The City of San Diego

Staff Report

DATE ISSUED:	April 30, 2020	REPORT NO. PC-20-018
TO:	Planning Commission	
FROM:	Planning Department	
SUBJECT:	Complete Communities: Housing Solutions and Mobility Choices Initiative	

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Council District(s): Citywide

OVERVIEW:

This action requests a recommendation to approve the Planning Department's Complete Communities: Housing Solutions and Mobility Choices initiative.

The Complete Communities: Mobility Choices and Housing Solutions initiative proposes amendments to the San Diego Municipal Code (SDMC) to provide incentives to increase housing production and expand the mobility network around transit hubs and existing development. The initiative removes regulatory barriers to housing at all income levels, especially low, very low, and moderate-income households, while investing in neighborhood and mobility amenities, such as recreational opportunities, street trees, linear parks, bicycle facilities, urban plazas, and promenades. These types of investments increase the quality of neighborhoods where new housing is proposed by creating more walkable, bikeable, and enjoyable spaces, which in turn helps the City meet its Climate Action Plan goals. Prioritizing these investments in areas where the investments are needed most are central to the intent behind the Complete Communities initiative.

Complete Communities delivers on the City's vision of creating equitable, healthy, and sustainable neighborhoods that are diverse, walkable, connected, safe, and inclusive. Complete Communities: Housing Solutions and Mobility Choices creates incentives to build

homes near transit, provide more mobility alternatives, and enhance quality of life for all residents, regardless of their background and identity. Through thoughtful and inclusive planning, the initiatives set the City on a path to create a healthy environment and thriving communities. The Complete Communities: Housing Solutions and Mobility Choices initiative implements the City's Climate Action Plan (CAP) through sustainable land use and transportation planning by building complete communities where people can easily access work, shopping, and recreation by walking, biking, or taking transit, resulting in Citywide reductions to vehicle miles traveled (VMT) therefore resulting in greenhouse gas emissions reductions and improved air quality.

A Draft Environmental Impact Report for Complete Communities: Mobility Choices and Housing Solutions, Report SCH No. 2006091032, has been prepared. The public review comment period ended on March 12, 2020, and the Planning Department has prepared responses to the comments received which are included in a Final EIR.

PROPOSED ACTIONS:

RECOMMEND CERTIFICATION of the Complete Communities: Housing Solutions and Mobility Choices Final Environmental Impact Report, SCH No. 2019060003.

RECOMMEND ADOPTION of a resolution amending the Land Development Manual, including amending Appendix A of the Land Development Manual, adding a new CEQA Significance Determination Threshold for Transportation in accordance with SB743; adding a new Appendix R to the Land Development Manual: Transportation Study Manual; and adding a new Appendix S to the Land Development Manual to implement new Mobility Choices Regulations.

RECOMMEND ADOPTION of an ordinance adding new Mobility Choices Regulations, in new Division 11 in Chapter 14, Article 3 of the San Diego Municipal Code.

RECOMMEND ADOPTION of a resolution approving a new Active Transportation In Lieu Fee to offset project VMT to fund active transportation projects that reduce VMT within the City's most VMT efficient areas.

RECOMMEND ADOPTION of an ordinance adding new Housing Solutions Regulations, in new Division 10 in Chapter 14, Article 3 of the San Diego Municipal Code.

RECOMMEND ADOPTION of a resolution approving a new Neighborhood Enhancement fee to be used to fund active transportation and neighborhood amenities within the City's Transit Priority Areas (TPAs).

DISCUSSION:

A. What is Complete Communities?

Complete Communities is a multifaceted initiative aimed to facilitate equitable, healthy, and sustainable neighborhoods across San Diego. It will help shape a future that works for all San Diegans with a focus on four key areas: housing, mobility, parks, and infrastructure. Complete Communities includes planning strategies that work together to create incentives to build homes near transit, offer more mobility choices, and provide new opportunities for people to walk, bike, relax, and play. These efforts will provide all residents access to the resources and opportunities necessary to improve the quality of their lives. These thoughtful and inclusive planning initiatives and programs will create a healthy environment and thriving communities that will serve to enhance the quality of life for all residents, regardless of their background and identity. Mobility Choices and Housing Solutions go hand in hand; providing more needed housing options can only achieve the City's climate goals if the housing options have access to mobility choices. The initiative as a whole is detailed in this Section A, while the particular details regarding Mobility Choices and Housing Solutions follow in Sections B and C.

A.1 How will State legislation be tailored to meet San Diego's needs?

Complete Communities: Housing Solutions and Mobility Choices aligns with the legislative requirements of SB 375 and SB 743, helps the City meet its Regional Housing Needs Allocation (RHNA) targets for affordable housing, carries out key components of AB 2372, the California Sustainable and Affordable Housing Act (CASA), and AB 1763, and implements the City's Climate Action Plan (CAP). While aligning with State requirements, Complete Communities: Housing Solutions and Mobility Choices ensures a tailored initiative that works for San Diego based on local conditions and public input. This will ensure not only that housing is produced and Citywide VMT is reduced, but also ensure that those goals are achieved by investing equitably across the City.

A.2 How will Complete Communities: Mobility Choices and Housing Solutions help San Diego achieve its climate goals?

The CAP, adopted in 2015, is a fundamental citywide plan to achieve greenhouse gas (GHG) reductions through local policy and action. CAP implementation is dependent upon adoption of additional ordinances, policies, and programs to implement the strategies and goals set forth in the CAP. The CAP identifies five primary strategies that collectively will meet State GHG reduction targets. With respect to housing and mobility, CAP Strategy 3 identifies that the greatest greenhouse gas emissions reductions can be achieved by strategic land use planning, specifically by locating most of the City's new housing within TPAs.

Locating housing in areas near transit is one of the City's greatest greenhouse gas emissions reduction strategies. This is because housing located near transit, that is also bikeable and walkable to work, shopping, and recreation results in less vehicle miles traveled. Ensuring mobility options for new housing targeted for these transit areas is crucial to the success of any housing incentive program in terms of the City's achieving its climate goals.

This is why the initiative focuses on investments in the City's VMT efficient areas – mainly TPAs, and communities that are most likely to become TPAs in the future. Recognizing that the City is a large jurisdiction, and using data informed analysis, Complete Communities identifies the locations for the greatest potential for housing that also results in the highest achievement of Citywide climate goals. These zones are targeted for the greatest investments in mobility infrastructure because these are the zones where the need will be greatest, and where the City's investments will have the greatest payouts in terms of climate goals achievements.

A.3 How will Complete Communities: Housing Solutions and Mobility Choices help invest equitably in San Diego's neighborhoods?

Complete Communities recognizes that San Diego must grow sustainably and equitably across transportation, recreation, housing, and the economy. Mobility Choices and Housing Solutions will create sustainable and equitable growth by prioritizing equitable development, investing in our communities of concern, and by promoting balanced communities. This initiative provides greater jobs-housing balance, creates more walkable and transit-oriented communities, provides more housing capacity for all income levels, and provides more transportation options for San Diegans beyond the single occupancy vehicle.

Using the Climate Equity Index developed by the City in partnership with the Sustainability Department and the Equity Stakeholder Working Group, this initiative focuses investment in the City's Communities of Concern. Complete Communities: Housing Solutions and Mobility Choices maps align investments with the City's Communities of Concern and will provide neighborhood and mobility amenities and active transportation infrastructure that enhance community safety and quality of life. These neighborhood and mobility amenities, such as shade trees, pedestrian resting stops, upgraded bicycle infrastructure, linear parks, traffic calming measures, urban plazas, high visibility crosswalks, recreational opportunities, and cultural facilities, will serve residents all across the City.

Implementation of Complete Communities: Mobility Choices and Housing Solutions will mean a variety of housing opportunities, cleaner air, safer streets, more vibrant neighborhoods, enhanced economic opportunities,

for all San Diegans, regardless of location, background, or identity. Prioritized investments in Communities of Concern in general also tends to result in the greatest GHG emissions. See Attachment A, which identifies the City's Communities of Concern, and shows how those areas align with the City's transit priority areas, where investments are focused.

B. What is Mobility Choices?

Mobility Choices aims to connect every San Diegan with safe and convenient mobility alternatives that can reliably connect them to jobs, shopping, services, neighborhood parks, open spaces, and other amenities. Mobility Choices supports implementation of Senate Bill 743 by reducing vehicle miles traveled (VMT) through supporting infill development and by increasing transportation and transit options for San Diegans to have greater choices in how they commute and recreate. Mobility Choices supports implementation of the Climate Action Plan by strategically planning and implementing the mobility network around transit hubs and existing development, to reduce vehicle miles traveled and promote more active modes of transportation. An enhanced mobility network provides more options for San Diegans to commute and recreate, promotes a healthier lifestyle, means less congested roads, and a cleaner San Diego for all.

The Mobility Choices package includes the Mobility Choices Regulation Ordinance (Attachment B), Active Transportation In-Lieu Fee (Attachment C), and the following amendments to the Land Development Manual: an updated Appendix A: CEQA Significance Determination Threshold for Transportation (Attachment D), a new Appendix R: Transportation Study Manual (Attachment E), and a new Appendix S: Mobility Choices Implementation Guidelines (Attachment F). See Attachment G: Resolution to Amend the Land Development Manual. Each item is described in further detail below. Mobility Choices does not replace or offset the Development Impact Fee (DIF) Program.

B.1 What is Senate Bill 743 and what does it mandate for the City of San Diego?

In 2013, the State adopted Senate Bill (SB) 743, a bill that fundamentally changes transportation impact analysis as part of California Environmental Quality Act (CEQA) compliance. SB 743 is intended to ensure that the environmental impacts of traffic, such as noise, air pollution, and safety concerns, continue to be properly addressed and mitigated through the California Environmental Quality Act, and to more appropriately balance the needs of congestion management with statewide goals related to infill development, promotion of public health through active transportation, and reduction of greenhouse gas (GHG) emissions.

The changes required under SB 743 include elimination of auto delay, level of service (LOS), and other similar measures of vehicular capacity or traffic congestion as a basis for determining significant impacts, and instead using Vehicle Miles Traveled (VMT) as the preferred CEQA transportation metric. VMT is the number of trips multiplied by the trip length. SB 743 requires the selection of a VMT analysis methodology, establishment of VMT thresholds for transportation impacts, and identification of feasible mitigation strategies. Lead agencies, such as the City of San Diego, are required to adopt a new threshold by July 1, 2020. Implementation of SB 743 also implements the City's Climate Action Plan, which identifies an increase in pedestrian, bicycle, and transit mode shares to reduce VMT and therefore to reduce GHG emissions.

B.2 What changes would be made to the CEQA Significance Determination Threshold for Traffic, Appendix A of the Land Development Manual?

As part of the SB 743 mandate, the City's CEQA Significance Determination Thresholds are proposed to be updated to comply with the change from Level of Service to VMT as the metric for measuring transportation impacts. Section O of the City's CEQA Significance Determination Thresholds was updated to include thresholds that account for increases in VMT, consider any conflicts with existing City plans or policies relations to the transportation network, and maintain safety and necessary emergency access. Section O(b) refers to the Transportation Study Manual, Appendix S of the Land Development Manual to identify project-specific VMT thresholds. Changing to this new VMT threshold allows the City to address transportation impacts by focusing mitigation efforts toward reducing vehicular travel, rather than accommodating additional vehicular trips under the prior level of service metric, consistent with the City's Climate Action Plan.

B.3 What are some of the significant updates included in the Transportation Study Manual, Appendix S of the Land Development Manual?

As part of the SB 743 mandate, the Transportation Study Manual (TSM) is a proposed update to the City's current Transportation Impact Study Manual, last updated in 1998. Consistent with the intent of SB 743, the TSM provides detailed CEQA transportation analysis guidelines using VMT based metrics to determine a development's environmental impacts. Additionally, the TSM ensures that best planning practices for a development are incorporated through a Local Mobility Analysis (LMA). The LMA evaluates the effects of a development on mobility, access, circulation, and related safety elements in the proximate area of the development for all modes. The LMA includes guidance for analyzing and accommodating non-single occupancy modes: pedestrian, cyclists, and transit, which were not previously included in the 1998 guidelines. Aligned with SB 743, the TSM focuses on VMT reducing measures.

Vehicular accommodating measures are not required for new development unless they are VMT reducing.

B.4 What does the Mobility Choices Regulation Ordinance require?

In order to ensure that the City's significance threshold under SB 743 ensures that the City will achieve overall Citywide reductions in VMT, to meet CAP goals, the Mobility Choices Regulations will require new development within the City to either provide VMT reduction measures within the development site or adjacent public right-of-way, or will require the payment of the Active Transportation In Lieu Fee. The fee will be collected and used by the City to construct VMT-reducing transit, bicycle, and pedestrian supporting infrastructure improvements in the areas of the City that will result in the greatest amount of use, and therefore, the greatest VMT and GHG reductions, as described in Attachment H: Complete Communities: Mobility Choices Regulation Framework. The requirements of the ordinance are location based, dependent on which Mobility Zone the development is located in. A map showing the locations of the each of the Mobility Zones is included in Attachment H, Appendix A. Based on best available data, the City is categorized into four Mobility Zones based on the general VMT efficiency of the area:

- Development within Mobility Zone 1 (Downtown) would not be required to provide VMT reduction measures or to pay the fee, as this Mobility Zone is the most VMT efficient.
- Development within Mobility Zone 2 would be required to provide 5 points of VMT reduction measures.
- Mobility Zone 3 would be required to provide 8 points of VMT reduction measures.
- Development within Mobility Zone 4 would be required to pay the Active Transportation In Lieu fee to offset new VMT.

Development within Mobility Zones 2 and 3 would not be required to pay the fee, but may choose to pay the fee in lieu of providing measure points. Certain exceptions apply, as listed in the Mobility Choices Regulations and in Appendix S. Notably, exceptions to these requirements apply for small residential developments, locally-serving retail developments, and certain industrial developments.

B.5 How were the Mobility Zones designated?

The City would be divided into four Mobility Zones, as follows:

Mobility Zone 1 is the Downtown Community Planning Area.

Mobility Zone 2 includes all parcels that fall, either wholly or a portion of, within the 2035 TPA half-mile buffer. The 2035 TPAs are those based on the 2035 transit network included in the SANDAG Regional Plan (currently San Diego Forward (2015) which is generally updated every four years. The City is using the 2035 TPAs, as they are aligned with the horizon year included in the City's Climate Action Plan (CAP), and the allow the City to strategically plan for housing and employment growth as well as investment in multi-modal infrastructure around the planned transit network.

Mobility Zone 3 includes Community Planning Areas that have a VMT of 85% of the Regional Average or less for either VMT/Capita or Employee VMT/employee.

All other Community Planning Areas were designated as Mobility Zone 4. Parcels that were not entirely within one CPA were assigned the Mobility Zone for which the majority of the parcel is within. If there was a large immovable barrier blocking access to the transit service, parcels within Mobility Zone 2 were designated the mobility zone of the CPA within which it was located.

Mobility Zones 1, 2, and 3 are considered to be VMT efficient areas and investments in VMT reducing infrastructure results in the greatest potential to achieve Citywide VMT reductions in these areas. Additional information regarding the framework for the Mobility Choices Regulations is included in Attachment H: Complete Communities: Mobility Choices Regulation Framework, dated January 29, 2020.

B.6 How will the Mobility Choices Regulations be implemented?

To offset development VMT, new development located within Mobility Zones 2 or 3 will implement VMT reduction measures totaling 5 or 8 points respectively. Implementation of these measures in Mobility Zones 2 and 3 helps to encourage the use of non-auto transportation and contribute to VMT reduction. These VMT reduction measures will be located within the development site or in the adjacent right of way and would be privately maintained. Developments would be required to post a notice outlining the measures implemented. VMT reduction measures include pedestrian measures, such as installing enhanced crosswalks, bicycle supportive measures, such as providing an on-site shared bicycle fleet, transit supportive measures, such as upgrading a transit stop, as well as additional supportive measures, such as installing traffic calming measures. The full suite of VMT reduction measures is outlined in Appendix S of the Land Development Manual (Attachment F).

Points were assigned to each measure based upon documented effectiveness of the measure and the relative cost of the measure (as compared to other measures). Full explanation of VMT reduction measure points calculation is available in Attachment H: Complete Communities: Mobility Choices Regulation Framework, Appendix B: Complete Communities: Mobility Choices Regulation Framework Measures and Points Calculations.

To offset development VMT, new development located within Mobility Zone 4 would be required to pay the Active Transportation In-Lieu fee. The Active Transportation In-Lieu fee will be used by the City to construct Citywide VMT reducing infrastructure in Mobility Zones 1, 2, and 3. These multi-modal improvements will be implemented in Mobility Zones 1, 2, and 3 as they are the areas of the City that result in greater VMT reduction potential (VMT efficient areas) as compared to areas of the City where the same measures would yield relatively lower VMT reductions (VMT inefficient areas). For example, 27 miles of bike network would need to be built in Mobility Zone 4 to yield the same VMT reduction as 1 mile of bike network in Mobility Zone 3. Implementing multi-modal improvements in Mobility Zones 1, 2, and 3 yields greater VMT reductions citywide, at lower overall costs, compared to achieving the same level of reductions within Mobility Zone 4.

A list of eligible program facilities to be constructed with funds collected from the Active Transportation In-Lieu fee is available in Appendix A of Attachment I: Mobility Choices Fee Program Nexus Study. Eligible program facilities must be walking, biking, or transit infrastructure, implementable by the City, suitable for VMT efficient areas, and have demonstrable VMT reducing potential. The list of eligible program facilities is not meant to be static or exhaustive. New and evolving technologies and facility types may be considered to the extent that they are functionally equivalent (or superior) and consistent with the purpose for which the proposed fee will be collected.

B.7 How was the Active Transportation In Lieu Fee calculated per VMT?

To calculate the Active Transportation In Lieu Fee, a unit cost per vehicle mile traveled reduced ($/VMT reduced) needed to be determined. Costs were compiled from over 50 sample developments within Mobility Zones 1, 2, and 3. Sample developments were chosen across various mobility modes (transit, bike, pedestrian) and across various facility types. For each sample development, the cost of the development and the VMT reduction potential was quantified. The average cost for each mobility mode (bike/micro mobility, transit, pedestrian) was calculated. The unit costs by mobility mode were normalized with target mode share allocations. The target

mode share allocations were based on several factors, including the mode share goals of the CAP, reasonable community investment patterns, and overall VMT reducing efficiency. The resulting unit cost per VMT reduced is $1,400. This amount provides an overall benefit to the City and to new development in that the City receives funding that can be used in areas where the greatest VMT reductions can be achieved, and new development has the opportunity to pay to reduce VMT based on their implementation in the most efficient areas of the City. The City completed an Active Transportation In Lieu Fee Nexus Study, which is included as Attachment I.

B.8 How is the Active Transportation In Lieu Fee calculated for a development?

The Active Transportation In Lieu Fee is calculated per development for the amount of additional VMT generated over the threshold (85% of the VMT/capita or employee in the region). An interactive web-based calculator will be available that will allow the public to locate their parcel by geographic panning, address, or APN. The map will link to a VMT calculator that will calculate development VMT based upon the location, size, and land use type. The calculator will provide the following information: The Mobility Zone the development is located within, VMT per capita or per employee, the total development VMT, and either the VMT Reduction Measure points requirement or the required Active Transportation In Lieu fee amount.

B.9 How would the Active Transportation In Lieu Fee streamline the process for development?

Mobility Choices comprehensively and strategically addresses citywide VMT to support investment and implementation of active transportation infrastructure in areas of the City where VMT can be more efficiently and effectively reduced. The Mobility Choices program is intended to alleviate the burden of offsetting VMT generating in VMT inefficient portions of the City through the Active Transportation Fee. The fee is intended to provide certainty and time savings in the development process. Through offsetting VMT generated in VMT inefficient portions of the City by implementation VMT reducing infrastructure in VMT efficient areas, the funds collected are used more effectively and efficiently to reduce Citywide VMT. For example, to reduce the same VMT, it would require 27 miles of bike lane in VMT inefficient areas of the City as compared to 1 mile in VMT efficient areas of the City.

Additionally, an economic analysis, Attachment J: Citywide Active Transportation In Lieu Fee Program Estimated Impacts and Cost Savings Analysis, was completed to evaluate the estimated impacts and potential costs savings for real estate developers resulting from the Mobility Choices program and Active Transportation In Lieu fee. This analysis looks at six potential

development prototypes that could occur in the VMT inefficient areas, where the Active Transportation Fee is applicable, and tested for financial feasibility of each prototype taking into consideration the cost savings provided by the program through factors such as architecture and engineering, entitlement costs, traffic studies and environmental documents, developer overhead fee, interest carry, and offsite improvements. The analysis found that the Mobility Choices program overall has the potential to enhance the feasibility of development within the VMT inefficient areas.

There are additional cost savings and efficiencies beyond what is considered in this economic analysis (Attachment J) through mitigation of VMT impacts in more VMT efficient areas (Mobility Zone 3) as opposed to less efficient areas (Mobility Zone 4). As outlined in Attachment K: Effects of VMT Reducing Infrastructure in Mobility Zone 4 vs. Mobility Zone 3, the cost is significantly higher to reduce VMT within Mobility Zone 4 as compared to Mobility Zone 3, particularly for bike facilities (a 20 to 1 ratio). In many cases, mitigation through bicycle facilities would not be feasible in Mobility Zone 4 as the length of facilities need would be far greater than the transportation network could support. If VMT impacts from development in Mobility Zone 4 were to be offset in Mobility Zone 4 and the Active Transportation Fee were to reflect that cost, the fee per mile would be approximately $4,500 to reduce one mile of vehicular traffic. By basing the Active Transportation Fee on the cost to reduce the VMT impacts created by development in Mobility Zone 4 through infrastructure implemented in VMT efficient areas of the City (Mobility Zones 1, 2, and 3), the fee is significantly reduced to $1,400 per mile of vehicular traffic and the City is able to achieve greater Citywide VMT reductions. The fee is also intended to provide certainty in the development process. A development's mitigation requirements are easily identifiable with the web-based calculator and is intended to be covered by the Programmatic Environmental Impact Report prepared for Complete Communities (see Section D).

C. What is Housing Solutions?

Housing Solutions is an opt-in incentive program that will help the City meet its RHNA targets for affordable housing and the City's climate action goals by incentivizing the construction of housing in multi-family and mixed-use commercial areas served by transit. The program will remove regulatory barriers to housing at all income levels, especially low, very low, and moderate-income households, while investing in neighborhood amenities, such as recreational opportunities, linear parks, urban plazas, cultural amenities, and promenades. See Attachment L: Housing Solutions Regulation Ordinance for the regulations.

C.1 What does the Housing Solutions Regulation Ordinance require from a development?

Housing Solutions will require a development to do all of the following: (1) be located on a parcel within a TPA; (2) meet inclusionary housing requirements and provide an additional 10 percent of rental dwelling units to households earning up to 120 percent area median income (AMI); (3) replace equivalently-sized existing affordable units; (4) pay $9 per square foot into the *Neighborhood Enhancement Fund* or construct an on-site public promenade on a premises 25,000 square feet or larger with at least 200 linear feet of street frontage; and (5) meet design requirements, including pedestrian-oriented design, Climate Action Plan consistency checklist requirements, and implement special standards for structures over 90 feet or adjacent to a freeway.

C.2 What incentives does the Housing Solutions Regulation Ordinance provide to a development?

Developments that meet all five program requirements will receive the following incentives: (1) ministerial approval with limited exceptions (e.g., developments in Environmentally Sensitive Lands must follow existing regulations); (2) development density governed by a new floor area ratio as indicated on the "FAR Tier" allowances map and Building Code minimums; (3) development height governed by the allowed FAR (except in the Coastal Height Overlay Zone); (4) Affordable Housing Incentives and Waivers; and (5) scaling of development impact fees (DIF) based on development square footage.

C.3 What are the FAR Tiers?

The density incentive is divided into three tiers based on FAR, which is the relationship between the total amount of usable floor area a building has compared to the total area of the lot. The ratio is determined by dividing the total or gross floor area of the building by the gross area of the lot. Attachment M: Housing Solutions Floor Area Ratio (FAR) Allowances Map shows the following FAR tiers: FAR Tier 1 covers downtown San Diego and has no limit on FAR; FAR Tier 2, which covers the City's urban core, has an 8.0 limit on FAR; and FAR Tier 3, which includes suburban TPAs, has a 4.0 limit on FAR. These divisions were determined in coordination with the Mobility Choices Mobility Zones. The Housing Solutions initiative encompasses all parcels zoned for multi-family residential development within Mobility Zone 2 (i.e., TPAs). The three tiers were then developed through consideration of forecast vehicle miles traveled across all mobility zones; recent and anticipated development patterns Citywide, including employment centers and neighborhood growth; and recent and ongoing community plan updates. These factors were considered together to determine where additional density aligns with mobility, RHNA, CAP, and equity goals.

C.4 How does the infrastructure amenity requirement benefit neighborhoods?

The program requires a payment to the Neighborhood Enhancement Fund or the provision of an on-site public promenade. The intent of this requirement is to provide quality of life improvements for all residents as new development is added to neighborhoods. The Neighborhood Enhancement Fund will be used for design, construction, and/or maintenance of neighborhood-enhancing infrastructure projects, specifically projects that enhance a sense of place, facilitate pedestrian circulation, improve connections to transit, and promote livability and vitality. The fee will be set at $9.00 per square foot of lot area, and buildings over 90 feet in height will pay an additional 25 percent of the established fee. Fees will be divided with 50 percent invested in infrastructure improvements within the same community planning area as the development and 50 percent invested in infrastructure improvements within Communities of Concern, as identified by the City's Climate Equity Index, which was developed by the City in coordination with an Equity Stakeholder Working Group. See Attachment N: Resolution to Approve the Neighborhood Enhancement Fund for additional information.

Development on a premises 25,000 square feet in area or larger with at least 200 linear feet of street frontage may construct on-site public amenities in the form of a public promenade, which is a public open space that adjoins or is visible from a public right-of-way along the longest street frontage. A public promenade must meet a range of requirements for landscaping, lighting, access, recreation, seating, wayfinding, and other amenities that contribute to a sense of place, facilitate pedestrian circulation, improve connections to transit, and promote livability and vitality. The development must also hold a minimum of two public design charettes for the community to receive information and provide feedback on proposed promenade design concepts.

C.6 What is Housing Solutions' relationship to CASA and other recent housing legislation?

Housing Solutions is the proposed local implementation of CASA and AB 1763, with additional flexibility built in, based upon input received from the public. CASA, AB 1763, and Housing Solutions all require at least 20 percent of a development be comprised of affordable units to participate and both embrace increased density as an incentive. Housing Solutions contains many similar provisions to both CASA and AB 1763, but it provides more flexibility, is tailored to our local conditions, and incorporates more neighborhood amenities.

Housing Solutions provides more locations where developments may opt-in (i.e., Housing Solutions includes parcels zoned for 5 dwelling units or

more and parcels zoned nonresidential, whereas CASA requires parcels to be zoned for 20 units or more and can only be residential or mixed-use); offers additional incentives to make developments more financially feasible (i.e., Housing Solutions offers more FAR and does not include the strict limitation on height restrictions); allows for affordable units to be provide on- or off-site; and requires community infrastructure / pedestrian amenities in exchange for the added density that will be added to neighborhoods through this program.

Housing Solutions also provides greater flexibility than AB 1763 in terms of height (i.e., height is governed by FAR as opposed to a one- size-fits-all height increase of up to 33 feet) and offers a broader spectrum for meeting the affordable dwelling unit income category requirements.

D. What does the Complete Communities: Housing Solutions and Mobility Choices Environmental Impact Report cover?

The EIR prepared for Complete Communities: Housing Solutions and Mobility Choices, Attachment O, analyzed the potential environmental impacts of implementation of each of the components of the programs. As a programmatic document for a policy initiative, needed mitigation to address any potential significant environmental impacts was incorporated into the proposed regulations and policies of the programs, to the extent feasible. As development under the opt-in Housing Solutions program would be processed ministerially, no future environmental review would occur, and the programmatic EIR adequately analyzes those impacts. Likewise, the EIR analyzes the impacts associated with implementation of the Mobility Choices program and incorporates required mitigation to the extent feasible within the Mobility Choices Regulations. See Attachment P: Resolution Certifying the Complete Communities EIR.

E. Conclusion

Complete Communities: Mobility Choices and Housing Solutions provides a comprehensive approach to addressing the City's urgent need for more housing while reducing Citywide VMT and GHG emissions. The initiative prioritizes investment in active transportation infrastructure in areas that have the potential to reduce the greatest number of vehicle trips and seeks to address the housing affordability crisis by locating affordable housing near existing transit services, jobs, and community amenities. Complete Communities: Mobility Choices and Housing Solutions implements the Climate Action Plan and the City of Villages strategy and will provide quality neighborhoods that are diverse, walkable, connected, safe, and sustainable. This initiative will ensure that all residents have access to resources, healthy environments, and thriving communities to improve the quality of their lives.

City Strategic Plan Goal(s)/Objective(s):

Goal #1: Provide high quality public service

- Objective #1: Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services
- Objective #2: Improve external and internal coordination and communication
- Objective #3: Consistently collect meaningful customer feedback

Goal #2: Work in partnership will all of our communities to achieve safe and livable neighborhoods

- Objective #3 Invest in quality infrastructure
- Objective #4 Foster services that improve quality of life
- Objective #5: Cultivate civic engagement and participation
- Objective #6: Decrease unsheltered homelessness

Goal #3: Create and sustain a resilient and economically prosperous City

- Objective #1: Create dynamic neighborhoods that incorporate mobility, connectivity, and sustainability
- Objective #3: Diversify and grow the local economy
- Objective #4: Prepare and respond to climate change
- Objective #7: Increase the net supply of affordable housing

Fiscal Considerations:

Environmental Impact:
A Final Environmental Impact Report, Report SCH No. 2006091032, has been prepared. The public review comment period ended on March 12, 2020 and responses to the comments received are included in the Final EIR.

Equal Opportunity Contracting Information (if applicable): N/A

Previous Council and/or Committee Actions:
On October 2, 2019, Mobility Choices was presented as an information item to the Active Transportation and Infrastructure Committee.

On December 6, 2019, Housing Solutions was presented as an information item to the Land Use & Housing Committee.

On December 10, 2019, Complete Communities: Mobility Choices and Housing Solutions was presented to the Community Planners Committee as an information item.

On January 8, 2020, Mobility Choices was presented as an information item to the City's Mobility Board.

On January 28, 2020, Complete Communities: Mobility Choices and Housing Solutions

was presented to the City's Equity Stakeholder Working Group.

Key Stakeholders and Community Outreach Efforts:
Planning Department staff conducted a public outreach process to seek feedback from a wide range of stakeholders, which included community events, online engagement, scoping meetings, meetings with business and property owners, housing advocacy groups, and other interested parties. Some of the outreach methods included the following:

1. Four stakeholder focus group meetings were held to discuss the draft Housing Solutions regulations on May 30, 2019; May 31,2019; June 10, 2019; and June 13, 2019. These meetings were attended by affordable housing developers, climate and transit advocates, market-rate housing developers, and representatives from economic development and business associations. This outreach is summarized in Attachment Q: Transit Priority Area Housing and Infrastructure Incentive Program Summary of Stakeholder Feedback.

2. A scoping meeting was held for the Complete Communities EIR on Wednesday, June 26, 2019 at the Mission Valley Library to solicit public input on the scope and content of the Program EIR;

3. Community outreach at the Transit and Tacos event in City Heights on August 30, 2019. Outreach was conducted at the outset of the Mobility Choices program development to engage with and gather input from participants on transportation amenities that would encourage them to bike or take public transit more often and to provide feedback on what kinds of benefits they wanted to see from the City's transportation network. This outreach effort is summarized in Attachment R;

4. A dedicated online portal for the Complete Communities program was launched on December 5, 2019 that contains an overview of the program, informational video, dedicated pages for both the Housing Solutions and Mobility Choices programs, fact sheets for the program and an online engagement tool. The online engagement tool, available in both Spanish and English, to raise awareness about the Complete Communities programs. The tool included a survey that contained multiple choice and open-ended questions to gather feedback from the public on what types of improvements they would like to see in their neighborhoods, preferred location for these improvements, and to better understand general community knowledge of the City's programs. The tool had 137 participants as of April 21, 2020;

5. On May 1, 2020, a dedicated webpage with project information and surveys for both the Mobility Choices and Housing Solutions programs were posted to the Planning Department website and shared with interested parties and stakeholders via an email distribution list.

Additionally, staff promoted the Complete Communities: Housing Solutions and Mobility Choices program through a variety of media outlets including social media posts on Facebook and Instagram. Staff has provided regular updates on the draft Housing Solutions and Mobility Choices program through the Complete Communities website.

Mike Hansen	Erik Caldwell
Department Director	Deputy Chief Operating Officer

Attachments:

Attachment A: Equity Maps

Attachment B: Mobility Choices Regulation Ordinance

Attachment C: Resolution to Adopt the Active Transportation Fee

Attachment D: CEQA Significance Determination Threshold for Transportation

Attachment E: Appendix R: Transportation Study Manual

Attachment F: Appendix S: Mobility Choices Implementation Guidelines

Attachment G: Resolution to Amend the Land Development Manual

Attachment H: Complete Communities: Mobility Choices Regulation Framework

Attachment I: Active Transportation In Lieu Fee Nexus Study

Attachment J: Citywide Active Transportation In Lieu Fee Program Estimated Impacts and Cost Savings Analysis

Attachment K: Effects of VMT Reducing Infrastructure in Mobility Zone 4 vs Mobility Zone 3

Attachment L: Housing Solutions Regulation Ordinance

Attachment M: Housing Solutions Floor Area Ratio (FAR) Allowances Map

Attachment N: Resolution to Approve the Neighborhood Enhancement Fund

Attachment O: Final PEIR

Attachment P: Resolution Certifying the Complete Communities EIR

Attachment Q: Transit Priority Area Housing and Infrastructure Incentive Program Summary of Stakeholder Feedback

Attachment R: Transit and Tacos: Bringing Transportation Planning to the Streets Summary Report

SAN DIEGO BAY

PACIFIC OCEAN

MEXICO

Communities of Concern

Mobility Zone 1

Mobility Zone 2

Mobility Zone 3

Mobility Zone 4

Not Applicable

0 0.75 1.5 3 Miles

Mobility Choices: Mobility Zones and Communities of Concern

DRAFT

Date: 2/18/2020

SAN DIEGO BAY

PACIFIC OCEAN

MEXICO

Communities of Concern

Mobility Zone 1: No Limit on FAR

Mobility Zone 2: 8.0 FAR

Mobility Zone 3: 4.0 FAR

Not Applicable

Transit Priority Areas

Document Path: L:\GIS\PGIS\LDC_POD\Complete Communities\CompleteCommunities Housing.mxd

Complete Communities Housing Solutions: Floor Area Ratio (FAR) Allowances

Date: 2/19/2020

ORDINANCE NUMBER O-_____ (NEW SERIES)

DATE OF FINAL PASSAGE _____

AN ORDINANCE AMENDING CHAPTER 14, ARTICLE 3 OF THE SAN DIEGO MUNICIPAL CODE BY ADDING A NEW DIVISION 11, SECTIONS 143.1101, 143.1102, AND 143.1103, ALL RELATING TO MOBILITY CHOICES REGULATIONS

WHEREAS, in 2008 the City adopted a new General Plan, which includes the City of Villages strategy to focus mixed-use activity centers that are pedestrian-friendly, centers of community activity, and linked to the regional transit system; and

WHEREAS, in 2015, the City adopted the Climate Action Plan, which sets targets for reducing citywide greenhouse gas (GHG) emissions, including targets specific to the transportation sector related to public transit, increasing pedestrian and bicycling commuting mode share, and effective land use planning to reduce vehicle miles traveled (VMT); and

WHEREAS, the City's transportation sector accounted for 55 percent of all GHG emissions within the City in 2018, representing a significant portion of the City's GHG emissions, and

WHEREAS, Senate Bill 743 (SB 743) requires a change in transportation impact analysis for purposes of the California Environmental Quality Act (CEQA) from a level of service (LOS) analysis to a VMT analysis; this shift is intended to more appropriately balance the needs of congestion management with statewide goals related to infill development, promotion of public health through active transportation, and reduction of GHG emissions; and

WHEREAS, rather than focusing on accommodating additional vehicular trips, which occurs under an LOS analysis, the City desires to focus on reducing vehicular trips to reduce Citywide VMT by focusing investments in bicycle, pedestrian, and transit improvements; and

WHEREAS, consistent with the City's Climate Action Plan and General Plan, the City desires to focus such VMT reducing improvements in areas that result in the greatest Citywide VMT reductions; and

WHEREAS, focusing VMT reducing improvements in the City's most VMT-efficient areas can result in up to 20 times greater VMT reductions than investing those same improvements in VMT-inefficient areas; and

WHEREAS, implementing VMT reducing improvements in the City's VMT-efficient areas will allow the City to achieve the greatest Citywide VMT reductions at lower costs; and

WHEREAS, reducing Citywide VMT results in GHG emissions reductions, consistent with the City's Climate Action Plan; and WHEREAS, the Governor's Office of Planning and Research (OPR) generally recommends a threshold of 15 percent below the VMT per capita for the surrounding region, consistent with the statewide target for VMT reduction (15 percent by 2020) and with regional targets for GHG emissions reductions under Senate Bill 375 (SB 375); and

WHEREAS, the City has developed the Mobility Choices Regulations to reduce Citywide VMT, aligned with OPR guidelines, SB 375 targets, and the City's CAP targets; and

WHEREAS, the Mobility Choices Regulations address VMT created by new development through strategic land use planning to incentivize housing and implement a multimodal network around existing development and transit hubs; and

WHEREAS, recognizing that some development may continue to occur in VMT-inefficient areas, rather than requiring improvements to be implemented in those areas, the City desires to address projects impacts in the City's VMT-efficient areas, where greater VMT reductions can be achieved at lower costs; and

WHEREAS, the City desires to provide clear and streamlined regulations that ensure that new development that results in additional VMT mitigate those impacts to the extent feasible; and

WHEREAS, the City intends that compliance with the Mobility Choices Regulations will ensure that VMT impacts resulting from new development will result in the greatest Citywide VMT reductions feasible;

BE IT ORDAINED, by the Council of the City of San Diego, as follows:

Section 1. That Chapter 14, Article 3, Division 11 of the San Diego Municipal Code is amended by adding sections 143.1101, 143.1102, and 143.1103, to read as follows:

§143.1101 Purpose of Mobility Choices Regulations

The purpose of the Mobility Choices Regulations is to reduce Citywide vehicle miles traveled (VMT) to address the environmental impacts of *development* related to noise, air pollution, and greenhouse gas emissions, and to promote public health and enjoyment, by investing in active transportation infrastructure and measures that will result in reductions to Citywide VMT.

§143.1102 When Mobility Choices Regulations Apply

(a) The Mobility Choices Regulations apply to any *development* for which a Building Permit is issued, except:

(1) Residential *development* with four or fewer *dwelling units*;

(2) Any commercial or office *development* less than 5,000 square feet *gross floor area*;

(3) *Development* located on property owned, leased, or maintained by the City where the City is the *applicant* or where a private party is the *applicant* acting on behalf of the City that is a locally serving public facility, as defined in the Land Development Manual, Transportation Study Manual, Appendix R;

(4) *Development* within 1/2-mile pedestrian access walk to a passenger rail station;

(5) *Development* located in Mobility Zone 1;

(6) Industrial Uses, as defined in the Land Development Manual, Transportation Study Manual, Appendix R (Industrial Employment category) located within *Prime Industrial Lands*;

(7) Multi-family residential *development* in a *Transit Priority Areas* that complies with the requirement to provide transportation measures as set forth in Section 142.0528; and

(8) *Development* that does not require a Certificate of Occupancy.

§143.1103Mobility Choices Requirements

(a) For the purposes of this Division, Mobility Zones shall be defined as follows:

(1) Mobility Zone 1 means the Downtown Community Planning Area.

(2) Mobility Zone 2 means any *premises* that falls wholly or partially within an area defined as a *transit priority area.*

(3) Mobility Zone 3 means a community planning area boundary with a VMT efficiency that is at 85 percent or less of the regional average for either resident VMT per capita or employee VMT per employee, as determined by the City Manager.

(4) Mobility Zone 4 means any area not located within Mobility Zone 1, 2, or 3.

(5) Where all or a portion of a *premises* is located in a lower Mobility Zone, the entire *premises* shall be subject to the regulations applicable to the lower Mobility Zone.

(b) Unless exempt as set forth in Section 143.1102 (a) or in Section 143.1103(b)(5) or (b)(6), all *development* located within Mobility Zone 2 or Mobility Zone 3 shall provide VMT reduction measures that reduce VMT in accordance with the Land Development Manual Appendix S as follows:

(1) *Development* in a Mobility Zone 2 shall provide VMT reduction measures totaling at least 5 points.

(2) *Development* in Mobility Zone 3 shall provide VMT reduction measures totaling at least 8 points.

(3) A notice describing the provided VMT reduction measures shall be posted in a prominent and accessible location within a common area of the development where it can easily be seen by residents and the public, as determined by the Development Services Director. The notice shall include responsible party contact information and a statement that the VMT reduction measures are required pursuant to the San Diego Municipal Code and to the satisfaction of the Development Services Department. The notice shall be in the form as set forth in Land Development Manual Appendix S.

