursuant to the paragraph immediately above, the Developer shall have 30 months to demonstrate a reduction in vehicle trips to meet the performance standard. If the performance standard is not met within 30 months, the Developer shall submit to the Environmental Review Officer and the SFMTA a memorandum documenting proposed methods of enhancing the effectiveness of the TDM measures and/or additional feasible TDM measures that would be implemented by the Developer, along with annual monitoring of the Project-generated vehicle trips to demonstrate their effectiveness in meeting the performance standard. The comprehensive monitoring and reporting program related to Mitigation Measure M-TR-5 shall be terminated upon the earlier of (i) expiration of the Project's Development Agreement, or (ii) eight consecutive reporting periods showing that the fully built project has met the performance standard. However, compliance reporting for the City's TDM Program shall continue to be required.

If the additional TDM measures do not achieve the performance standard, then the Developer shall select additional measures to reduce vehicle trips, which may include on-site or off-site capital improvements intended to reduce

vehicle trips from the Project. Capital measures may include, but are not limited to, peak period or all-day transit-only lanes (e.g., along 22nd Street), turn pockets, bus bulbs, queue jumps, turn restrictions, pre-paid boarding pass machines, and/or boarding islands, or other measures that support sustainable trip making. The monitoring and reporting plan described above may be modified by the Planning Department in coordination with the SFMTA to account for transit route or transportation network changes, or major changes impacting the Project Site. The modification of the monitoring and reporting plan, however, shall not change the performance standards set forth herein.

Single Access Performance Standard/No PG&E Sub Area Scenario

The determination of the weekday pm peak hour vehicular traffic generated by the Project for purposes of evaluating adherence to the Single Access Performance Standard will follow the monitoring methods outlined herein. Based on the annual TDM Monitoring Report, as well as Pre-Occupancy and On-going Monitoring and Reporting requirements of this TDM Plan, the City shall determine whether the number of project-generated vehicles exceeds or will exceed the Single Access Performance Standard within that year. If the City determines the Single Access Performance Standard has been, or will be exceeded, Developer shall select and implement additional TDM measures and/or on-site or off-site capital improvements in order to reduce the number of Project-generated weekday pm peak hour vehicle trips to meet the Single Access Performance Standard. If the additional TDM measures and/or on-site or off-site capital improvements selected by the project sponsor are not sufficient to achieve the Single Access Performance Standard, then the project sponsor shall implement additional measures selected by the City to reduce vehicle trips, which may include on-site or off-site capital improvements intended to reduce vehicle trips from the project. Potential capital improvements could be the construction of Maryland Street between 23rd Street and 22nd Street (in the event that the Pier 70 Project does not construct the Maryland Street improvements connecting the Pier 70 and Potrero Power Station sites within the time period anticipated in the Pier 70 Project's EIR and Phasing Plan).

If the City requires installation of off-site improvements identified in the two year SFMTA Capital Improvement Program and/or identified as mitigation or improvement measures to which other development project(s) are to make a fair-share contribution, the City will enter into a fair-share agreement with the Developer to provide for reimbursement to Developer of its costs that exceed its fair-share contribution toward the improvement(s). The developer shall be responsible for the full cost of any on or off-site capital improvements that are not improvements identified in the SFMTA Capital Improvement Program and/or identified as mitigation or improvement measures to which other development project(s) are to make a fair-share contribution. Developer shall be responsible for obtaining any required approvals for any such on or off-site improvements, such as environmental clearance, street improvement permits, encroachment permits, and/or sidewalk legislation.

TDM Plan Update (Optional)

At any time after the approval of the Development Agreement, the Developer may propose an update to the TDM Plan by submitting a TDM Plan Update Application and associated application fee. The Planning Department shall ensure that the amended TDM Plan meets the TDM Program Standards that were in effect at the time that the Development Agreement was approved or the TDM Program Standards in effect at the time that the TDM Plan Update Application is filed, if elected by PPS. Possible reasons that the Developer may request to update the TDM Plan include altering the TDM measures within the TDM Plan or reducing or increasing the number of Accessory Parking spaces associated with the Project. 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.

APPENDIX A

Excerpts from Potrero Power Station TDM Application

LAND USE TABLES

If you are not sure of the eventual size of the project, provide the maximum estimates.

Gross Floor Area and Occupied Floor Area are defined in Planning Code Section 102.

Land Use Category A (Retail)	
Gross Floor Area (GFA)	233,377
Occupied Floor Area (OFA)	233,377
Number of Accessory Parking Spaces	44
Target Points	25 (75% of 33)

Land Use Category B (Office)	
Gross Floor Area (GFA)	1,485,035
Occupied Floor Area (OFA)	1,485,035
Number of Accessory Parking Spaces	843
Target Points	24 (75% of 32)

Land Use Category C (Residential)	
Gross Floor Area (GFA)	2,682,427
Occupied Floor Area (OFA)	2,682,427
Number of Accessory Parking Spaces	1,609
Target Points	23 (75% of 31)

Land Use Category D (Other)	
Gross Floor Area (GFA)	45,040
Occupied Floor Area (OFA)	45,040
Number of Accessory Parking Spaces	0
Target Points	3

TDM PLAN WORKSHEET

			Land Use Category			
			A	B	C	D
Category	*Measure*	*Points*	Retail	Office	Residential	Other
ACTIVE-1	Improve Walking Conditions: Option A; or	1	Ⓕ 1	Ⓕ 1	Ⓕ 1	○ —
	Improve Walking Conditions: Option B	1	Ⓕ	Ⓕ	Ⓕ	○ —
ACTIVE-2	Bicycle Parking: Option A; or	1	Ⓕ 1	Ⓕ 1	Ⓕ 1	Ⓕ 1
	Bicycle Parking: Option B; or	2	Ⓕ	Ⓕ	Ⓕ	Ⓕ
	Bicycle Parking: Option C; or	3	Ⓕ	Ⓕ	Ⓕ	Ⓕ
	Bicycle Parking: Option D	4	Ⓕ	Ⓕ	Ⓕ	○ —
ACTIVE-3	Showers and Lockers	1	Ⓕ 1	Ⓕ 1	⊘	Ⓕ 1
ACTIVE-4	Bike Share Membership: Location A; or	1	Ⓕ	Ⓕ	Ⓕ	○ —
	Bike Share Membership: Location B	2	Ⓗ	Ⓗ	Ⓗ	○ —
ACTIVE-5A	Bicycle Repair Station	1	Ⓕ 1	Ⓕ 1	Ⓕ 1	○ —
ACTIVE-5B	Bicycle Maintenance Services	1	Ⓕ	Ⓕ	Ⓕ	○ —
ACTIVE-6	Fleet of Bicycles	1	Ⓕ	Ⓕ	Ⓕ	○ —
ACTIVE-7	Bicycle Valet Parking	1	Ⓗ	⊘	⊘	○ —
CSHARE-1	Car-share Parking and Membership: Option A; or	1	Ⓟ 1	Ⓟ 1	Ⓟ 1	Ⓟ
	Car-share Parking and Membership: Option B; or	2	Ⓟ	Ⓟ	Ⓟ	Ⓟ
	Car-share Parking and Membership: Option C; or	3	Ⓟ	Ⓟ	Ⓟ	Ⓟ
	Car-share Parking and Membership: Option D; or	4	Ⓟ	Ⓟ	Ⓟ	○ —
	Car-share Parking and Membership: Option E	5	Ⓟ	Ⓟ	Ⓟ	○ —
DELIVERY-1	Delivery Supportive Amenities	1	Ⓕ	Ⓕ 1	Ⓕ 1	○ —
DELIVERY-2	Provide Delivery Services	1	Ⓗ	⊘	⊘	○ —
FAMILY-1	Family TDM Amenities: Option A; and/or	1	⊘	⊘	Ⓕ	⊘
	Family TDM Amenities: Option B	1	⊘	⊘	Ⓕ	⊘
FAMILY-2	On-site Childcare	2	Ⓕ 2	Ⓕ 2	Ⓕ 2	⊘
FAMILY-3	Family TDM Package	2	⊘	⊘	Ⓕ	⊘
HOV-1	Contributions or Incentives for Sustainable Transportation: Option A; or	2	Ⓕ	Ⓕ	Ⓕ	○ —
	Contributions or Incentives for Sustainable Transportation: Option B; or	4	Ⓕ	Ⓕ	Ⓕ	○ —
	Contributions or Incentives for Sustainable Transportation: Option C; or	6	Ⓕ	Ⓕ	Ⓕ	○ —
	Contributions or Incentives for Sustainable Transportation: Option D	8	Ⓕ	Ⓕ	Ⓕ	○ —
HOV-2	Shuttle Bus Service: Option A; or	7	Ⓗ 7	Ⓗ 7	Ⓗ 7	○ —
	Shuttle Bus Service: Option 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 catgory 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: Please tally the points on the next page.

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

Category	Measure	Points	Land Use Category A Retail	B Office	C Residential	D Other
HOV-3	Vanpool Program: Option A; or	1				
	Vanpool Program: Option B; or	2				
	Vanpool Program: Option C; or	3				
	Vanpool Program: Option D; or	4				
	Vanpool Program: Option E; or	5				
	Vanpool Program: Option F; or	6				
	Vanpool Program: Option G	7				
INFO-1	Multimodal Wayfinding Signage	1	1	1	1	1
INFO-2	Real Time Transportation Information Displays	1		1		
INFO-3	Tailored Transportation Marketing Services: Option A; or	1			1	
	Tailored Transportation Marketing Services: Option B; or	2		2		
	Tailored Transportation Marketing Services: Option C; or	3	3			
	Tailored Transportation Marketing Services: Option D	4				
LU-1	Healthy Food Retail in Underserved Area	2				
LU-2	On-site Affordable Housing: Option A; or	1				
	On-site Affordable Housing: Option B; or	2			2	
	On-site Affordable Housing: Option C; or	3				
	On-site Affordable Housing: Option D	4				
PKG-1	Unbundle Parking: Location A; or	1				
	Unbundle Parking: Location B; or	2				
	Unbundle Parking: Location C; or	3			3	
	Unbundle Parking: Location D; or	4				
	Unbundle Parking: Location E	5	5	5		
PKG-2	Parking Pricing	2	2			
PKG-3	Parking Cash Out: Non-residential Tenants	2				
PKG-4	Parking Supply: Option A; or	1				
	Parking Supply: Option B; or	2			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				

= 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 catgory 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.

Land Use Category Totals

	A Retail	B Office	C Residential	D Other
Point Subtotal from Page 1:	14	15	14	2
Point Subtotal from Page 2:	11	9	9	1
Totals:	25	24	23	3