(4) The types of VMT reduction measures that shall be used to satisfy the requirements set forth in Section 143.1103(b) are set forth in Land Development Manual, Appendix S. VMT reduction measures that also satisfy other *development* regulations may be used to satisfy the requirements under this section.

(5) In lieu of providing the VMT reduction measures as set forth in Section 143.1103(b)(1) or (2), *development* may pay an Active Transportation In Lieu Fee as set forth in Section 143.1103(c).

(6) *Development* in Mobility Zone 3 that provides more than the minimum parking required as set forth in Chapter 14,

Article 2, Division 5 shall not be required to provide VMT reduction measures that reduce VMT in accordance with Section 143.1103(b)(2), but shall pay the Active Transportation In Lieu Fee as set forth in Section 143.1103(c).

(c) Unless exempt as set forth in Section 143.1103(c)(2) or (3), all *development* in Mobility Zone 4 shall pay an Active Transportation In Lieu Fee as adopted by City Council resolution.

(1) The Active Transportation In Lieu Fee shall be used to fund active transportation and VMT-reducing infrastructure projects located within Mobility Zone 1, Mobility Zone 2, or Mobility Zone 3 that reduce Citywide VMT.

(2) Locally serving *development,* as defined in Appendix S, that is located in Mobility Zone 4 shall not be required to pay the Active Transportation In Lieu Fee as set forth in Section 143.1103(c), but shall provide VMT reduction measures totaling at least 8 points that reduce VMT in accordance with Section 143.1103(b)(1) and (2).

(3) For residential *development* in Mobility Zone 4, affordable *dwelling units* that are deed restricted at 120 percent area *median income* or below, as defined in Section 143.0720, are exempt from the Active Transportation In Lieu fee.

APPROVED: MARA W. ELLIOT, CITY ATTORNEY

By:

Corrine Neuffer
Deputy City Attorney

DATE
Or. Dept: Planning
Doc. No.:

Resolution: Active Transportation In Lieu Fee

RESOLUTION NUMBER R- _____

DATE OF FINAL PASSAGE _____

A RESOLUTION OF THE COUNCIL OF THE CITY OF SAN DIEGO APPROVING AN ACTIVE TRANSPORTATION IN LIEU FEE.

WHEREAS, the Council has reviewed and considered the methodology set forth in the Mobility Choices: Active Transportation Fee Nexus Study, on file in the Office of the City Clerk as Document No. RR _____ (Nexus Study);

WHEREAS, the Council has reviewed and considered the methodology included in Appendix S of the Land Development Manual, on file in the Office of the City Clerk as Document No. RR-_____; and _____

WHEREAS, Ordinance No. _____, related to Mobility Choices Regulations, which requires the payment of an Active Transportation In Lieu Fee prior to issuance of a building permit for new development, was considered by the City Council together with this resolution;

WHEREAS, the Active Transportation In Lieu Fee is being imposed solely for the purpose of addressing burdens posed by new development that increases vehicle miles traveled, and therefore, may only be used to fund active transportation and transit infrastructure projects within Mobility Zones 1, 2, and 3, as defined in San Diego Municipal Code Chapter 14, Article 3, Division 11, that reduce vehicle miles travelled;

NOW, THEREFORE,

BE IT RESOLVED, by the Council of the City of San Diego, as follows:

1. An Active Transportation In Lieu Fee in an amount of $___ per vehicle mile travelled, to be imposed in accordance with San Diego Municipal Code Chapter 14, Article 3, Division 3, is approved.

2. That the Chief Financial Officer is authorized to establish a fund for funds received from payment of the Active Transportation In Lieu Fee.

3. Effective 60 days from the date of final passage of this resolution Active Transportation In Lieu fees shall be in effect at the time building permits are issued, plus automatic annual increases in accordance with San Diego Municipal Code section 142.0640(b).

4. That the Mobility Choices: Active Transportation Fee Nexus Study is incorporated by reference into this Resolution as support and justification for the satisfaction of findings required pursuant to the Mitigation Fee Act, as set forth in California Government Code section 66000 et seq., for the imposition of development impact fees. Specifically, it is determined and found that the Nexus Study:

    a. Identifies the purpose of the development impact fee, which is consistent with the goals and objectives of the City's *Climate Action Plan,* and the guiding principles embodied in SB 743, to reduce citywide Vehicle Miles Traveled (VMT) and thereby reduce citywide greenhouse gas emissions, and is to ensure that new development pays a fair share to offset increased VMT through the implementation of VMT reducing infrastructure within the City's most VMT efficient areas;

b. Identifies the use to which the development impact fee is to be put. The Active Transportation In Lieu Fee will be used to fund a variety of walking, bicycling, and transit improvements, as set forth in the Nexus Study. These improvements will be implemented in the areas of the City that have the greatest VMT reduction potential;

c. Demonstrates how there is a reasonable relationship between the development impact fee use and the type of development project on which the development impact fee is imposed. The Active Transportation In Lieu fee will be used to provide for improvements that will reduce the cumulative effects of future development on the City's mobility network and regional GHG emission levels. Such impacts are difficult to mitigate on a project by project basis. This fee will reduce and/or mitigate project related VMT impacts, in the most efficient manner, in alignment with the City's policies;

d. Demonstrates how there is a reasonable relationship between the development impact fee use and the type of development project on which the development impact fee is imposed. The cumulative effects of future development will impact the City's mobility network and regional GHG emission levels. The burden created by future development necessitates additional mobility improvements to reduce and/or mitigate each project's VMT impacts; the fee will

be calculated in accordance with the type of development project proposed in accordance with San Diego Municipal Code Chapter 14, Article 3, Division 11;

e. Demonstrates how there is a reasonable relationship between the need for the public facility type and the type of development project for which the development impact fee is imposed. The reasonable relationship between the fee for a specific project and the cost of improvements attributable to the project to reduce overall Citywide generated by the specific project is set forth in the Nexus Study.

APPROVED: MARA W. ELLIOT, CITY ATTORNEY

By:

Corrine Neuffer
Deputy City Attorney

DATE

Or. Dept: Planning

Doc. No.:

Draft Proposed Updates to:

City of San Diego CEQA Significance Determination Thresholds

Transportation

a. Would the project or plan/policy conflict with an adopted program, plan, ordinance or policy addressing the transportation system, including transit, roadways, bicycle and pedestrian facilities?

b. Would the project or plan/policy result in VMT exceeding thresholds identified in the City of San Diego Transportation Study Manual?

c. Would the project or plan/policy substantially increase hazards due to a design feature (e.g., sharp curves or dangerous intersections) or incompatible uses (e.g., farm equipment)?

d. Would the project or plan/policy result in inadequate emergency access?

The City of SAN DIEGO

Transportation Study Manual (TSM)

DRAFT: 2/20/2020

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Appendix A: Project Information Form (PIF)

Appendix B: Land Use Designations

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Appendix D: Transportation Project Screening Criteria

Appendix E: TDM Strategies and Effectiveness Calculations

List of Tables

Preface

This manual is intended to describe the required transportation analysis requirements for land development, roadway projects, and specific plans in the City of San Diego. The City has updated the manual several times as follows:

- 1987: The original traffic impact study requirements for projects subject to CEQA were outlined in Department Instructions.
- 1993: The City, with the assistance of a volunteer task force of traffic engineering consultants, produced the Traffic Impact Study Manual.
- 1998: The City updated the Traffic Impact Study Manual to reflect revisions to the City's Land Development Code, improvements in capacity analysis techniques, and consistency with the City's California Environmental Quality Act (CEQA) review process.
- 2019: The City changed the Traffic Impact Study Manual to this Transportation Study Manual (TSM or Manual) to address all transportation modes. Additionally, as a result of Senate Bill 743, an update was needed to address the required shift from a level of service (LOS) analysis to a vehicle miles travelled (VMT) CEQA analysis. New requirements are provided for both a project's CEQA transportation impact analysis and Local Mobility Analysis (LMA).

Introduction

PURPOSE

The purpose of this Manual is to provide guidance to consultants on how to prepare transportation studies in San Diego. It is intended to ensure consistency among consultants, predictability in preparation, consistency among reviewers, and conformance with all applicable City and State regulations, including CEQA.

Transportation studies are intended to identify the transportation impacts of proposed development projects and to determine the need for any improvements to the adjacent and nearby road system to achieve acceptable mobility for vehicles, bicyclists, pedestrians, and transit.

This Manual provides guidance for:

- The City's CEQA significance thresholds, screening criteria, and methodology for conducting the transportation vehicle miles travelled (VMT) analysis.
- Preparation of Local Mobility Analyses (LMA) to identify any off-site infrastructure improvements in the project vicinity that may be triggered with the development of the project, as well as to analyze site access and circulation and evaluate the local multi-modal network available to serve the project.

OVERVIEW OF PROCESS

Who Is Involved?

Preparer Qualification Requirements

Transportation Studies must be prepared under the supervision of a qualified, registered Traffic Engineer who has specific training and experience in preparing transportation analysis. The Traffic Engineer must possess the ability to forecast, interpret transportation data, and evaluate transportation needs for the development and roadway system. All transportation studies must be stamped by a California Registered Traffic Engineer or equivalent as approved by the Development Services Department's Senior Traffic Engineer.

City Review and Other Agency Coordination

Transportation studies for land development projects will be reviewed by the Development Services Department's Transportation Development Section. If a project will affect another jurisdiction, such as Caltrans, SANDAG/MTS/NCTD, other cities, or San Diego County, coordination with that jurisdiction may be required. City of San Diego staff can provide guidance and contact information for other jurisdictions.

Ethics and Objectivity

Although study preparers and reviewers will sometimes have different perspectives, all parties involved in the process should adhere to established engineering ethics and conduct all analysis and reviews objectively and professionally.

Summary of Process

Outline of Study Preparation and Review Process

The following summarizes the typical process for completing a transportation study in the City of San Diego:

- **Step 1 – Study Initiation:** The applicant's consultant will complete the Project Information Form (PIF), which describes the project location and site plan, provides trip generation estimates (trip distribution/assignment), reviews transportation screening criteria, and identifies study requirements.
- **Step 2 – Confirm Study Requirements:** The completed PIF is submitted to the City of San Diego for review and comment. The City will either provide a letter confirming the study requirements or revise the requirements in the PIF. The applicant's consultant may request a meeting to clarify the PIF and establish requirements.
- **Step 3 – Conduct Study/Submit Draft:** The applicant's consultant will prepare the Transportation Study consistent with the requirements established in Steps 1 and 2 and will submit a draft to the City. The City will provide written comments on the draft study.
- **Step 4 – Finalize Study:** The applicant's consultant will address all City comments and produce a Final Transportation Study. A record identifying how each comment was addressed shall also accompany the Final Transportation Study.

During this process, the applicant's consultant may request a meeting with City staff to clarify study requirements or comments received on the draft study. It is critical that the applicant's consultant coordinate with City staff at an early stage in the planning process to ensure that the City's requirements are met.

Study Initiation

COMPLETING THE PROJECT INFORMATION FORM (PIF)

The applicant's consultant will prepare the PIF before coordinating with the City. This ensures that all the information necessary to determine study requirements is compiled and readily accessible. The PIF includes:

1. Project Information: Project location/context, site plan (including driveways and desired access control), project description, and trip generation and distribution.
2. Preliminary screening criteria review: This will determine the types of analysis that will be required (for example, whether a Local Mobility Analysis (LMA) and/or a transportation VMT CEQA analysis is required). If the project generates enough traffic to require a LMA/project access study (the project generates more than 500 daily unadjusted driveway trips and is inconsistent with the Community Plan/zoning or more than 1,000 daily unadjusted driveway trips and is consistent with the Community Plan/zoning); preliminary trip distribution/assignment should be provided on the project information form to help determine the geographic extent of the study.

Appendix A contains a blank PIF for use.

Once the PIF is completed, it is submitted along with a scoping letter to the City. City staff will review and provide any revisions. If necessary, City staff will initiate a meeting to discuss any additional information or unusual circumstances. The applicant/consultant may also contact Transportation Development Section staff to request a meeting to review the City's response to the scoping letter/PIF. In situations where Caltrans or another agency will also review the study, staff from these agencies should be notified of the project to foster coordination/collaboration and reduce the potential for study revisions. City staff can provide contact information for other agencies.

ELEMENTS OF THE PIF

The following items are required to complete the PIF:

Project Location/Context

- Project location map

- The project's Community Planning Area
- Indication of whether any portion of the project is located within ½ mile path of travel to a *Major Transit Stop*[1]
- The zoning and community plan land use designation of the project site and demonstration of consistency

Project Description

- Land uses and intensities
- Number of parking spaces: vehicle (including accessible spaces), bicycle (racks and secure storage), motorcycle
- Any project features related to travel demand management. In addition, identify any transportation amenities or travel demand management measures that are required based on the San Diego Municipal Code Section 142.0528 (transportation amenities) or the Climate Action Plan Consistency Checklist. For example: transit pass subsidies, unbundled parking, shuttle services, car share, bicycle supportive features (bike repair station, bike lockers, etc.).
- For retail and recreation land uses, a market area study depicting the project's market capture area in miles and population to determine if the use is locally serving.

Site Plan

- Clearly identified land use types and quantities, and number of parking spaces provided (vehicle and bicycle)
- Identified driveway locations and type (full access, partial access, right in/out only)
- Clearly identified pedestrian access, bicycle access, and on-site pedestrian circulation

[1] CEQA Section 21064.3: Major transit stop means a site containing an existing rail transit station, a ferry terminal served by either a bus or rail transit service, or the intersection of two or more major bus routes with a frequency of service interval of 15 minutes or less during the morning and afternoon peak commute periods.

- Location/distance of closest existing transit stops and proposed transit stops identified in the Regional Transportation Improvement Program (RTIP): measure as walking distance to project entrance or middle of parcel

Trip Generation/Distribution/Assignment

The applicant's consultant shall identify the number of new daily and peak hour driveway vehicle-trips added by the project as described below:

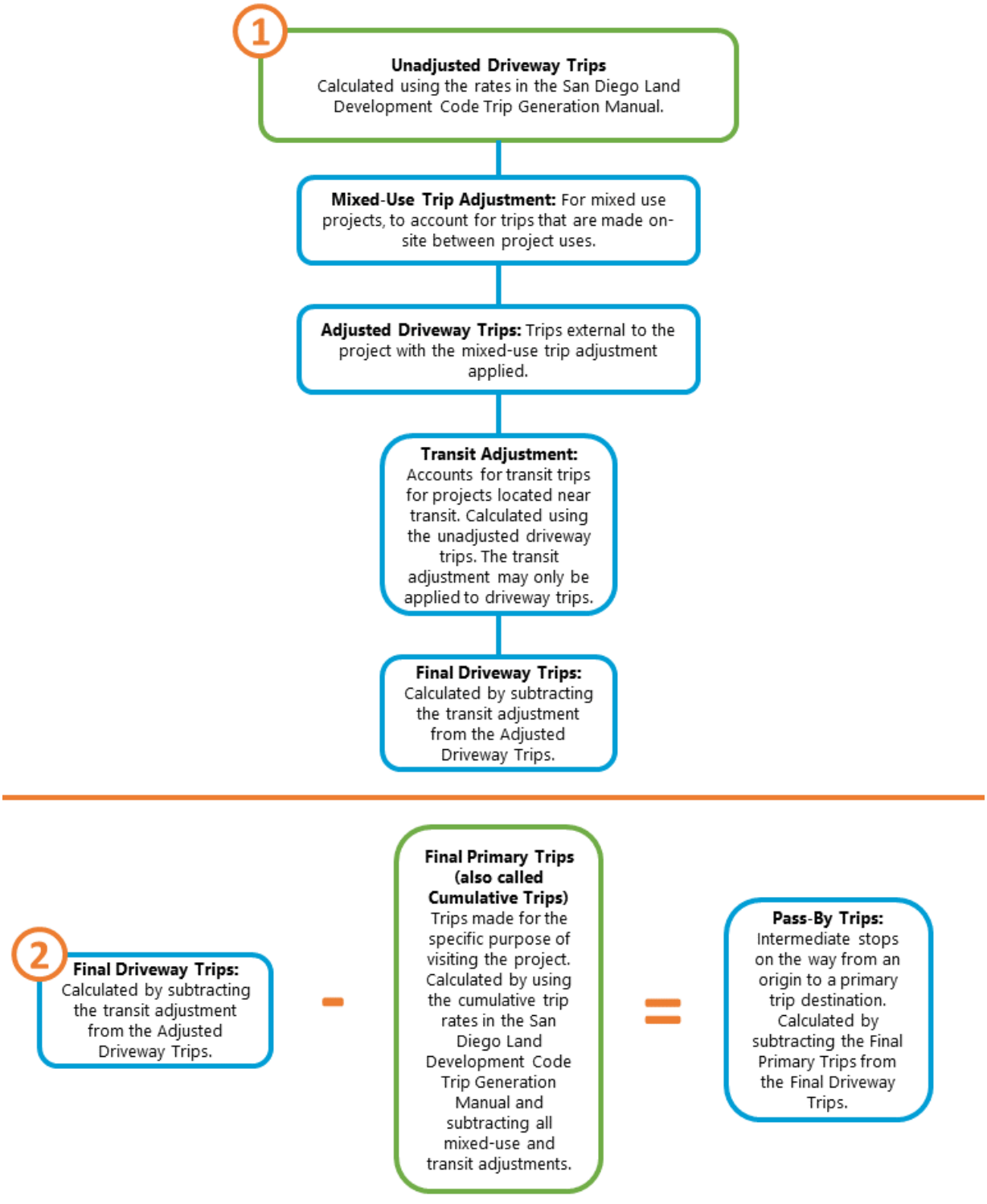
Trip Generation Procedure

Trip generation rates are commonly expressed in trips per unit of development - for example, trips per housing unit or trips per thousand square feet - and are derived by averaging trip generation data collected from existing land uses.

The following procedure shall be followed to determine the appropriate trip generation rates/equations to use:

1. Use the City of San Diego's Trip Generation Manual for trip generation rates of similar land use types.
2. If the City Trip Generation Manual does not provide rates for the project, utilize SANDAG's "Traffic Generators" publication or the current edition of the *Institute of Transportation Engineers (ITE) Trip Generation Manual,* with approval from the Transportation Development Section.
3. If the land use is unique and not included in either the City's Trip Generation Manual, SANDAG data, or the *ITE Trip Generation Manual*, then the applicant/consultant shall collect trip generation data at a minimum of four existing developments similar to the project. The existing developments selected as comparative projects shall be approved by City staff before any data is collected.

Once the trip generation rates/equations are established, the applicant's consultant may produce the vehicle trip generation for the project. The following chart describes the various elements that are part of the trip generation analysis.



* For redevelopment projects see "Identifying Existing Conditions" in the *Local Mobility Analysis (LMA) Requirements* Chapter for guidance on accounting for trips generated by an existing use.

Adjustments for Transit, Bicycling, Walking, and Transportation Network Companies (TNCs)

Most trip generation data (including data contained in the City of San Diego Trip Generation Manual) is based on suburban locations with little access to public transit. Additionally, given the suburban setting, bicycling and walking is also not a typical primary mode of transportation and is not generally captured in the trip generation data. For projects that are in close proximity to transit stops, transit use, bicycling, and walking must be specifically acknowledged to reduce the unadjusted driveway trip generation.

Table 1 displays driveway trip rate reductions that are allowable for development within a ½ mile path of travel to a *Major Transit Stop*. The applicant's consultant may also propose a method for determining reductions associated with transit, bicycling, and walking, with approval from the Transportation Development Section.

TABLE 1: DRIVEWAY TRIP REDUCTIONS TO ACCOUNT FOR TRANSIT, BICYCLE, AND PEDSTRIAN USE WITHIN ½ MILE PATH OF TRAVEL TO A MAJOR TRANSIT STOP

LAND USE TYPE*	DAILY	AM PEAK	PM PEAK
Residential	10%	14%	14%
Employment	4%**	15%	15%
Retail	N/A	N/A	N/A

Source: ITE Trip Generation Handbook, 3rd Edition

*See Appendix B: Land Use Definitions for each land use type

**Based on % of daily trips that occur during peak hour per the San Diego Trip Generation Manual for Commercial Office: 13% in AM and 14% in PM)

In addition, if a land use (such as a hotel, recreation, etc.) is expected to have a large amount of TNC pick-ups/drop-offs then the trip generation analysis should include an estimate.

Determining Internal Trips for Mixed-Use Projects

Most trip generation data (including data contained in the City of San Diego Trip Generation Manual) is based on isolated, single land use, suburban developments. When a mix of land uses are provided on a single site and are interconnected through internal roads and walkways, some of the raw vehicle trips are internalized; they never leave the project site. The effect that mixed-use development has on trip generation has been widely researched, including studies conducted by the Environmental Protection Agency (EPA)[2] and the Transportation Research Board[3].

To calculate the driveway trip generation rate reductions that are allowable for a mixed-use project, the applicant's consultant should use the *NCHRP 8-51 Internal Trip Capture Estimation Tool* created by the National Cooperative Highway Research Program. This spreadsheet requires the user to input the estimated entering and exiting trips associated with each project use, the expected vehicle occupancy, and the percentage of trips that are expected to be transit, bicycling, or walking trips. The percentages provided in **Table 1** can be used for the percentage of trips that are expected to be transit, bicycling, or walking trips if a project is located within ½ mile path of travel to a *Major Transit Stop*. If the project is not located within ½ mile path of travel to a *Major Transit Stop*, then these values should be entered as 0%.

The spreadsheet is available for download here: http://www.trb.org/Publications/Blurbs/165014.aspx.

The applicant's consultant may also propose a method for determining adjustments to trip generation for mixed-use projects, with approval from the Development Services Department's Transportation Development Section.

Determining Pass-By Trips

[2] *Traffic Generated by Mixed-Use Developments – A Six-Region Study Using Consistent Built Environment Measures* (Ewing et al, ASCE UP0146, September 2011).

[3] National Cooperative Highway Research Program (NCHRP) Report 684, *Enhancing Internal Trip Capture Estimation for Mixed-Use Developments*, 2011. This research served as the basis for the recommended mixed-use trip generation method in the 3rd Edition of the ITE *Trip Generation Handbook*.

Pass-by trips are trips to the project that are intermediate stops on the way to another land use. For example, if you stop on your way home from work at the gas station (located on the street that you are already on as part of your commute), the trip to the gas station is a pass-by trip. Pass-by trips only apply to commercial/retail land-uses. The applicant's consultant should determine the number of pass-by trips by:

- Determining the appropriate percentage of pass-by trips using the City of San Diego Land Development Code Trip Generation Manual.
- Assigning pass-by trips to driveways to/from adjacent streets considering driveway locations and allowed turning movements. The pass-by reduction should not exceed 10% of the adjacent street volume.

Trip Distribution/Assignment Procedure

The following describes the procedure for assigning the primary/diverted link project trips to the roadway network. The trip distribution can be estimated using two methods:

- Method 1: Manual estimation using existing traffic volumes, location of complementary land uses, and engineering judgement. The trip distribution shall be clearly communicated on a map that shows the percent of project traffic on each roadway in the vicinity of the project site.
- Method 2: Use the current version of the SANDAG Regional Travel Demand Model to perform a select zone analysis. If a project generates more than 2,400 daily unadjusted driveway vehicle trips, the SANDAG Regional Travel Demand Model shall be used to estimate trip distribution.

The roadway network for trip distribution/assignment should include the existing and fully funded/programmed roadway network. In addition, projects that would contribute significant traffic to a planned and unfunded roadway segment may be required to analyze both with and without the roadway.

It is critical to consider project driveway location and allowed turning movements at driveways and intersections when estimating local trip distribution/assignment. The applicant's consultant may need to assign multiple routes between the project and the origin/destination, to account for one-way streets, turn prohibitions, etc.

As noted above, a separate trip distribution/assignment estimate is required for the pass-by trips. Pass-by trips shall be assigned to driveways to/from adjacent streets and should consider driveway

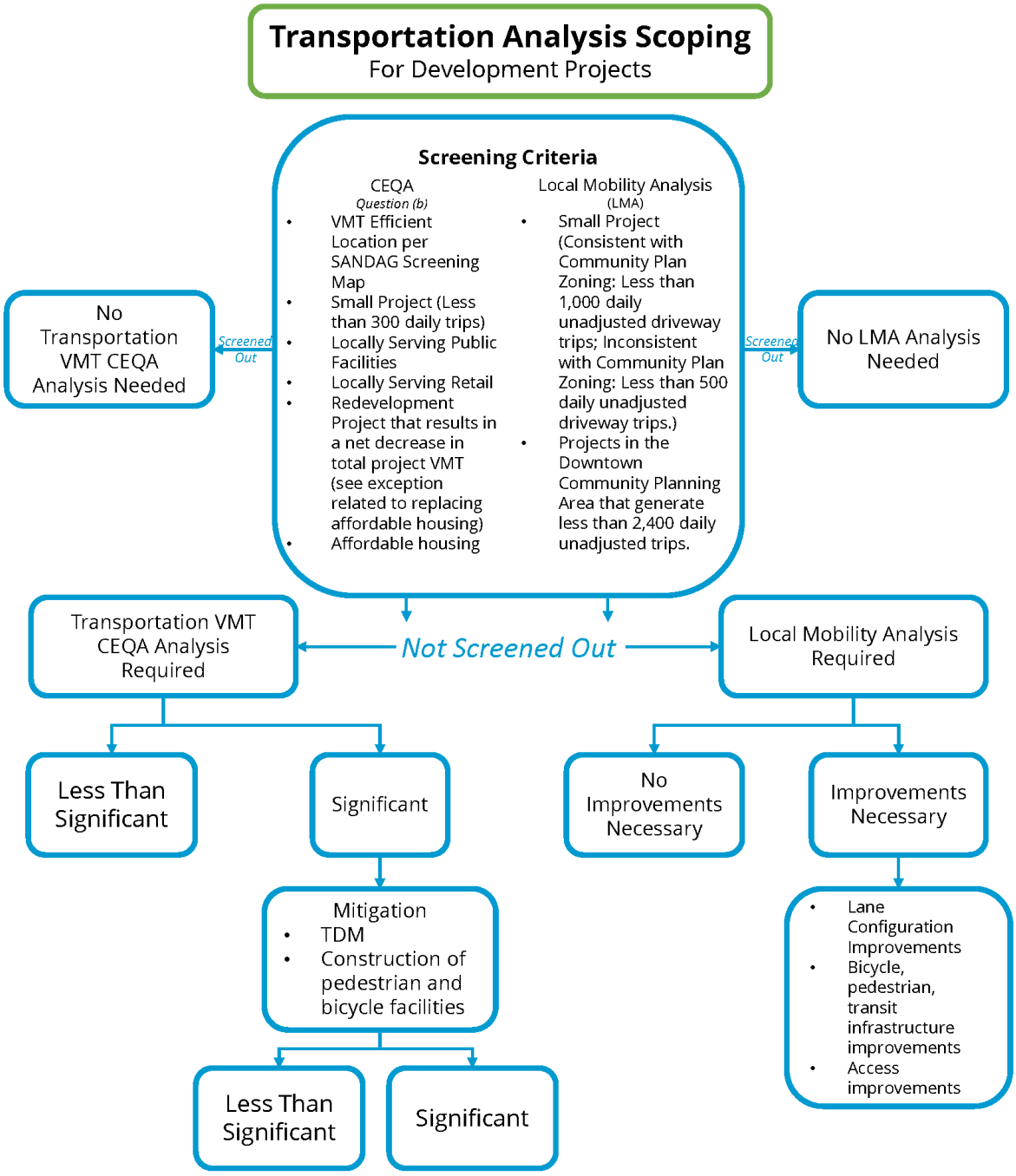
location and allowed turning movements. The pass-by reduction shall not exceed 10% of the adjacent street volume.

DETERMINING STUDY REQUIREMENTS

See the *Transportation VMT CEQA Requirements* chapter and *Local Mobility Analysis (LMA) Requirements* chapter for screening criteria and study requirements.

- Transportation VMT CEQA Study Requirements: Page 14
- LMA Requirements: Page 37

The following flowchart provides an overview of how to determine study requirements.



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229 * City staff may request analysis or additional study requirements due to location, project complexity, local transportation
230 system complexity, and other local context despite meeting the screening criteria listed in the flow chart.

Transportation VMT CEQA Requirements

SB 743 BACKGROUND & CONSISTENCY WITH CITY GOALS

On September 27, 2013, Governor Jerry Brown signed SB 743 into law and started a process intended to fundamentally change transportation impact analysis as part of CEQA compliance. The Office of Planning and Research (OPR) published its latest Technical Advisory on Evaluating Transportation Impacts in CEQA to the California Natural Resources Agency in December 2018. This Technical Advisory provides recommendations on how to evaluate transportation impacts under SB 743. These changes include elimination of auto delay, level of service (LOS), and other similar measures of vehicular capacity or traffic congestion as a basis for determining significant CEQA transportation impacts. The OPR guidance covers specific changes to the CEQA Guidelines and recommends elimination of auto delay for CEQA purposes and the use of Vehicle Miles Travelled, or VMT, as the preferred CEQA transportation metric. This new legislation requires the selection of a VMT analysis methodology, establishment of VMT thresholds for CEQA transportation impacts, and identification of feasible mitigation strategies. SB 743 includes the following two legislative intent statements:

CEQA refers to the California Environmental Quality Act. This statute requires identification of any significant environmental impacts of state or local action including discretionary approval of new development or infrastructure projects. The process of identifying these impacts is typically referred to as the environmental review process.

LOS refers to "Level of Service," a metric that assigns a letter grade to network performance. The typical application of LOS in cities is to measure the average amount of delay experienced by vehicle drivers at an intersection during the most congested time of day and to assign a report card range from LOS A (fewer than 10 seconds of delay for signalized intersections) to LOS F (more than 80 seconds of delay for signalized intersections).

VMT refers to "Vehicle Miles Travelled," a metric that accounts for the number of vehicle trips generated and the length or distance of those trips. For transportation analysis, VMT is generally expressed as VMT per capita for a typical weekday.

1. Ensure that the environmental impacts of traffic, such as noise, air pollution, and safety concerns, continue to be properly addressed and mitigated through the California Environmental Quality Act.

2. More appropriately balance the needs of congestion management with statewide goals related to infill development, promotion of public health through active transportation, and reduction of greenhouse gas (GHG) emissions.

VMT does not directly measure traffic operations but instead is a measure of network use or efficiency, especially if expressed as a function of population or employment (i.e., VMT per capita). VMT tends to increase as land use density decreases and travel becomes more reliant on the use of automobiles due to the long distances between origins and destinations. VMT can also serve as a proxy for impacts related to energy use, air pollution emissions, greenhouse gas (GHG) emissions, safety, and roadway maintenance. The relationship between VMT and energy or emissions is based on fuel consumption. The traditional use of VMT in environmental impact analysis is to estimate mobile air pollution emissions, GHGs, and energy consumption.

Consistency with City of San Diego Goals/Policies

The legislative intent of SB 743 has many consistencies with City of San Diego goals and policies contained in the General Plan, Climate Action Plan, and individual Community Plans.

The General Plan is the foundation upon which all land use decisions in the City are based. It expresses a citywide vision and provides a comprehensive policy framework for how the City should grow and develop, provide public services, and maintain the qualities that define the City of San Diego. Land use decisions influence transportation and greatly affect how much a person travels, the travel mode, and travel distance, which are all components of VMT. The community plans are a part of the Land Use Element of the General Plan. Community plans provide more detailed land use designations and site-specific policy recommendations than is practical at the citywide level. Community plans typically address community issues such as: the local street, bicycle, pedestrian, and transit networks; distinctive environmental characteristics; community landmarks; location, prioritization, and provision of public facilities; community urban design guidelines; and identification of gateways. Together, the General Plan and the Community Plans seek to guide future growth and development to achieve citywide and community-level goals.

The City's Climate Action Plan, adopted in 2015, addresses greenhouse gas emissions reduction targets through various strategies, including 100% renewable energy; implementing a zero-waste plan; and increasing non-auto commuter travel mode share. The Climate Action Plan helps achieve the greenhouse gas reduction targets set forth by the State of California.

The General Plan, Community Plans, and Climate Action Plan include policies related to the legislative intent of SB 743. These guidelines for SB 743 implementation in the City of San Diego consider OPR's Technical Advisory and consistency with the City's adopted policies. The following summarizes the

aspects of the General Plan, Community Plans, and Climate Action Plan that inform SB 743 implementation.

293 **City of San Diego General Plan (2008) and Community Plans**

294 The General Plan goals and policies that support the intent of SB 743 are included in **Table 2**.

295 **TABLE 2: CITY OF SAN DIEGO GENERAL PLAN GOALS AND POLICIES THAT SUPPORT SB 743**

Land Use and Community Planning Element	
City of Villages Strategy	
GOAL	**Establish mixed-use villages located throughout the City and connected by high-quality transit.**
LU-A.1	B. Encourage further intensification of employment uses throughout Sub Regional Employment Districts. Where appropriate, consider collocating medium- to high- density residential uses with employment uses (see also Economic Prosperity Element).
	D. Revitalize transit corridors through the application of plan designations and zoning that permits a higher intensity of mixed-use development. Include some combination of: residential above commercial development, employment uses, commercial uses, and higher density-residential development.
LU-A.2	Identify sites suitable for mixed-use village development that will complement the existing community fabric or help achieve desired community character, with input from recognized community planning groups and the general public.
LU-A.4	Locate village sites where they can be served by existing or planned public facilities and services, including transit services.
LU-A.8	Determine at the community plan level where commercial uses should be intensified within villages and other areas served by transit, and where commercial uses should be limited or converted to other uses.
LU-A.10	Design infill projects along transit corridors to enhance or maintain a "Main Street" character through attention to site and building design, land use mix, housing opportunities, and streetscape improvements.
Balanced Communities and Equitable Development	
LU-H.6	Provide linkages among employment sites, housing, and villages via an integrated transit system and a well-defined pedestrian and bicycle network.
Environmental Justice	
GOAL	**Improve mobility options and accessibility in every community.**

LU-I.9	Design transportation projects so that the resulting benefits and potential burdens are equitable. Some of the benefits of transportation programs include improved accessibility, faster trips, more mobility choices, and reduced congestion. Common negative consequences include health impacts of air pollution, noise, crash-related injuries and fatalities, dislocation of residents, and division of communities.
LU-I.10	Improve mobility options and accessibility for the non-driving elderly, disabled, low-income, and other members of the population (see also Mobility Element, Section B).
	B. Increase the supply of housing units that are in close physical proximity to transit and to everyday goods and services, such as grocery stores, medical offices, post offices, and drug stores.
Mobility Element	
Walkable Communities	
ME-A.8	Encourage a mix of uses in villages, commercial centers, transit corridors, employment centers and other areas as identified in community plans so that it is possible for a greater number of short trips to be made by walking.
Transit First	
ME-B.9	Make transit planning an integral component of long-range planning documents and the development review process.
	A. Plan for transit-supportive villages, transit corridors, and other higher intensity uses in areas that are served by existing or planned higher-quality transit services, in accordance with Land Use and Community Planning Element, Sections A and C.
	D. Locate new public facilities that generate large numbers of person trips, such as libraries, community service centers, and some recreational facilities in areas with existing or planned transit access.
Street and Freeway System	
ME-C.8	Implement Traffic Impact Study Guidelines that address site and community specific issues.
	A. Give consideration to the role of alternative modes of transportation and transportation demand management (TDM) plans in addressing development project traffic impacts.
	B. Consider the results of site-specific studies or reports that justify vehicle trip reductions (see also ME-E.7).

	Implement best practices for multi-modal quality/level of service analysis guidelines to evaluate potential transportation impacts and determine appropriate mitigation measures from a multi-modal perspective.
Transportation Demand Management	
ME-E.7	Consider TDM programs with achievable trip reduction goals as partial mitigation for development project traffic and air quality impacts.
Housing Element	
Objective A	Identify and Make Available for Development Adequate Site to Meet the City's Diverse Housing Needs
HE-A.7	Work to develop a comprehensive strategy for addressing the critical need for more workforce housing serving moderate to middle income workers in San Diego. In keeping with the goals of SB 375 and the Sustainable Communities Strategy, the City should strive to promote the location of workforce housing proximate to employment and/or multimodal transportation facilities.
Objective F	Reduction of Governmental Constraints
HE-F.2	Continue to develop and maintain policies and programs that identify obstacles to affordable housing, infill, and smart growth development and provide regulatory relief strategies and tools that will streamline the implementation process.
HE-F.7	Continue to implement provisions of state law which exempt certain affordable housing projects from CEQA if specified criteria are met, and adopt new CEQA exemptions for infill projects that meet or exceed minimum green building standards and are transit-oriented, and/or affordable housing projects in accordance with SB 375.
Objective G	Infrastructure Strategy
HE-G.6	Advocate for state legislation authorizing tax-increment financing for Smart Growth Districts which have "transit priority" opportunities as defined by SB 375. Use tax increment revenue for infrastructure needed to support infill development.
Objective J	Promote the Reduction of Greenhouse Gas (GHG) Emissions in Accordance with SB 743 and the California Long-Term Energy Efficiency Strategic Plan; and Promote Consistency with the General Plan's City of Villages Strategy and Other Citywide Planning Efforts

HE-J.1	Utilize the planning and review processes to promote economically viable, environmentally sound, and socially equitable land use designations and development patterns which conserve non-renewable energy sources such as fossil fuels, water, and natural gas.
HE-J.2	Provide incentives for mixed-use development which include housing, retail, and office uses at transit nodes and other high-intensity locations as appropriate.
HE-J.3	Seek to locate higher-density housing principally along transit corridors, near employment opportunities, and in proximity to village areas identified elsewhere in community plans.
HE-J.4	Improve infrastructure systems throughout the City's communities as to support infill development and promote new affordable housing. A comprehensive funding strategy should be developed in order to address existing deficiencies and future needs.

Climate Action Plan (CAP) (2015)

The Climate Action Plan includes five strategies for reducing greenhouse gas emissions:

1. Water & Energy Efficient Buildings
2. Clean & Renewable Energy
3. Bicycling, Walking, Transit, & Land Use
4. Zero Waste (Gas & Waste Management)
5. Climate Resiliency

Strategy 3 (Bicycling, Walking, Transit, & Land Use) aligns closely with the legislative intent of SB 743. Strategy 3 includes commute mode share goals for bicycling, walking, and transit use for workers who live in Transit Priority Areas (TPAs), leading to commute VMT reductions. Additionally, Strategy 3 promotes effective land use to reduce VMT (specifically implementing transit-oriented development within TPAs).

The Climate Action Plan also includes the CAP Consistency Checklist. The Consistency Checklist contains measures that are required to be implemented on a project-by-project basis to ensure that the specified emissions targets identified in the CAP are achieved. Implementation of these measures would ensure that new development is consistent with the CAP's assumptions for relevant CAP strategies toward achieving the identified GHG reduction targets. The CAP Consistency Checklist

includes Transportation Demand Management Program requirements for employment-based projects with over 50 employees. The CAP Consistency Checklist allows the project applicant to choose from a menu of TDM strategies.

TRANSPORTATION SIGNIFICANCE DETERMINATION: QUESTION B

Question B from the Transportation Section of the ***City of San Diego's Significance Determination Thresholds*** is discussed in the remaining sections of this chapter. Refer to the ***City of San Diego's Significance Determination Thresholds*** document for a complete discussion of *all* transportation questions to be considered for CEQA analysis.

Transportation Question B establishes VMT as the metric to measure transportation environmental impacts in conformance with SB 743/CEQA.

The guidelines presented herein address the CEQA Analysis for Transportation Question B in the City of San Diego and are organized in this document as follows:

- **Screening Criteria:** Screening criteria for land use and transportation projects is provided to determine whether VMT analysis is required.
- **Significance Thresholds:** Significance thresholds define what constitutes an acceptable level of VMT and what requires mitigation measures. This process is governed by CEQA Guidelines Section 15064.7.
- **Analysis Methodology:** These are analysis procedures for evaluating VMT for land use and transportation projects.
- **Mitigation:** Projects that are found to have a significant impact based on the City's significance thresholds are required to implement mitigation measures to reduce impacts to a less than significant level (or to the extent feasible). The guidelines establish appropriate mitigation and the methodology for evaluating mitigation effectiveness.

In addition to the transportation analysis required under CEQA, the City also requires a Local Mobility Analysis (LMA) to identify any off-site infrastructure improvements in the project vicinity that may be triggered with the development of the proposed project. The LMA also evaluates site access and circulation and the local multi-modal network available to serve the project.

Screening Criteria

The requirements to prepare a detailed transportation VMT analysis apply to all land development projects, except for those that meet at least one of the following criteria in the numbered list below. A project that meets at least one of the screening criteria below would have a less than significant VMT impact due to project characteristics and/or location.

1. **Residential or Commercial Project Located in a VMT Efficient Area:** The project is a residential or commercial employment project located in a VMT efficient area (15% or more below the base year average household VMT/capita or VMT/employee) based on the applicable location-based screening map produced by SANDAG.

2. **Industrial Project Located in a VMT Efficient Area:** The project is an industrial employment project located in VMT efficient area (in an area with average or below average base year VMT/employee) based on the applicable location-based screening map produced by SANDAG.

3. **Small Project:** The project is a small project defined as generating less than 300 daily unadjusted driveway trips using the City of San Diego trip generation rates/procedures.

4. **Locally Serving Retail/Recreational Project:** The project is a locally serving retail/recreational project defined as having 100,000 square feet gross floor area or less **and** demonstrates through a market area study that the market capture area for the project is approximately three miles (or less) and serves a population of roughly 25,000 people or less. Locally serving retail is consistent with the definitions of Neighborhood Shopping Center in the San Diego Municipal Code Land Development Code Trip Generation Manual. Locally serving recreation is consistent with the land uses listed in **Appendix B**, given that it meets the square footage and market capture area above. Adding retail/recreation square footage (even if it is 100,000 square feet gross floor area or less) to an existing regional retail shopping area is **not** screened out.

5. **Locally Serving Public Facility:** The project is a locally serving public facility defined as a public facility that serves the surrounding community or a public facility that is a passive use. The following are considered locally serving public facilities: transit centers, public schools, libraries, post offices, park-and-ride lots, police and fire facilities, and government offices. Passive public uses include communication and utility buildings, water sanitation, and waste management.

6. **Affordable Housing:** The project has access to transit[4] and is wholly or has a portion that meets one of the following criteria: is affordable to persons with a household income equal to or less than 50% of the area median income (as defined by California Health and Safety Code Section 50093), housing for senior citizens [as defined in Section 143.0720(e)], housing for

[4] Access to transit is defined as transit being located within a reasonable walking distance (1/2 mile) from the project driveway.

transitional foster youth, disabled veterans, or homeless persons [as defined in 143.0720(f)]. The units shall remain deed restricted for a period of at least 55 years. The project shall provide no more than the minimum amount of parking per unit, per San Diego Municipal Code Section 143.0744. Only the portion of the project that meets the above criteria is screened out. For example, if the project is 100 units with 10 deed-restricted affordable housing units, transportation VMT analysis would not be necessary for the 10 affordable units but would be necessary for the remaining 90 units (unless they meet one of the other screening criteria). For purposes of applying the small project screening criteria, the applicant would only include the trip generation for the non-affordable housing portion of the project (since the affordable housing portion is screened out).

7. **Mixed Use Project Screening Considerations:** The project's individual land uses should be compared to the screening criteria above. It is possible for some of the mixed-use project's land uses to be screened out and some to require further analysis. For purposes of applying the small project screening criteria, the applicant would only include the trip generation for portions of the project that are **not** screened out based on other screening criteria. For example, if a project includes residential and retail, and the retail component was screened out because it is locally serving; only the trip generation of the residential portion would be used to determine if the project meets the definition of a small project.

8. **Redevelopment Project Screening Considerations:** The project is a redevelopment project that demonstrates that the proposed project's total project VMT is less than the existing land use's total VMT. Exception: If a project replaces affordable housing (either deed restricted or other types of affordable housing) with a smaller number of moderate-income or high-income residential units, the project is not screened out and must analyze VMT impacts per **Table 3**.

Specific land use designations that fit within residential, commercial employment, industrial employment, public facilities, and retail categories are provided in **Appendix B**. Evidence to support the screening criteria is provided in **Appendix C.**

For transportation projects, any project that results in an increase in additional motor vehicle capacity (such as constructing a new roadway or adding additional vehicle travel lanes on an existing roadway) has the potential to increase vehicle travel, referred to as "induced vehicle travel." Project types that would not result in increased vehicle travel have a less than significant impact and can be screened out from performing VMT analysis. These types of projects include:

- Rehabilitation/maintenance projects that do not add motor vehicle capacity
- Addition of bicycle facilities
- Intersection traffic signal improvements/turn-lane configuration changes

- Additional capacity on local/collector streets if conditions are substantially improved for active transportation modes
- Installation of roundabouts and traffic calming devices

A complete list of transportation projects that are screened-out from performing VMT analysis is included in Appendix D: Transportation Project Screening Criteria.

Significance Thresholds

Projects that do not meet the above screening criteria must include a detailed evaluation of the VMT produced by the project. The significance thresholds and specific VMT metric used to measure VMT are described by land use type in **Table 3**.

TABLE 3: TRANSPORTATION VMT THRESHOLDS OF SIGNIFICANCE BY LAND USE TYPE

LAND USE TYPE (See Appendix B for Specific Land Use Designations)	THRESHOLD FOR DETERMINATION OF A SIGNIFICANT TRANSPORTATION VMT IMPACT**
Residential	15% below regional average* resident VMT/Capita
Commercial Employment	15% below regional average* employee VMT/Employee
Industrial Employment	Regional average* employee VMT/Employee
Regional Retail	Zero net increase in total regional VMT*
Hotel	See Commercial Employment
Regional Recreational	See Regional Retail
Regional Public Facilities	See Regional Retail
Mixed-Use	Analyze each land use individually per above categories
Redevelopment	Apply the relevant threshold based on proposed land use (ignore the existing land use)
Transportation Projects	Zero net increase in total regional VMT*

LAND USE TYPE (See Appendix B for Specific Land Use Designations)	THRESHOLD FOR DETERMINATION OF A SIGNIFICANT TRANSPORTATION VMT IMPACT**

* The regional average and total regional VMT are determined using the SANDAG Regional Travel Demand Model. The specific model version and model year will be identified by the Development Services Department's Transportation Development Section.

** Projects that exceed these thresholds would have a significant impact.

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Significance Thresholds for Large Land Use Plans

For large land use plans, such as Specific Plans, Master Plans, etc., the significance thresholds presented in Table 3 apply as follows:

- Residential – Aggregate all residential land uses and compare the resulting Resident VMT/Capita to the regional average. The threshold is 15% below the regional average Resident VMT/Capita per Table 3.
- Commercial Employment – Aggregate all commercial employment land uses and compare the resulting Employee VMT/Employee to the regional average. The threshold is 15% below the regional average Employee VMT/Employee per Table 3.
- Industrial Employment - Aggregate all industrial employment land uses and compare the resulting Employee VMT/Employee to the regional average. The threshold is the regional average Employee VMT/Employee per Table 3.
- Retail, Public Facilities, and Recreational Facilities – Evaluate the effect that adding these land uses has on regional VMT.
- Transportation Projects – Evaluate the effect that adding new vehicular roadway capacity has on regional VMT.

SANDAG VMT Calculation Tool: Data Definitions

Resident VMT/Capita: Includes all vehicle-based resident trips grouped and summed to the home location of individuals on the trip. It includes **all** trips: home-based and non-home-based trips. The VMT for each home is then summed for all homes in a particular census tract and divided by the population of that census tract to arrive at Resident VMT/Capita.

Employee VMT/Employee: Includes all vehicle-based employee trips grouped and summed to the work location of individuals on the trip. This includes **all** trips, not just work-related trips. The VMT for each work location is then summed for all work locations in a particular census tract and divided by the number of employees of that census tract to arrive at employee VMT/employee. *This does not include employees whose work location is specified as home. The Employee VMT/Employee does not include employees that live*

Analysis Methodology

Transportation VMT analysis for CEQA shall be conducted using the SANDAG Regional Travel Demand Model. SANDAG produces base year Resident VMT/Capita and Employee VMT/Employee maps that display the regional average as well as VMT metrics at the census tract level. The call-out to the right defines Resident VMT/Capita and Employee VMT/Employee.

451 **Table 4** provides guidance on conducting transportation VMT analysis for CEQA based on the land
452 use.

453 **TABLE 4: TRANSPORTATION VMT ANALYSIS METHODOLOGY BY LAND USE**

LAND USE TYPE	ANALYSIS METHODOLOGY
Residential	**For projects that generate less than 2,400 daily unadjusted driveway trips:** Identify the location of the project on the SANDAG Resident VMT/Capita map. The project's Resident VMT/Capita will be considered the same as the Resident VMT/Capita of the census tract it is located in. Compare the project's Resident VMT/Capita to the threshold to determine if the impact is significant OR input the project into the SANDAG Regional Travel Demand Model to determine the project's Resident VMT/Capita. **For projects that generate greater than 2,400 daily unadjusted driveway trips:** Input the project into the SANDAG Regional Travel Demand Model for SANDAG to provide the project's Resident VMT/Capita. To perform the analysis, all project land uses should be inputted, and the VMT/Capita should be determined using the same method/scripts that SANDAG utilizes to develop the SANDAG Resident VMT/Capita maps.

LAND USE TYPE	ANALYSIS METHODOLOGY
Commercial Employment	**For projects that generate less than 2,400 daily unadjusted driveway trips:** Identify the location of the project on the SANDAG Employee VMT/Employee map. The project's Employee VMT/Employee will be considered the same as the Employee VMT/Employee of the census tract it is located in. Compare the project's Employee VMT/Employee to the threshold to determine if the impact is significant OR input the project into the SANDAG Regional Travel Demand Model to determine the project's Employee VMT/Employee. **For projects that generate greater than 2,400 daily unadjusted driveway trips:** Input the project into the SANDAG Regional Travel Demand Model for SANDAG to provide the project's Employee VMT/Employee. To perform the analysis, all project land uses should be inputted, and the VMT/Capita should be determined using the same method/scripts that SANDAG utilizes to develop the SANDAG Employee VMT/Employee maps.

LAND USE TYPE	ANALYSIS METHODOLOGY
Industrial Employment	**For projects that generate less than 2,400 daily unadjusted driveway trips:** Identify the location of the project on the SANDAG Employee VMT/Employee map. The project's Employee VMT/Employee will be considered the same as the Employee VMT/Employee of the census tract it is located in. Compare the project's Employee VMT/Employee to the threshold to determine if the impact is significant OR input the project into the SANDAG Regional Travel Demand Model to determine the project's Employee VMT/Employee. **For projects that generate greater than 2,400 daily unadjusted driveway trips:** Input the project into the SANDAG Regional Travel Demand Model to determine the project's Employee VMT/Employee. To perform the analysis, all project land uses should be inputted, and the VMT/Capita should be determined using the same method/scripts that SANDAG utilizes to develop the SANDAG Employee VMT/Employee maps.
Regional Retail	Calculate the change to regional VMT using the SANDAG Travel Demand Model. To calculate the change in regional VMT, the regional retail component of the project should be inputted into the travel demand model (year that is used to determine the VMT thresholds). The "with project regional retail" regional VMT produced by the model run is compared to the "no project" regional VMT.
Hotel	See Commercial Employment
Regional Recreational	See Regional Retail

LAND USE TYPE	ANALYSIS METHODOLOGY
Regional Public Facilities	See Regional Retail
Mixed-Use	Analyze based on appropriate land use above
Redevelopment	Analyze based on appropriate land use above Exception: If a project replaces affordable housing (either deed restricted or other affordable housing) with a smaller number of moderate-income or high-income residential units, the VMT assessment should incorporate an estimate of the aggregate VMT increase experienced by the displaced residents. The additional VMT due to displaced residents should be incorporated into the Resident VMT/Capita for the project.
Transportation Projects	Calculate the change to regional VMT using the SANDAG Travel Demand Model. To calculate the change in regional VMT, the roadway network in the model should be adjusted to include the proposed transportation project. The "with transportation project" regional VMT produced by the model run is compared to the "no transportation project" regional VMT do determine if there is an increase in regional VMT.

If the project includes transportation demand management (TDM) measures, required transportation amenities (related to the TPA Parking Standards or Complete Communities: Mobility Choices Ordinance), or measures required by the CAP Consistency Checklist, the reduction in VMT due to each measure shall be calculated and can be applied to the project analysis. There are several resources for determining the reduction in VMT due to TDM measures, such as the California Air Pollution Control Officers Association (CAPCOA) *Quantifying Greenhouse Gas Mitigation Measures* (2010) (Quantification Report) and the SANDAG Mobility Management Guidebook/VMT Reduction Calculator Tool (see Mitigation Section below). The applicant should coordinate with the Development Services

Department's Transportation Development Section staff to determine the appropriate method for calculating TDM measure effectiveness.

The VMT reductions associated with project TDM should be applied to the appropriate metric(s) based on the project land uses. If the project does not include any TDM, then no reduction would be taken.

The resulting VMT values shall be compared to the appropriate threshold in **Table 4** to determine whether the project results in a significant CEQA transportation impact due to VMT.

Mitigation (Transportation Demand Management)

If a project is found to have a significant transportation VMT impact, the impact must be mitigated by reducing the project's Resident VMT/Capita or Employee VMT/Employee. Typically, VMT is reduced by implementing strategies that achieve one of the following:

- Reducing the number of automobile trips generated by the project or by the residents or employees of the project.
- Reducing the distance that people drive.

Strategies that reduce single occupant automobile trips or reduce travel distances are called TDM strategies.

The City of San Diego requires TDM and transportation amenities for certain project types pursuant to the San Diego Municipal Code Section 142.0528, the CAP Consistency Checklist, and regulations related to Complete Communities: Mobility Choices. Applicants should refer to the San Diego Municipal Code Section 142.0528, the CAP Consistency Checklist, and regulations related to Complete Communities: Mobility Choices to determine if the project must comply with any requirements. These would be considered as project features and would not count towards mitigation.

There are several resources for determining the reduction in VMT due to TDM measures such as the CAPCOA Quantification Report and the SANDAG Mobility Management Guidebook/VMT Reduction Calculator Tool (see Mitigation Section below). The applicant should coordinate with the Development Services Department's Transportation Development Section staff to determine the appropriate method for calculating TDM measure effectiveness. **Appendix E** provides a methodology for calculating TDM effectiveness based on the CAPCOA Quantification Report.

Strategies are categorized as primary or supportive. A primary strategy has a VMT reduction effectiveness that can be directly calculated using the CAPCOA Quantification Report. Typically, the effectiveness calculation requires assumptions regarding participation or eligibility rates. While VMT reductions may not be applied for supportive strategies, they boost participation or eligibility rates and make the primary strategy more effective.

All assumptions regarding participation, eligibility, and other variables must be clearly documented for each applied TDM strategy. Also, as described in the CAPCOA Quantification Report, strategies are not directly additive, and when determining the overall VMT reduction, the VMT reduction separately calculated for each of the individual strategies (within their overall TDM strategy category) shall be dampened, or diminished, according to a multiplicative formula to account for the fact that some of the strategies may be redundant or applicable to the same populations. The multiplicative equation to accomplish this adjustment is as follows:

Overall % VMT Reduction = 1-(1-A)*(1-B)*(1-C)*(1-D)*…

Where A, B, C, D … = individual mitigation strategy reduction percentages

For example, if two strategies were proposed with corresponding VMT reductions of 20% and 10%, the equation would be [1-(1-20%)*(1-10%)] or [1-(80%*90%)], which equates to a 28% reduction rather than the 30% reduction that would otherwise be seen with a direct sum.

The following TDM strategies are defined in **Appendix E**. They are categorized as either Primary (P) or Supportive (S) strategies. The applicant must demonstrate to the satisfaction of the Development Services Department Transportation Development Section that the measures are enforceable and effective.

Neighborhood / Site Enhancement

- Bicycle Infrastructure Improvements (P)
- Bike Share/Micromobility Fleet (P)
- Pedestrian Network Improvements (P)
- Traffic Calming (P)
- Neighborhood Electric Vehicle Dedicated Network (P)
- Car Share (P)
- Bicycle Riders Guide (S)
- Electric Bicycle/Micromobility Charging Station (S)
- Subsidized Bicycle Expenses (S)
- Bicycle Parking (S)
- Bicycle Supportive Programs (S)
- DIY Bicycle Repair Stand (S)

- On-Site Showers and Lockers (S)
- Walking Supportive Programs (S)
- Subsidized Walking Expenses (S)
- Passenger Loading Zones (S)
- Mobility Hub (S)

Parking Policy / Pricing

- Limited Parking Supply (P)
- Unbundled Parking (P)
- Priced Public Parking (P)
- Parking Cash Out Program (P)
- Residential Area Parking Permits (S)
- Time-Limited Street Parking (S)
- Real-Time Parking Information (S)

Transit System Improvements

- Transit Network Expansion (P)
- Increased Transit Service Frequency/ Speed (P)
- Transit Pass Subsidy/Partial Subsidy (P)
- Enhanced Transit Amenities (i.e. – bike parking, shelters, benches, trash receptacles) (S)
- Transit Encouragement Programs (S)
- Transit App (S)
- Onsite Transit Pass Outlet (S)

Commute Trip Reduction

- Voluntary Commute Trip Reduction Program
    - Carpooling Program and Encouragement (P)
    - Alternative Work Schedules (P)
    - Vanpool Programs (P)
    - Transportation Coordinator (S)
    - Preferential Carpool Parking (S)
    - Bicycle End Trip Facilities (S)
- Transit Pass Subsidy/Partial Subsidy (P)
- Price Workplace Parking (P)
- Telecommuting (P)
- Commute Trip Reduction Marketing (P)
- Guaranteed Ride Home Program (S)
- Last Mile Connections (S)

Applicants shall refer to **Appendix E** and the CAPCOA, *Quantifying Greenhouse Gas Mitigation Measures* (2010), Chart 6-2: Transportation Strategies Organization to quantify the effectiveness of the mitigation measures chosen. **Appendix E** and CAPCOA Quantification Report Chart 6-2 lists each mitigation measure and its maximum VMT reduction. It is critical that TDM effectiveness is calculated for the type of trip that it will influence. For example, a commute trip reduction program will only apply to commute related VMT. Other strategies or technologies that reduce VMT may be considered with documentation of effectiveness.

For transportation projects, potential mitigation could include managing travel (through pricing and/or vehicle occupancy requirements) and/or including/improving bicycle and pedestrian facilities on the roadway.

Significant and Unavoidable Impacts

Projects that have a significant impact that cannot be mitigated to a less than significant level must provide a detailed statement of overriding considerations and findings to support these considerations in accordance with CEQA Guidelines Section 15091 and 15093.

Local Mobility Analysis (LMA)

The Local Mobility Analysis (LMA) evaluates the effects of a development project on mobility, access, circulation, and related safety elements in the proximate area of the project. The LMA has the following objectives:

- Ensures that improvements identified in the Community Plan that support multi-modal circulation and access are constructed when needed.
- Identifies improvements needed to support and promote active transportation and transit modes.
- Ensures the project provides connections to the active transportation network and transit system.
- Addresses issues related to operations and safety for all transportation modes.

DETERMINING STUDY REQUIREMENTS

Screening Criteria

All projects must complete an LMA unless they meet the following trip generation screening criteria:

- Land uses consistent with Community Plan/Zoning designation: Generate less than 1,000 daily unadjusted driveway vehicle trips
- Land uses inconsistent with Community Plan/Zoning designation: Generate less than 500 daily unadjusted driveway vehicle trips
- Projects in the Downtown Community Planning Area that generate less than 2,400 daily unadjusted trips.[5]

[5] Projects that exceed this threshold shall comply with mitigation measure TRF-A.1.1-2 of the Downtown Community Plan & Downtown Mobility Plan FEIR/SEIR Mitigation Monitoring and Reporting Program.

The screening criteria provided serve as a guide to determine study requirements. City staff may determine additional study requirements apply due to location, project complexity, local transportation system complexity, and other local context. City staff will provide a written response to the PIF and request a meeting with the applicant/consultant if the City has identified the need to perform an LMA despite meeting the screening criteria listed above.

Extents of Study

The extents of the LMA study will be determined for each mode as follows:

- Pedestrian: Documentation of pedestrian facilities and basic deficiencies (missing sidewalk, curb ramps, and major obstructions) within ½ mile walking distance measured from each pedestrian access point (for example, driveways, internal project sidewalk connections to the street, etc.).
- Bicycle: Documentation of bicycle facilities and basic deficiencies (bike lane gaps, obstructions) within ½ mile bicycling distance measured from the center of the intersection formed by each project driveway.
- Transit: Identification of the closest transit routes and stops to the project. If the transit stops are within ½ mile walking distance of each pedestrian access point, the condition of the stop amenities must be described/evaluated.
- Intersection Operations: Intersections are focal points within a mobility network where multiple modes interact and at times, conflict, in their movements. Understanding intersection operations is essential for understanding circulation and safety for all modes that traverse through the intersection.
    - For Projects that generate less than 2,400 daily final driveway[6] trips the typical study intersections are as follows:
        - All signalized intersections and signalized project driveways located within ½ mile path of travel distance measured from the center of the intersection formed by each project driveway AND the project will add 50 or more peak

[6] Refer to the trip generation chart in the Study Initiation chapter for trip generation definitions.

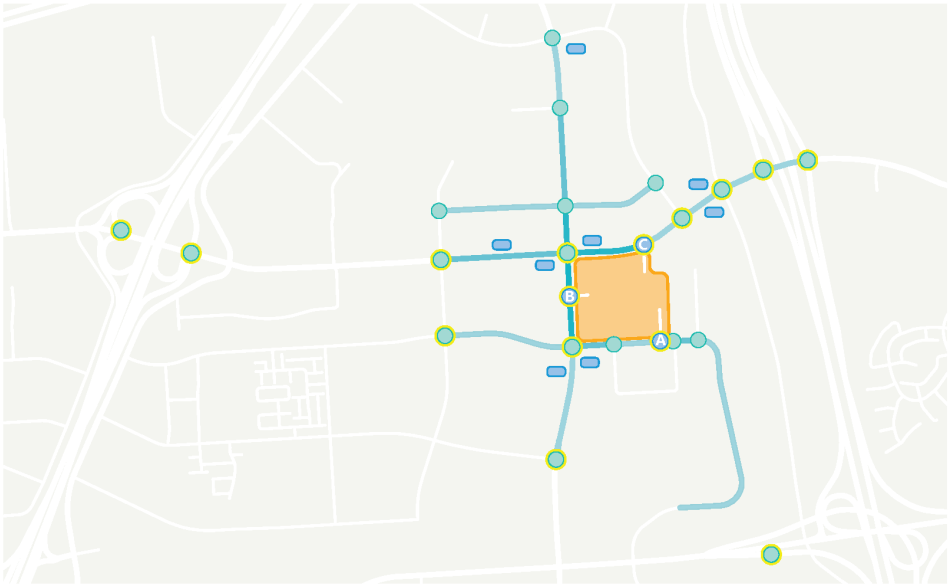
hour final primary (cumulative) trips[6] to any turning movement at the intersection.

- All unsignalized intersections (side street stop controlled, all-way stop-controlled, and roundabouts) and unsignalized project driveways located within ½ mile path of travel distance measured from the center of the intersection formed by each project driveway AND the project will add 50 or more peak hour final primary (cumulative) trips[6] in either direction.
- All freeway ramp terminal intersections where a project adds 50 or more peak hour final primary (cumulative) (AM or PM)[6] net new trips in either direction must be analyzed regardless of their distance from the project site.

- For Projects that generate more than 2,400 daily final driveway[6] trips the typical study intersections are as follows:
  - All signalized intersections and signalized project driveways where the project will add 50 or more peak hour final primary (cumulative) trips[6] to any turning movement at the intersection.
  - All unsignalized intersections (side street stop controlled, all-way stop-controlled, and roundabouts) and unsignalized project driveways where the project will add 50 or more peak hour final primary (cumulative) trips[6] on any approach.
  - All freeway ramp terminal intersections where a project adds 50 or more peak hour final primary (cumulative) (AM or PM)[6] net new trips on any approach must be analyzed regardless of their distance from the project site.

- Roadway Segments: The study area should include any roadway segments where the project adds 1,000 or more daily final primary trips (cumulative trips)[6] if consistent with the Community Plan, or 500 or more daily final primary trips (cumulative trips) [6] if inconsistent with the Community Plan AND:
  - Have improvements identified in the community plan; OR
  - Not built to the community plan ultimate classification (including planned new circulation element roadways).
- City staff may determine additional study requirements apply due to location, project complexity, local transportation system complexity, and other local context.

The following graphic provides additional guidance on determining the extents of the study for a project that generates less than 2,400 final daily driveway trips.



Defining Your Local Mobility Analysis Study Area for Projects that Generate Less than 2,400 ADT

B Determine the locations of project access driveways and pedestrian access points and mark.

Highlight roadway segments where the project would add 1,000 or more final daily primary trips (if consistent with GP/CP) or add 500 or more final daily primary trips (if inconsistent with GP/CP); AND has identified improvements in the community plan (including planned new circulation element roadways).

Identify all signalized and unsignalized (side street contolled or all way stop controlled) that overlap with the highlighted roadways including intersections created by the project driveways.

Determine your project's trip assignment to the intersections identified in the step above and to freeway ramp intersections.

Highlight those signalized intersections at which 50 or more peak hour final primary trips are added to any turning movement. Highlight those unsignalized intersections where 50 or more peak hour final primary trips are added in any direction. Highlight freeway ramp intersections where 50 or more peak hour final primary trips are added in any direction even if these ramps are more than 1/2 mile away. **These highlighted intersections are your study intersections.**

Your pedestrian and bicycle study area are roadways up to 1/2 mile from pedestrian and bicycle access points. In this example all driveways are also the pedestrian and bicycle access points; however a project may have a pedestrian/bicycle access point that is not a vehicular driveway.

Identify the closest transit routes and stops to the project. **Any transit stops within 1/2 mile walking distance from pedestrian access points will be analyzed for the condition of the stop amenities.**

Study Scenarios

The following scenarios should be evaluated for the LMA:

- Existing Conditions
- Opening Year No Project Conditions: Analysis of the project's opening year. The traffic volumes should include any reasonably foreseeable projects and/or other ambient growth (background traffic that occurs naturally due to general population growth). Historical growth rates should be used to estimate ambient growth.
- Opening Year Plus Project Conditions: Analysis of the opening year volumes generated in the step above plus the project generated traffic.
- Phased Analysis: If the project is a large multi-phased development in which several stages of development activity are planned, each phase of the project may need to be evaluated to

coincide with each major stage of development or increment of area transportation improvements. For example: Existing, Opening Year of Phase 1, Opening Year of Phase 2, etc.

- Horizon Year Analysis (Community Plan Amendments or Rezones): If the project requires a Community Plan Amendment or a rezone, community buildout horizon year analysis may be required. Coordinate with the Development Services Department's Transportation Development Section staff for study scenario requirements related to Community Plan Amendments or rezones.

Study Periods

The following study periods shall be analyzed:

- The morning and afternoon peak commute hours are analyzed, unless the land use is atypical and an alternate/additional study period is identified by City Staff. The peak hours are based on traffic counts (the procedure for collecting counts is described in the following section). For typical commute hours, the peak hour will fall between 7:00-9:00 AM and 4:00-6:00 PM.
- For areas near beaches or Mission Bay, the peak hours are during summer months (between Memorial Day and Labor Day, when public schools are not in session).
- Other timeframes may be required based on the project land uses and unique characteristics of the project.

CONDUCTING THE LOCAL MOBILITY ANALYSIS

Identifying Existing Conditions

A project is required to document the existing conditions of the local mobility system in the study area as identified in the "Extents of Study" section above, including field observations of biking, walking, transit, and roadway conditions/operations during study periods.

Existing conditions may include, but are not limited to, the following areas:

- Field Reconnaissance of:
  - Pedestrian facilities and observations on use of facilities
  - Bicycle facilities and observations on use of facilities
  - Location of nearby transit stops and observations of use of facilities
  - Roadway configurations, geometric features, sight distance, intersection lane configurations, intersection operations, presence of closely spaced or offset driveways or intersections, uneven lane utilization
  - Length of available turn lane storage and observations of typical maximum vehicle queues
  - Confirmation of traffic signal phasing and timing (from plans obtained from the City or Caltrans)
  - Adjacent land uses
  - Ramp meter queues and spill back onto local streets
- Transportation Data Collection
  - New transportation data is required if available data is older than two years, or if warranted by other changes in built environment conditions.
  - Pedestrian Counts: For each crosswalk leg at each study intersection.
  - Bicycle Counts: Turning movement counts at each study intersection.
  - Transit stations, routes, provision of bus-only lanes and/or turn-outs, and schedules.
  - Study period traffic counts: For typical commute hours, intersection turning movement data should be collected on Tuesday, Wednesday, or Thursday between 7:00-9:00 AM and 4:00-6:00 PM during non-holiday periods and not on the week of a holiday under fair

weather conditions. Counts should be taken when school is in session. Any intersection counts should include pedestrian and bicycle counts. For areas near beaches or Mission Bay, counts should be taken during summer months (between Memorial Day and Labor Day when public school is not in session) or should be adjusted to reflect typical summer conditions. Any deviation should be discussed with City Staff.

- If the project is a redevelopment project of which the existing uses are in operation at the time that the transportation data is collected, the trips associated with the existing use should be calculated by conducting driveway counts at all existing site driveways. The site trips should then be distributed to the study intersections and subtracted from the intersection traffic counts to represent the traffic volumes that would be present if the existing use were not in operation.

Analysis Methodology

Pedestrian Analysis

Pedestrian analysis should primarily focus on pedestrian connectivity, walkshed analysis, presence of adequate facilities, etc. However, in dense, urban environments featuring substantial pedestrian volumes, analysis of pedestrian facilities (i.e., sidewalks and crosswalks) may be required in accordance with the latest version of the HCM. Mid-block pedestrian crossing treatments should also be evaluated using available research and recommendations. Applicants should coordinate with the Development Services Department's Transportation Development Section on the need to perform HCM pedestrian analysis.

Bicycle Analysis

Project effects on existing and proposed bicycle facilities should be reviewed in consideration of the following:

- Bicycle analysis should primarily focus on bicycle connectivity, bikeshed analysis, presence of adequate facilities, etc.
- Consistency with the City's Bicycle Master Plan and the Community's Bicycle Mobility Element
- On-site bike parking supply as well as bikeshare bicycles that may be parked/stored on public sidewalks

Transit Analysis

Project effects on the transportation system should be evaluated in consideration of the following:

- Increased travel time for buses that could adversely affect on-time performance (intersection delay, corridor delay, movement delay (for transit))
- Conflicts (e.g., weaving, sight distance, etc.) involving buses at stop due to nearby driveways
- Planned and/or proposed transit improvements and stops identified in community plans, the RTIP and/or RTP within the study area

Project effects on transit system ridership is not typically considered an issue but may be evaluated under special circumstances (e.g., new office building along a bus line that already has substantial peak period ridership).

Systemic Safety Review

Study intersections should be compared to the City of San Diego Systemic Safety Hot Spot[7] map to determine if a study intersection has been identified on the map. If a study intersection is on the Systemic Safety Hot Spot map, the applicant should coordinate with the Development Services Department Transportation Development Section staff to determine appropriate intersection improvements.

Signalized Intersections

Traffic operational impacts at signalized intersections shall be analyzed using standard or state-of-the-practice procedures consistent with the latest edition of the Highway Capacity Manual (HCM) published by the Transportation Research Board.

The following provides general guidelines for the parameters necessary to perform the analysis. For existing and opening year conditions within five years of commencement of the LMA, the parameters should generally be based on field measurements taken during traffic data collection or field observation. For new study intersections or to analyze an opening year that is beyond five years of commencement of the LMA, the guidelines in **Table 5** can be used to determine input parameters.

[7] https://www.sandiego.gov/sites/default/files/systemic-safety-the-data-driven-path-to-vision-zero.pdf

720 **TABLE 5: SIGNALIZED INTERSECTION ANALYSIS PARAMETERS**

PARAMETER	GUIDANCE
Peak Hour Factor	Use the measured PHF by intersection approach that is obtained during traffic data collection. For new intersections or to analyze conditions beyond five years of commencing the LMA, refer to the HCM and maintain consistency across analysis periods, scenarios, and intersections.
Saturation Flow Rate	Use typical saturation flow rate presented in the HCM. The current typical saturation flow rate is 1,900 vehicles per hour per lane.
Signal Timing	Obtain signal timing plans from the appropriate agency and use the timing (by time of day if provided) for the analysis. For new traffic signals, typically use a maximum cycle length of 120 seconds for intersections near freeway interchanges or at the intersection of two arterial roadways. For all other conditions use a maximum of 90 seconds. For all conditions, ensure that the minimum pedestrian crossing times are utilized.
Conflicting Pedestrians and Pedestrian Calls	Use pedestrian count data if available. If not available, refer to the HCM for appropriate minimum values.
Heavy Truck Percentage	If available, use observed values from field observations or traffic counts. If unavailable, the minimum recommended value is 3%. Heavy truck percentages should be higher on truck routes.
Lane Utilization Factor	If applicable, adjust the lane utilization factor based on field observations. Otherwise, refer to the HCM.

At isolated intersections that are not heavily congested, deterministic methods that apply HCM equations for each intersection in isolation can be used. There are several software packages that use deterministic methods such as Synchro, Vistro (previously called Traffix), and Highway Capacity Software.

For intersections that are closely spaced, have a unique geometry, or are part of a congested corridor, micro-simulation analysis should be performed. Micro-simulation can more accurately evaluate intersections with unique characteristics or in congested systems because the method accounts for how intersections within a system interact with one another. For example, if a vehicle queue extends from an intersection and blocks a different intersection, micro-simulation will account for that condition, whereas deterministic methods will not. Micro-simulation should also be considered when determining required turn lane storage if the analyst believes deterministic methods are not producing reasonable maximum or 95th percentile queue lengths. There are several micro-simulation software packages, such as SimTraffic (which is a module of Synchro) and Vissim.

It is recommended that the method and software proposed for use is coordinated with City staff as part of the study initiation process.

Unsignalized Intersections

Traffic operational impacts at unsignalized intersections (all-way stop, side-street stop, and roundabout intersections) shall be analyzed using standard or state-of-the-practice procedures consistent with the latest edition of the Highway Capacity Manual (HCM) published by the Transportation Research Board.

Operational analysis should be reported as follows:

- All-way stop intersections: Delay and corresponding level of service reported for the entire intersection as an average value
- Side-street stop intersections: Delay and corresponding level of service reported for the worst-case movement
- Roundabouts: Delay and corresponding level of service reported for the entire intersection as an average value

The software packages and methods described for signalized intersections also apply to stop-controlled intersections. Roundabout evaluations shall be calibrated to California data (shown below). LOS for roundabouts shall be determined using the HCM delay LOS thresholds for **signalized** intersections.

- The following California-specific values for critical headway and follow-up headway should be used to calibrate capacity models to determine appropriate lane numbers and arrangements:
  - Single-lane roundabouts: critical headway = 4.8 s, follow-up headway = 2.5 s.
  - Multilane roundabouts, left lane: critical headway = 4.7 s, follow-up headway = 2.2 s.
  - Multilane roundabouts, right lane: critical headway = 4.4 s, follow-up headway = 2.2 s.
- Using the above calibrated values, the following capacity models can be used in a manner consistent with the recommendations from NCHRP 572, with c equal to capacity (passenger car equivalents per hour) and v_c equal to the conflicting flow rate (passenger car equivalents per hour):
  - Single-lane: $c = 1440 \cdot \exp(-0.0010 \cdot v_c)$
  - Multilane right lane: $c = 1640 \cdot \exp(-0.0009 \cdot v_c)$
  - Multilane left lane: $c = 1640 \cdot \exp(-0.0010 \cdot v_c)$

Roundabout Analysis Evaluation Parameters
(Source: **Tian et al., 2007, Roundabout Geometric Design Guidance for the California Department of Transportation, page vii**)

For intersections that are closely spaced, have a unique geometry, or are part of a congested corridor, micro-simulation analysis should be performed. Micro-simulation can more accurately evaluate intersections with unique characteristics or in congested systems because the method accounts for how intersections within a system interact with one another. For example, if a vehicle queue extends from an intersection and blocks a different intersection, micro-simulation will account for that condition, whereas deterministic methods will not. There are several micro-simulation software packages, such as SimTraffic (which is a module of Synchro) and Vissim.

Roadway Segment Analysis

Roadway segment analysis should be evaluated for any roadway segment that has identified improvements (including planned new circulation element roadways) in the Community Plan and the

project is expected to add 1,000 or more daily final primary trips (cumulative trips) if consistent with the Community Plan, or 500 or more daily final primary trips (cumulative trips) if inconsistent with the Community Plan. Roadways should be evaluated using **Table 6**: Roadway Classifications, LOS, and Average Daily Traffic (ADT). The intent of this analysis is to determine if the project results in the need to implement roadway improvements as identified in the Community Plan. The functional classification of the roadway segment should be evaluated in this analysis.

TABLE 6: ROADWAY CLASSIFICATIONS, LOS, AND AVERAGE DAILY TRAFFIC (ADT)

STREET CLASSIFICATION	LANES	LEVEL OF SERVICE A	B	C	D	E
Expressway	8 lanes	40,000	56,000	80,000	93,500	107,000
Expressway	7 lanes	35,000	49,000	70,000	82,000	93,500
Expressway	6 lanes	30,000	42,000	60,000	70,000	80,000
Prime Arterial[1]	8 lanes	35,000	50,000	70,000	75,000	80,000
Prime Arterial[1]	7 lanes	30,000	42,500	60,000	65,000	70,000
Prime Arterial	6 lanes	25,000	35,000	50,000	55,000	60,000
Prime Arterial[10]	5 lanes	20,000	28,000	40,000	45,000	50,000
Prime Arterial[11]	4 lanes	17,500	24,500	35,000	40,000	45,000
Major Arterial[2]	7 lanes	22,500	31,500	45,000	50,000	55,000
Major Arterial	6 lanes	20,000	28,000	40,000	45,000	50,000
Major Arterial[3]	5 lanes	17,500	24,500	35,000	40,000	45,000
Major Arterial	4 lanes	15,000	21,000	30,000	35,000	40,000
Major Arterial	3 lanes	11,250	15,750	22,500	26,250	30,000
Major Arterial	2 lanes	7,500	10,500	15,000	17,500	20,000

STREET CLASSIFICATION	LANES	LEVEL OF SERVICE A	B	C	D	E
Major Arterial *(one-way)*[4]	3 lanes	12,500	16,500	22,500	25,000	27,500
Major Arterial *(one-way)*[5]	2 lanes	10,000	13,000	17,500	20,000	22,500
Collector *(with two-way left turn lane)*	5 lanes	12,500	17,500	25,000	30,750	37,500
Collector *(with two-way left turn lane)*	4 lanes	10,000	14,000	20,000	25,000	30,000
Collector *(with two-way left turn lane)*	3 lanes	7,500	10,500	15,000	18,750	22,500
Collector *(with two-way left turn lane)*	2 lanes	5,000	7,000	10,000	13,000	15,000
Collector *(without two-way left turn lane)*	4 lanes	5,000	7,000	10,000	13,000	15,000
Collector *(without two-way left turn lane)*[6]	3 lanes	4,000	5,000	7,500	10,000	11,000
Collector *(without two-way left turn lane)*	2 lanes	2,500	3,500	5,000	6,500	8,000
Collector *(with no fronting property)*	2 lanes	4,000	5,500	7,500	9,000	10,000
Collector *(one-way)*[7]	3 lanes	11,000	14,000	19,000	22,500	26,000
Collector *(one-way)*[8]	2 lanes	7,500	9,500	12,500	15,000	17,500
Collector *(one-way)*[9]	1 lane	2,500	3,500	5,000	6,500	7,500
Sub-Collector *(Single-family)*	2 lanes	--	--	2,200	--	--

STREET CLASSIFICATION	LANES	LEVEL OF SERVICE A	B	C	D	E

Notes:

The volumes and the average daily level of service listed above are only intended as a general planning guideline. Levels of service are not applied to residential streets since their primary purpose is to serve abutting lots, not carry through traffic. Levels of service normally apply to roads carrying through traffic between major trip generators and attractors.

[1]Calculated assuming that each additional lane above a 6-Ln Arterial adds 5,000 ADT for LOS A, 7,500 ADT for LOS B and 10,000 ADT for LOS C, D, and E

[2]Calculated assuming that ADT is 1/2 way between steps of a 6-Ln Major Arterial & 6 Ln Prime Arterial

[3]Calculated assuming that ADT is 1/2 way between steps of a 4-Ln Major Arterial & 6 Ln Major Arterial

[4]Calculated using: Capacity = 0.5 (6-Ln Major (2-way) + Added Capacity of 2,500 ADT)

[5]Calculated using: Capacity = 0.5 (4-Ln Major (2-way) + Added Capacity of 2,500 ADT)

[6]Calculated using: Capacity = 4-Ln Collector (no center lane) * (3/4)

[7]Calculated using: Capacity = 2-Ln Collector (one-way) * (3/2)

[8]Calculated using: Capacity = 0.5 (4-Ln Collector w/continuous left turn lane) + Added Capacity of 2,500 ADT)

[9]Calculated using: Capacity = 0.5 (2-Ln Collector w/ continuous left turn lane). Capacity took into account parking friction from both sides of roadway

[10] Calculated by applying same differences between 8-Ln Prime & 7-Ln Prime & 7-Ln Prime & 6-Ln Prime

[11] Calculated assuming ratio between 6-Ln Prime & 6-Ln Major applied to 4-Ln Major

Freeway Interchange Analysis

Freeway analysis should focus on off-ramp queuing spillbacks onto freeway mainline. Studies should normally document changes in off-ramp maximum queues and propose mitigation for queues that spill back onto mainline (or exacerbate conditions already or projected to be) occurring. Freeway interchange analysis should be coordinated with Caltrans.

Identifying Off-Site Improvements

Off-site improvements to accommodate project traffic that address access, circulation and safety for all modes should be determined using the following analysis methods for each type of improvement:

Pedestrian Facilities

- Closing Sidewalk Gaps/Removing Obstructions:
  - The project should construct sidewalks to close sidewalk gaps adjacent to the project site.
  - The project should remove sidewalk obstructions that constrain pedestrian access route to less than four feet adjacent to the project site.
  - The project should construct curb ramps/meet accessibility standards for any intersections adjacent to the project site.
- Accommodating Pedestrian Demand:
  - The project should consider adding traffic calming and pedestrian-related signal timing changes (such as pedestrian hybrid beacons, leading pedestrian interval signal timing, etc.) to accommodate an increase in pedestrian demand on roadways and intersections adjacent to the project site.

Bicycle Facilities

- Accommodating Bicycle Demand:
  - The project should construct (or reserve space for) any planned bicycle facility per the Community Plan or Bicycle Master Plan.
  - The project should consider upgrading adjacent bicycle facilities by adding upgraded treatments (such as green bike lane paint, buffers, etc. where appropriate) to accommodate an increase in bicycle demand.

Transit Facilities

- Transit Priority Treatments/Improvements
  - The project should consider transit priority treatments when operational analysis determines a transit movement would experience LOS E or worse.
  - The project should consider transit priority treatments identified within the Community Plan for the study area.
- Proposed Transit Stops:
  - The project should consider accommodating transit stops to serve existing or proposed transit services, including those identified in the Community Plan, RTIP and/or RTP within the study area. The project should coordinate any identified

transit stops with SANDAG, the Metropolitan Transit System (MTS) and/or the North County Transit District (NCTD).

- Transit Stop Amenities:
  - The project should coordinate with MTS and/or the NCTD, as applicable, to determine additional or upgraded transit stop amenities.

Signalized Intersections

- Adding or lengthening a turn lane:
  - Considerations for intersection improvements:
    - When considering intersection improvements for circulation, access, and safety for all modes, factors that should be considered include, but are not limited to, conflicting pedestrian movements, existing and proposed bicycle facilities, transit priority, protected or permissive turn movement phasing, number of lanes, speed of prevailing traffic and expected queue lengths.
  - Left Turn Lane:
    - No Existing Left-Turn Lane: If the project adds traffic to an individual left turn movement causing the total number of peak hour left turns to exceed 100, consider adding a left turn lane.[8]
    - Existing Single Left-Turn Lane: If the project adds traffic to an individual left turn movement causing the total number of peak hour left turns to exceed 300, consider adding a second left turn lane.
  - Right Turn Lane:
    - No Existing Right-Turn Lane: If the addition of a right turn lane will not negatively affect other roadway users, will maintain a comfortable roadway environment, AND the project adds traffic to an individual right turn

[8] FHWA, *Signalized Intersections: Informational Guide*, August 2004. This source also provides additional factors which can be used to determine the need of a single left turn lane or additional left turn lanes including, left-turn volumes on the major and minor approaches, number of lanes, and vehicles per hour.

movement causing the total number of peak hour right turns to exceed 500, consider adding a right turn lane.

- Existing Single Right-Turn Lane: If the addition of a right turn lane will not negatively affect other roadway users, will maintain a comfortable roadway environment, AND the project adds traffic to an individual right turn movement causing the total number of peak hour right turns to exceed 800, consider adding a second right turn lane. In addition to the considerations previously stated, dual-right turn (or more) treatments may require supplementary improvements including but not limited to no right-turn on red with blank-out signs, lead pedestrian intervals (LPIs) for pedestrians and cycle track treatment for bicyclists.

- Lengthening a Turn Pocket:
  - If the project adds traffic to a turning movement and causes the 95th percentile queue to exceed the available turn pocket length, consider lengthening the turn pocket.

- Signal Timing Improvements/Signal Modifications:
  - Determined based on intersection operations analysis as follows:
    - Within a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes an intersection to degrade to LOS F, or if the project adds traffic to a signal already operating at LOS F.
    - Outside of a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes an intersection I to degrade to LOS E or F, or if the project adds traffic to a signal already operating at LOS E or F.
  - Types of signal improvements that can be considered are:
    - Updating signal split times
    - Transit signal priority improvements
    - Right turn overlap phasing
    - Signal phasing changes
    - Intelligent Transportation Systems (ITS) improvements

Unsignalized Intersections

- Considerations for intersection improvements:

- When considering intersection improvements for circulation, access, and safety for all modes, factors that should be considered include, but are not limited to, conflicting pedestrian movements, existing and proposed bicycle facilities, transit priority, protected or permissive turn movement phasing, number of lanes, speed of prevailing traffic and expected queue lengths.

- Constructing a Roundabout or Traffic Signal at an all-way stop-controlled intersection: If the project causes the operations at an all-way stop-controlled intersection to degrade (see below), perform an intersection control evaluation that includes a signal warrant analysis and a roundabout LOS analysis. Prepare a roundabout conceptual layout (prepared by a consultant qualified/experienced in roundabout design) to determine the geometric impact of a roundabout. Coordinate with Development Services Department Transportation Development Section staff on appropriate intersection control improvement. Staff may request additional lifecycle safety and mobility

  - The intersection control evaluation should be prepared If the project causes an all-way stop-controlled intersection to degrade as follows:

    - Within a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes an all-way stop-controlled intersection located to degrade to LOS F, or if the project adds traffic to an all-way stop-controlled intersection already operating at LOS F.

    - Outside of a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes an all-way stop-controlled intersection to degrade to LOS E or F, or if the project adds traffic to a adds traffic to an all-way stop controlled intersection already operating at LOS E or F.

- Constructing a Roundabout or Traffic Signal at a side-street stop-controlled intersection: If the project causes the operations at a side-street stop-controlled intersection to degrade (see below), perform an intersection control evaluation that includes a signal warrant analysis and a roundabout LOS analysis. Prepare a roundabout conceptual layout (prepared by a consultant qualified/experienced in roundabout design) to determine the geometric impact of a roundabout. Coordinate with Development Services Department Transportation Development Section staff on appropriate intersection control improvement. Staff may request additional lifecycle safety and mobility

  - The intersection control evaluation should be prepared If the project causes a side-street stop-controlled intersection to degrade as follows:

    - Within a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes the **worst movement** of a side-street stop-controlled intersection to degrade to LOS F, or if the project adds traffic to the **worst movement** of a side-street stop-controlled intersection that is already operating at LOS F.

- Outside of a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes the **worst movement** of a side-street stop-controlled intersection to degrade to LOS E or F, or if the project adds traffic to the **worst movement** of a side-street stop-controlled intersection that is already operating at LOS E or F.

- Improvements to a Roundabout Intersection
  - If the project causes a roundabout intersection to degrade determined based on operations analysis as follows:
    - Within a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes an intersection to degrade to LOS F, or if the project adds traffic to a roundabout already operating at LOS F.
    - Outside of a 1/2 mile path of travel of a *Major Transit Stop*: If the project causes an intersection to degrade to LOS E or F, or if the project adds traffic to a roundabout already operating at LOS E or F.
    - Determine improvements to the roundabout to reduce vehicle delay, such as metering traffic during peak hours or other geometric improvements - such as adding a right turn bypass lane or multilane segments within the roundabout.

Roadway Segments

- Improvements identified in the community plan (including upgrading to ultimate classification):
  - If the project adds greater than 50% of total daily vehicle trips on the segment, the project should consider implementing the improvement as identified in the community plan.
  - If the project adds less than or equal to 50% of total daily vehicle trips on the segment, the project should evaluate its fair share towards the improvement.
- Planned new circulation element roadways:
  - If the project adds greater than 50% of total daily vehicle trips on the segment, the project should consider implementing the improvement as identified in the community plan.
  - If the project adds less than or equal to 50% of total daily vehicle trips on the segment, the project should evaluate its fair share towards the improvement.

In addition, the project should make improvements to study intersections and roadways to preserve consistency with Community Plan/PFFP/IFS identified improvements. The project applicant will have responsibility for the implementation of identified improvements.

The improvement types listed above are typical mobility improvements. Other types of mobility improvements may be proposed by the applicant or considered thorough coordination with the Development Services Departments Transportation Development Section staff.

Site Access and Circulation

The following items related to site access and circulation should be analyzed:

Driveway Analysis

- Review of proposed driveways (i.e., widths, curb returns, spacing, permitted turn movements, accommodation of delivery vehicles, etc.) for consistency with applicable City standards.
- Adequacy of throat depths to accommodate entering traffic. Detailed sight distance analysis (in accordance with the City's Street Design Manual) for driveways on streets with horizontal and/or vertical curvature (or with other potential sight distance constraints).

Internal Circulation

- Review of parking lots/garages for adequate vehicle circulation and parking maneuvers
- On-site circulation of bicycles and pedestrians including to/from parking areas and drop-off/pick-up activity
- On-site circulation of fire/emergency vehicles
- On-site circulation of delivery trucks and location of delivery bays/drop-off areas
- On-site circulation of trash trucks and location of trash enclosures

Parking/Loading Zones/Curbside Utilization

- On-Street Parking/Off-Street Parking
- Electric Vehicle (EV) Charging Stations
- Delivery Vehicle Space
- Areas for Transportation Network Company (TNC) Drop-Off/Pick-Up

962 • Bicycle/Scooter Share

City of San Diego
Project Information Form

Project Information

Project Name:					
Project Applicant					
Name:					
Address:					
Contact Information	Phone Number:	(___) ___ - ___	Email:		
Project Location and Context					
Project Address:					
APN:					
Driveway Cross Streets:					
Please attach a Project Location Map that clearly identifies project driveways and access points.					
Community Plan Area:		Land Use Designation:		Zoning:	
Is any portion of the project located in a Parking Standards Transit Priority Area?: ☐Yes ■No					
Project Description (with Proposed Land Uses and Intensities):					

Number of Parking Spaces:	Vehicle Spaces	Accessible Spaces	Bicycle Spaces *(racks and secure storage)*	Motorcycle Spaces

Identify any project features related to TDM and identify any transportation amenities or travel demand management measures that are required based on the San Diego Municipal Code Section 142.0528 (transportation amenities) or the Climate Action Plan Consistency Checklist. For example: transit pass subsidies, unbundled parking, shuttle services, car share, bicycle supportive features (bike repair station, bike lockers, etc.).

Please attach a project site plan that clearly identifies the following:

- Land use types and quantities, and number of parking spaces provided (vehicle, bicycle, motorcycle) clearly identified.
- Driveway locations and type (full access, partial access, right in/out only) identified.
- Pedestrian access, bicycle access and on-site pedestrian circulation clearly identified.
- Location/distance of closest existing transit stop and proposed transit stops identified in RTIP (measured as walking distance to project entrance/or middle of parcel).

City of San Diego
Project Information Form

Trip Generation Estimates (calculated using the process described in the TSM):	Unadjusted Driveway Trips		Total Net New Trips	
	Daily:		Daily:	
	AM Peak Hour:		AM Peak Hour:	
	PM Peak Hour:		PM Peak Hour:	

Preliminary Screening Criteria

CEQA Transportation Analysis Screening 1) Select the Land Uses that apply to your project 2) Answer the questions for each Land Use that applies to your project *(if "Yes" in any land use category below then that land use (or a portion of the land use) is screened from CEQA Transportation Analysis)*	Screened Out **Yes**	Not Screened Out **No**
☐ 1. Redevelopment Project:		
a. Does the project result in a net decrease in total Project VMT?	☐	☐
b. Answer if yes to 1a. If the project replaces affordable housing with market rate housing, are there more market rate units planned than existing affordable units being replaced.	☐	☐
☐ 2. Residential Project:		
a. Is the project in a VMT/Capita Efficient Area (per SANDAG screening maps)?	☐	☐
b. Does the project include Affordable Housing? $\frac{}{Affordable\ Units} + \frac{}{Market\ Rate\ Units} = \frac{}{Total\ Units}$ All affordable units are screened out.	☐	☐
☐ 3. Commercial Employment Project:		
• Is the project in a VMT/Employee Efficient Area? (per SANDAG screening maps?)	☐	☐
☐ 4. Industrial Employment Project		
• Is the project in a VMT/Industrial Employee Efficient Area?	☐	☐
☐ 5. Retail/Public Facility/Recreational		
• Is the project locally serving: - Retail OR Public Facility OR Recreational	☐	☐
☐ 6. Small Project		
• For all components of a project that are not screened out above (all 'No' in a land use category), what is the daily unadjusted driveway trip generation? _____ Is it less than 300 daily trips?	☐	☐

Local Mobility Analysis		
Is your project's land use consistent with the Community Plan zoning?	☐ Consistent ☐ Generates less than 1,000 daily trips (unadjusted driveway trips)	☐ Inconsistent ☐ Generates less than 500 daily trips (unadjusted driveway trips)
If a project generates 1,000 or more daily trips (consistent with Community Plan Zoning) or 500 or more daily trips (inconsistent with Community Plan zoning), attach an exhibit showing the project's trip distribution percentages and project trip assignment using the process described in the TSM.		

Land Use Designations

Specific land use designations that fit within residential, non-industrial employment, industrial employment, public facilities, and retail are provided in **Table Appendix B-1** below.

TABLE APPENDIX B-1

LAND USE DESIGNATIONS

LAND USE TYPE*
Residential
Congregate Care Facility
Estate Housing
Mobile Home
Multiple Dwelling Unit (all sizes)
Retirement/Senior Citizen Housing
Single Family Detached
Commercial Employment
Agriculture
Hospital: Convalescent/Nursing
Hospital: General
Industrial/Business Park
Small Industrial/Business Park
Large Industrial/Business Park
Scientific Research and Development
Hotel (w/convention facilities/restaurant)
Motel
Resort Hotel
Military Base
Commercial Office
Corporate Headquarters/Single Tenant Office
Medical Office
Government Offices (Use is Primarily Office with Employees; not Providing In-Person Customer Service)
Industrial Employment
Industrial: Manufacturing/Assembly

LAND USE TYPE*
Industrial: Rental Storage
Industrial: Truck Terminal
Industrial: Warehousing
Regional Public Facilities/Services: Not Locally Serving
Airport
Cemetery
University
Community College
High School: Private
Junior High/Middle School: Private
Elementary School: Private
House of Worship: General
House of Worship: Without School or Day Care
Bus Depot
Regional Park or Beach, Ocean or Bay Park
Public Facilities/Services: Locally Serving
High School: Public
Junior High/Middle School: Public
Elementary School: Public
Day Care Center/Child Care Center
Library
Department of Motor Vehicles
Government Offices (Providing Primarily In-Person Customer Service)
Post Office
Park & Ride Lot
Transit Station
Neighborhood Park (developed or undeveloped)
Regional Retail (includes Recreational Uses): Not Locally Serving
Shopping Center: Community (100,000 sq. ft. or more GLA on 10 or more acres)
Shopping Center: Regional (300,000 sq. ft. or more GLA)
Marina
San Diego Zoo
Sea World

LAND USE TYPE*
Golf Course
Retail (includes Recreational Uses): May Qualify for Screening Based on Size/Market Study. If multiple retail land uses are provided as one development, the sizes for all retail uses must be summed and considered together as a shopping center to determine whether the project qualifies for screening.
Automobile Services
Convenience Market Chain
Discount Store/Discount Club
Drugstore
Furniture Store
Lumber/Home Improvement Store
Nursery
Restaurant
Shopping Center: Neighborhood (30,000 sq. ft. or more GLA on 10 or fewer acres)
Specialty Retail Center/Strip Commercial
Supermarket
Financial Institution (Bank or Credit Union)
Bowling Center
Movie Theater
Racquetball/Tennis/Health Club
Sport Facility (Indoor or Outdoor)

* Land use designations match the categories in the *San Diego Municipal Code, Land Development Code: Trip Generation Manual*.

Screening Criteria and Threshold Evidence

This appendix provides context and evidence for the screening criteria and thresholds for the transportation VMT CEQA analysis.

SCREENING CRITERIA

Development projects are presumed to have less than significant impacts to the transportation system, and therefore would not be required to conduct a VMT analysis, if any of the following criteria are established, based on substantial evidence.

Location Based Screening Maps

If a residential development is located in an area where household VMT per capita is less than 85 percent of the regional average, or a commercial employment development is located in an area where VMT per employee is less than 85 percent of the regional average, or an industrial employment development is located in an area where the VMT per employee is less than 100 percent of the regional average, the project is presumed to result in a less than significant CEQA impact.

Evidence – This presumption is consistent with the Office of Planning and Research *Technical Advisory on Evaluating Transportation Impacts in CEQA* (December 2018) (OPR Technical Advisory), which provides that "residential and office projects that locate in areas with low VMT, and that incorporate similar features (i.e., density, mix of uses, transit accessibility), will tend to exhibit similarly low VMT. Maps created with data from a travel survey or travel demand model can illustrate areas that are currently below threshold. Because new development in such locations would likely result in a similar level of VMT, such maps can be used to screen out residential and office projects from needing to prepare a detailed VMT analysis."

Evidence – Purely industrial uses are desired to be located in less VMT efficient, higher VMT areas in the City of San Diego. Placing these land intensive uses in areas with less efficient VMT allows land in efficient VMT areas to be more effectively utilized as high density residential and

commercial uses. This threshold will encourage industrial uses to develop in locations appropriate for industrial uses, leaving infill and more VMT efficient areas available for more dense uses.

Specifically, the OPR Technical Advisory provides that "of land use projects, residential, office, and retail projects tend to have the greatest influence on VMT. For that reason, OPR recommends the quantified thresholds described above for purposes of analysis and mitigation. Lead agencies, using more location-specific information, may develop their own more specific thresholds, which may include other land use types."

Evidence – Although Transit Priority Areas (TPAs) are not screened out, most TPAs (using the RTIP TPA map) in the City of San Diego are located in screened out locations per the screening maps. Additionally, as described in the *City of San Diego Climate Action Plan Consistency Checklist, Technical Support Documentation*, projects located in a TPA can help reduce VMT by increasing capacity for transit-supportive residential and/or employment densities in low VMT areas and by doing so implement the General Plan's City of Villages strategy and the General Plan's Mobility Element. The increased density that is associated with projects in a TPA can increase transit ridership and therefore justify enhanced transit service which would in turn increase the amount of destinations that are accessible by transit and further increase transit ridership and decrease VMT.

Small Projects

In addition, small projects, which are whole projects with independent utility that would generate less than 300 average daily vehicle trips (ADT), would also not result in significant VMT impacts on the transportation system:

Evidence – The OPR Technical Advisory states that "projects that generate or attract fewer than 110 trips per day generally may be assumed to cause a less-than-significant impact." This is supported by the fact that CEQA provides a categorical exemption for existing facilities, including additions to existing structures of up to 10,000 square feet, so long as the project is in an area where public infrastructure is available to allow for maximum planned development, and the project is not in an environmentally sensitive area. (CEQA Guidelines, § 15301(e)(2).) Typical project types for which trip generation increases relatively linearly with building footprint (e.g., general office building, single tenant office building, office park, or business park) generate or attract an additional 110-124 trips per 10,000 square feet. Therefore, absent substantial evidence otherwise, it is reasonable

to conclude that the addition of 110 or fewer trips could be considered not to lead to a significant impact.

The OPR Technical Advisory uses the Institute of Transportation Engineers (ITE) trip generation rates. In San Diego, the trip generation for a small project was determined utilizing the City of San Diego trip generation rates for Commercial Office following the same OPR Technical Advisory rationale. These rates are listed below.

Trip Generation Rate		
Land Use	Unit	
Commercial Office	1,000 square feet (KSF)	City of San Diego Logarithmic Rate Ln(T)=0.756 Ln(x) +3.95; where T=trips and x=Gross Leasable Area (GLA) in 1,000 square feet.
Trip Generation for 10,000 SF Office		
Commercial Office	10 KSF	296

Using the City of San Diego's trip generation rates for a 10,000 sf commercial office the daily trip generation is calculated as 296. This number was rounded to develop the 300 daily trip small project definition.

Local Serving Retail

Local Serving Retail is defined in the City of San Diego as retail that is less than 100,000 square feet of total gross floor area and has a market area study that shows a market capture area that is less than three miles and serves a population of roughly 25,000 or less. Local serving retail includes the Neighborhood Shopping Center land uses from the City of San Diego Trip Generation Manual. If

the specific retail business is a regional serving business, City staff may require a VMT analysis. Hotels and motels are not considered local serving retail (such uses are employment uses for CEQA VMT analysis).

Evidence – The OPR Technical Advisory provides that "because new retail development typically redistributes shopping trips rather than creating new trips,[1] estimating the total change in VMT (i.e., the difference in total VMT in the area affected with and without the project) is the best way to analyze a retail project's transportation impacts." Local serving retail generally shortens trips as longer trips from regional retail are redistributed to new local retail.

Local Serving Public Facilities

Public facilities that serve the community and either produce very low VMT or divert existing trips from established local facilities. A replacement/remodel of an existing local serving public facility with no net increase in VMT would not require a VMT analysis for CEQA.

Evidence – Similar to local serving retail, local serving public facilities would redistribute trips and would not create new trips. Thus, similar to local serving retail, trips are generally shortened as longer trips from a regional facility are redistributed to the local serving public facility.

Affordable Housing Projects

Residents of affordable residential projects typically generate less VMT than residents in market rate residential projects. This pattern is particularly evident in affordable residential projects near transit[2]. In recognition of this effect, and in accordance with the OPR Technical Advisory, deed-restricted affordable housing projects meet the City's screening criteria and would not require a VMT analysis.

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[1] Lovejoy, et al., Measuring the impacts of local land-use policies on vehicle miles of travel: The case of the first big-box store in Davis, California, The Journal of Transport and Land Use, 2013.

[2] Newmark and Hass, "Income, Location Efficiency, and VMT: Affordable Housing as a Climate Strategy", The California Housing Partnership, 2015.

Projects that provide affordable housing affordable to persons with a household income equal to or less than 50 percent of the area median income as defined by California Health and Safety Code Section 50093, housing for senior citizens (as defined in Section 143.0720(e)), housing for transitional foster youth, disabled veterans, or homeless persons (as defined in 143.0720(f)), and that does not provide off-street parking spaces in an amount that exceeds the minimum required parking as set forth in SDMC Chapter 14, Article 2, Division 5 are not required to complete a VMT analysis.

Evidence –Affordable residential projects generate fewer trips than market rate residential projects[3]. As referenced in SDMC Section 143.0744, parking reductions from the standard parking requirements are applicable for affordable housing. This supports the assumption that the rate of vehicle ownership is expected to be less for persons that qualify for affordable housing. Additionally, senior citizens, transitional foster youth, disabled veterans, and homeless individuals also have low vehicle ownership rates.

Redevelopment Project

A redevelopment project that demonstrates that the total project VMT is less than the existing land use's total VMT is not required to complete a VMT analysis.

Evidence – Consistent with the OPR Technical Advisory, w"[w]here a project replaces existing VMT-generating land uses, if the replacement leads to a net overall decrease in VMT, the project would lead to a less-than-significant transportation impact. If the project leads to a net overall increase in VMT, then the thresholds described above should apply."

If a residential or office project leads to a net increase in VMT, then the project's VMT per capita (residential) or per employee (office) should be compared to thresholds recommended above. Per capita and per employee VMT are efficiency metrics, and, as such, apply only to the proposed project without regard to the VMT generated by the previously existing land use.

[3] Newmark and Hass, "Income, Location Efficiency, and VMT: Affordable Housing as a Climate Strategy", The California Housing Partnership (2015).

If the project leads to a net increase in provision of locally-serving retail, transportation impacts from the retail portion of the development should be presumed to be less than significant. If the project consists of regionally-serving retail, and increases overall VMT compared to with existing uses, then the project would lead to a significant transportation impact. – OPR Technical Advisory on Evaluating Transportation Impacts in CEQA (December 2018).

THRESHOLDS

If a project is required to complete a VMT analysis, the project's impacts to the transportation system would be significant if the VMT would exceed any of the thresholds below.

Residential

Threshold – 15% below regional average household VMT/Capita.

Evidence – The OPR Technical Advisory provides that "residential development that would generate vehicle travel that is 15 or more percent below the existing residential VMT per capita, measured against the region or city, may indicate a less-than-significant transportation impact."

Commercial Employment

Threshold – 15% below regional average VMT/Employee.

Evidence – The OPR Technical Advisory provides that "office projects that would generate vehicle travel exceeding 15 percent below existing VMT per employee for the region may indicate a significant transportation impact."

Industrial Employment

Threshold – At or below regional average VMT/Employee

Evidence – The OPR Technical Advisory provides that "[o]f land use projects, residential, office, and retail projects tend to have the greatest influence on VMT. For that reason, OPR recommends the quantified thresholds described above for purposes of analysis and mitigation. Lead agencies, using more location-specific information, may develop their own more specific thresholds, which

may include other land use types." Purely industrial uses are desired to be located in locations that are less dense and not within urban areas which typically have higher VMT per employee. Industrial land uses are land intensive; therefore, placing industrial land uses in less urban areas characterized by having higher VMT per employee allows land in efficient VMT areas to be more effectively utilized as high density residential and commercial uses. This threshold is consistent with achieving an overall reduction in Citywide VMT as it recognizes that industrial uses, which are relatively lower total VMT generating uses are most appropriate in areas that have a lower potential to reduce VMT because it results in more available land within areas with a high potential to achieve VMT reductions available for more dense development.

Regional Retail

Regional retail uses are retail uses that are larger than 100,000 square feet of total gross floor area.

Threshold – A net increase in total regional VMT

Evidence – The OPR Technical Advisory provides that "because new retail development typically redistributes shopping trips rather than creating new trips, estimating the total change in VMT (i.e., the difference in total VMT in the area affected with and without the project) is the best way to analyze a retail project's transportation impacts…Regional-serving retail development,… which can lead to substitution of longer trips for shorter ones, may tend to have a significant impact. Where such development decreases VMT, lead agencies should consider the impact to be less-than-significant."

Retail within the City of San Diego will be analyzed consistent with the OPR technical advisory. The City of San Diego has retail uses that attract trips from beyond a neighborhood which are defined in the Land Development Code Trip Generation Manual, Appendix C as "Community Shopping Center," and "Regional Shopping Center" which are characterized as being greater than 100,000 square feet.

Transportation Project Screening Criteria

This appendix provides a complete list of transportation projects that are presumed to have a less than significant impact, and therefore, would not be required to conduct VMT analysis.

Project types that would not result in increased vehicle travel have a less than significant impact and can be screened out from performing VMT analysis. These types of projects include:

- Rehabilitation/maintenance projects that do not add motor vehicle capacity
- Addition of bicycle facilities
- Intersection traffic signal improvements/turn-lane configuration changes
- Additional capacity on local/collector streets if conditions are substantially improved for active transportation modes
- Installation of roundabouts and traffic calming devices

The following specific project types are presumed to have a less than significant impact to VMT:

- Rehabilitation, maintenance, replacement, safety, and repair projects designed to improve the condition of existing transportation assets (e.g., highways; roadways; bridges; culverts; Transportation Management System field elements such as cameras, message signs, detection, or signals; tunnels; transit systems; and assets that serve bicycle and pedestrian facilities) and that do not add additional motor vehicle capacity
- Roadside safety devices or hardware installation such as median barriers and guardrails
- Roadway shoulder enhancements to provide "breakdown space," dedicated space for use only by transit vehicles, to provide bicycle access, or to otherwise improve safety, but which will not be used as automobile vehicle travel lanes
- Addition of an auxiliary lane of less than two miles in length
- Installation, removal, or reconfiguration of traffic lanes at intersections that are intended to provide operational or safety improvements
- Addition of roadway capacity on local or collector streets provided the project also substantially improves conditions for pedestrians, cyclists, and, if applicable, transit

- Conversion of existing general purpose lanes (including ramps) to managed lanes or transit lanes, or changing lane management in a manner that would not substantially increase vehicle travel
- Addition of a new lane that is permanently restricted to use only by transit vehicles
- Reduction in number of through lanes
- Grade separation to separate vehicles from rail, transit, pedestrians or bicycles, or to replace a lane in order to separate preferential vehicles (e.g., HOV, HOT, or trucks) from general vehicles
- Installation, removal, or reconfiguration of traffic control devices, including Transit Signal Priority (TSP) features
- Installation of traffic metering systems, detection systems, cameras, changeable message signs and other electronics designed to optimize vehicle, bicycle, or pedestrian flow
- Timing of signals to optimize vehicle, bicycle, or pedestrian flow
- Installation of roundabouts or traffic circles
- Installation or reconfiguration of traffic calming devices
- Adoption of or increase in tolls
- Addition of tolled lanes, where tolls are sufficient to mitigate VMT increase
- Initiation of new transit service
- Conversion of streets from one-way to two-way operation with no net increase in number of traffic lanes
- Removal or relocation of off-street or on-street parking spaces
- Adoption or modification of on-street parking or loading restrictions (including meters, time limits, accessible spaces, and preferential/reserved parking permit programs)
- Addition of traffic wayfinding signage
- Rehabilitation and maintenance projects that do not add motor vehicle capacity
- Addition of new or enhanced bike or pedestrian facilities on existing streets/highways or within existing public rights-of-way

- Addition of Class I bike paths, trails, multi-use paths, or other off-road facilities that serve non-motorized travel
- Installation of publicly available alternative fuel/charging infrastructure
- Addition of passing lanes, truck climbing lanes, or truck brake-check lanes in rural areas that do not increase overall vehicle capacity along the corridor
- Roadway striping modifications that don't change the number of vehicle though lanes

TDM Strategies and Effectiveness Calculations

If a Project is found to have a significant transportation VMT impact, the impact must be mitigated by reducing the project's Resident VMT/capita or Employee VMT/employee. Typically, VMT is reduced by implementing strategies that achieve one of the following:

- Reducing the number of automobile trips generated by the project or by the residents or employees of the project.
- Reducing the distance that people drive.

Strategies that reduce single occupant automobile trips or reduce travel distances are called Transportation Demand Management (TDM) strategies.

The City of San Diego requires TDM, transportation amenities, and VMT reduction amenities for certain project types pursuant to the San Diego Municipal Code Section 142.0528 (Parking Standards Transit Priority Area Regulations), San Diego Municipal Code Section XXXXX (Complete Communities: Mobility Choices), and the Climate Action Plan Consistency Checklist. Applicants should refer to the San Diego Municipal Code and the Climate Action Plan Consistency Checklist to determine if the project must comply with either policy.

There are several resources for estimating the reduction in VMT due to TDM measures such as the California Air Pollution Control Officers Association (CAPCOA), *Quantifying Greenhouse Gas Mitigation Measures* (2010) (Quantification Report) and the SANDAG Mobility Management Guidebook/VMT Reduction Calculator Tool (see Mitigation Section below). The applicant should coordinate with the Development Services Department's Transportation Development Section staff to determine the appropriate method for calculating TDM measure effectiveness. The methods described below are based on the CAPCOA Quantification Report.

Possible TDM measures that can be considered by the applicant to mitigate significant CEQA VMT transportation impacts are listed and organized by land use type. Additionally, measures that overlap with the VMT reduction amenities in the San Diego Municipal Code and the TDM in the Climate Action Plan Consistency Checklist are identified. A mitigation measure can be used to satisfy the San Diego Municipal Code and the Climate Action Plan Consistency Checklist if it is an overlapping measure.

Strategies are categorized as primary or supportive. A primary strategy has a VMT reduction effectiveness that can be directly calculated using the CAPCOA Quantification Report. Typically, the effectiveness calculation requires assumptions regarding participation or eligibility rates. While VMT reductions should not be applied for supportive strategies, they boost participation or eligibility rates and make the primary strategy more effective.

All assumptions regarding participation, eligibility, and other variables should be clearly documented for each applied TDM strategy. Also, as described in the CAPCOA Quantification Report, strategies are not directly additive, and when determining the overall VMT reduction, the VMT reduction separately calculated for each of the individual strategies (within their overall TDM strategy category) should be dampened, or diminished, according to a multiplicative formula to account for the fact that some of the strategies may be redundant or applicable to the same populations. The multiplicative equation to accomplish this adjustment is as follows:

Overall % VMT Reduction = 1-(1-A)*(1-B)*(1-C)*(1-D)*…

Where A, B, C, D … = individual mitigation strategy reduction percentages

For example, if two strategies were proposed with corresponding VMT reductions of 20% and 10%, the equation would be [1-(1-20%)*(1-10%)] or [1-(80%*90%)], which equates to a 28% reduction rather than the 30% reduction that would otherwise be seen with a direct sum.

The following steps should be followed to calculate TDM program effectiveness:

Step 1: Calculate individual measures effectiveness.

Step 2: Use the multiplicative equation for each TDM Category (represented by different colors in the table below): Neighborhood/Site Enhancement, Parking Policy/Pricing, Transit System Improvements, and Commute Trip Reduction Programs. Check the Category Max Reduction and choose the smaller value of the two.

Step 3: Use the multiplicative equation to determine the combined effectiveness of the Neighborhood/Site Enhancement, Parking Policy/Pricing, and Transit System Improvements categories. Check the Cross-Category Max Reduction and choose the smaller value of the two.

Step 4: Use the multiplicative equation to determine the combined effectiveness of the Neighborhood/Site Enhancement, Parking Policy/Pricing, Transit System Improvements, and Commute Trip Reduction Programs. Check the Global Max Reduction and choose the smaller value of the two.

TABLE APPENDIX D-1

TDM STRATEGIES AND APPROXIMATE EFFECTIVENESS

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
Global Max Reduction For (Four Categories) Neighborhood/Site Enhancement, Parking Policy/Pricing, Transit System Improvements, and Commute Trip Reduction Programs:						
Urban: 60% Compact Infill: 30% Suburban Center: 15% Suburban: 10%						
Cross-Category Max Reduction For (Three Categories) Neighborhood/Site Enhancement, Parking Policy/Pricing, and Transit System Improvements:						
Urban: 45% Compact Infill: 20% Suburban Center/Suburban: 10%						

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
Neighborhood/Site Enhancement: Category Max Reduction – Without NEV: 5% With NEV: 15%						
Bicycle TDM						
Bicycle Infrastructure Improvements: Add additional bicycle facilities (Class I, II, or IV) or upgrade existing facilities to Class I, II, or IV.	**P**	RES, EMP, RET			X	0.6%-2.5%
Bike Share/Micromobility Fleet: A bike share/micromobility fleet provides shared bicycles and can help eliminate trips made by car during the day.	**P**	RES, EMP	X	X	X	0.2%-0.5%
Bicycle Riders Guide: A guide with bicycle routes, lanes, and paths to the site and bicycle parking facilities on the site make it easier for people to bike and walk to work. Development of individualized bicycle plans.	S	RES, EMP, RET				NA
Electric Bicycle/Micromobility Charging Station: Charging stations for electric bicycles/micromobility located throughout the project which can be used for longer trips than standard bicycles.	S	RES, EMP, RET		X	X	NA

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
Subsidized Bicycle Expenses: Provide monthly subsidy to bicyclists to encourage use.	S	RES, EMP	X			NA
Bicycle Parking: Provide dedicated secure parking (enclosed lockers or bicycle cages) and bicycle racks.	S	RES, EMP, RET	X		X	NA
Bicycle Supportive Programs: Participation and promotion of bicycle programs encourage employees/residents to bike and may include participation in Bike-to-Work Day, creating biking groups, developing a bicycle buddies program, gamifying bicycling (i.e. prizes/incentives for number of days biked).	S	RES, EMP				NA
DIY Bicycle Repair Stands: Do-it-yourself bicycle repair stands offer an air pump and basic tools for bicycle maintenance and repair. Typically, they have Phillip's/flat-head screwdrivers, combination wrenches, and Allen wrenches.	S	RES, EMP, RET		X	X	NA
On-Site Showers and Lockers: Shower and changing rooms help promote bicycling (and walking).	S	RES, EMP	X		X	NA
Pedestrian/Walking TDM						
Pedestrian Network Improvements: Designing a site for pedestrian connectivity with attractive and safe connections between buildings and to the surrounding streets can encourage people to walk more.	**P**	RES, EMP, RET			X	0-2%
Walking Supportive Programs: Walking programs encourage employees/residents to walk and may include mapping walking routes,	S	RES, EMP				NA

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
creating walking groups or buddies, providing incentives, gamifying walking (i.e. prizes/incentives for number of days walked).						
Subsidized Walking Expenses: Provide monthly subsidy to pedestrians to encourage use.	S	RES, EMP				NA
Other						
Traffic Calming: Implement traffic calming features on-site and on nearby roadways to reduce vehicle speeds and provide an enhanced environment for biking and walking.	**P**	RES, EMP			X	0.25-1%
Neighborhood Electric Vehicle Dedicated Network: Create a path/roadway system that accommodates NEVs and limits conflicts with standard automobiles. Can be used to estimate effectiveness of a network dedicated for an electric powered micromobility fleet, provided that a separate roadway network is available to the micromobility bikes/scooters.	**P**	RES, EMP				0.5-12.7%
Car Share: SEE COMMUTE TRIP REDUCTION PROGRAMS.	**P**	RES, EMP	X	X	X	0.4-0.7%
Passenger Loading Zones: Provide a dedicated passenger loading zone space convenient to main entries to encourage use of carpools, vanpools, and transportation network companies (TNCs) such as Uber and Lyft.	S	RES, EMP, RET			X	NA
Mobility Hub: Build a multi-modal transportation hub that includes access to transit, car share, bike/scooter share, on-site shuttle, package delivery facility,	S	RES, EMP, RET				NA

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
and other features to facilitate modal transfer and reduce vehicle trips.						
Parking Policy/Pricing **Category Max Reduction: 20%**						
Limit Parking Supply: Provide less parking supply as compared to typical parking supply at similar nearby developments. Limiting supply encourages use of other modes by not offering an abundance of convenient parking. To be effective, on-street parking must be priced and/or managed (through parking meters, residential parking permit districts, etc.). Additionally, the analyst must consider if the reduction in parking supply will result in single occupant TNC (Uber and Lyft) use, which does not reduce VMT.	**P**	RES, EMP, RET			X	5-12.5%
Unbundled Parking: Parking spaces in residential buildings are not associated with a specific unit and are offered at an additional cost or rented separately on a monthly or annual basis. To be effective, on-street parking must be priced and/or managed (through residential parking permit districts, etc.).	**P**	RES	X			2.6-13%
Priced Public Parking: Charge (or increase price by more than 25%) for parking on all public streets adjacent to and nearby the project.	**P**	RES, EMP				2.8-5.5%

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
Parking Cash-Out Program: Employees or residents receive the cash equivalent of the cost of a parking space if they forgo parking. This provides a financial incentive for either not owning a car or using it for commuting purposes. To be effective, on-street parking must be priced and/or managed (through residential parking permit districts, etc.).	**P**	RES, EMP	X			0.6-7.7%
Residential Area Parking Permit Program: Implement permit program for use of on-street parking. This supports the limit on-site parking supply and unbundled parking strategies by discouraging regular and long-term parking on City streets. Permit programs reduce parking spillover from developments that have reduced parking supply or unbundled parking.	S	RES				NA
Time Limited Street Parking: Time limiting on-street parking spaces reduces the potential for vehicles to be stored for extended periods of time, which reduces overall vehicle ownership and encourages use of other modes.	S	RES, EMP				NA
Real-Time Parking Information: Information provided via a mobile app or sign that provides information on number of spaces available and where available spaces are located.	S	RES, EMP, RET				NA

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
Transit System Improvements Category Max Reduction: 10%						
Transit Network Expansion: Expand transit network through coordination with SANDAG or by providing private transit/shuttle service that connects to available public transit.	**P**	RES, EMP, RET				0.1-8.2%
Increase Transit Service Frequency/Speed: Coordinate with SANDAG or implement supplemental shuttle service to increase transit service headways. Increase transit vehicle speed and reliability by providing transit related improvements such as transit service priority at traffic signals, dedicated bus lanes, etc.	**P**	RES, EMP				0.02-2.5%
Transit Pass Subsidy: SEE COMMUTE TRIP REDUCTION PROGRAMS.	**P**	RES, EMP				0.3-20%
Enhance Transit Amenities: Coordinate with transit agencies to improve facilities at existing bus stops such as benches, shelters, lighting, bicycle	S	RES, EMP, RET		X	X	NA

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
parking, etc. in order to make transit a more attractive option.						
Transit Encouragement Programs: Transit programs encourage employees/residents to take transit may include transit route planning assistance/transit riders guide, free trial transit rides, transit field trips, creating transit groups or buddies, providing incentives, gamifying transit use (i.e. prizes/incentives for number of transit trips taken).	S	RES, EMP				NA
Transit App: Downloadable smart phone application providing schedule and stop information for private shuttles and public transit make transit use more convenient.	S	RES, EMP				NA
Onsite Transit Pass Outlet: Providing transit passes for sale onsite as a convenience to encourage use.	S	RES, EMP				NA

TDM STRATEGY		PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
Commute Trip Reduction Programs **Category Max Reduction: 15% Overall VMT (25% Work VMT)**							
Voluntary Commute Trip Reduction Program. A voluntary, multi-strategy program for reducing commute trips. The program must include all strategies listed to the right of this	**Carpooling Program and Encouragement:** Establish a formal ride-sharing program that matches individuals and encourages carpooling.	**P**	RES, EMP	X			1-15% Commute VMT
	Alternative Work Schedules: Employees can set/modify their arrival/departure time to provide flexibility for carpooling (or use of other non-private auto modes). Alternative work schedules could be staggered starting times, flexible schedules, or compressed work weeks.	**P**	EMP	X			0.07-3.75% Commute VMT

TDM STRATEGY		PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
description. Any commute trip reduction strategy that is not listed can be added to the program (i.e. transit subsides), and its individual strategy effectiveness can be added using the dampening equation. The effectiveness is based on the smaller of the individual strategies or the max reduction listed below. **Max Reduction: 6.2% Commute VMT** (regardless of individual strategy effectiveness)	**Vanpool Program:** Vanpool programs help vanpools to form by matching drivers and passengers and by providing or subsidizing vans. This could be implemented through the SANDAG iCommute Program.	**P**	EMP	X			0.3-13.5% Commute VMT
	Transportation Coordinator: A voluntary commute trip reduction program should have dedicated staff time to implement the program (at least part-time for a voluntary program). Transportation coordinators are responsible for developing, marketing, implementing, and evaluating TDM programs. Having dedicated personnel on staff helps to make the TDM program more robust, consistent and reliable.	S	RES, EMP				
	Preferential Carpool Parking: Designated parking spaces for carpools and vanpools near building entrances to encourage carpooling.	S	EMP	X		X	NA
	Bicycle End Trip Facilities: Provide on-site showers, lockers, and bicycle parking).	S	EMP	X		X	NA
Mandatory Commute	**Carpooling Program and Encouragement:**	**P**	RES, EMP	X			1-15%

TDM STRATEGY		PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
Trip Reduction Program (Ordinance): A mandatory, multi-strategy program for reducing commute trips. The program must include all strategies listed to the right of this description. The effectiveness is based on the smaller of the individual strategies or the max reduction listed below. **Max Reduction: 21.0% Commute VMT** (regardless of individual strategy effectiveness)	Establish a formal ride-sharing program that matches individuals and encourages carpooling.						Commute VMT
	Transit Pass Subsidy: Provide subsidized transit passes through programs such as Commuter Check or by purchasing passes to provide a financial incentive for employees or tenants to use transit.	**P**	RES, EMP	X	X		0.3-20% Commute VMT
	Alternative Work Schedules: Employees can set/modify their arrival/departure time to provide flexibility for carpooling (or use of other non-private auto modes). Alternative work schedules could be staggered starting times, flexible schedules, or compressed work weeks.	**P**	EMP	X			0.07-3.75% Commute VMT
	Vanpool Program: Vanpool programs help vanpools to form by matching drivers and passengers and by providing or subsidizing vans. This could be implemented through the SANDAG iCommute Program.	**P**	EMP	X			0.3-13.5% Commute VMT
	Commute Trip Reduction Marketing: The commute trip reduction program will be marketed through use of kiosks, flyers, posters, and emails.	**P**	RES, EMP	X	X	X	0.8-4.0% Commute VMT

TDM STRATEGY		PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
	New employees/tenants are provided information on their travel options and program incentives.						
	Car Share: Provide on-site car share (with dedicated car share parking spaces) to provide an option for use of a car to residents or employees that choose to not own a car.	**P**	RES, EMP	X	X	X	0.4-0.7% Commute VMT
	Transportation Coordinator: A commute trip reduction program should have dedicated staff time to implement the program. Transportation coordinators are responsible for developing, marketing, implementing, and monitoring/ evaluating TDM programs.	S	RES, EMP				
	Preferential Carpool Parking: Designated parking spaces for carpools and vanpools near building entrances to encourage carpooling.	S	EMP	X		X	NA
	Bicycle End Trip Facilities: Provide on-site showers, lockers, and bicycle parking).	S	EMP	X		X	NA
Commute Trip Reduction Additional Strategies (that are not part of the voluntary or mandatory programs listed above).							
Transit Pass Subsidy: Provide subsidized transit passes through programs such as Commuter Check or by purchasing passes to provide a financial		**P**	RES, EMP	X	X		0.3-20%

TDM STRATEGY	PRIMARY (P) OR SUPPORTIVE (S)	APPLICABLE LAND USES: RESIDENTIAL (RES) EMPLOYMENT (EMP), RETAIL (RET)	CAP CONSISTENCY CHECKLIST	TRANSPORTATION AMENITY	VMT REDUCTION AMENITY	VMT REDUCTION RANGE
incentive for employees or tenants to use transit.						
Price Workplace Parking: Price workplace parking to encourage use of alternate commute modes.	**P**	EMP	X			0.1-19.7% Commute VMT
Telecommuting: Telecommuting allows employees to work from home and reduces trips made to the employer site.	**P**	EMP	X			0.2-5.5% Commute VMT
Commute Trip Reduction Marketing: The commute trip reduction program will be marketed through use of kiosks, flyers, posters, and emails. New employees/tenants are provided information on their travel options and program incentives.	**P**	RES, EMP	X	X	X	0.8-4.0% Commute VMT
Guaranteed Ride Home Program: Employees who use transit, carpools, or vanpools are guaranteed a ride home in case of emergency or if they need to work late which helps to reduce concerns about using alternative modes.	S	RES, EMP		X		
Last Mile Connections: Provide means for connecting the project to the closes transit stop (subsidized TNC rides, shuttle service, etc.).	S	RES, EMP				

APPENDIX S:

Mobility Choices Regulations: Implementation Guidelines

The Mobility Choices Regulations aim to connect every San Diegan with safe and convenient mobility alternatives that can reliably connect them to jobs, shopping, services, neighborhood parks, open spaces, and other amenities. The Mobility Choices Regulations support implementation of Senate Bill 743 (SB 743) by reducing Citywide vehicle miles traveled (VMT) and supports implementation of the City's Climate Action Plan (CAP) by strategically planning the mobility network to support infill development, promote active transportation modes and transit use, reducing GHG emissions and supporting public health goals. The purpose of this appendix is to support implementation of the Mobility Choices Regulations, as set forth in San Diego Municipal Code (SDMC) Chapter 14, Article 3, Division 11.

Appendix S includes the following guidelines to implement the Mobility Choices Regulations: list of VMT Reducing Measures and corresponding point values to satisfy the requirements of set forth in SDMC section 143.1103(b), a template Notice of VMT Reducing Measures to be posted in accordance with SDMC section 143.1103(b)(3), identification of land uses that are subject to payment of the Active Transportation In Lieu Fee in accordance with SDMC section 143.1103(c), and guidelines for calculating VMT and applicable requirements under the regulations.

Appendix S Table of Contents:

Section A: VMT Reduction Measures and Points

Section A: In accordance with SDMC sections 143.1101, 143.1102, and 143.110, new development that is required to provide VMT reduction measures, shall satisfy those requirements by implementing the measures identified below.

The measures shall be located on-site or adjacent to the development project site such that the measure can be shown on a site plan. On-site measures shall be privately maintained in perpetuity. Any measure that is on-site for public use shall ensure public access. Any measure that is off-site, but to be maintained by the property owner shall be subject to an Encroachment Maintenance and Removal Agreement (EMRA). Measures within the right-of-way shall comply with the City of San Diego Street Design Manual, Land Development Code, San Diego Municipal Code, and applicable Council Policies.

TABLE 1: VMT REDUCTION MEASURES AND POINTS

	VMT Reduction Measure	Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
Pedestrian Measures				
1	Pedestrian scale lighting along public walkways along entire project frontage.	Yes/no	0.5	**P**
2	Installing pop-outs at adjacent intersections or curb extensions at adjacent mid-block crosswalks. Installation to comply with the Street Design Manual Traffic Calming Chapter. Coordination with City Fire-Rescue Department staff and/or MTS/NCTD may be required.	Full Intersection[1]	2.5	
3	Installing high-visibility crosswalk striping at adjacent intersection (if not otherwise required).	Full Intersection[1]	1.5	
4	Installing enhanced crosswalk paving at adjacent intersection.	Full Intersection[1]	2.5	
5	Installing pedestrian enhancing amenities at adjacent intersections (hardscape): Median refuges, raised crosswalks	Each measure	2.5	
6	Signal pedestrian countdown heads (if not otherwise required)	Each Intersection	2	
7	Planting shade trees adjacent to a public pedestrian way beyond minimum standards (must be consistent with Land Development	Each Tree	0.20[2]	

	VMT Reduction Measure	Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
	Code Landscape Standards and be maintained by the property owner). Minimum spacing between trees is 20 feet.			
8	Installing pedestrian resting area/recreation node on-site adjacent to public walkway (with signage designating the space as publicly available). Must be maintained by the property owner.	Each resting area (multiple of 250 square feet)	2.5	
9	Widening sidewalk within the existing right-of-way to Street Design Manual standards. Note that reduction of parkway/landscape buffer to less than the width required by the Street Design Manual standards to widen sidewalk width is not permitted. Requires replacement of existing sidewalk.	Each Mile of widening	3 points per mile of widening to standard (Partial Points Available)	**P**
10	Widening urban parkway through dedication of private property to Street Design Manual Standards. Requires replacement of existing sidewalk.	Each Mile of widening	3 points per mile of widening to standard (Partial Points Available)	
Bicycle Supportive Measures				
11	Providing on-site shared bicycle fleet. The number of bicycles provided shall be equal to the number of bicycle parking spaces that would otherwise be required by San Diego Municipal Code Table 142-05C, or five bicycles, whichever is greater.	Yes/No	1.5	**P**
12	Providing on-site bicycle repair station (above minimum bicycle repair station requirements).	Yes/No	1.5	**P**
13	Installing new bicycle infrastructure (Class I, II, IV) that is part of the City's planned bikeway network that closes or incrementally closes an existing gap between two existing bikeways.	Each mile	3	

	VMT Reduction Measure	Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
14	Upgrading bicycle infrastructure adjacent to project (along roadway and at intersections, i.e. signage, green paint, upgrade to a protected bicycle facility, etc. above minimum bicycle infrastructure standards).	Each upgraded feature	2.5	
15	Installing electric bicycle charging stations/micro-mobility charging stations that are available to the public.	Each multiple of 5 charging stations	2	**P**
16	Providing short-term bicycle parking spaces at least 10% beyond minimum requirements.	Each multiple of 10% beyond the minimum	1.5	
17	Providing long-term bicycle parking spaces at least 10% beyond minimum requirements.	Each multiple of 10% beyond the minimum	2	
18	Providing on-site showers/lockers at least 10% beyond minimum requirement.	Yes/No	2	
Transit Supportive Measures				
19	Providing upgrades to transit stop (above existing condition), high cost amenities: addition of shelter, real time bus information monitors.	Each upgraded feature	2.5	**P**
20	Providing upgrades to transit stop (above existing condition), low cost amenities: addition of bench, public art, static schedule and route display, trash receptacle.	Each upgraded feature	1	**P**
Other Measures				
21	Providing on-site multi-modal information kiosks (above minimum kiosk requirement to serve a larger site). *Not applicable to small project sites.	Yes/No	2	**P**
22	Providing on-site car share vehicles with designated parking shown on plan.	Each car-share vehicle space	2	
23	Providing on-site designated micro-mobility parking area (above minimum micro-mobility parking area requirements).	Yes/No	1.5	
24	Providing on-site passenger loading zones and delivery vehicle space (above minimum loading space requirement).	Yes/No	0.5	**P**

	VMT Reduction Measure	Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
25	Installing traffic calming measure: Speed feedback signs, median slow points (chokers), and speed table/raised crosswalk. Installation to comply with the Street Design Manual Traffic Calming Chapter. Coordination with City Fire-Rescue Department staff and/or MTS/NCTD may be required.	Each traffic calming feature	2.5	
26	Providing carpool parking spaces 10% beyond the minimum number of carpool spaces (for non-residential projects).	Each multiple of 10% beyond the minimum	1.5	
27	Number of parking spaces provided does not exceed the parking requirements contained in the Municipal Code and a permit system is provided (or other parking management such as time limited or metered spaces) to control off-site parking.	Yes/No	2	

[1]Measures shall be provided on each leg of the adjacent intersection (four-legged intersection, T-intersection, etc.). If the developer only installs the measure on a portion of the adjacent intersection legs, the total number of points assigned to this measure shall be divided by the number of legs of the intersection and the resulting number of points shall be assigned to each individual measure included. For example, if the developer constructs one pop-out at a T-intersection, the total number of points assigned to a pop-out intersection (2.5) would be divided by the number of intersection legs (3) equaling 0.83 and the total number of points the project would receive for this measure would be 0.83 points.

[2] Points for this measure are given this relatively higher value to support implementation of Climate Action Plan Strategy 5.

Section B: Notice of VMT Reduction Measures Form (SDMC section 143.1103(b)(3))

The notice shall include contact information regarding the VMT Reduction Measures, as well as a statement that the Measures are required pursuant to the San Diego Municipal Code to the satisfaction of the Development Services Department. The notice shall be in substantially the same form as below.

Notice of VMT Reduction Measure(s)	
The Mobility Choices VMT Reduction measures required for a development shall be posted in a prominent and accessible common area where it can easily be viewed by residents. The notice shall include contact information regarding the measures which are required pursuant to San Diego Municipal Code Sections 143.1101, 143.1102, and 143.1103	
Owner: Contact Information:	
Mobility Choices VMT Reduction Measure(s):	
Signature:	**Date:**
Print Name & Title:	
Company/Organization Name:	

Section C: VMT Active Transportation In Lieu Fee Land Use Applicability

Table 2 provides a list of land use types that are subject to or exempt from payment of the Active Transportation In Lieu Fee in accordance with SDMC Section 143.1103(c). Details by land use type, which new development, as required by Division 11, Sections 143.1101, 143.1102, and 143.110 of the SDMC, is exempt from payment of the Active Transportation In Lieu Fee. In accordance with SDMC Section 143.1103(c)(2), locally serving development that is exempt from the Active Transportation In Lieu Fee shall provide VMT Reduction Measures equaling totaling at least 8 points.

TABLE 2: ACTIVE TRANSPORTATION IN LIEU FEE LAND USE EXEMPTIONS

Type	Land Uses	Exempt from Fee
Residential	Single Family Residential	No
	Multi-Family Residential	No
	Senior Housing	Yes
	Single Room Occupancy Units (SRO's)	No
	Mobile Home Park	No
Employee	Clinic	No
	Congregate Care Facility	No
	Convalescent/Nursing Facility	No
	Corporate Headquarters/Single Tenant Office	No
	Extended Stay Hotel	No
	Extractive Industry	No[1]
	Government Office (greater than 100,000 SF)	Yes
	Government Office (less or equal to 100,000 SF)	Yes
	Government Office/Civic Center	Yes
	Heavy Industry	No[1,2]
	Hospital - General	No
	Hotel (High-Rise)	No
	Hotel (Low-Rise) (Motel)	No
	Industrial Park	No[1]
	Light Industry - General	No[1,2]
	Medical Office	No
	Office (High-Rise - greater than 100,000 SF)	No
	Office (Low-Rise -less than 100,000)	No
	Other Health Care	No
	Resort	No
	School District Office	Yes
	Scientific Research and Development	No[1]
	Warehousing	No[1,2]
	Public/Community Meeting Room Facility (Other Public Services)	Yes

Type	Land Uses	Exempt from Fee
Recreation	Racquetball/Tennis/Health Club	No
Retail	Arterial Commercial	No[3]
	Automobile Parts Sale	No
	Automobile Rental Service	No
	Automobile Repair Shop	No
	Automobile Tire Store	No
	Building Material and lumber store (less or equal to 30,000 SF)	Yes
	Carwash (Full service)	Yes
	Carwash (Self service)	Yes
	Community Shopping Center (100,000 SF or more)	No
	Convenience Market Chain (Open 24 Hours)	Yes
	Convenience Market Chain (Open Up to 16 Hours Per Day)	Yes
	Discount Store/Discount Club	No[3]
	Drinking Place/Bar Entertainment (Night and Day)	No[3]
	Drinking Place/Bar Entertainment (Night Only)	No[3]
	Drugstore (Stand alone)	Yes
	Financial Institution (with a drive-through)	Yes
	Financial Institution (without a drive-through)	Yes
	Furniture Store	No
	Golf Course Clubhouse	No
	Home Improvement Super Store	No
	Major Automobile Dealership	No
	Minor Automobile Dealership	No
	Movie Theater	No
	Neighborhood Shopping Center (30,000 SF or more)	Yes
	Nursery	No
	Public Storage	No
	Regional Shopping Center (300,000 SF or more)	No
	Restaurant (Fast Food with or without drive-through)	Yes
	Restaurant (High Turnover sit-down)	Yes
	Restaurant (Quality)	No
	Service Station	Yes
	Service Station (with automated carwash)	Yes
	Service Station (with food mart and automated carwash)	Yes
	Service Station (with food mart)	Yes
	Supermarket (Standalone)	Yes
	Wholesale Trade	No

Type	Land Uses	Exempt from Fee
School	Elementary School (Public)	Yes
	Junior High School or Middle School (Public)	Yes
	Senior High School (Public)	Yes
	Elementary School (Private)	No
	Junior High School or Middle School (Private)	No
	Senior High School (Private)	No

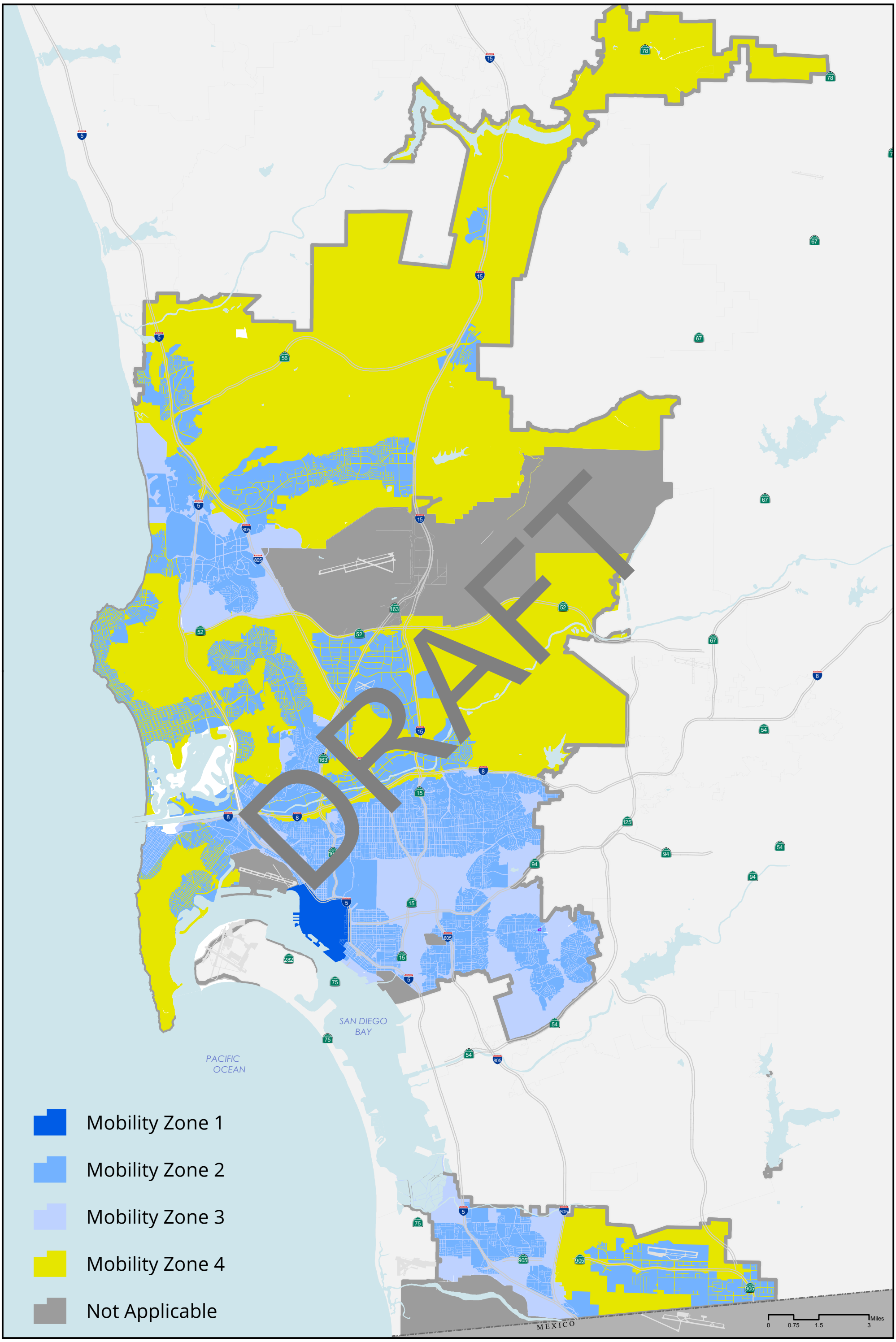
[1]Impact is based on Regional VMT/Employee mean, not 85% of the mean.
[2] Industrial in Prime industrial areas are exempt
[3]Pays for the full project size if it developed retail over 100,000 sf, existing or planned, within the same develop project.

Section D. VMT Calculation

To implement the Mobility Choices Regulations, a VMT calculator was developed to assist in calculating project VMT, and to easily identify Mobility Choices requirements. An interactive web based map is available, where a parcel can be located by geographic panning or inputting an address or APN. The web based map links to a VMT calculator that calculates project VMT based on the following inputs: location, size, and land use type. Based on these inputs, the calculator provides the following outputs: the Mobility Zone in which the project is located, VMT per capita or per employee, the total project VMT, and either the VMT Reduction Measure points requirement or the Active Transportation In Lieu Fee amount.

The Active Transportation In-Lieu fee is based upon a unit cost per vehicle mile traveled reduced ($/VMT reduced). The Active Transportation In Lieu Fee is calculated per project for the amount of additional VMT generated over the threshold. Industrial Uses are required to reduce VMT to the regional average VMT/capita or VMT/employee; all other projects are required to reduce VMT to 85% of the VMT/capita or VMT/employee in the region.

APPENDIX A: MOBILITY CHOICES: MOBILITY ZONES MAP



Mobility Choices: Mobility Zones

DRAFT

Date: 2/4/2020

APPENDIX B

Complete Communities: Mobility Choices Regulation

Measures and Points Calculations

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Appendix B: Complete Communities Mobility Choices Ordinance Measures and Points Calculations

	VMT Reduction Measure	Unit	Capcoa Reference	Effectiveness at reducing VMT Value	Relative Cost Value	Combined Score	Normalized Score	Normalized Score Divided by Two
				Scale of 1-4	Scale of 0-3	Add Cost Value Plus Effectiveness Value	Combined Score/Sum of All Combined Scores * 100 (rounded)	**Nomalized Score/2 and rounded to nearest 0.5**
Pedestrian Measures								
1	Pedestrian scale lighting along public walkways along whole project frontage.	Yes/no	none	1	0	1	1	**0.5**
2	Installing pop-outs at adjacent intersections or curb-extensions at adjacent mid-block crosswalks. Installation should comply with the Street Design Manual Traffic Calming Chapter. Coordination with City Fire-Rescue Department staff and/or MTS may be required.	Full Intersection*	SDT-2 effectiveness 0.25%-1%	3	2	5	4.8	**2.5**
3	Install high-visibility crosswalk striping at adjacent intersection (if not otherwise required).	Full Intersection*	SDT-2 effectiveness 0.25%-1% (adjusted to a scale of 2 to reflect the fact that this is already a basic requirement of new crosswalks in the City).	2	1	3	2.9	**1.5**
4	Install enhanced crosswalk paving at adjacent intersection.	Full Intersection*	SDT-2 effectiveness 0.25%-1%	3	2	5	4.8	**2.5**
5	Install pedestrian enhancing measures at adjacent intersections (hardscape): Median refuges, raised crosswalks	Each measure	SDT-2 effectiveness 0.25%-1%	3	2	5	4.8	**2.5**
6	Signal pedestrian countdown heads (if not otherwise required)	Each Intersection	SDT-2 effectiveness 0.25%-1%	3	1	4	3.8	**2**
7	Planting shade trees adjacent to a public pedestrian way beyond minimum standards (must be consistent with Land Development Code Landscape Standards and be maintained by the property owner). Minimum spacing between trees is 20-feet.	Each Tree (calculation assumes 5 trees; therefore, the normalized score was divided by 5: 0.5/5=0.1)	none	1	0	1	1	**0.1**
8	Construction of pedestrian resting area/recreation node on-site adjacent to public walkway (with signage designating the space as publicly available). Must be maintained by the property owner.	Each resting area (multiple of x square feet)	SDT-1 effectiveness0-2%	3	2	5	4.8	**2.5**

9	Widening sidewalk within the existing right-of-way to Street Design Manual standards. Note that reduction of parkway/landscape buffer to widen sidewalk width is not permitted.	Each Mile of widening	SDT-1 effectiveness0-2%	3	3	6	5.8	**3**
10	Widening urban parkway through dedication of private property to Street Design Manual Standards.	Each Mile of widening	SDT-1 effectiveness0-2%	3	3	6	5.8	**3**
Bicycle Supportive Measures								
11	On-site shared bicycle fleet. The number of bicycles provided shall be equal to the number of bicycle parking spaces that would otherwise be required by San Diego Municipal Code Table 142-05C, or five bicycles, whichever is greater.	Each multiple of 5 bicycle storage spaces	TRT-12 supportive	2	1	3	2.9	**1.5**
12	On-site bicycle repair station (above minimum bicycle repair station requirements).	Yes/No	TRT-5 supportive	2	1	3	2.9	**1.5**
13	Construction of new bicycle Infrastructure that is part of the City's planned bikeway network that completes/contributes to closing an existing gap.	Each mile	SDT-5 up to 1% reduction per "alternative literature"	3	3	6	5.8	**3**
14	Upgraded bicycle infrastructure adjacent to project (along roadway and at intersections, i.e. signage, green paint, upgrade from a bike lane to a cycle trackprotected bicycle facility, etc. above minimum bicycle infrastructure standards).	Each upgraded feature	SDT-5 up to 1% reduction per "alternative literature"	3	2	5	4.8	**2.5**
15	Electric bicycle charging stations/micro-mobility charging stations that are available to the public.	Each multiple of 5 charging stations	SDT-8 supportive	2	2	4	3.8	**2**
16	Short term bicycle parking spaces at least 10% beyond minimum requirements.	Each multiple of 10% beyond the minimum	SDT-6/7 supportive	2	1	3	2.9	**1.5**
17	Long term bicycle parking spaces at least 10% beyond minimum requirements.	Each multiple of 10% beyond the minimum	SDT-6/7 supportive	2	2	4	3.8	**2**
18	On-site showers/lockers at least 10% beyond minimum requirement.	Yes/No	TRT-5 supportive	2	2	4	3.8	**2**

Transit Supportive Measures								
19	Upgrades to transit stop (above existing condition), higher cost measures: addition of shelter, real time bus information monitors.	Each upgraded feature	TST-2 supportive	2	3	5	4.8	**2.5**
20	Upgrades to transit stop (above existing condition), low cost measures: addition of bench, public art, static schedule and route display, trash receptacle.	Each upgraded feature	TST-2 supportive (more focused on multiple upgrades/larger upgrades, see item above. As such included each individual measure as "no documented effectivenss")	1	1	2	1.9	**1**
Other								
21	On-site multi-modal information kiosks (above minimum kiosk requirement to serve a larger site) *Not applicable to small project sites.	Yes/No	TRT-7 effectiveness 0.8%-4%	3	1	4	3.8	**2**
22	On-site car share vehicles with designated parking shown on plan.	Each car-share vehicle space	TRT-9 effectiveness 0.4%-0.7%	3	1	4	3.8	**2**
23	On-site designated micro-mobility parking area (above minimum micro-mobility parking area requirements).	Yes/No	TRT-6/7/12 supportive. (assume bike parking effectiveness/ on-site bike fleet applies).	2	1	3	2.9	**1.5**
24	On-site passenger loading zones and delivery vehicle space (above minimum loading space requirement).	Yes/No	none	1	0	1	1	**0.5**
25	Traffic calming: Speed feedback signs, median slow points (chokers), and speed table/raised crosswalk. Installation should comply with the Street Design Manual Traffic Calming Chapter. Coordination with City Fire-Rescue Department staff and/or MTS may be required.	Each traffic calming feature	SDT-2 effectiveness 0.25%-1%	3	2	5	4.8	**2.5**
26	Carpool parking spaces 10% beyond the minimum number of spaces (for non-residential projects).	Each multiple of 10% beyond the minimum	TRT-8 supportive	2	1	3	2.9	**1.5**
27	Provide minimum number of parking spaces per the Municipal Code in conjunction with a permit system (or other parking management such as time limited or metered spaces) to control off-site parking.	Yes/No	PDT-1 effectivenss 5%-12%	4	0	4	3.8	**2**

104	99.9	**51.6**

* Measures should be provided on each leg of the adjacent intersection (four-legged intersection, T-intersection, etc.). If the developer would like to only install the measure on a portion of the adjacent intersection legs the total number of points assigned to this measure should be divided by the number of legs of the intersection and the resulting number of points should be assigned to each individual measure included. For example, if the developer would like to construct one pop-out at a T-intersection, the total number of points assigned to a pop-out intersection (2.5) would be divided by the number of intersection legs (3) equaling 0.83 and the total number of points that the project would receive for this measure would be 0.83 points.

Each measure was assigned an effectiveness value corresponding to:

- Value 1: Measure has no documented effectiveness/measure not identified in the CAPCOA document, but based on professional and industry standards, could support VMT reductions. For example, where the aesthetics of a bicycle or pedestrian facility are improved, the likelihood that the facility will be used increases.
- Value 2: Measure is included in the CAPCOA document as a supportive measure. No specific range of effectiveness provided in the CAPCOA document, but based on professional and industry standards, supports VMT reductions.
- Value 3: Measure is included in the CAPCOA document and has a range of VMT reduction effectiveness that is less than a 10% reduction (the upper limit of effectiveness is less than 10%).
- Value 4: Measure is included in the CAPCOA document and has a range of VMT reduction effectiveness that is greater than or equal to a 10% reduction (the upper limit of effectiveness is greater than or equal to 10%).

Relative cost was determined through literature review of typical costs for each measure. The cost is based on the cost of the developer to design, install and maintain the measure. In the case where the City would maintain the measure (such as an intersection improvement or roadway striping), the maintenance cost to the developer is $0. Each measure was assigned a cost value corresponding to:

1. Value 1, Low Cost: Corresponding to a typical design/installation/lifecycle maintenance cost of up to $10,000
2. Value 2, Moderate Cost: Corresponding to a typical design/installation/lifecycle maintenance cost of $10,000-$100,000
3. Value 3, High Cost: Corresponding to a typical design/installation/lifecycle maintenance cost of $100,000 or greater
4. Not Applicable, Value 0: Cost was not factored into the calculation for any measure that has an effectiveness value of 1 or little/no cost. This is to ensure that measures that have a documented effectiveness are given a higher weight than measures that do no have a measured effectiveness.

The following procedure was followed to determine the points for each measure:

- Assign the effectiveness and cost value to each measure.
- Add the effectiveness and cost values to arrive at a combined value.
- The combined value was normalized by summing up the combined values for all measures and dividing each individual measure combined value by the result. The normalized result for each measure is multiplied by 100 and rounded to the nearest tenth.
- The normalized value for each measure was then divided by two to arrive at the points value for each measure. Dividing by two was done to create a point value that is smaller and more convenient to administer/track in the ordinance.

FEHR PEERS

MEMORANDUM

Date: January 29, 2020

To: Heidi Vonblum, City of San Diego

From: Katy Cole & Madison Roberts, Fehr & Peers

Subject: Complete Communities: Mobility Choices Regulation Framework

SD18-0271

This memorandum describes an overall framework for the City of San Diego (City) vehicle miles traveled (VMT) reduction ordinance. Fehr & Peers provided guidance to the City of San Diego Planning Department in:

(1) Development of the framework and a determination of how it would be applied throughout the City
(2) Development of a list of VMT reduction measures and how each measure would be considered as part of the ordinance.

The Complete Communities: Mobility Choices Regulation is intended to:

- Implement the legislative intent of SB 743, which includes encouraging infill development, promoting active transportation modes, and reducing greenhouse gas emissions (GHG). SB 743 changes the focus of transportation impact analysis in CEQA from measuring impacts to drivers, to measuring the impact of driving.
- Reduce Citywide VMT, encourage infill development, align with the City's Climate Action Plan goals, reduce GHG, and support public health goals.
- Reduce VMT created by new development in Mobility Zone 2 and Mobility Zone 3 by requiring on-site or site-adjacent VMT reducing measures with certain exceptions.
- Offset VMT created by new development in Mobility Zone 4 by collecting a VMT fee to construct VMT-reducing transit, bicycle, pedestrian and micro-mobility supporting infrastructure improvements in Mobility Zone 1, Mobility Zone 2, and Mobility Zone 3. Development in Mobility Zone 4 is not required to construct on-site or site-adjacent VMT reducing measures, and instead would pay a VMT fee. Although development in Mobility Zone 4 areas would result in greater VMT generation as compared to the other zones, it is less effective to implement VMT reducing

measures in Mobility Zone 4 as this zone is characterized by being farther away from jobs, services, and shopping (making bicycling and walking difficult) and limited access to transit.

- Develop a funding source through a VMT fee that will be used by the City to construct VMT-reducing infrastructure in Mobility Zone 1, Mobility Zone 2, and Mobility Zone 3, where these types of infrastructure improvements can be most effective at reducing Citywide VMT. Such improvements would be larger projects, such as transit, bicycle, pedestrian, and micro-mobility supportive infrastructure improvements. These projects would be implemented by the City in the right-of-way (ROW) and would complement the on-site measures required by the Complete Communities: Mobility Choices Regulations. Investing in VMT reducing infrastructure in Mobility Zones 1, 2, and 3 has a greater potential to reduce overall Citywide VMT than investing in similar infrastructure in Mobility Zone 4.
- Apply to ministerial and discretionary projects to comprehensively reduce Citywide VMT.
- Provide a mechanism for mitigation to address development project VMT impacts that is predictable and certain.

The *Complete Communities: Mobility Choices Regulation* is not intended to replace or offset the Development Impact Fee (DIF) Program.

REGULATION FRAMEWORK

ZONES AND POINTS REQUIREMENTS

The *Complete Communities: Mobility Choices Regulations* will require new development within the City of San Diego to either provide VMT reducing measures within the project site or adjacent right-of-way, or will require payment of a VMT fee based on the location and proposed land uses of the project. Applicability of these requirements is provided in Table 1.

TABLE 1: COMPLETE COMMUNITIES: MOBILITY CHOICES REGULATIONS APPLICABILITY

Type of Development/Location of Development	Subject to Fee	Subject to Measure Points
Development in Mobility Zone 1	No	No
Industrial development (as defined in Land Development Manual Appendix R, Transportation Study Manual Appendix B (TSM))	No	No
Public serving facilities (as defined in the TSM)	No	No
Affordable Housing Units[1]	No	No
Projects within ½ mile walk to passenger rail station (Coaster or Trolley)[2]	No	No
Small Project (5,000 square feet or less for commercial/office projects, or four or fewer dwelling units for residential)	No	No
Multi-family residential development in a Mobility Zone 2	No	No
Development that does not require a certificate of occupancy	No	No
Development in Mobility Zone 2 and Mobility Zone 3	No	Yes
Locally-serving retail (as defined in the TSM) in Mobility Zone 4	No	Yes
Affordable Housing Component of Residential Development in Mobility Zone 4 (at least 20% Affordable Housing)[3]	No	No
Development in Mobility Zone 4	Yes	No
Development in Mobility Zone 3 that provides more than the minimum required parking (See note 3 if the project is residential with at least 20% affordable units)	Yes	No

Notes:

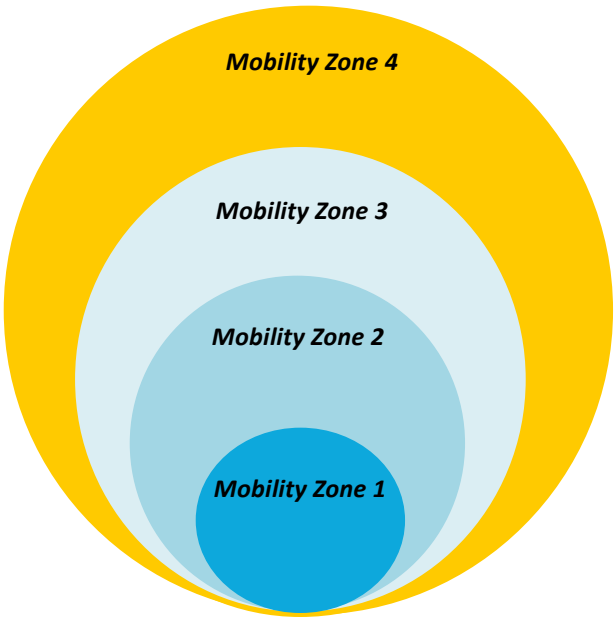
[1] Affordable housing: Affordable housing deed restricted to 120% area median income or below, as defined in Section 143.0720.

[2] Projects that are within a 1/2 mile walk measured from the project's pedestrian access point with the public right-

of-way to the passenger rail station pedestrian access point.

[3] For residential projects that have at least 20% of the units as affordable units and are in a zone that requires payment of the fee, the affordable component of the project would NOT be subject to the fee. The non-affordable component is subject to the requirements for the zone that it is located in.

The City was categorized into four zones based on existing VMT efficiency as compared to the SANDAG region. VMT efficient areas were identified as Community Plan Areas with an existing VMT of 85% of the Regional Average or less for either VMT/Capita or Employee VMT/employee. The methodology and designation of the zones is discussed in the *Mobility Zone Methodology* section of this document. Each zone has a specific VMT reduction measure points requirement or fee requirement for the purposes of this ordinance. The four zones are: Mobility Zone 1, Mobility Zone 2, Mobility Zone 3, and Mobility Zone 4. The requirements for each zone is shown below.



Mobility Zone 4 is required to ***pay a VMT Fee.***

Mobility Zone 3 is required to provide ***8 points of VMT reduction measures.*** *Fee payment is not required but can be paid in lieu of providing measure points.*

Mobility Zone 2 is required to provide ***5 points of VMT reduction measures.*** *Fee payment is not required but can be paid in lieu of providing measure points.*

Mobility Zone 1 is required ***not required to provide VMT reduction measures.*** *Fee payment is not required.*

The VMT reduction measure points mentioned above are further detailed in the *VMT Reduction Measures* section of this document.

The two key elements that result in VMT reduction are locating land uses in VMT efficient locations and providing access to/encouraging transportation mode options. Locating new land uses in VMT efficient areas has a greater contribution to minimizing a project's VMT generation beyond the effect of providing VMT reducing measures. The required measures help to encourage use of non-auto transportation

modes, and while they will not eliminate a development's VMT generation, they do contribute to VMT reduction. The California Air Pollution Control Officers Association (CAPCOA) Quantifying Green House Gas Mitigation Measures (2010) (CAPCOA document) provides documented research on the effectiveness of travel demand management and bicycle/pedestrian facility expansion to reduce a project's VMT. Many of the Complete Communities: Mobility Choices Regulations measures are included in the CAPCOA document. Most are included as supportive or "grouped" measures, which do not have a documented measurable effectiveness at reducing VMT on their own, but are known to encourage non-auto modes and support other measures that have been shown to quantifiably reduce VMT. Other measures that are not in the CAPCOA document are also expected to encourage non-auto modes by improving the walking or bicycling environment, but there is not currently documented research connecting these measures to a specific/measurable VMT reduction. The actual VMT reduction achieved by constructing the measures will vary depending on the measures selected. However; if all measures that have documented quantifiable effectiveness at reducing VMT per the CAPCOA document were included in a development project (and enough measures were provided at maximum participation to achieve the maximum effectiveness per each category identified in the CAPCOA document) the maximum reduction in total project VMT achieved would be approximately 22%. As described above, locating a project in a VMT efficient area that has access to jobs, services, and transportation options contributes to VMT reduction beyond the reductions attributable to the transportation measures. Choosing the right location for new development is the most effective strategy of all from a VMT reduction perspective.

GUIDANCE FOR THE VMT FEE

Development occurring in Mobility Zone 4 would be required to pay a VMT fee. The City would use the VMT fee to construct Citywide VMT reducing infrastructure in Mobility Zones 1, 2, and 3. A potential framework for the VMT fee and other considerations based on Fehr & Peers experience with developing VMT fee program is described in this section.

Type of Program

Based on Fehr & Peers' review and understanding of the intent of the *Complete Communities: Mobility Choices Regulation*, an in-lieu fee as part of the *Complete Communities: Mobility Choices Regulation* may meet the City's needs and the intent of the ordinance. The following describe considerations for an in-lieu fee program (note that the City may be considering other types of fee programs to best implement the ordinance and several of the considerations presented below would also apply to other fee program structures):

- An in-lieu fee program requires a 'reasonable relationship between the ordinance and enhancement of public welfare' per decisions such as California Building Industry Assn. v. City of San Jose (2015) 61 Cal.4th 435 (CBIA) to establish the nexus for the in-lieu fee.

- A reasonable relationship could be established by demonstrating that new development increases Citywide VMT and the fee, which would be used to construct transit, bicycle and pedestrian infrastructure, would reduce Citywide VMT. The in-lieu fee provides a mechanism for development in Mobility Zone 4 to offset its contribution to Citywide VMT by paying an in-lieu fee that is used to construct VMT reducing facilities. These facilities would be constructed in Mobility Zones 1, 2, and 3, where these types of infrastructure improvements are most effective and efficient in reducing Citywide VMT.

- There are various methods, such as the SANDAG regional travel demand model, SANDAG Mobility Management Toolbox, and the CAPCOA Quantifying Greenhouse Gas Reductions document, that could be used to demonstrate that Citywide VMT increases due to future development and that construction of VMT reducing infrastructure helps to offset the increase. Intuitively, as transportation planners, we know that constructing bicycle, pedestrian, transit, and other non-single occupant vehicle focused infrastructure supports mobility choices and results in reduced driving and VMT.

- For purposes of CEQA, the measures and the fee can be used to provide a mechanism for mitigation to address development project VMT impacts that is predictable and certain.

- A nexus could be established between the increase in Citywide VMT due to the General Plan (i.e. future development) and relating the need to reduce the increase in VMT to comply with the state and local GHG reduction goals, which is the legislative intent of SB 743.

MOBILITY ZONE METHODOLOGY

As a part of the *Complete Communities: Mobility Choices Regulation,* unless exempt, new development throughout the City will need to either incorporate VMT reducing measures or pay a VMT fee depending on where the project is located. As previously mentioned, the four zones include Mobility Zone 1, Mobility Zone 2, Mobility Zone 3, and Mobility Zone 4. The method used to determine these zones is described below:

1. Using the SANDAG Location-based Screening Maps for SB 743 which aggregate VMT/capita and employee VMT/employee information from the 2012 Base Year Series 13 SANDAG model at a census tract level for all census tracts in the County of San Diego, the census tracts within the City of San Diego were aggregated to the Community Plan Area (CPA) level. This resulted in one VMT/capita average value and one VMT/employee average value for each CPA within the City. This aggregation included all census tracts within each CPA including those census tracts that include Transit Priority Areas (TPAs).
2. All CPAs were designated as Mobility Zone 1, Mobility Zone 2, or Mobility Zone 3 depending on the variables listed below:
    a. The Downtown CPA was designated as the ***Mobility Zone 1***.
    b. 2035 TPA half mile buffered areas were then overlaid on the CPA designations. Parcels that fall within (either wholly or a portion of) the 2035 TPA half mile buffer were designated as ***Mobility Zone 2***.
    c. CPAs that have VMT of 85% of the Regional Average or less for either VMT/Capita or Employee VMT/employee were designated as ***Mobility Zone 3***.
    d. CPAs that are not designated as Mobility Zone 1, Mobility Zone 2, or Mobility Zone 3 were designated as ***Mobility Zone 4***.
3. Individual parcels were then reviewed and designated using the methodology described below:
    a. Parcels that were not entirely within one CPA were assigned the zone associated with the CPA that a majority of the parcel was within.
    b. If it was found that parcels were within a TPA buffer zone (designated as Mobility Zone 2), but through visual inspection of aerial imagery those living or working within this parcel could not access the transit service (represented by the centroid of the TPA half mile buffer) due to a canyon, freeway, or other large immovable barrier, the parcel maintains the mobility zone of the CPA in which it is located.

These zones are shown in **Appendix A**: Mobility Choices: Mobility Zones Map.

COMPLETE COMMUNITIES: MOBILITY CHOICES ORDINANCE MEASURES

MEASURES AND POINTS

Required measures are on-site or adjacent to a development project such that the measure can be shown on the site plan. On-site measures will be privately maintained. Any measure that is on-site for public use will have a public access agreement. Any measure that is off-site, but to be maintained by the property owner will have an Encroachment Maintenance and Removal Agreement (EMRA).

Measures located at a City owned intersection or within the curb-to-curb section of the public right-of-way will be maintained/owned by the City of San Diego.

Measures within the right-of-way must comply with the City of San Diego Street Design Manual, Land Development Code, San Diego Municipal Code, and applicable Council policies. The City Engineer has the discretion not to allow construction of a measure in the public right-of-way. Measures at transit stops will need coordination/approval from MTS or NCTD. Any of the measures listed below that already exist on-site or adjacent to the site prior to the development of the project cannot be included in the total point count for that project.

TABLE 2: VMT REDUCTION MEASURES AND POINTS

	VMT Reduction Measure	Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
Pedestrian Measure				
1	Pedestrian scale lighting along public walkways along entire project frontage.	Yes/no	0.5	✓
2	Installing pop-outs at adjacent intersections or curb extensions at adjacent mid-block crosswalks. Installation to comply with the Street Design Manual Traffic Calming Chapter. Coordination with City Fire-Rescue Department staff and/or MTS/NCTD may be required.	Full Intersection[1]	2.5	
3	Installing high-visibility crosswalk striping at adjacent intersection (if not otherwise required).	Full Intersection[1]	1.5	
4	Installing enhanced crosswalk paving at adjacent intersection.	Full Intersection[1]	2.5	

	VMT Reduction Measure	Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
5	Installing pedestrian enhancing measures at adjacent intersections (hardscape): Median refuges, raised crosswalks	Each measure	2.5	
6	Signal pedestrian countdown heads (if not otherwise required)	Each Intersection	2	
7	Planting shade trees adjacent to a public pedestrian way beyond minimum standards (must be consistent with Land Development Code Landscape Standards and be maintained by the property owner). Minimum spacing between trees is 20 feet.	Each Tree	0.10	
8	Installing pedestrian resting area/recreation node on-site adjacent to public walkway (with signage designating the space as publicly available). Must be maintained by the property owner.	Each resting area (multiple of 250 square feet)	2.5	
9	Widening sidewalk within the existing right-of-way to Street Design Manual standards. Note that reduction of parkway/landscape buffer to less than the width required by the Street Design Manual standards to widen sidewalk width is not permitted. Requires replacement of existing sidewalk.	Each Mile of widening	3 points per mile of widening to standard (Partial Points Available)	✓
10	Widening urban parkway through dedication of private property to Street Design Manual Standards. Requires replacement of existing sidewalk.	Each Mile of widening	3 points per mile of widening to standard (Partial Points Available)	
Bicycle Supportive Measure				
11	Providing on-site shared bicycle fleet. The number of bicycles provided shall be equal to the number of bicycle parking spaces that would otherwise be required by San Diego Municipal Code Table 142-05C, or five bicycles, whichever is greater.	Yes/No	1.5	✓
12	Providing on-site bicycle repair station (above minimum bicycle repair station requirements).	Yes/No	1.5	✓
13	Installing new bicycle infrastructure (Class I, II, IV) that is part of the City's planned bikeway network that closes or incrementally closes an existing gap between two existing bikeways.	Each mile	3	
14	Upgrading bicycle infrastructure adjacent to project (along roadway and at intersections, i.e. signage, green paint, upgrade to a protected bicycle facility, etc. above minimum bicycle infrastructure standards).	Each upgraded feature	2.5	

	VMT Reduction Measure	Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
15	Installing electric bicycle charging stations/micro-mobility charging stations that are available to the public.	Each multiple of 5 charging stations	2	✓
16	Providing short-term bicycle parking spaces at least 10% beyond minimum requirements.	Each multiple of 10% beyond the minimum	1.5	
17	Providing long-term bicycle parking spaces at least 10% beyond minimum requirements.	Each multiple of 10% beyond the minimum	2	
18	Providing on-site showers/lockers at least 10% beyond minimum requirement.	Yes/No	2	
Transit Supportive Measure				
19	Providing upgrades to transit stop (above existing condition), high cost measures: addition of shelter, real time bus information monitors.	Each upgraded feature	2.5	✓
20	Providing upgrades to transit stop (above existing condition), low cost measures: addition of bench, public art, static schedule and route display, trash receptacle.	Each upgraded feature	1	✓
Other				
21	Providing on-site multi-modal information kiosks (above minimum kiosk requirement to serve a larger site). *Not applicable to small project sites.	Yes/No	2	✓
22	Providing on-site car share vehicles with designated parking shown on plan.	Each car-share vehicle space	2	✓
23	Providing on-site designated micro-mobility parking area (above minimum micro-mobility parking area requirements).	Yes/No	1.5	
24	Providing on-site passenger loading zones and delivery vehicle space (above minimum loading space requirement).	Yes/No	0.5	✓
25	Installing traffic calming measure: Speed feedback signs, median slow points (chokers), and speed table/raised crosswalk. Installation to comply with the Street Design Manual Traffic Calming Chapter. Coordination with City Fire-Rescue Department staff and/or MTS/NCTD may be required.	Each traffic calming feature	2.5	
26	Providing carpool parking spaces 10% beyond the minimum number of carpool spaces (for non-residential projects).	Each multiple of 10% beyond the minimum	1.5	
27	Number of parking spaces provided does not exceed the parking requirements contained in the Municipal	Yes/No	2	

VMT Reduction Measure		Unit	Points Per Unit	Included as a Parking Standards in TPAS Transportation Measure?
	Code and a permit system is provided (or other parking management such as time limited or metered spaces) to control off-site parking.			

[1]Measures shall be provided on each leg of the adjacent intersection (four-legged intersection, T-intersection, etc.). If the developer only installs the measure on a portion of the adjacent intersection legs, the total number of points assigned to this measure shall be divided by the number of legs of the intersection and the resulting number of points shall be assigned to each individual measure included. For example, if the developer constructs one pop-out at a T-intersection, the total number of points assigned to a pop-out intersection (2.5) would be divided by the number of intersection legs (3) equaling 0.83 and the total number of points the project would receive for this measure would be 0.83 points.

POINT SYSTEM METHODOLOGY

Points for each measure were assigned based on the availability of documented research confirming that the measure is effective at reducing VMT and the relative cost of the measure (compared to other measures).

Relative effectiveness at reducing VMT for each measure was determined based on effectiveness information contained in the CAPCOA document. The CAPCOA document provides a collection of transportation related measures for reducing greenhouse gas emissions and identifies how much VMT reduction (or range of VMT reduction) can be attributed to each measure based on documented research and other data summarized by CAPCOA.

Each measure was assigned an effectiveness value corresponding to:

- Value 1: Measure has no documented effectiveness/measure not identified in the CAPCOA document, but based on professional and industry standards, could support VMT reductions. For example, where the aesthetics of a bicycle or pedestrian facility are improved, the likelihood that that facility will be used increases.
- Value 2: Measure is included in the CAPCOA document as a supportive measure. No specific range of effectiveness provided in the CAPCOA document, but based on professional and industry standards, supports VMT reductions.
- Value 3: Measure is included in the CAPCOA document and has a range of VMT reduction effectiveness that is less than a 10% reduction (the upper limit of effectiveness is less than 10%).
- Value 4: Measure is included in the CAPCOA document and has a range of VMT reduction effectiveness that is greater than or equal to a 10% reduction (the upper limit of effectiveness is greater than or equal to 10%).

Relative cost was determined through literature review of typical costs for each measure. The cost is based on the cost for the developer to design, install and maintain the measure. In the case where the

City would maintain the measure (such as an intersection improvement or roadway striping), the maintenance cost to the developer is $0. Each measure was assigned a cost value corresponding to:

1. Value 1, Low Cost: Corresponding to a typical design/installation/lifecycle maintenance cost of up to $10,000
2. Value 2, Moderate Cost: Corresponding to a typical design/installation/lifecycle maintenance cost of $10,000-$100,000
3. Value 3, High Cost: Corresponding to a typical design/installation/lifecycle maintenance cost of $100,000 and greater.
4. Not Applicable, Value 0: Cost was not factored into the calculation for any measure that has an effectiveness value of 1 or little/no cost. This is to ensure that measures that have a documented effectiveness are given a higher weight than measures that do not have a measured effectiveness.

The following procedure was followed to determine the points for each measure:

- Assign the effectiveness and cost value to each measure.
- Add the effectiveness and cost values to arrive at a combined value.
- The combined value was normalized by summing up the combined values for all measures and dividing each individual measure combined value by the result. The normalized result for each measure is multiplied by 100 and rounded to the nearest tenth.
- The normalized value for each measure was then divided by two to arrive at the points value for each measure. Dividing by two was done to create a point values that is smaller and more convenient to administer/track in the ordinance.

Appendix B includes the detailed calculations for determining the points value for each measure.

PEER AGENCY INTERVIEWS

As TDM and VMT Reduction Ordinances are relatively new to the industry, it was an important to learn from the California other jurisdictions that already have similar ordinances in place. As part of this effort, six locations that have currently have or are creating TDM ordinances or fees were identified including:

- City of Los Angeles (LA)
- City of Mountain View
- City of San Francisco
- City of San Jose
- City of Sunnyvale
- City of Menlo Park

We interviewed the City of Los Angeles and the City of Mountain View to learn more about their programs. The information we learned from each jurisdiction is described below:

CITY OF LA TDM ORDINANCE

What is the intent and purpose of the City of Los Angeles' TDM Ordinance?

The City of Los Angeles' TDM Ordinance is an update to the City's 26 year-old TDM Ordinance. The previous version of the ordinance focused only on large employers and the main goal of the update was to provide additional mobility options to reduce single-occupancy vehicle (SOV) trips and VMT by expanding the applicability of the ordinance and adding additional measures for developments to incorporate.

What were the main considerations when developing the measures to include in the ordinance?

The ordinance focuses on measures that will achieve multiple benefits including: health and equity, transportation happiness, context sensitivity, and be adaptive over time. The measures include those that have measurable effectiveness and newer measures including shared mobility options, on-site childcare, and neighborhood shuttles to connect developments in communities without access to transit. In order to determine these measures' effectiveness development will provide travel surveys.

What types of projects are subject to the ordinance?

The ordinance is imposed on all new development – discretionary and ministerial – given it meets the intensity threshold for a small project of more than 16 dwelling units or more than 25,000 square feet of retail, mixed use, or non-warehouse employment or more that 250,000 square feet of warehouse. This ordinance is not a part of the City of LA's CEQA process although some of the measures included are the same measures that could be used for CEQA compliance.

How are measures monitored for effectiveness?

The list of measures provides a streamlined process for small projects and the flexibility of the ordinance allows all projects to recommend new measures given that there is some anecdotal evidence that the measure will assist in meeting the ordinance's goals. All measures will be monitored in a process that will include property managers or an overarching Transportation Management Organization (TMO) to submit travel survey information on an annual basis for at least 5 years following project opening. The City of LA encourages the data collection process to be automated as much as possible using counters at driveways and parking garages. After the five year period the City expects to be able to terminate monitoring at well-performing sites or conducting triage monitoring as necessary.

If a project does not implement the required measures, what type of penalty is required?

If a project fails to implement measures there will be a monetary penalty imposed. If a project has incorporated measures that are failing to meet goals, the project will be able to swap out measures.

How has the public's response to the ordinance been during outreach efforts?

The City of LA's ordinance has not yet been ratified, however, they have received good feedback during outreach on the adaptability, flexibility and expansion of the program. They have received questions about monitoring and are considering increasing their project review fees to cover additional costs that will be incurred as a part of the monitoring process.

CITY OF MOUNTAIN VIEW TDM PROGRAM

How is the City of Mountain View's TDM program implemented and what kind of projects does it apply to?

The City of Mountain View's TDM program is implemented through a series of custom TDM strategies and TDM policies created through precise (or specific) plans. The city does not currently have a citywide policy. TDM policies apply to new office and residential development.

What type of measures are typically a part of TDM policies?

Each new development that is a part of a precise area is required to join the Transportation Management Agency (TMA) to which office development pays a $20,000 initiation fee and annual dues of $10,000 per year. Residential development pay a reduced rate to participate in the TMA in order to incentivize residential development to support office uses. The measures are determined on a case-by-case basis given that development do not exceed their trip counts or have more than 45% of their project trips completed in a single-occupant vehicle (SOV).

If a project is not a part of a precise area plan they City will review the projects context and consider proximity to transit, bike routes, etc. and require context-specific TDM measures

How is implementation of the TDM measures monitored?

Each year development with active TDM policies must work with a third party to complete a TDM report which included information about mode share, driveway rates and other items. This TDM report is then reviewed by the city for compliance. If a project is not in compliance they will be fined $100,000 for the first 1% they are over the SOV percentage and then $50,000 for every percentage point after that.

As the city scales the TDM program to be consistent city-wide in 2020, monitoring and tracking is foreseen to be a potential issue. They expect that they may have to hire additional staff to cover the additional workload.

How did you determine an appropriate fine?

The fine was set at an amount that would incentivize developers and companies to better implement their TDM measures. The fine will be provided to the TMA to be used on multi-modal improvements as the TMA sees fit.

How have the TDM requirements been received by developers?

For the most part the TDM requirements have been well-received by developers. The city has struggled with having developers provide transit pass subsidies for residential and office developments.

What were the main reasons the City of Mountain View is beginning to develop a city-wide TDM ordinance?

A city-wide TDM ordinance will provide additional visibility and consistency to developers and staff.

Resolution: LDM

RESOLUTION NUMBER R- _____

DATE OF FINAL PASSAGE _____

A RESOLUTION OF THE COUNCIL OF THE CITY OF SAN DIEGO AMENDING LAND DEVELOPMENT MANUAL, APPENDIX A, CALIFORNIA ENVIRONMENTAL QUALITY ACT SIGNIFICANCE DETERMINATION THRESHOLD TO AMEND THE TRANSPORTATION THRESHOLD; ADDING NEW APPENDIX R, TRANSPORTATION STUDY MANUAL; AND ADDING NEW APPENDIX S, MOBILITY CHOICES REGULATIONS GUIDELINES, ALL RELATED TO THE CITY'S COMPLETE COMMUNITIES: MOBILITY CHOICES PROGRAM.

WHEREAS, the City's Land Development Manual contains California Environmental Quality Act Significance Determination Thresholds (City CEQA Thresholds); and

WHEREAS, Senate Bill SB 743 (SB 743) requires the City to update the City CEQA Thresholds to changed the threshold for analyzing transportation impacts from a level of service (LOS) analysis to a vehicle miles traveled (VMT) analysis by July 1, 2020; and

WHEREAS, the current City CEQA Thresholds do not have a significance determination related to VMT; and

WHEREAS, the proposed updates to the City CEQA Thresholds considers the environmental impacts of transportation due to VMT and meet the SB 743's legislative requirements ; and

WHEREAS, the City has developed a new threshold for analyzing transportation impacts under CEQA consistent with SB 743; and

WHEREAS, the new Transportation Threshold, Section O, asks whether a project would, 1) conflict with an adopted program, plan, ordinance or policy addressing the transportation system, 2) result in VMT exceeding thresholds identified in the City of San Diego Transportation Study Manual (TSM), 3) substantially increase hazards due to a design feature or incompatible uses, and 4) result in inadequate emergency access; and

WHEREAS, the Complete Communities: Mobility Choices Framework Regulation dated January 29, 2020, identifies the new thresholds as the appropriate threshold for the City; and

WHEREAS, the current manual that describes the required transportation analysis for land development, roadway projects, and specific plans in the City of San Diego, the Traffic Impact Study Manual (TISM) was last updated in 1998; and

WHEREAS, the TISM is proposed to be replaced with a new Transportation Study Manual (TSM) to address all transportation modes and follow State guidance under SB 743; and

WHEREAS, the TSM provides guidance on how to prepare a traffic study for new projects within the City and is intended to ensure consistency among City staff and consultants, predictability in study preparation, consistency among reviewers, and conformance with all applicable City and State regulations, including CEQA and SB 743; and

WHEREAS, the TSM was developed in coordination with other local and regional transportation agencies and was posted for public review; and

WHEREAS, on December 15, 2015, by San Diego Resolution No. 310176, the City Council certified Final Environmental Impact Report No. 401663, and by San Diego Resolution No. 301175, adopted the Climate Action Plan (CAP); and

WHEREAS, the CAP quantifies greenhouse gas (GHG) emissions, existing and projected over a specific period of time, resulting from activities within the City, and

WHEREAS, the CAP identifies and analyzes the GHG emission resulting from specific actions of categories, including bicycling, walking, transit and land use, anticipated within the City and specifies GHG emissions reductions targets; and

WHEREAS, the transportation sector, accounted for 55 percent of all GHG emissions within the City in 2018, representing a large portion of the City's emissions; and

WHEREAS, the CAP outlines City goals for 2035 to increase public transit commuter mode share and bicycle commuter mode share in transit priority areas (TPAs) and to reduce the average vehicle commute distance through implementation of the General Plan's City of Villages Strategy; and

WHEREAS, strategic land use planning to locate development/land uses in VMT efficient locations is highly effective in contributing to VMT reductions; and

WHEREAS, the Complete Communities: Housing Solutions and Mobility Choices package focuses new development and the mobility network around transit hubs and existing development to support GHG emissions reductions; and

WHEREAS, the Mobility Choices program supports implementation of an enhanced active transportation network in VMT efficient areas and the implementation of

VMT reduction measures to encourage and support use of the active transportation network; and

WHEREAS, the City has determined a suite of VMT reduction measures to be included in the Mobility Choices program and required by new development in VMT efficient areas (Mobility Zones 1, 2, and 3) to offset new VMT; and

WHEREAS, adding Appendix S: VMT Reduction Measures to the Land Development Manual (LDM) will provide clear guidelines needed for new development to comply with the Mobility Choices Regulations, adopted by San Diego Ordinance No. _____; and

WHEREAS, on _____, by San Diego Resolution No. _____, the City Council certified Final Programmatic Environmental Impact Report No. _____ related to these amendments to the Land Development Manual; and

NOW, THEREFORE,

BE IT RESOLVED, by the Council of the City of San Diego that the Land Development Manuel Amendment, on file in the Office of the City Clerk as Document No. RR- _____, is hereby adopted, provided that O-_____ related to Mobility Choices Regulations is finally passed by the City Council.

BE IT FURTHER RESOLVED, that the Mayor or his designee is authorized to make administrative changes, or any changes necessary to update or incorporate new vehicle miles reduction measures, to account for the availability of new mobility-related data, to comply with future amendments to the Climate Action Plan, to address information contained in the annual Climate Action Plan monitoring, or to comply with

local, state, or federal law, to the LDM or any other implementing guidelines, data or maps.

APPROVED: MARA W. ELLIOT, CITY ATTORNEY

By:

Corrine Neuffer

Deputy City Attorney

DATE

Or. Dept: Planning

Doc. No.:

City of San Diego
ACTIVE TRANSPORTATION IN LIEU FEE NEXUS STUDY

Prepared for

The City *of* SAN DIEGO

Prepared by

EFS ENGINEERING, INC.

In association with

CHEN RYAN

APRIL 2020

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Appendices

Introduction

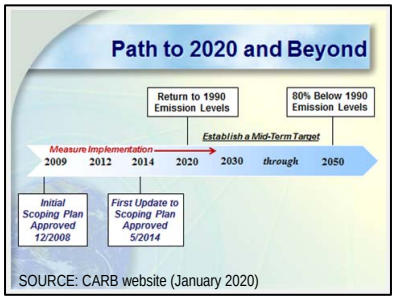
Purpose

The purpose of this Nexus Study is to document and summarize information supporting the development and implementation of an impact fee program to reduce vehicle miles traveled (VMT) generated by future development in the City of San Diego (City). The proposed "Active Transportation In Lieu Fee" will be used to fund a variety of multi-modal improvements to reduce the effects of future project-generated VMT, including, but not limited to, regional greenhouse gas (GHG) emissions.

Background

The following section provides a brief summary of legislative actions, plans, and policies relevant to the development of the proposed Active Transportation In Lieu Fee.

Assembly Bill 32 (Nunez, 2006)



SOURCE: CARB website (January 2020)

On September 27, 2006, Governor Schwarzenegger signed Assembly Bill 32 (AB 32), also known as the *California Global Warming Solutions Act of 2006*. AB 32, embodied in California Health and Safety Code §38500 et seq., required the State of California Air Resources Board (CARB) to adopt regulations requiring the reporting and verification of statewide GHG and monitoring and enforcement of compliance. CARB was further required to adopt a statewide GHG emissions limit (1990 level), to be achieved by 2020, and even further reductions (80%) by 2050. The rules and regulations were to be based on maximum technologically feasible and cost-effective greenhouse gas emission reductions. These GHG reduction efforts would set in motion California's vision for a sustainable, low-carbon future.

Assembly Bill 1358 (Leno, 2008)

On September 30, 2008, Governor Schwarzenegger signed Assembly Bill 1358 (AB 1358), also known as the *California Complete Streets Act of 2008*. AB 1358 required cities and counties to include complete streets policies as part of their general plans

so that roadways are designed to safely accommodate all users, including bicyclists, pedestrians, transit riders, children, older people, and disabled people, as well as motorists.

Senate Bill 375 (Steinberg, 2008)

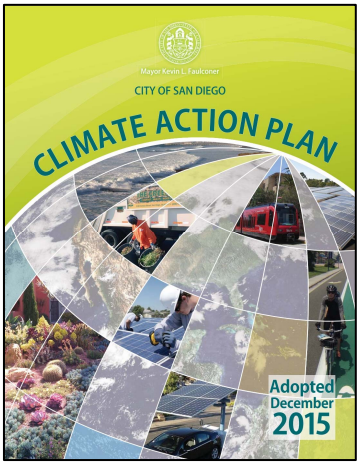
On September 30, 2008, Governor Schwarzenegger also signed Senate Bill 375 (SB 375), also known as the *Sustainable Communities and Climate Protection Act of 2008*. SB 375 directed CARB to set regional targets for reducing GHG emissions, and called on cities and counties to be active participants in developing regional plans to achieve those targets. Aligning the regional plans throughout the state is intended to help California achieve the GHG reduction goals promulgated by AB 32. SB 375 also provided for *California Environmental Quality Act* (CEQA) incentives to encourage projects that are consistent with regional plans that achieve GHG emission reductions, and emphasized the importance of coordinating regional housing allocations with regional transportation planning, without disrupting local authority over land use decisions.

Senate Bill 743 (Steinberg)

On September 27, 2013, Governor Brown signed Senate Bill 743 (SB 743). SB 743 changes the way that transportation impacts are analyzed under CEQA. Specifically, SB 743 calls for an amendment to the *Guidelines for the Implementation of the California Environmental Quality Act* (CEQA Guidelines) to provide an alternative to level of service (LOS) for evaluating transportation impacts. Within areas served by transit, the alternatives must "promote the reduction of greenhouse gas emissions, the development of multimodal transportation networks, and a diversity of land uses" (California Public Resources Code §21099(b)(1)). Further, transportation impacts may include "vehicle miles traveled, vehicle miles traveled per capita, automobile trip generation rates, or automobile trips generated." Under the amended CEQA Guidelines, auto delay (or LOS) may no longer be considered a significant impact under CEQA. The purpose of

SB 743 is to focus mitigation on reducing overall vehicle miles travelled rather than accommodating additional trips.

City of San Diego Climate Action Plan (2015)

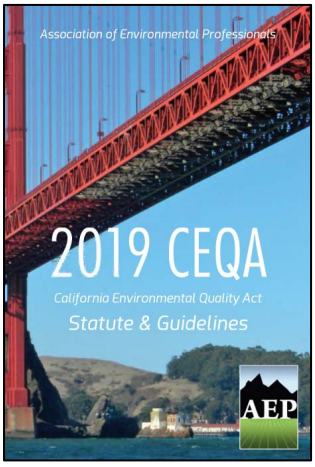


In December 2015, the City adopted a *Climate Action Plan* (CAP). Fundamentally, the CAP serves four primary purposes: (1) provides a roadmap to achieve GHG reductions, (2) conforms to California laws and regulations, (3) implements the City's General Plan, and (4) provides CEQA tiering (coverage) for new development's GHG emissions.

The CAP identified five specific and measurable strategies to reduce GHG emissions to achieve 2020 and 2035 targets:

- Energy & Water Efficient Buildings
- Clean & Renewable Energy
- Bicycling, Walking, Transit & Land Use
- Zero Waste (Gas & Waste Management)
- Climate Resiliency

Guidelines for the Implementation of the California Environmental Quality Act (2019)



In December 2018, the State of California Natural Resources Agency revised the CEQA Guidelines for consistency with SB 743. SB 743 fundamentally changed the way in which transportation-related impacts are identified under CEQA. One of the most significant changes is a shift from traffic operations (level of service or delay) to VMT as a basis for determining significant impacts. All jurisdictions within the State of California are required to implement CEQA significance thresholds that are consistent with SB 743, and supported with substantial evidence, prior to July 1, 2020.

Statutory Framework

Local agencies may charge development impact fees pursuant to the *Mitigation Fee Act* (California Government Code §66000 et seq.) to finance the cost of public facilities or services needed to serve or mitigate the effects of development. A development impact fee is a monetary exaction, not a property-related tax or special assessment within the meaning of *Proposition 218* (California Constitution, Article XIII). Impact fees are a commonly-used and well-accepted means of mitigating the impacts created by future growth. Public agencies regularly levy impact fees on new development to fund a variety of public facilities, including roads, sewer and water facilities, libraries, parks, and schools.

The proposed Active Transportation In Lieu Fee has been developed and will be implemented in accordance with the *Mitigation Fee Act*. Prior to establishing, increasing, or imposing an impact fee, the *Mitigation Fee Act* requires the local agency to make the following findings:

- Identify the purpose of the fee (Government Code §66001(a)(1)).
- Identify the use for the fee and the facilities to be built (Government Code §66001(a)(2)).
- Determine a reasonable relationship between the fee's use and the type of development project on which the fee is imposed (Government Code §66001(a)(3)).
- Determine a reasonable relationship between the need for the public facility and the type of development project (Government Code §66001(a)(4)).
- Determine a reasonable relationship between the amount of the fee and the cost of the facility attributable to development (Government Code §66001(b)).

For purposes of the subject fee program, a statement of requisite findings is presented in the "Program Implementation" section of this report.

Fee Development Process

In preparation for the implementation of SB 743, the City is developing an Active Transportation In Lieu Fee to provide a means by which all future development can reduce VMT-related project impacts. The Active Transportation In Lieu Fee will fund and construct an array of multi-modal infrastructure that will help to reduce citywide VMT to levels consistent with California's climate change goals and the City's CAP.

The remainder of this report summarizes the process by which the Active Transportation In Lieu Fee was developed, as presented in the following sections:

- Impacts of Future Development
- Improvements to Reduce Impacts
- Fee Rate Calculation
- Program Implementation

Impacts of Future Development

Vehicle Miles Traveled

Vehicle miles traveled (VMT), a measurement of the total distance travelled by a vehicle, is routinely used in transportation planning for a variety of analytical purposes. VMT can be analyzed on a per capita, per employee, and net VMT basis. With the passage of SB 743, transportation impact analysis has shifted from LOS to VMT as the primary metric for evaluating development projects. This shift better aligns with the state's goals of reducing GHG emissions, encouraging infill development, and improving public health through greater use of active transportation. This shift is also consistent with the goals and policies outlined in the City's CAP.

VMT Impacts

Future development and growth within the City will increase VMT in the region. "VMT correlates with a broad array of impacts to the environment, human health, and fiscal health. Increased VMT per capita increases emissions of greenhouse gases and other air pollutants, leads to high rates of vehicle collisions, driver stress and mental illness, and health outcomes such as obesity from lack of physical activity." (*Vehicle-Miles Traveled (VMT) Impacts on the Environment, Human Health, and Fiscal Health*; Currey, Ganson, Miller, Fesler; 2015)

It is estimated that transportation accounts for 55% of the City's GHG emissions (2010 baseline). By implementing VMT-efficient multi-modal transportation improvements, the City can meaningfully address a significant portion of its GHG emissions.

The State of California Governor's Office of Planning and Research (OPR) has indicated that a fifteen percent (15%) reduction in VMT is "generally achievable and is supported by evidence that connects this level of reduction to the State's emissions goals." (*Technical Advisory on Evaluating Transportation Impacts in CEQA*; OPR; December 2018) The proposed Active Transportation In Lieu Fee will be used to reduce VMT in conformity with state law and in furtherance of the City's CAP.

Improvements to Reduce Impacts

Facilities Screening Process

Identifying VMT-reducing infrastructure for potential inclusion in the Active Transportation In Lieu Fee was achieved through a multi-step screening process to ensure that the identified infrastructure was reflective of the City's needs in furthering program objectives. Factors considered during the initial screening process included:

- Infrastructure must be linked to a published, peer-reviewed study that demonstrates quantifiable VMT reductions
- Infrastructure must be suitable for implementation in VMT-efficient areas of the City
- Infrastructure must be implementable at a community-wide level (excludes infrastructure improvements only suitable at a project or parcel level)
- Infrastructure must be implementable by the City of San Diego
- Program-based (non-infrastructure) VMT reduction strategies were not eligible for consideration

Based on a review of existing and planned City infrastructure, current industry best practices, and research on the types of infrastructure that deliver measurable VMT reduction, a draft list of potential infrastructure types was developed. The purpose of this list was to garner City feedback for further refinement and to remove potential infrastructure types that may be inappropriate given the project's context and intent. From the initial list of projects, certain infrastructure types were excluded from further consideration based on a lack of demonstrable VMT reduction potential, or inconsistency with the purpose of the Active Transportation In Lieu Fee.

Identified Program Facilities

Following the screening process, a refined list of program-eligible infrastructure was developed. Based on a review of the current literature and other available resources, a VMT reduction range was assigned to each facility type. **Table 1** summarizes the refined

list of eligible program facilities and their estimated VMT reducing potential.

TABLE 1: Eligible Program Facilities & VMT Reducing Potential

MOBILITY MODE	FACILITY TYPE	VMT REDUCING POTENTIAL
Bicycle / Micro Mobility	Network – Protected Bikeways (Class I, Class IV)	0%-5%
	Network – Semi-Protected Bikeways (Buffered Class II)	0%-5%
	Network – Bicycle Parking	0%-5%
	Wayfinding Signage	0%-5%
	NEV Network	0%-5%
Transit	Transit-Only Lanes	0%-7%
	Queue Jumper Lanes	0.0%-0.4%
	Transit Signal Priority	0.0%-0.4%
	Microtransit / Neighborhood Shuttle	0.1%-8.2%
	Wayfinding Signage	0%-5%
Pedestrian	Enhancements	0%-2%
	Gap Closure	1.4%
	Wayfinding Signage	0%-5%

SOURCE: See **Tables 2 & 4** contained in *VMT Reduction Elasticity Memorandum – Technical Summary* (Chen Ryan Associates; April 20, 2020), included as **Appendix A**.

The list of eligible program facilities shown in **Table 1** is not meant to be static or exhaustive. New and evolving technologies and facility types may be considered to the extent that they are functionally equivalent (or superior) and consistent with the purpose for which the proposed fee will be collected.

Fee Rate Calculation

Facilities Cost Analysis

Costs were compiled for numerous sample "eligible" projects across various mobility modes and facility types. For each sample project, the VMT reduction potential was quantified. From this information, a unit cost (expressed in terms of cost per VMT reduced) was calculated for each of the sample projects. For each mobility mode, the average unit cost of various sample projects was calculated to determine unit costs by mobility mode. The calculated unit costs for each mobility mode are summarized in **Table 2**.

TABLE 2: Unit Costs by Mobility Mode

MOBILITY MODE	FACILITY TYPE	UNIT COST ($ / VMT Reduced)
Bicycle / Micro Mobility	Network – Protected Bikeways (Class I, Class IV)	$1,436
	Network – Semi-Protected Bikeways (Buffered Class II)	
	Network – Bicycle Parking	
	Wayfinding Signage	
	NEV Network	
Transit	Transit-Only Lanes	$1,320
	Queue Jumper Lanes	
	Transit Signal Priority	
	Microtransit / Neighborhood Shuttle	
	Wayfinding Signage	
Pedestrian	Enhancements	$1,408
	Gap Closure	
	Wayfinding Signage	

SOURCE: See **Table 4** contained in *Mobility Choices: Reduced VMT Unit Cost Memorandum – Technical Summary* (Chen Ryan Associates; April 20, 2020), included as **Appendix B**.

The unit costs by mobility mode were weighted based on target mode share allocations. The target mode share allocations were based on several of factors, including the mode share goals of the City's CAP, reasonable community investment patterns, and overall VMT-reducing efficiency. The resultant composite unit cost is shown in **Table 3**.

TABLE 3: Composite Unit Cost (for All Mobility Modes)

MOBILITY MODE	UNIT COST ($ / VMT Reduced)	TARGET MODE SHARE	COMPOSITE UNIT COST ($ / VMT Reduced)
Bicycle / Micro-Mobility	$1,436	18%	$1,400
Transit	$1,320	25%	
Pedestrian	$1,408	7%	

SOURCE: See **Table 5** contained in *Mobility Choices: Reduced VMT Unit Cost Memorandum – Technical Summary* (Chen Ryan Associates; April 20, 2020), included as **Appendix B**.

Proposed Fee Rate

This Nexus Study and accompanying technical analyses support a proposed maximum fee rate of $1,400 per VMT reduced. This amount assumes that the identified improvements will be implemented in VMT-efficient areas of the City. This assumption is both fair and reasonable, and is consistent with achieving overall program objectives in a fiscally prudent and cost-effective manner.

The fee applicable to a given project will depend on the total project-generated VMT and the City's target VMT reduction level. As VMT generation varies by location, project type (land use), and project size, development of a suitable VMT calculator will be an important tool for program implementation. Programmatically, proximity to transit priority areas or other incentivized zones are also factors to consider.

Annual Cost-Indexing

The unit costs contained in this report are based on a "Los Angeles Construction Cost Index" (LACCI) of 12,144.49 (*Engineering News Record*; January 2020). It is recommended that the fee rates be indexed annually in order to keep up with future increases in the cost of construction.

Program Implementation

Statement of Findings

The following information is provided to assist the City with satisfaction of the requisite statutory findings contained in §66001 of the *Mitigation Fee Act* with regard to implementation of the proposed Active Transportation In Lieu Fee:

Purpose of the Fee. The purpose of the fee is to reduce and/or mitigate project-generated VMT. This purpose is consistent with the goals and objectives of the City's CAP, and the guiding principles embodied in SB 743.

Use of the Fee. The fee will be used to fund a variety of multi-modal improvements categorically identified and described in this Nexus Study. These improvements will be implemented in the areas of the City that will result in greater VMT reduction potential (VMT-efficient areas) than areas of the City where the measures would yield lower VMT reductions (VMT-inefficient areas).

Reasonable Use (Benefit). The cumulative effects of future development will impact the City's mobility network and regional GHG emission levels. Such impacts are difficult to mitigate on a project-by-project basis. This fee will benefit future development by funding additional multi-modal improvements to reduce and/or mitigate project-related VMT impacts, in a fiscally prudent and cost-effective manner, consistent with the City's CAP.

Reasonable Need (Burden). The cumulative effects of future development will impact the City's mobility network and regional GHG emission levels. The burden created by future development necessitates additional multi-modal improvements to reduce and/or mitigate VMT impacts, consistent with OPR guidance and the City's CAP.

Reasonable Apportionment. The reasonable relationship between the fee for a specific project and the cost of multi-modal improvements attributable to the project is based on the overall VMT generated by the project. Apportioning program costs based

on each project's VMT is consistent with current principles of transportation impact analysis.

Periodic Reporting

Provisions set forth in §66001(c) and §66006(b)(1)) of the *Mitigation Fee Act* require that each agency imposing an impact fee make specific information available to the public annually within 180 days of the last day of the fiscal year. This information includes the following:

- A brief description of the type of fee in each account or fund;
- The amount of the fee;
- The beginning and ending balance of the account or fund.
- The amount of the fees collected and the interest earned;
- An identification of each public improvement on which fees were expended and the amount of each expenditure;
- An identification of the approximate date in which the construction of the public improvement will commence;
- A description of any inter-fund transfer or loan and the public improvement on which the transferred funds will be expended; and
- The amount of the funds made and any allocations of unexpended fees that are not refunded.

In addition, the provisions set forth in §66001(d) of the *Mitigation Fee Act* require that each agency imposing an impact fee make specific findings every five years following receipt of monies, to the extent that such monies are deposited and remain unspent.

Other Considerations

VMT Reduction Threshold

Equally as important as the development of a project-specific VMT calculation tool is the establishment of a reasonable VMT reduction threshold. Reducing VMT to levels fifteen percent (15%)

below the regional average (VMT per capita or VMT per employee, depending on the land use) appears to be most reasonable and consistent with the legislative intent and OPR guidance.

Future Project Economics/Viability

The proposed fee will have an effect on future development. To the extent that the fee provides a mechanism by which development can mitigate, in whole or in part, statutorily-defined transportation impacts, projects could benefit by reduced processing times and project costs. Some projects could be adversely impacted by the proposed fee due to location, project type or other factors. An analysis of the economic implications of the proposed fee on a variety of project types and locations could provide additional insight as to project viability and the need for special considerations, if any.

Supplemental Funding

The Active Transportation In Lieu Fee is intended to fund categorically identified facilities, or portions thereof, needed to mitigate, in whole or in part, VMT impacts created by future development in the City. Direct impact project mitigation measures and other revenue sources may also be used to augment funding of these facilities. Sources of additional revenue may include, but are not limited to:

- General and special taxes (including property taxes, TransNet, Gas Tax, HUTA, and other sales/use taxes)
- State and federal grant monies
- General fund

The existence and availability of additional funding sources may help the City leverage their other infrastructure dollars. For example, grant programs often require a high level of difficult-to-find matching funds. Having an Active Transportation In Lieu Fee demonstrates a committed plan of action for facility improvements and the revenues can provide a ready source for

matching funds. Both of these factors can provide a competitive edge when vying for grants or other similar allocations.

Inter-Agency Coordination

Construction of eligible facilities may involve varying degrees of inter-agency coordination. The financial aspects and timing of construction activities for such projects will require considerable attention and coordination.

APPENDICES

APPENDIX A

VMT Reduction Elasticity Memorandum – Technical Summary

CHEN RYAN

TO:	Heidi Vonblum, City of San Diego
FROM:	Stephen Cook, PE, Chen Ryan Associates
DATE:	April 20, 2020
RE:	VMT Reduction Elasticity Memorandum – Technical Summary

1. Introduction

The purpose of this memorandum is to document of the findings of research performed in support of creating a VMT Impact Fee Program for the City of San Diego, including determination of VMT-reducing infrastructure, as well as methodologies for quantifying and calculating VMT reductions associated with the implementation of qualifying infrastructure within the more efficient areas of the City. *Please note this is a technical summary of the memorandum intended to be included in the appendix of the fee program nexus study. The full version of the memorandum, incorporated herein by reference, includes additional language on policy and background that is not presented here*.

2. VMT Reducing Infrastructure Types that are Eligible for the Program

This section summarizes how the VMT Reducing Infrastructure that will be included in the VMT Impact Fee Program was selected.

2.1. Infrastructure Selection Requirements

As the first step of identifying VMT-reducing infrastructure for potential inclusion in the VMT Impact Fee Program, several selection requirements were identified to ensure that all infrastructure included in the Program is reflective of the City's needs in furthering program objectives. In particular, infrastructure is subject to the following requirements for consideration:

- *Infrastructure is linked to a reputable, quantitative study that demonstrates VMT reduction.* This requirement ensures that the magnitude of the VMT reductions associated with the fee program is reliable and defensible. This is important when establishing the nexus for the fee program and determining the cost to reduce VMT.
- *Chosen infrastructure must be suitable for implementation in urban areas of the City of San Diego.* Since all infrastructure funded by the VMT Impact Fee Program will be implemented within higher density and urban areas, only infrastructure typical for these areas should be included in developing the fee for the VMT Impact Fee Program. Infrastructure associated with greenfield development such as roadway extensions or widenings, even to incorporate multi-modal connections, were not included due to the limited right-of-way available within the VMT Impact Fee Program areas. Therefore, all infrastructure costs included in the VMT Impact Fee Program are based on projects that fit within the City's existing right-of-way via retrofit or reconfiguration.
- *Program-based VMT reduction strategies are not eligible for consideration for the VMT Impact Fee Program.* Since the funding from the VMT Impact Fee Program may not be consistent from both a timing or quantity basis, programs that require consistent funding such as transit pass subsidies, discounted bikeshare programs, or guaranteed ride home programs may not be feasible to include in the program since their funding would not be secure. However, funds from the program could be used as seed money to help implement and buy equipment for transportation related programs (such as a local shuttle system) if a long-term funding source is

established (such as a business district) to pay for the programs program's operations and maintenance costs.

- *Infrastructure must be implementable at a community-wide level, and cannot include infrastructure improvements only suitable at a project or parcel level.* The funds for this program can only be used on City of San Diego facilities that benefit the community as a whole. Therefore, property specific VMT reducing measures such as Amazon lockers, employee showers, and carpool/vanpool incentives would not be eligible for program funds. It should be noted that these types of property specific measures will be required and implemented through the City's VMT ordinance.
- *Chosen infrastructure must be wholly implementable by the City of San Diego.* Since the City would not be able to control how program funds would be spent outside of their jurisdiction, all funds must be spent fully on City controlled infrastructure. Therefore, infrastructure or programs controlled by other jurisdictions such as Metropolitan Transit System (MTS) and Caltrans would not be eligible for program funds.

2.2. List of Potential Infrastructure Types

Based upon a review of existing and planned City infrastructure, current industry best practices, and research on the types of infrastructure that deliver measurable benefit to VMT reduction, a draft list of potential infrastructure types was developed. The purpose of this list was to garner City feedback for further refinement, or removal of potential infrastructure types that may be inappropriate given the project's context and intent. Potential infrastructure types are presented in **Table 1**.

Table 1 Potential Infrastructure Types for Program Inclusion

Mode	Facility Type	Description
Bicycle / Micro Mobility	Protected Bikeways (Class I, Class IV)	Class I, also referred to as a Multi-Use Path or a Bike Path, provides for bicycle travel on a paved right-of-way completely separated from the street. A Class IV Bikeway, also referred to as a separated bikeway or cycle track, is for the exclusive use of bicycles and is physically separated from vehicular traffic.
	Semi-Protected Bikeways (Buffered Class II)	A Buffered Bike Lane is a conventional bike lane which is paired with a designated buffer separating the bicycle lane from the adjacent vehicular traffic.
	Unbuffered Class II Bike Lanes	Provides a striped lane designated for the exclusive or semi-exclusive use of bicycles with through travel by motor vehicles or pedestrians prohibited, but with pedestrian and motorist crossflows permitted. The minimum bike lane width where parking stalls are marked is 5 feet. The minimum width for a shared bike lane and parking lane is 11 feet.
	Class III Bicycle Routes	Provides shared use of traffic lanes with cyclists and motor vehicles, identified by signage and street markings such as “sharrows”. Bike routes are best suited for low-speed, low-volume roadways with an outside lane width of 14 feet.
	Bicycle Parking	Bicycle parking encompasses several types of infrastructure ranging from bicycle racks to secure lockers. Effective bicycle parking allows for the bike frame and at least one wheel to be locked, it supports the frame in two places, and it prevents the bicycle wheel from tipping.
	Micro Mobility Network	Micro mobility refers to modes of transportation which are capable of carrying one or two passengers and are small/light, such as bicycles, electric scooters, and Neighborhood Electric Vehicles (NEVs). A Micro Mobility Network provides an interconnected series of streets or paths with infrastructure designed to accommodate the micro mobility vehicles.
	Wayfinding Signage	Wayfinding signage provides its intended audience (which may be any combination of cyclists, pedestrians, or autos) information about the shortest or most efficient path to popular destinations. Some wayfinding schemes also report distance and/or an estimated amount of time to a destination for a pedestrian or cyclist.

Table 1 Potential Infrastructure Types for Program Inclusion

Mode	Facility Type	Description
Bicycle / Micro Mobility	NEV Network	Neighborhood electric vehicles (NEVs) are small electric vehicles that typically operate within a defined service area and fulfill trips that are short-distance in nature, typically less than two miles long. NEVs help to facilitate connections to and from transit stations and provide users with an alternative to driving for short trips.
Transit	Transit-Only Lanes	Transit-Only lanes are a portion of the street designated by signs and roadway markings for the exclusive use of transit vehicles. Sometimes the transit use is preferential and limited to use by other vehicles is permitted.
	Queue Jumper Lanes	Queue jump lanes combine short dedicated transit facilities with either a leading bus interval or active signal priority to allow buses to easily enter traffic flow in a priority position. Applied thoughtfully, queue jump treatments can reduce delay considerably, resulting in run-time savings and increased reliability.
	Transit Signal Priority	Transit Signal Priority (TSP) is a general term for a set of operational improvements that use technology to modify traffic signal timing or phasing when transit vehicles are present either conditionally for late runs or unconditionally for all arriving transit. TSP benefits are significantly amplified when implemented alongside other strategies such as dedicated transit lanes.
	Microtransit / Neighborhood Shuttle	A transit service offers flexible routing and/or flexible scheduling of minibus vehicles. Possible pick-up/drop-off stops are restricted (usually within a geofenced area), and transit can be provided either as scheduled stop-to-stop service or on-demand curb-to-curb service. Free Ride Everywhere Downtown (FRED) is a local example of on-demand curb-to-curb service, where the Hillcrest Lunchtime Loops is an example of as scheduled stop-to-stop service. It should be noted that only the seed money to start these programs would be available through the VMT Impact Fee Program

Table 1 Potential Infrastructure Types for Program Inclusion

Mode	Facility Type	Description
Transit	Wayfinding Signage	Wayfinding signage provides its intended audience (which may be any combination of cyclists, pedestrians, or autos) information about the shortest or most efficient path to popular destinations. Some wayfinding schemes also report distance and/or an estimated amount of time to a destination for a pedestrian or cyclist.
Pedestrian	Enhancements	Pedestrian Enhancements refer to the following three improvements on pedestrian projects: *Pedestrian Scale Lighting*: designed and located to illuminate a sidewalk, pathway or other area that is used by pedestrians. Light sources placed closer to the surface to be lit, helps people on foot navigate sidewalks and further encourage walking. *Expanding Sidewalks:* In areas with high pedestrian demand within the existing right-of-way, the expansion of sidewalks creates a wider space to allow greater pedestrian movement. Additionally, wider sidewalks create greater safety, accessibility, and encourage walking. Wider sidewalks can activate streets both socially and economically. *Shade trees:* It has been shown that shade trees reduce urban traffic speeds, provide a safer walking environment by forming distinct edges to sidewalks so motorists can distinguish between the roadway and pedestrian space. Additionally, they create a more pleasant walking environment by providing protection from the elements. Street trees clean the air since they filter automobile exhaust and emissions. Trees also lower urban temperatures by mitigating the temperature rise caused by asphalt and concrete.
	Gap Closure	The sidewalk network can be expanded by filling the gaps in the sidewalk network caused by missing sidewalks. Complete sidewalk networks encourage walking by reducing sections in which pedestrians are forced to walk in the roadway or on shoulders due to missing sidewalks.

Table 1 Potential Infrastructure Types for Program Inclusion

Mode	Facility Type	Description
Pedestrian	Wayfinding Signage	Wayfinding signage provides its intended audience (which may be any combination of cyclists, pedestrians, or autos) information about the shortest or most efficient path to popular destinations. Some wayfinding schemes also report distance and/or an estimated amount of time to a destination for a pedestrian or cyclist.
Auto	Parking Reduction	Car ownership rates can be influenced by reducing the number of parking spaces available both at the origin and destination point of the trip. This strategy is most successful if coupled with increased transit and active transportation infrastructure.
	Parking Cost Increase	VMT can be affected by an increase in on-street parking costs. This can be achieved in a number of ways, by setting on-street parking rates commensurate with off-street parking, by staggering the cost to park making the first hour the cheapest and every subsequent hour more expensive, or by dynamically pricing the cost of parking based on demand.
	Curbside Management	Curb management means adopting policies which implement changes to allow for more dynamic uses such as prioritizing transit and safe bicycling infrastructure, designating areas for deliveries, passenger pick-ups, green stormwater infrastructure, and public spaces.
	ITS Improvements	Intelligent transport systems vary in technologies applied, from basic management systems such as car navigation, parking guidance and information systems to more advanced applications that integrate live data and feedback from a number of other sources.
	Key Gap Closure	Constructing new roadways to close key gaps in the mobility network may reduce VMT by offering a more direct path of travel to roadway users. Destination pairs with gaps, which must now be circumvented by longer, circuitous routes, will become more accessible with a shorter trip.

Table 1 Potential Infrastructure Types for Program Inclusion

Mode	Facility Type	Description
Emerging Technologies	SMART Corridors	• Sustainable Mobility for Adaptable and Reliable Transportation (SMART) Corridors further SANDAG's 5 Big Moves strategy especially related to Complete Corridors. A SMART Corridor is a major arterial roadway that provides access to or between at least two freeways, whereby mobility improvements are made for transit and other congestion-reducing mobility forms through the repurposing of roadway space. This repurposing creates facilities with general purpose lanes plus flexible lanes, that may be used by a combination of non-single occupancy vehicles, such as autonomous/connected vehicles, or other emerging mobility concepts. SMART corridors would increase safety, capacity, and efficiency; provide dedicated space for efficient transit and other pooled services; manage demand in real-time; and maximize use of existing roadways. The lane configuration and type of use is contingent upon time of need. o SMART corridors always have flexible lanes and transit • Flexible (Flex) Lanes: designating space (i.e., general purpose lanes) along a Major Arterial roadway to be used by a combination of non-single occupancy vehicles, such as autonomous/connected vehicles, or other emerging mobility concepts. o Flex lanes do not need to be part of a SMART corridor and connect freeway to freeway o Does not necessarily need to be accompanied by signal enhancements
	Connected and Autonomous Vehicle Infrastructure	Roadway infrastructure enhancements, both on the systems (signals and communication) and the physical side (roadway condition and striping) that are required to safely and efficiently integrate connected and autonomous vehicles into the roadway network.

Table 1 Potential Infrastructure Types for Program Inclusion

Mode	Facility Type	Description
Other/Multiple Categories	Protected Intersections	A protected intersection allows separation between cyclists, pedestrians, and cars. Vehicles turning right are separated by a buffer from crossing cyclists and pedestrians, providing increased reaction times and visibility. Drivers looking to turn right have better visibility to cyclists and pedestrians as they can look to the side for conflicts instead of over their shoulders.
Other/Multiple Categories	Mobility Hubs	Mobility Hubs are places of connectivity where different modes of travel – walking, biking, transit and shared mobility – converge. Mobility Hubs provide an integrated suite of mobility services, amenities, and technologies to bridge the distance between high-frequency transit and an individual's place of origin or destination.

2.3. Refinement of Potential Infrastructure Types

Certain infrastructure types identified in Table 1 were determined to be unsuitable for further consideration. Primarily, this was due to some types being too new or partially implemented, so as to not have a clear quantification of VMT reduction capability. Others were deemed to be out of scope with the aim of the VMT Impact Fee program. The following types of infrastructure were not considered further:

Class II (Unbuffered) and Class III Bicycle Routes – Literature and studies that link reductions in VMT to the expansion of the bicycle network, typically find that the most substantial reductions in VMT are associated with increases in rider comfort and decreases in stress levels. Based on Level of Traffic Stress (LTS) standards, Unbuffered Class II Bike Lanes and Class III Bicycle Routes are not effective enough at reducing rider stress, on roadway facilities with speed limits of 30 mph or greater, to levels at which VMT reductions would be effective. The majority of the City's bicycle network is located on Mobility Element Roadways with speed limits over 30 mph. Therefore, improvements that include Unbuffered Class II Bike Lanes and Class III Bicycle Routes were not included in the VMT Impact Fee Program because they will not effectively reduce VMT.

Connected and Autonomous Vehicle Infrastructure – While it is speculated by some that connected and autonomous vehicle technology could potentially lower VMT by selecting more efficient routes, allowing for better rideshare matching, and providing first mile/last mile solutions. These effects cannot be measured or guaranteed at this time. Therefore, these types of improvements are not currently included in the VMT Impact Fee Program.

Parking Reduction – Literature and studies have found that car ownership rates can be influenced by reducing the number of parking spaces available, both at the origin and destination points of the trip. However, at the time of this writing, no correlation has been established between reducing the number of public parking spaces available and an associated reduction in communitywide VMT. It should be noted that a correlation has been established between reducing private or on-site parking and a reduction in parcel/project related VMT; however, this fee program does not have the authority to enforce that. Therefore, public parking reductions were not included in the VMT Impact Fee Program due to insufficient evidence to justify an approximation of VMT reduction.

Parking Cost Increase – Similar to the Parking Reduction strategy, literature and studies have found that VMT can be affected by an increase in private off-street parking costs. However, at the time of this writing, there is insufficient evidence to justify an approximation of VMT reduced by increasing public or on-street metered parking costs. Therefore, the Parking Cost Increase strategy was not included in the program.

Curbside Management – This infrastructure type generally serves to improve the organization of pick-up and drop-off operations for taxis or transportation network companies (TNCs) such as Uber or Lyft or provide additional parking on evenings or peak times. Thus, curbside management treatments still have an inherent ability to bolster VMT-producing automotive travel. While TNC use may serve as first or last-mile travel to or from transit, a large number of TNC trips are made door-to-door, effectively negating meaningful VMT savings.

Vehicle-focused ITS Improvements – These treatments generally improve the flow of vehicular traffic by increasing a roadway's capacity through technological means, without physical expansion. Thus, vehicular-focused ITS improvements could induce additional demand, as roadways with these treatments will be able to handle additional traffic.

SMART Corridors – At the time of this writing, SMART Lanes represent a very recently adopted improvement type with no implemented example within the City. As such, there is insufficient ability to quantify the VMT-reducing effects of this infrastructure type.

Key Roadway Gap Closure – It is not the intent of this VMT Impact Fee Program to invest in automobile-centric infrastructure, and all new roadway projects in the city would include appropriate pedestrian, bicycle, and transit improvements as part of the project. Thus, while gap closure may lead to shorter trips by car, bicycle, pedestrian, and transit, it was determined that this type of infrastructure would not be included in the program.

It should also be noted that the following VMT reducing infrastructure was initially considered, but screened out due to the criteria outlined in Section 2.1:

Transit Pass Subsidies – The VMT Fee program would not be able to guarantee consistent funding for this program.

Expansion of Transit Services – Transit service within the region is planned by SANDAG, and implemented and operated by MTS; therefore, the City does not have ability to implement new or expand transit services.

Increase Transit Frequency – Transit service within the region is planned by SANDAG and implemented and operated by MTS; therefore, the City does not have ability to increase transit frequencies.

Vanpool / Carpool Incentives and Programming – The VMT Fee program would not be able to guarantee consistent funding or monitoring of this program. It should be noted that similar programs are included in the City's TDM ordinance, where they will be implemented at a property specific level.

Parking Cash Out - The VMT Fee program would not be able to guarantee consistent funding for this program. It should be noted that similar programs are included in the City's TDM ordinance, where they will be implemented at a property specific level.

Bikeshare Programs - The VMT Fee program would not be able to guarantee consistent funding for this program. It should be noted that similar programs are included in the City's TDM ordinance, where they will be implemented at a property specific level.

Guaranteed Ride Home - The VMT Fee program would not be able to guarantee consistent funding for this program. It should be noted that similar programs are included in the City's TDM ordinance, where they will be implemented at a property level.

2.4. Program Eligible Infrastructure

Following the removal of the infrastructure types presented in the preceding section, the following, refined list of program-eligible infrastructure is presented as **Table 2**.

Table 2 Program Eligible Infrastructure

Mode	Facility Type
Bicycle / Micro-Mobility	Network - Protected Bikeways (Class I, Class IV)
	Network - Semi-Protected Bikeways (Buffered Class II)
	Network - Bicycle Parking
	Wayfinding Signage
	NEV Network

Table 2 Program Eligible Infrastructure

Mode	Facility Type
Transit	Transit Only Lanes
	Queue Jumper Lanes
	Transit Signal Priority
	Microtransit / Neighborhood Shuttle
	Wayfinding Signage
Pedestrian	Enhancements
	Gap Closure
	Wayfinding Signage

3. VMT Reduction Analysis Methods

Research was performed to ensure that a trusted, verifiable source, which quantifies VMT reductions, exists for each of the VMT Reducing Infrastructure Types identified in Table 2. Further, the research process also identified and documented the potential range and magnitude of VMT reductions associated with each infrastructure type (Reduction Elasticity). This section documents the tools and resources that will be used to quantify the associated VMT Reduction Elasticity for each VMT Reducing Facility Type.

3.1. Methods and Research

As noted in Section 2.1, infrastructure types included in the VMT Impact Fee Program must be linked to reputable, quantifiable studies that demonstrate VMT reductions. To achieve this goal, numerous manuals, guidelines, research studies, and white papers were reviewed to establish quantifiable links between VMT reductions, and the facility types included in Table 2. Attachment B provides the references, a brief description, and link to the source document for each of the sources that were used to quantify VMT reductions.

3.2. Available Tools

The documents reviewed in Section 3.1 and included Attachment B provide context and background on the research that has been conducted on VMT reduction strategies to this point. The following tools utilize and condense much of the identified research and have become resources for both the region and the State in quantifying VMT reductions:

1. San Diego Association of Governments (SANDAG) VMT Reduction Calculator Tool
   https://www.icommutesd.com/planners/tdm-local-governments
   - This tool, released in 2019, estimates the percent reduction in vehicle miles traveled (VMT) resulting from the application of mobility management strategies.

   The tool operates at two geographic scales: project/site-level and community/city-level. Depending on the project location and project type, users can select appropriate strategies of interest for mitigating transportation impacts. It should be noted, however, that some strategies reduce VMT from specific trips such as employee commute trips.

2. California Air Pollution Control Officers Association's (CAPCOA) *Quantifying Greenhouse Gas Mitigation Measures* report

http://www.capcoa.org/wp-content/uploads/2010/11/CAPCOA-Quantification-Report-9-14-Final.pdf

- This report was prepared in 2010 to provide a common platform of information and tools to support local governments pertaining to greenhouse gas mitigation. As such, the primary purpose of these measures is not to determine VMT reduction; however, it has proven useful since the unit of VMT is often extrapolated into pounds of carbon dioxide emissions. Further, as a means of providing a resource of estimating emissions reduction, VMT elasticity is provided for many mitigation measures.

The tools outlined above will be utilized as the main resources to calculate the associated VMT reduction with the VMT Reducing Infrastructure. Infrastructure types and the reduction calculation tool source are presented in **Table 3.** Additional research, as presented in Section 3.3, is being conducted to determine a reduction source for the several infrastructure types.

Table 3 Program Eligible Infrastructure - Reduction Source

Mode	Facility Type	Reduction Tool
Bicycle / Micro-Mobility	Network - Protected Bikeways (Class I, Class IV)	• SANDAG VMT Reduction Calculator Tool
	Network - Semi-Protected Bikeways (Buffered Class II)	• SANDAG VMT Reduction Calculator Tool
	Network - Bicycle Parking	• CAPCOA
	Wayfinding Signage	• CAPCOA (SDT-1)
	NEV Network	• SANDAG VMT Reduction Calculator Tool
Transit	Transit Only Lanes	• Research
	Queue Jumper lanes	• SANDAG VMT Reduction Calculator Tool
	Transit Signal Priority	• SANDAG VMT Reduction Calculator Tool
	Micro transit / Neighborhood Shuttle	• SANDAG VMT Reduction Calculator Tool
	Wayfinding Signage	• CAPCOA (SDT-1)
Pedestrian	Enhancements	• CAPCOA (SDT-1)
	Gap Closure	• SANDAG VMT Reduction Calculator Tool
	Wayfinding Signage	• CAPCOA (SDT-1)

3.3. VMT Reduction Elasticity Associated with Program Eligible Infrastructure

Based on the literature reviewed in Section 3.1 and the available tools presented in Section 3.2, a general VMT reduction elasticity was assigned to each facility type, as shown in **Table 4.** A series of sample projects will be reviewed for each facility type to gain a better understanding of the exact VMT reductions specific to the City of San Diego and more tuned in to the types of facilities in which the VMT Impact Program will fund, this process is further explained in Section 4.0.

Table 4 Program Eligible Infrastructure – Reduction Elasticity

Mode	Facility Type	Reduction Elasticity
Bicycle / Micro-Mobility	Network - Protected Bikeways (Class I, Class IV)	0%-5%
	Network - Semi-Protected Bikeways (Buffered Class II)	0%-5%
	Network - Bicycle Parking	0%-5%
	Wayfinding Signage	0%-5%
	NEV Network	0%-5%
Transit	Transit Only Lanes	0.0-7%
	Queue Jumper Lanes	0.0-0.4%
	Transit Signal Priority	0.0-0.4%
	Microtransit / Neighborhood Shuttle	0.1%-8.2%
	Wayfinding Signage	0%-5%
Pedestrian	Enhancements	0-2%
	Gap Closure	1.4%
	Wayfinding Signage	0%-5%

APPENDIX B

Mobility Choices: Reduced VMT Unit Cost Memorandum – Technical Summary

CHEN RYAN

TO: Heidi Vonblum, City of San Diego

FROM: Stephen Cook, PE, Chen Ryan Associates

DATE: April 20, 2020

RE: Mobility Choices: Reduced VMT Unit Cost Memorandum – Technical Summary

1. Introduction

The purpose of this memorandum is to establish a unit cost to reduce a vehicle mile traveled (Cost/RVMT) within the more VMT efficient areas of the City of San Diego (more dense and urban areas). *Please note this is a technical summary of the memorandum intended to be included in the appendix of the fee program nexus study. The full version of the memorandum, incorporated herein by reference, includes additional language on policy and background that is not presented here*.

2. Methodology

As documented in the *VMT Reduction Elasticity Memorandum* **Table 1** presents the program-eligible infrastructure that was identified for inclusion in the Mobility Choices Fee Program:

Table 1 Program Eligible Infrastructure

Mode	Facility Type
Bicycle / Micro-Mobility	Network - Protected Bikeways (Class I, Class IV)
	Network - Semi-Protected Bikeways (Buffered Class II)
	Network - Bicycle Parking
	Wayfinding Signage
	NEV Network
Transit	Transit Only Lanes
	Queue Jumper Lanes
	Transit Signal Priority
	Microtransit / Neighborhood Shuttle
	Wayfinding Signage
Pedestrian	Enhancements
	Gap Closure
	Wayfinding Signage

To develop a unit cost per reduced VMT for the program, a large group of sample projects were identified. The sample projects consisted of a mix of eligible facility types (identified above) spread throughout the different VMT efficient areas within the City. The associated reduction in VMT (RVMT) was calculated for each sample project, as well as a planning level cost estimate to implement the project. The cost to implement the project was then divided by the VMTs reduced by the project to get the resulting Cost/RVMT. Finally, the Cost/RVMT was normalized, based on the City's CAP mode share goals, across all the facility types to identify a Citywide Cost/RVMT.

A more detailed, step-by-step description of the process for determining the Citywide Cost/RVMT is described below:

Step 1: Identify Sample Projects:
For each facility listed in Table 1, multiple sample projects were identified. Sample projects were chosen to represent different locations within the City's VMT efficient areas. Additional detail and documentation on how the sample projects were selected, as well as the sources used to identify the projects are provided in Section 3.

Step 2: Calculate the Reduction in VMT associated with Each Sample Project:
To understand and identify the magnitude and variation in VMT reduction associated with each of the facility types identified in Table 1, the RVMT was calculated for each sample project. This process helps to identify the VMT reduction effectiveness of each facility type and how that effectiveness varies within the different areas of the City. This variation also allows the program's unit cost to be developed from a larger sample size providing a more thorough and accurate metric.

The sources utilized to calculate the RVMT for each of the facility types are documented in Table 3 of the *VMT Reduction Elasticity Memorandum, dated 01/08/20*. This memo takes those sources and applies them to the sample projects identified in Section 3 to provide a more robust assessment of the actual potential VMT reductions that can be anticipated with the construction/implementation of these facilities within the different applicable areas of the City. Specific RVMT calculations for each sample project are provided in Attachment B of this memo.

Step 3: Establish a Planning Level Cost Estimate for Each Sample Project
Planning level cost estimates were either identified or developed for each sample project. Program level costs were either gathered from the source document of the sample project (i.e. Community Plan, Specific Plan, IFS, TUNL, etc.) or derived based on unit cost estimates or other similar projects. The sources for the cost estimates are identified in the Sample Project Sheets, included as Attachment C.

Step 4: Calculate the Cost/RVMT for Each Sample Project
The cost to reduce a mile of vehicular travel associated with each sample project was calculated by dividing the cost estimate, derived in Step 3, by the associated reduced VMT, calculated in Step 2. The Cost/RVMT was averaged across all of the sample projects for each facility type and then averaged again for each mode, resulting in a Cost/RVMT for each mode.

Step 5: Develop a Citywide Cost/RVMT
The average Cost/RVMT per mode was determined by averaging together all sample projects for each of the three modes. The program assumes that the average cost per mode was normalized based on the mode share goals outlined in the City's Climate Action Plan (CAP). Normalizing the costs by mode share goal aims at developing an average Cost/RVMT at the citywide level, based on the specific modes and the goals for their associated demands. Finally, since the City's Community Plan Mobility Elements will strive to achieve the CAPs mode share goals, normalizing and allocating the project costs used to develop the fees in the same manner should help the fee program to maintain consistency with future City plans.

3. Sample Project Identification

The first step of determining a Cost/RVMT requires identification of sample projects that serve as good examples of the type of facility that they are intended to represent. These sample projects were refined from various projects and planning documents such as Public Facilities Financing Plans (PFFPs) and Impact Fee Studies (IFSs), Community Plans, Specific Plans, and Urban Greening Plans, within the City of San

Diego. Sources for each sample project are identified in their associated sample project sheets which are included in Attachment B.

Sample Project Criteria

Projects selected to represent an infrastructure type were chosen to ensure that several aims of the project were met. These included the following:

1. Ensuring that projects were analyzed across different place types (Downtown, transit priority areas, etc.).

2. Ensuring that projects analyzed represented a broad geographical spread throughout the more dense and urban areas of the City of San Diego.

3. Ensuring that several representative projects for each facility type were identified to ensure a robust sample was examined.

3.1. Sample Project Sources

Projects were primarily gleaned from existing planning documents at the Citywide and Community level, but also included specific projects as was appropriate to analyze specific infrastructure types that are planned at a zonal or localized level. Sources included the following:

- Community Plans
- Specific Plans
- Master Plans
- Corridor Studies
- Green Streets Plans
- City's Transportation Unfunded Needs List (TUNL)
- SANDAG's Regional Transportation Plan

Additionally, planned sample projects could not be found for some facility types, such as neighborhood shuttles[1], NEV network, micro mobility network and mobility hubs because they have not yet been implemented in the City. In these cases, sample projects were developed based on discussions with City Staff. It should be noted that these are not planned projects at this point, and are only being used to determine the potential effectiveness of these facility types.

3.2. Sample Projects

The selected sample projects used to determine project cost, VMT reduction potential, and subsequent cost per unit of VMT reduction are presented in **Table 2**. The sample projects are organized by the mode and the facility type they represent. As shown, representing each mode and facility type with multiple projects ensured that at least two projects per facility type were included for Cost/RVMT calculation. In some cases, where a large degree of implementation is anticipated, such as with bicycle facilities, up to

[1] Note: Program funds can only be used for shuttle startup costs such as equipment acquisition and signage. Shuttle programs, if implemented, must be paired with an on-going funding source, such as a parking district, or business improvement district to provide funding for operations and maintenance costs.

seven sample projects were identified throughout the City. It should be noted that the projects included in Table 2 are purely for sampling and calculation purposes, and were selected to provide a wide variety of project types and locations. It should not be assumed that program funds will only be used for these projects or that these projects are prioritized for program funding in any way.

Table 2 Sample Projects by Mode and Facility Type

Mode	Facility Type	#	Sample Project
Bicycle / Micro-Mobility	Bicycle & Micro-Mobility Network	1B	Southeastern CP Network
		2B	Encanto CP Network
		3B	Downtown CP Network
		4B	Mission Valley Network
		5B	Midway CP Network
		6B	Linda Vista CATS Network
		7B	Kearny Mesa CP Network
		8B	Golden Hill CP Network
		9B	North Park CP Network
		10B	Uptown CP Network
		11B	San Ysidro CP Network
	Wayfinding Signage	12B	Downtown Community
		13B	Old Town Community
		14B	San Ysidro Community
	NEV Network	15B	Uptown Community
		16B	Downtown Community
Transit	Transit Only Lanes	1T	Clairemont Mesa Blvd
		2T	BRT On Clairemont Dr
	Queue Jumper Lanes	3T	Garnet Avenue / Grand Avenue
		4T	Friars Road
	Transit Signal Priority	5T	University Avenue from First Avenue to 70th Street
		6T	Genesee Avenue from SR-163 to Nobel Drive
		7T	54th Street/Euclid Avenue from Logan Avenue to Monroe Avenue
	Microtransit / Neighborhood Shuttle	8T	Uptown Community Shuttle
		9T	North Park Community Shuttle
		10T	Mission Valley Community Shuttle
		11T	La Jolla Community Shuttle
		12T	Kearny Mesa Community Shuttle
	Wayfinding Signage	13T	Downtown Community
		14T	Old Town Community
		15T	San Ysidro Community
Pedestrian	Enhancements	1P	University Avenue
		2P	Rosecrans Street
		3P	Downtown Green Streets
		4P	43rd & Fairmount
	Gap Closure	5P	Mission Valley Pedestrian Network
		6P	Kearny Mesa Pedestrian Network
		7P	Midway Pedestrian Network
		8P	Old Town Pedestrian Network
	Wayfinding Signage	9P	Downtown Community
		10P	Old Town Community
		11P	San Ysidro Community

4. Sample Project Analysis

This section analyzes the sample projects identified in Table 2 to identify both the RVMT that would be associated with the sample projects, as well as the costs to implement them. From these figures we can derive the Cost/RVMT for each facility type.

As noted previously, Attachment B contains individual project sheets for each sample project. Each Sample Project Sheet provides the following information:

- Project Description
- Project Source
- Potentially Affected VMT
- Percent VMT Reduction
- Calculated RVMT
- Project Cost Estimate
- Source of Project Cost Estimate
- Project Cost/RVMT

4.1. VMT Reduction

The RVMT per sample project and the cost to implement the project are presented in Table 3. The sources utilized to calculate the RVMT for each of the facility types are documented in Table 3 of the *VMT Reduction Elasticity Memorandum, dated 01/08/20.* Calculation worksheets displaying the analysis source, assumptions and RVMT calculations for each sample project are included in Attachment B. As noted previously, the sources of the sample project costs are included in Attachment C.

Table 3 VMT Reduction by Project and Associated Cost

Mode	Facility Type	#	Sample Project	VMT Reduced	Project Cost
Bicycle / Micro-Mobility	Bicycle & Micro-Mobility Network	1B	Southeastern CP Network	7,900	$2,840,184
		2B	Encanto CP Network	2,500	$3,132,445
		3B	Downtown CP Network	34,900	$10,500,000
		4B	Mission Valley Network	3,800	$6,000,000
		5B	Midway CP Network	2,200	$1,574,100
		6B	Linda Vista CATS Network	300	$442,000
		7B	Kearny Mesa CP Network	1,100	$8,442,900
		8B	Golden Hill CP Network	900	$1,086,700
		9B	North Park CP Network	4,100	$647,680
		10B	Uptown CP Network	1,800	$2,796,600
		11B	San Ysidro CP Network	1,000	$364,200
	Wayfinding Signage	12B	Downtown Community	1,300	$333,333
		13B	Old Town Community	20	$33,333
		14B	San Ysidro Community	310	$1,183,333
	NEV Network	15B	Uptown Community	3,600	$1,070,000
		16B	Downtown Community	3,500	$1,070,000
Transit	Transit Only Lanes	1T	Clairemont Mesa Blvd	19,300	$31,155,000
		2T	BRT On Clairemont Dr	3,000	$24,420,000
	Queue Jumper Lanes	3T	Garnet Avenue / Grand Avenue	510	$600,000
		4T	Friars Road	2,500	$300,000
	Transit Signal Priority	5T	University Avenue from First Avenue to 70th Street	4,100	$910,000
		6T	Genesee Avenue from SR-163 to Nobel Drive	5,100	$880,000
		7T	54th Street/Euclid Avenue from Logan Avenue to Monroe Avenue	3,200	$980,000
	Microtransit / Neighborhood Shuttle[1]	8T	Uptown Community Shuttle	220	$350,000
		9T	North Park Community Shuttle	250	$350,000
		10T	Mission Valley Community Shuttle	500	$350,000
		11T	La Jolla Community Shuttle	120	$350,000
		12T	Kearny Mesa Community Shuttle	410	$350,000
	Wayfinding Signage	13T	Downtown Community	22,900	$333,333
		14T	Old Town Community	100	$33,333
		15T	San Ysidro Community	4,800	$1,183,333
Pedestrian	Enhancements	1P	University Avenue	200	$612,628
		2P	Rosecrans Street	1,500	$2,798,000
		3P	Downtown Green Streets	7,500	$25,750,000
		4P	43rd & Fairmount	300	$403,036

Table 3 VMT Reduction by Project and Associated Cost

Mode	Facility Type	#	Sample Project	VMT Reduced	Project Cost
Pedestrian	Gap Closure	5P	Mission Valley Pedestrian Network	34,100	$91,113,798
		6P	Kearny Mesa Pedestrian Network	28,400	$1,383,149
		7P	Midway Pedestrian Network	8,600	$1,008,058
		8P	Old Town Pedestrian Network	1,000	$70,330
	Wayfinding	9P	Downtown Community	11,500	$333,333
		10P	Old Town Community	20	$33,333
		11P	San Ysidro Community	1,000	$1,183,333

Note:
[1]Assumes implementation costs only, operations and maintenance costs will need to be funded through other sources.

4.2. Cost Per reduced VMT

Table 4 presents the Cost/RVMT on a per-project and per- mode. Cost/RVMT is calculated by dividing the average project costs by the average VMT reduction calculated per mode as presented in Table 4.

Table 4 Cost Per Reduced VMT by Mode

Mode	Facility Type	#	Sample Project	Cost/RVMT	
				Project	Mode
Bicycle / Micro-Mobility	Bicycle & Micro-Mobility Network	1B	Southeastern CP Network	$360	$1,436
		2B	Encanto CP Network	$1,253	
		3B	Downtown CP Network	$301	
		4B	Mission Valley Network	$1,579	
		5B	Midway CP Network	$716	
		6B	Linda Vista CATS Network	$1,474	
		7B	Kearny Mesa CP Network	$7,675	
		8B	Golden Hill CP Network	$1,207	
		9B	North Park CP Network	$158	
		10B	Uptown CP Network	$1,554	
		11B	San Ysidro CP Network	$364	
	Wayfinding Signage	12B	Downtown Community	$256	
		13B	Old Town Community	$1,667	
		14B	San Ysidro Community	$3,817	
	NEV Network	15B	Uptown Community	$297	
		16B	Downtown Community	$306	
Transit	Transit Only Lanes	1T	Clairemont Mesa Blvd	$1,614	$1,320
		2T	BRT on Clairemont Dr	$8,140	
	Queue Jumper Lanes	3T	Garnet Avenue/ Grand Avenue	$1,176	
		4T	Friars Road	$120	
	Transit Signal Priority	5T	University Avenue from First Avenue to 70th Street	$222	
		6T	Genesee Avenue from SR-163 to Nobel Drive	$173	
		7T	54th Street/Euclid Avenue from Logan Avenue to Monroe Avenue	$306	
	Microtransit / Neighborhood Shuttle	8T	Uptown Community Shuttle	$1,591	
		9T	North Park Community Shuttle	$1,400	
		10T	Mission Valley Community Shuttle	$700	
		11T	La Jolla Community Shuttle	$2,917	
		12T	Kearny Mesa Community Shuttle	$854	
	Wayfinding Signage	13T	Downtown Community	$15	
		14T	Old Town Community	$333	
		15T	San Ysidro Community	$247	
Pedestrian	Enhancements	1P	University Avenue	$3,063	$1,408
		2P	Rosecrans Street	$1,865	
		3P	Downtown Green Streets	$3,433	
		4P	43rd & Fairmount	$1,343	
	Gap Closure	5P	Mission Valley Pedestrian Network	$2,672	
		6P	Kearny Mesa Pedestrian Network	$49	
		7P	Midway Pedestrian Network	$117	
		8P	Old Town Pedestrian Network	$70	
	Wayfinding Signage	9P	Downtown Community	$29	
		10P	Old Town Community	$1,667	
		11P	San Ysidro Community	$1,183	

5. Unit Cost

The average Cost/RVMT per mode was determined by averaging together all sample projects for each of the three modes, as displayed in Table 5. The average cost per mode was normalized to determine an average Cost/RVMT. The normalization was based on a series of factors including the City of San Diego's CAP mode share goals, anticipated City investment patterns and efficiency.

Table 5 displays the assumed normalized rates used to calculate the Citywide Cost/RVMT.

Table 5 Total Cost / RVMT Within the City of San Diego

Mode	Target Mode share	Cost/RVMT	Total Cost/RVMT
Bicycle / Micro-Mobility	18%	$1,436	$1,400
Transit	25%	$1,320	
Pedestrian	7%	$1,408	

KEYSER MARSTON ASSOCIATES™
ADVISORS IN PUBLIC/PRIVATE REAL ESTATE DEVELOPMENT

MEMORANDUM

To: Heidi Vonblum, Program Manager
Environmental and Mobility Planning
City of San Diego

From: KEYSER MARSTON ASSOCIATES, INC.

Date: April 1, 2020

Subject: Citywide Active Transportation In Lieu Fee Program
Estimated Impacts and Cost Savings Analysis

I. INTRODUCTION

The City of San Diego (City) engaged Keyser Marston Associates, Inc. (KMA) to undertake a technical analysis to evaluate the estimated impacts and potential cost savings for real estate developers resulting from the City's Active Transportation In Lieu Fee Program (Program) on new development within Mobility Zone 4. The City is currently developing new regulations to reduce Citywide Vehicles Miles Traveled (VMT), consistent with the requirements of Senate Bill (SB) 743 and the City's adopted Climate Action Plan. The new regulations, known as the Mobility Choices Regulations (Regulations), are intended to support investment and implementation of active transportation infrastructure in areas where VMT can be most efficiently and effectively reduced.

In completing this assignment, KMA undertook the following principal tasks:

- Reviewed background data, reports, maps, and the draft Complete Communities: Mobility Choices Regulations Ordinance (Ordinance)

- Conducted a limited review of market sales prices/rents for residential and non-residential land uses

- Surveyed comparable sales values for both vacant land and improved properties in Mobility Zone 4

- Identified six (6) potential development prototypes likely to occur in Mobility Zone 4 and prepared financial pro forma analyses to measure their financial feasibility

- Evaluated the potential impact on developer profit/return as a result of the proposed Program

This Report has been organized as follows:

- Section II presents the KMA key findings
- Section III provides background on SB 743 and the State requirement to adopt new guidelines for mitigating transportation impacts under the California Environmental Quality Act (CEQA)
- Section IV summarizes the City's proposed Program
- Section V provides an overview of the financial pro formas for the development prototypes
- Section VI presents estimates of potential cost savings for real estate developers resulting from implementation of the Program
- Section VII details limiting conditions pertaining to this memorandum report

II. KEY FINDINGS

- By July 1, 2020, all CEQA Lead Agencies must analyze a project's transportation impacts using VMT. VMT accounts for a vehicle's true impact on the transportation system as it considers both the number of trips a driver makes along with the distance traveled during each of those trips.

- The City is proposing to implement a new Program through the proposed Mobility Choices Regulations. The intent of the Regulations is to reduce Citywide VMT to address impacts of development related to noise, air pollution, and greenhouse gas emissions (GHG), and to promote public health and enjoyment, by investing in multi-modal infrastructure and measures that will result in reductions to Citywide VMT.

  While the conversion from Level of Service (LOS) to VMT for purposes of measuring transportation impacts under CEQA becomes effective, lower-density development in areas not well-served by transit may be negatively impacted as VMT mitigation measures may be costly and render projects infeasible.

- The City's proposed Program intends to alleviate the burden of VMT-generated mitigation measures in Mobility Zone 4 by imposing an Active Transportation In Lieu Fee. Active

Transportation In Lieu Fee funds collected will be used to pay for multi-modal infrastructure that meets the City's VMT reduction goals.

- Working with City planning staff, KMA selected six (6) project descriptions that serve as tangible examples of development that could be anticipated to occur in Mobility Zone 4 in the future. KMA tested the financial feasibility of each prototype to determine the developer profit/Return on Investment (ROI) prior to implementation of the proposed Program.

- The Program will allow for an expedited entitlement process which will result in costs savings to developers within Mobility Zone 4. KMA estimates that the Program may result in the following types of cost savings to real estate developers:

    - Architecture and Engineering
    - Entitlement Costs
    - Traffic Studies/Environmental Documents
    - Developer Overhead Fee
    - Interest Carry
    - Off-Site Improvement Costs

- On this basis, then, KMA applied the cost savings to each prototype to recalibrate the developer profit and ROI, providing a measure of the potential benefit of the Program on private development. KMA found that the proposed Program has the potential to enhance the feasibility of development within Mobility Zone 4.

III. SENATE BILL 743

In 2013, the California legislature enacted SB 743 with the intent to "more appropriately balance the needs of congestion management with Statewide goals related to in-fill development, promotion of public health through active transportation, and reduction of greenhouse gas emissions." When implemented, "traffic congestion shall not be considered a significant impact on the environment" within CEQA transportation analyses.

SB 743 required the Governor's Office of Planning and Research (OPR) to identify and adopt new guidelines for mitigating transportation impacts under CEQA. Current transportation impacts are based on a congestion-based analysis, or level of service (LOS). The new regulations will represent a significant shift in analyzing transportation impacts under CEQA. By July 1, 2020, all CEQA Lead Agencies must analyze a project's transportation impacts using VMT. VMT accounts for a vehicle's

true impact on the transportation system as it considers both the number of trips a driver makes along with the distance traveled during each of those trips.

VMT is currently used to assess environmental impacts under CEQA to measure a project's impact on greenhouse gas emissions, air quality, and energy. According to the OPR, using VMT for analyzing transportation impacts will emphasize the reduction in the number of trips and distances vehicles use to travel to, from, or within a development project. Projects located near transit and/or within in-fill areas generally have lower VMT than projects in rural or undeveloped areas. The shift to VMT analysis under CEQA is intended to encourage the development of jobs, housing, and commercial uses in closer proximity to each other and to transit. Conversely, lower-density development in areas not well-served by transit may be negatively impacted as VMT mitigation measures may be costly and hinder projects infeasible.

IV. PROPOSED ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM

The City is proposing to implement the Program through the proposed Mobility Choices Regulations for the purpose of complying with SB 743. The intent of the Regulations is to reduce Citywide VMT to address impacts of development related to noise, air pollution, and greenhouse gas emissions, and to promote public health and enjoyment, by investing in active transportation infrastructure and measures that will result in reductions to Citywide VMT. The City has identified four (4) Mobility Zones, as follows:

- **Mobility Zone 1** – reflects the Downtown Community Planning Area boundary

- **Mobility Zone 2** – includes any parcel that falls wholly, or partially, within the State's identified Transit Priority Areas (TPAs)

- **Mobility Zone 3** – reflects any Community Planning Area boundary with a VMT efficiency that is 85% or less of the regional average for either VMT per capita or VMT per employee

- **Mobility Zone 4** – represents any area that is not located within Mobility Zones 1, 2, or 3; Mobility Zone 4 generally reflects the non-urban areas of the City

The Regulations will require that all development located in Mobility Zones 2 and 3 provide on-site Transportation Demand Management (TDM) amenities that reduce VMT. TDM amenities may include a variety of pedestrian improvements, bicycle supportive amenities, transit improvements, or other multi-modal enhancements.

Under the Program, all development located in Mobility Zone 4 will be required to pay an Active Transportation In Lieu Fee instead of funding the cost of VMT-generated mitigation measures. In addition, development projects in Mobility Zone 4 will not be required to provide on-site TDM amenities.

Funds collected from the Program will be used to pay for transportation and VMT-reducing multi-modal infrastructure projects within Mobility Zones 1, 2, and 3, thereby reducing Citywide VMT impacts.

V. FINANCIAL FEASIBILITY ANALYSIS

In identifying potential development prototypes for the financial feasibility analysis, KMA selected project descriptions that serve as tangible examples of the types of development that could be anticipated to occur in Mobility Zone 4 in the future. The development prototypes were selected through a process which considered recent development patterns in comparable locations, and key market parameters for residential, commercial, and industrial uses within Mobility Zone 4.

Under the proposed Regulations, retail development located in Mobility Zone 4 that is local-serving will not be required to pay the Active Transportation In Lieu Fee. Instead, it will be required to provide active transportation measures that reduce VMT. In addition, affordable housing units that are deed-restricted at 120% of Area Median Income (AMI) or below will be exempt from paying the Active Transportation In Lieu Fee.

The detailed KMA financial pro forma models for the development prototypes are presented in the Appendices attached to this memorandum. The Appendices are organized as follows:

- Appendix A presents the for-sale residential development prototypes
- Appendix B presents the rental residential development prototype
- Appendix C presents the non-residential development prototypes

The following provides an overview of the financial pro forma tables contained in each Appendix.

A. Project Description

KMA evaluated a total of six (6) development prototypes as shown in Exhibits V-1 and V-2 on the following page. KMA reviewed characteristics of residential product types with respect to typical unit mixes and sizes within Mobility Zone 4. In KMA's view, these typical unit mixes and sizes reflect the

most feasible development parameters for investors/developers in the current market. Two (2) prototypes (small lot single-family homes and townhomes) are modeled as for-sale housing and one (1) prototype was modeled as rental housing (garden apartments).

Exhibit V-1: Residential Development Prototypes – Project Descriptions			
	Small Lot Single-Family Homes	Townhomes	Garden Apartments
Site Size	2.5 Acres	5.0 Acres	5.0 Acres
Product Type	For-Sale	For-Sale	Rental
Density	10 DU/Acre	15 DU/Acre	25 DU/Acre
Number of Units	25 Units	75 Units	125 Units
Unit Mix	3 to 4 Bedrooms	2 to 3 Bedrooms	1 to 3-Bedrooms
Average Unit Size	2,010 SF	1,450 SF	910 SF
Parking Type	Attached Garages	Attached Garages	Surface/Carports

KMA also reviewed characteristics of non-residential product types within the Mobility Zone 4. Floor Area Ratios (FARs) for non-residential development prototypes ranges from 0.35 to 0.57, with surface parking.

Exhibit V-2: Non-Residential Development Prototypes – Project Descriptions			
	Low-Rise Office Building	Industrial Business Park	Select Service Hotel
Site Size	5.0 Acres	5.0 Acres	3.0 Acres
Construction Type	Type III	Tilt-Up Concrete	Type V
Number of Stories	2 - 3 Stories	1 - 2 Stories	4 - 5 Stories
Floor Area Ratio	0.40	0.35	0.57
Gross Building Area (GBA)	87,000 SF	76,000 SF	75,000 SF
Average Hotel Room Size (Gross)	---	---	500 SF/Room
Parking Type	Surface	Surface	Surface

Tables A-1, B-1, and C-1 present the general project description, including site size, residential density or Floor Area Ratio (FAR), gross building area (GBA), residential unit mix, and parking type and count, as applicable, for each development prototype.

B. Estimate of Development Costs

KMA's estimate of development costs reflect costs under current market conditions and before any cost savings realized by the proposed Program. Tables A-2, B-2, and C-2 present estimated development costs for each prototype, including direct, indirect, permits and fees, financing, and land acquisition costs as described below.

- Direct construction costs consist of items such as on- and off-site improvements, parking, shell construction, residential amenities, tenant improvements, and contingency. KMA also worked with the City's transportation consultant, Chen Ryan Associates, to determine the appropriate level and cost for off-site improvements. For all prototypes, KMA has assumed no payment of prevailing wages. Direct construction costs assume that the hypothetical development sites do not require demolition of existing improvements or relocation of existing occupants.

- Indirect costs consist of architecture, engineering, entitlements, traffic studies/environmental documents, legal and accounting, taxes and insurance, developer fee, marketing/lease-up/sales, and contingency.

- Permits and fees consist of City Development and Impact Fees (DIFs), Regional Transportation Congestion Improvement (RTCIP) Fee, Inclusionary In Lieu Fee (for the residential prototypes), the City's Housing Impact Fee (for the non-residential prototypes), San Diego Unified School District Impact Fee, and other City permits and fees.

- Financing costs consist of such items as loan fees, interest during construction and lease-up/sales, and homeowner association dues on unsold units (for-sale residential).

- Land acquisition costs are based on KMA's evaluation of comparable land sales in Mobility Zone 4.

The development costs shown in Tables A-2, B-2, and C-2 do not assume any cost savings realized by the proposed Program.

C. Project Revenues

Table A-3 presents the estimated gross sales proceeds for the for-sale residential product types. Tables B-3 and C-3 present the estimated Net Operating Income (NOI) for the rental residential and non-residential product types. The KMA estimates of market prices and rental rates are based on an

assessment of current market conditions and review of current market rents/pricing for comparable developments in Mobility Zone 4.

D. Developer Profit/Return on Investment

For for-sale residential, KMA used the developer profit metric to gauge the feasibility of the single-family and townhome product types. Developer profit is calculated as gross sales revenue, less estimated development costs and an associated cost of sale. The estimated developer profit for each for-sale product type is expressed as a percent of sales value and can be found in Table A-3. Industry standard target returns for for-sale residential development typically range between 10% and 12% of project value.

For the rental product types, KMA used the Return on Investment (ROI) metric to gauge the feasibility of garden apartments, low-rise office building, industrial business park, and select-service hotel product types. ROI is calculated as stabilized annual NOI divided by total development costs. KMA estimates of developer profit and ROI for rental product types can be found in Tables B-4 and C-4. Industry standard target returns for these types of development typically range between 5% and 9%.

VI. ESTIMATED IMPACTS AND POTENTIAL COST SAVINGS FROM PROGRAM

A. Potential Cost Savings from Proposed Program

The Program will allow for an expedited entitlement process which will result in costs savings to developers within Mobility Zone 4. KMA estimates that the Program may result in the types of beneficial impacts to developers summarized in Exhibit VI-1 below.

Exhibit VI-1: Potential Cost Savings from Proposed Program

Type of Cost Savings	Nature of Impact	KMA Order-of-Magnitude Estimate of Cost Savings
Architecture & Engineering	Reduction due to expedited entitlement process	Approximately 10% reduction in Architecture and Engineering costs
Entitlement Costs	Reduction due to expedited entitlement process	Approximately 20% reduction in entitlement costs
Traffic Studies/ Environmental Documents	Eliminates need for full traffic study and other environmental documents	Cost of traffic study and other environmental documents ranging between $30,000 to $40,000

Exhibit VI-1: Potential Cost Savings from Proposed Program		
Type of Cost Savings	**Nature of Impact**	**KMA Order-of-Magnitude Estimate of Cost Savings**
Developer Overhead Fee	Expedited entitlement period results in time savings ranging between 3 to 6 months, or an average of 4.5 months	Decrease in overhead/project management due to reduced entitlement risk
Interest Carry	Expedited entitlement period results in time savings ranging between 3 to 6 months, or an average of 4.5 months	Decrease in interest carry costs during reduced entitlement period
Off-Site Improvement Costs	Eliminates off-site improvement costs required by current Level of Service regulations	Decrease in off-site improvements costs for industrial development (1)
(1) Source: Chen Ryan Associates and City Planning Department. Based on a survey of recent non-residential development applications within Mobility Zone 4, only industrial development was required to implement transportation-related mitigation measures.		

B. Impact of Cost Savings on Developer Profit/ROI

Exhibit VI-2 below presents the KMA estimate of potential cost savings for the residential development prototypes. Based on the above factors and assumptions, KMA estimates that developers of residential developments in Mobility Zone 4 may realize cost savings ranging from $5,100 to $11,200 per unit.

Exhibit VI-2: Residential Development Prototypes – Potential Cost Savings from Program			
	Small Lot Single-Family Homes	**Townhomes**	**Garden Apartments**
Cost Savings on A&E	$1,000/unit	$600/unit	$300/unit
Cost Savings on Entitlement Costs	$1,700/unit	$1,700/unit	$1,700/unit
Cost Savings on Traffic Studies/ Environmental Documents	$1,200/unit	$400/unit	$200/unit
Cost Savings on Developer Fee	$4,300/unit	$3,500/unit	$1,000/unit
Interest Carry Savings	$3,000/unit	$3,300/unit	$1,900/unit
Total Potential Cost Savings from Program	**$11,200/unit**	**$9,500/unit**	**$5,100/unit**

Detailed calculations for the potential cost savings for residential development can be found in Tables A-4 and B-5.

Exhibit VI-3 presents the KMA estimates of potential cost savings for the non-residential development prototypes. Based on the above factors and assumptions, it is estimated that developers of non-residential development in Mobility Zone 4 may realize cost savings of $6.25 per SF GBA for a low-rise office building; $5.65 per SF GBA for an industrial business park; and $2,800 per room for a hotel development.

Exhibit VI-3: Non-Residential Development Prototypes – Potential Cost Savings from Program

	Low-Rise Office Building	Industrial Business Park	Select-Service Hotel
Cost Savings from Off-Site Improvement Costs	$0.00/SF GBA	$1.94/SF GBA	$0.00/SF GBA
Cost Savings on A&E	$0.63/SF GBA	$0.26/SF GBA	$0.69/SF GBA
Cost Savings on Entitlement Costs	$0.84/SF GBA	$0.52/SF GBA	$0.91/SF GBA
Cost Savings on Traffic Studies/ Environmental Documents	$0.46/SF GBA	$0.53/SF GBA	$0.53/SF GBA
Cost Savings on Developer Overhead Fee	$1.27/SF GBA	$0.67/SF GBA	$1.19/SF GBA
Interest Carry Savings	$3.04/SF GBA	$1.74/SF GBA	$2.21/SF GBA
Total Potential Cost Savings from Program	**$6.25/SF GBA**	**$5.65/SF GBA**	**$5.53/SF GBA $2,800/Room**

Detailed calculations for the potential cost savings for non-residential development can be found in Table C-5.

KMA applied the estimated cost savings to each development prototype to measure the impact on developer profit and ROI. It should be noted that the development budgets do not include the proposed Active Transportation In Lieu Fee. Exhibit VI-4 presents a comparison of developer profit and ROI for the residential development prototypes before and after the Program.

Exhibit VI-4: Residential Development Prototypes – Developer Profit/Return on Investment

	Small Lot Single-Family Homes	Townhomes	Garden Apartments
Developer Profit			
Before Program	$74,700/unit	$60,300/unit	$77,900/unit
After Program	$85,900/unit	$69,800/unit	$83,000/unit

Exhibit VI-4: Residential Development Prototypes – Developer Profit/Return on Investment			
	Small Lot Single-Family Homes	Townhomes	Garden Apartments
% of Project Value			
Before Program	10.4%	10.4%	18.9%
After Program	11.9%	12.0%	20.2%
Return on Investment (ROI)			
Before Program	*does not apply*	*does not apply*	5.8%
After Program			5.9%

Exhibit VI-5 below illustrates the KMA findings regarding estimated developer profits/ROI for the non-residential development prototypes, after applying the potential cost savings estimated to result from the proposed Program.

Exhibit VI-5: Non-Residential Development Prototypes – Developer Profit/Return on Investment			
	Low-Rise Office Building	Industrial Business Park	Select-Service Hotel
Developer Profit			
Before Program	$38/SF GBA	$25/SF GBA	$34,000/Room
After Program	$44/SF GBA	$30/SF GBA	$36,300/Room
% of Project Value			
Before Program	8.8%	9.7%	15.0%
After Program	10.2%	11.9%	16.3%
Return on Investment (ROI)			
Before Program	7.4%	8.0%	9.1%
After Program	7.5%	8.2%	9.3%

VII. LIMITING CONDITIONS

1. KMA has made extensive efforts to confirm the accuracy and timeliness of the information contained in this document. Although KMA believes all information in this document is correct, it does not guarantee the accuracy of such and assumes no responsibility for inaccuracies in the information provided by third parties.

2. The findings are based on economic rather than political considerations. Therefore, they should be construed neither as a representation nor opinion that government approvals for development can be secured. No guarantee is made as to the possible effect on development of current or future Federal, State, or local legislation including environmental or ecological matters.

3. The analysis, opinions, recommendations, and conclusions of this document are KMA's informed judgment based on market and economic conditions as of the date of this report. Due to the volatility of market conditions and complex dynamics influencing the economic conditions of the building and development industry, conclusions and recommended actions contained herein should not be relied upon as sole input for final business decisions regarding current and future development and planning.

4. Development opportunities are assumed to be achievable during the specified time frame. A change in development schedule requires that the conclusions contained herein be reviewed for validity. If an unforeseen change occurs in the local or national economy, the analysis and conclusions contained herein may no longer be valid.

5. Any estimates of development costs, project income, and/or value in this evaluation are based on the best available project-specific data as well as the experiences of similar projects. They are not intended to be predictions of the future for the specific project. No warranty or representation is made that any of these estimates or projections will actually materialize.

6. It has been assumed that the value of the property will not be impacted by the presence of any soils, toxic, or hazardous conditions that require remediation to allow development. Additionally, it is assumed that perceived toxic conditions (if any) on surrounding properties will not affect the value of the property.

7. KMA is not advising or recommending any action be taken by the City with respect to any prospective, new or existing municipal financial products or issuance of municipal securities (including with respect to the structure, timing, terms and other similar matters concerning such financial products or issues);

8. KMA is not acting as a municipal advisor to the City and does not assume any fiduciary duty hereunder, including, without limitation, a fiduciary duty to the City pursuant to Section 15B of the Exchange Act with respect to the services provided hereunder and any information and material contained in KMA's work product; and

9. The City shall discuss any such information and material contained in KMA's work product with any and all internal and/or external advisors and experts, including its own municipal advisors, that it deems appropriate before acting on the information and material.

attachments

APPENDIX A

FOR-SALE RESIDENTIAL DEVELOPMENT PROTOTYPES

Citywide Active Transportation In Lieu Fee Program
Estimated Impacts and Cost Savings Analysis
City of San Diego

TABLE A-1

PROJECT DESCRIPTION
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

		Small Lot Single-Family Homes			Townhomes		
I.	**Site Size**	2.5	Acres [1]		5.0	Acres	
	Average Lot Size (Net)	3,500	SF/Lot		---		
II.	**Construction Type**	Type V			Type V		
III.	**Number of Stories**	2	Stories		3	Stories	
IV.	**Density (Gross)**	10	Units/Acre		15	Units/Acre	
V.	**Number of Units**	25	Units		75	Units	
VI.	**Gross Building Area**						
	Net Saleable SF	50,200	SF	100%	108,900	SF	98%
	Community/Recreation Room	0	SF	0%	2,500	SF	2%
	Common Area/Circulation	0	SF	0%	0	SF	0%
	Gross Building Area (GBA)	50,200	SF	100%	111,400	SF	100%
	Average Unit Size	2,010	SF		1,450	SF	
VII.	**Parking**						
	Parking Spaces	50	Spaces		150	Spaces	
	Parking Ratio	2.00	Spaces/Unit		2.00	Spaces/Unit	
	Type	Attached Garages			Attached Garages		

(1) Assumes 20% of gross site area is dedicated to roads, open space, and environmental easements.

Prepared by: Keyser Marston Associates, Inc.
Filename: City of SD-RECON_VMT Fee Program EIA_v3\4/1/2020;ema

TABLE A-2

RESIDENTIAL FOR-SALE

DEVELOPMENT COSTS
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Small Lot Single-Family Homes			Townhomes		
	Total	Per Unit	Comments	Total	Per Unit	Comments
I. Direct Costs						
Off-Site Improvements [1][2]	$0	$0	$0 /SF Land	$0	$0	$0 /SF Land
On-Site Improvements [1][2]	$1,634,000	$65,400	$15 /SF Land	$1,525,000	$20,300	$7 /SF Land
Parking	$0	$0	Included Below	$0	$0	Included Below
Shell Construction	$6,024,000	$241,000	$120 /SF GBA	$15,596,000	$207,900	$140 /SF GBA
FF&E/Amenities	$38,000	$1,500	Allowance	$131,000	$1,750	Allowance
Contingency	$385,000	$15,400	5.0% of Directs	$863,000	$11,500	5.0% of Directs
Subtotal Direct Costs	$8,081,000	$323,200	$161 /SF GBA	$18,115,000	$241,500	$163 /SF GBA
II. Indirect Costs						
Architecture & Engineering	$242,000	$9,700	3.0% of Directs	$453,000	$6,000	2.5% of Directs
Cost of Entitlements	$213,000	$8,500	2.6% of Directs	$638,000	$8,500	3.5% of Directs
Traffic Studies/Environmental Documents	$30,000	$1,200	0.4% of Directs	$30,000	$400	0.2% of Directs
Legal & Accounting	$162,000	$6,500	2.0% of Directs	$362,000	$4,800	2.0% of Directs
Taxes & Insurance	$162,000	$6,500	2.0% of Directs	$362,000	$4,800	2.0% of Directs
Developer Fee	$722,000	$28,900	4.0% of Value	$1,742,000	$23,200	4.0% of Value
Marketing/Sales	$541,000	$21,600	3.0% of Value	$1,306,000	$17,400	3.0% of Value
Contingency	$104,000	$4,200	5.0% of Indirects	$245,000	$3,300	5.0% of Indirects
Subtotal Indirect Costs	$2,176,000	$87,000	26.9% of Directs	$5,138,000	$68,500	28.4% of Directs
III. Permits and Fees						
City Development Impact Fees (DIFs) [3][4]	$925,000	$37,000	$18 /SF GBA	$2,775,000	$37,000	$25 /SF GBA
RTCIP Fee [3]	$74,000	$2,950	$2,950 /Unit	$177,000	$2,360	$2,360 /Unit
Inclusionary In Lieu Fee [4]	$762,000	$30,500	$15.18 /SF Net	$1,653,000	$22,000	$15.18 /SF Net
San Diego Unified School District Impact Fee [5]	$205,000	$8,200	$4.08 /SF GBA	$455,000	$6,100	$4.08 /SF GBA
Other City Permits and Fees [2][7]	$151,000	$6,000	$3 /SF GBA	$334,000	$4,500	$3 /SF GBA
Subtotal Permits & Fees	$2,117,000	$84,700	26.2% of Directs	$5,394,000	$71,900	29.8% of Directs
IV. Financing Costs	$808,000	$32,300	10.0% of Directs	$1,449,000	$19,300	8.0% of Directs
V. Subtotal Development Costs	**$13,182,000**	**$527,300**	**$263 /SF GBA**	**$30,096,000**	**$401,300**	**$270 /SF GBA**
VI. Add: Land Acquisition Costs	$2,178,000	$87,100	$20 /SF Land	$7,623,000	$101,600	$35 /SF Land
VII. Total Development Costs	**$15,360,000**	**$614,400**	**$306 /SF GBA**	**$37,719,000**	**$502,900**	**$339 /SF GBA**

(1) Does not include allowance for demolition, remediation, or other extraordinary site conditions.
(2) Estimate; not verified by KMA or City.
(3) Source: City of San Diego FY 2020 Planning Department Fee and Deposit Schedule.
(4) Reflects the median rates for single-family and multi-family residential in the FBA communities.
(5) Source: City of San Diego Inclusionary Ordinance, as of July 1, 2020.
(6) Source: San Diego Unified School District, as of January 1, 2020.
(7) Reflects plan check, building permit, inspections, and other processing fees; water and sewer capacity charges; and fire permit fees.

Prepared by: Keyser Marston Associates, Inc.
Filename: City of SD-RECON_VMT Fee Program EIA_v3\4/1/2020;ema

TABLE A-3

GROSS SALES PROCEEDS AND DEVELOPER PROFIT
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Small Lot Single-Family Homes					Townhomes				
I. Gross Sales Proceeds	# Units	Unit Size	$/SF	$/Unit	Total	# Units	Unit Size	$/SF	$/Unit	Total
Two Bedroom	0	--	--	--	--	37	1,300 SF	$425	$552,500	$20,442,500
Three Bedroom	12	1,800 SF	$385	$693,000	$8,316,000	38	1,600 SF	$380	$608,000	$23,104,000
Four Bedroom	13	2,200 SF	$340	$748,000	$9,724,000	0	--	--	--	--
Total/Average	25	2,010 SF	$359	$721,600	$18,040,000	75	1,450 SF	$400	$580,620	$43,546,500
II. Developer Profit										
Gross Sales Proceeds					$18,040,000					$43,546,500
(Less) Cost of Sale			4.50%	of Value	($812,000)			3.00%	of Value	($1,306,000)
(Less) Total Development Costs					($15,360,000)					($37,719,000)
Total Developer Profit - Prior to VMT Fee Program					**$1,868,000**					**$4,521,500**
Per Unit					**$74,700**					**$60,300**
% of Total Development Costs					**12.2%**					**12.0%**
% of Value					**10.4%**					**10.4%**

Prepared by: Keyser Marston Associates, Inc.
Filename: City of SD-RECON_VMT Fee Program EIA_v3\4/1/2020;ema

TABLE A-4

ESTIMATED POTENTIAL COST SAVINGS FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

		Small Lot Single-Family Homes	Townhomes
I. Cost Savings on Architecture & Engineering Due to Expedited Entitlements			
Typical Architecture & Engineering Costs Per Unit		$9,700 /Unit	$6,000 /Unit
(Less) Reduction in Architecture & Engineering Costs @	10%	($1,000) /Unit	($600) /Unit
Net Architecture and Engineering Costs		$8,700 /Unit	$5,400 /Unit
II. Cost Savings on Entitlement Costs Due to Expedited Entitlements			
Typical Entitlement Costs Per Unit		$8,500 /Unit	$8,500 /Unit
(Less) Reduction in Entitlement Costs @	20%	($1,700) /Unit	($1,700) /Unit
Net Entitlement Costs		$6,800 /Unit	$6,800 /Unit
III. Cost Savings on Traffic Studies/Environmental Documents			
Typical Traffic Study/Environmental Document Costs Per Unit		$1,200 /Unit	$400 /Unit
Reduction in Traffic Study/Environmental Document Costs @		($1,200) /Unit	($400) /Unit
Net Traffic Study/Environnmental Document Costs		$0 /Unit	$0 /Unit
IV. Cost Savings on Developer Overhead Fee			
A. Development Period [1]			
Predevelopment Period		12 Months	12 Months
Construction Period		15 Months	12 Months
Sales Period		3 Months	6 Months
Total Development Period [1]		30 Months	30 Months
B. Estimated Time Savings		4.5 Months	4.5 Months
Time Savings as % of Total Development Period		15%	15%
C. Developer Fee During Total Development Period		$28,900 /Unit	$23,200 /Unit
Estimated Reduction in Savings per Unit		15%	15%
Reduction in Developer Fee		($4,300) /Unit	($3,500) /Unit
Net Developer Overhead Fee		$24,600 /Unit	$19,700 /Unit

(1) Assumes development period phases overlap.

TABLE A-4

ESTIMATED POTENTIAL COST SAVINGS FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Small Lot Single-Family Homes	Townhomes
V. Cost Savings on Interest Carry		
A. Land		
Land Costs per Unit	$87,100 /Unit	$101,600 /Unit
Average Balance Out	100%	100%
Amount Financed	$87,100 /Unit	$101,600 /Unit
B. Predevelopment Costs		
Net Architecture & Engineering Costs	$8,700 /Unit	$5,400 /Unit
Net Entitlement Costs	$6,800 /Unit	$6,800 /Unit
Net Traffic Studies/Environmental Documents	$0 /Unit	$0 /Unit
Net Developer Overhead Fee	$24,600 /Unit	$19,700 /Unit
Total Predevelopment Costs	$40,100 /Unit	$31,900 /Unit
Average Balance Out	50%	50%
Amount Financed	$20,050 /Unit	$15,950 /Unit
C. Total Amount Financed (A+B)	$107,150 /Unit	$117,550 /Unit
D. Time Savings	4.5 Months	4.5 Months
E. Cost of Funds	7.5% /Year	7.5% /Year
F. Total Savings on Interest Carry	$3,000 /Unit	$3,300 /Unit
G. Total Financing Costs	$32,300 /Unit	$19,300 /Unit
(Less) Savings on Interest Carry	($3,000) /Unit	($3,300) /Unit
Net Financing Costs	$29,300 /Unit	$16,000 /Unit
VI. Total Potential Cost Savings from Program		
A. Architecture and Engineering (I)	$1,000 /Unit	$600 /Unit
B. Entitlement Costs (II)	$1,700 /Unit	$1,700 /Unit
C. Traffic Studies/Environmental Documents (III)	$1,200 /Unit	$400 /Unit
D. Developer Overhead Fee (IV)	$4,300 /Unit	$3,500 /Unit
E. Interest Carry (V)	$3,000 /Unit	$3,300 /Unit
Total Potential Cost Savings from Program	**$11,200 /Unit**	**$9,500 /Unit**

TABLE A-5

IMPACT ON DEVELOPER PROFIT FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Small Lot Single-Family Homes	Townhomes
I. Developer Profit - Before Program		
Per Unit	$74,700 /Unit	$60,300 /Unit
% of Total Development Costs	12.2%	12.0%
% of Value	10.4%	10.4%
II. Adjusted Developer Profit - After Program		
Per Unit	$85,900 /Unit	$69,800 /Unit
% of Total Development Costs	14.0%	13.9%
% of Value	11.9%	12.0%
III. Difference (B-A)		
Per Unit	$11,200 /Unit	$9,500 /Unit

APPENDIX B

RENTAL RESIDENTIAL DEVELOPMENT PROTOTYPE

Citywide Active Transportation In Lieu Fee Program
Estimated Impacts and Cost Savings Analysis
City of San Diego

TABLE B-1

PROJECT DESCRIPTION
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

		Garden Apartments		
I.	**Site Size**	5.0	Acres	
II.	**Construction Type**	Type V		
III.	**Number of Stories**	3	Stories	
IV.	**Density (Gross)**	25	Units/Acre	
V.	**Number of Units**	125	Units	
VI.	**Gross Building Area**			
	Net Rentable SF	113,250	SF	98%
	Community Room/Leasing Office	2,500	SF	2%
	Common Area/Circulation	0	SF	0%
	Gross Building Area (GBA)	115,750	SF	100%
	Average Unit/Room Size	910	SF	
VII.	**Parking**			
	Parking Spaces	225	Spaces	
	Parking Ratio	1.80	Spaces/Unit	
	Type	Surface/Carports		

TABLE B-2

DEVELOPMENT COSTS
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Garden Apartments		
	Total	Per Unit	Comments
I. Direct Costs			
Off-Site Improvements [1][2]	$0	$0	$0 /SF Land
On-Site Improvements [1][2]	$1,525,000	$12,200	$7 /SF Land
Parking	$0	$0	Included Above
Shell Construction	$17,363,000	$138,900	$150 /SF GBA
FF&E/Amenities	$344,000	$2,750	Allowance
Contingency	$962,000	$7,700	5.0% of Directs
Subtotal Direct Costs	$20,194,000	$161,600	$174 /SF GBA
II. Indirect Costs			
Architecture & Engineering	$404,000	$3,200	2.0% of Directs
Cost of Entitlements	$1,063,000	$8,500	5.3% of Directs
Traffic Studies/Environmental Documents	$30,000	$200	0.1% of Directs
Legal & Accounting	$303,000	$2,400	1.5% of Directs
Taxes & Insurance	$303,000	$2,400	1.5% of Directs
Developer Fee	$808,000	$6,500	4.0% of Directs
Marketing/Lease-Up	$188,000	$1,500	Allowance
Contingency	$155,000	$1,200	5.0% of Indirects
Subtotal Indirect Costs	$3,254,000	$26,000	16.1% of Directs
III. Permits and Fees			
City Development Impact Fees (DIFs) [3][4]	$4,625,000	$37,000	$40 /SF GBA
RTCIP Fee [3]	$295,000	$2,360	$2,360 /Unit
Inclusionary In Lieu Fee [5]	$1,719,000	$13,800	$15.18 /SF Net
San Diego Unified School District Impact Fee [6]	$472,000	$3,800	$4.08 /SF GBA
Other City Permits and Fees [2][7]	$347,000	$2,800	$3 /SF GBA
Subtotal Permits & Fees	$7,458,000	$59,700	36.9% of Directs
IV. Financing Costs	$1,616,000	$12,900	8.0% of Directs
V. Subtotal Development Costs	**$32,522,000**	**$260,200**	**$281 /SF GBA**
VI. Add: Land Acquisition Costs	$7,623,000	$61,000	$35 /SF Land
VII. Total Development Costs	**$40,145,000**	**$321,200**	**$347 /SF GBA**

(1) Does not include allowance for demolition, remediation, or other extraordinary site conditions.
(2) Estimate; not verified by KMA or City.
(3) Source: City of San Diego FY 2020 Planning Department Fee and Deposit Schedule.
(4) Reflects the median rate for multi-family residential in the FBA communities.
(5) Source: City of San Diego Inclusionary Ordinance, as of July 1, 2020.
(6) Source: San Diego Unified School District, as of January 1, 2020.
(7) Reflects plan check, building permit, inspections, and other processing fees; water and sewer capacity charges; and fire permit fees.

TABLE B-3

NET OPERATING INCOME
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Garden Apartments				
I. Gross Scheduled Income	# Units	Unit Size	$/SF	Monthly Rent	Total
One Bedroom	50	700 SF	$2.85	$1,995	$1,197,000
Two Bedroom	62	1,000 SF	$2.35	$2,350	$1,748,000
Three Bedroom	13	1,250 SF	$2.15	$2,688	$419,000
Total/Average	125	910 SF	$2.46	$2,243	$3,364,000
Add: Other Income		$75	/Unit/Month		$113,000
Total Gross Scheduled Income (GSI)					$3,477,000
II. Effective Gross Income					
(Less) Vacancy		5.0%	of GSI		($174,000)
Total Effective Gross Income (EGI)					$3,303,000
III. Operating Expenses					
(Less) Operating Expenses		$4,500	/Unit/Year		($563,000)
(Less) Property Taxes		$3,104	/Unit/Year		($388,000)
(Less) Replacement Reserves		$300	/Unit/Year		($38,000)
Total Operating Expenses		$7,912	/Unit/Year		($989,000)
		29.9%	of EGI		
IV. Total Net Operating Income (NOI)					**$2,314,000**

(1) Based on the cost approach to value assuming a 1.10% tax rate.

TABLE B-4

DEVELOPER PROFIT AND RETURN ON INVESTMENT
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

		Garden Apartments
I. Developer Profit		
Net Operating Income (NOI)		$2,314,000
Capitalized Value of NOI	4.50% Cap Rate	$51,422,000
(Less) Cost of Sale	3.00% of Value	($1,543,000)
Total Development Costs		($40,145,000)
Developer Profit		**$9,734,000**
Per Unit		**$77,900**
% of Total Development Costs		**24.2%**
% of Value		**18.9%**
II. Return on Investment		
Stabilized NOI		$2,314,000
Total Development Costs		$40,145,000
Return on Investment		**5.8%**

TABLE B-5

ESTIMATED POTENTIAL COST SAVINGS FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

		Garden Apartments	
I. Cost Savings on Architecture & Engineering Due to Expedited Entitlements			
Typical Architecture & Engineering Costs Per Unit		$3,200	/Unit
(Less) Reduction in Architecture & Engineering Costs @	10%	($300)	/Unit
Net Architecture and Engineering Costs		$2,900	/Unit
II. Cost Savings on Entitlement Costs Due to Expedited Entitlements			
Typical Entitlement Costs Per Unit		$8,500	/Unit
(Less) Reduction in Entitlement Costs @	20%	($1,700)	/Unit
Net Entitlement Costs		$6,800	/Unit
III. Cost Savings on Traffic Studies/Environmental Documents			
Typical Traffic Study/Environmental Document Costs Per Unit		$200	/Unit
Reduction in Traffic Study/Environmental Document Costs @		($200)	/Unit
Net Traffic Study/Environnmental Document Costs		$0	/Unit
IV. Cost Savings on Developer Overhead Fee			
A. Development Period [1]			
Predevelopment Period		12	Months
Construction Period		12	Months
Leasing Period		6	Months
Total Development Period [1]		30	Months
B. Estimated Time Savings		4.5	Months
Time Savings as % of Total Development Period		15%	
C. Developer Fee During Total Development Period		$6,500	/Unit
Estimated Reduction in Savings per Unit		15%	
Reduction in Developer Fee		($1,000)	/Unit
Net Developer Overhead Fee		$5,500	/Unit

(1) Assumes development period phases overlap.

Prepared by: Keyser Marston Associates, Inc.
Filename: City of SD-RECON_VMT Fee Program EIA_v3;4/1/2020;ema

TABLE B-5

ESTIMATED POTENTIAL COST SAVINGS FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Garden Apartments	
V. Cost Savings on Interest Carry		
A. Land		
Land Costs per Unit	$61,000	/Unit
Average Balance Out	100%	
Amount Financed	$61,000	/Unit
B. Predevelopment Costs		
Net Architecture & Engineering Costs	$2,900	/Unit
Net Entitlement Costs	$6,800	/Unit
Net Traffic Studies/Environmental Documents	$0	/Unit
Net Developer Overhead Fee	$5,500	/Unit
Total Predevelopment Costs	$15,200	/Unit
Average Balance Out	50%	
Amount Financed	$7,600	/Unit
C. Total Amount Financed (A+B)	$68,600	/Unit
D. Time Savings	4.5	Months
E. Cost of Funds	7.5%	/Year
F. Total Savings on Interest Carry	$1,900	/Unit
G. Total Financing Costs	$12,900	/Unit
(Less) Savings on Interest Carry	($1,900)	/Unit
Net Financing Costs	$11,000	/Unit
VI. Total Potential Cost Savings from Program		
A. Architecture and Engineering (I)	$300	/Unit
B. Entitlement Costs (II)	$1,700	/Unit
C. Traffic Studies/Environmental Documents (III)	$200	/Unit
D. Developer Overhead Fee (IV)	$1,000	/Unit
E. Interest Carry (V)	$1,900	/Unit
Total Potential Cost Savings from Program	**$5,100**	**/Unit**

TABLE B-6

IMPACT ON DEVELOPER PROFIT AND RETURN ON INVESTMENT FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Garden Apartments
I. Developer Profit	
A. Developer Profit - Before Program	$77,900 /Unit
B. Adjusted Developer Profit - After Program	$83,000 /Unit
C. Difference (B-A)	$5,100 /Unit
II. Return on Investment	
A. Return on Investment - Before Program	5.8%
B. Adjusted Return on Investment - After Program	5.9%

APPENDIX C

NON-RESIDENTIAL DEVELOPMENT PROTOTYPES

Citywide Active Transportation In Lieu Fee Program
Estimated Impacts and Cost Savings Analysis
City of San Diego

TABLE C-1

PROJECT DESCRIPTION
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

		Low-Rise Office Building		Industrial Business Park		Select Service Hotel	
I.	**Site Size**	5.0 Acres		5.0 Acres		3.0 Acres	
II.	**Construction Type**	Type III		Tilt-Up Concrete		Type V	
III.	**Number of Stories**	2 to 3 Stories		1 to 2 Stories		4 to 5 Stories	
IV.	**Floor Area Ratio (FAR)**	0.40		0.35		0.57	
VI.	**Number of Hotel Rooms**	---		---		150 Rooms	
	Rooms per Acre					50 Rooms/Acre	
VII.	**Gross Building Area**						
	Net Rentable SF	82,650 SF	95%	76,000 SF	100%		
	Common Area/Circulation	4,350 SF	5%	0 SF	0%		
	Gross Building Area (GBA)	87,000 SF	100%	76,000 SF	100%	75,000 SF	100%
	Average Hotel Room Size (Gross)	---		---		500 SF	
VIII.	**Parking**						
	Parking Spaces	348 Spaces		190 Spaces		135 Spaces	
	Parking Ratio	4.00 Spaces/1,000 SF		2.50 Spaces/1,000 SF		0.90 Spaces/Room	
	Type	Surface		Surface		Surface	

TABLE C-2

DEVELOPMENT COSTS
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Low-Rise Office Building		Industrial Business Park		Select Service Hotel	
	Total	Comments	Total	Comments	Total	Comments
I. Direct Costs						
Off-Site Improvements [1][2]	$0	$0 /SF Land	$147,000	$1.94 /SF GBA [3]	$0	$0 /SF Land
On-Site Improvements [1][2]	$1,525,000	$7 /SF Land	$871,000	$4 /SF Land	$1,307,000	$10 /SF Land
Parking	$0	Included Above	$0	Included Above	$0	Included Above
Shell Construction	$13,050,000	$150 /SF GBA	$8,360,000	$110 /SF GBA	$12,000,000	$160 /SF GBA
FF&E/Amenities	---	---	---	---	$3,000,000	$20,000 /Room
Tenant Improvements	$2,893,000	$35 /SF Net	$0	$0 /SF Net	---	---
Contingency	$873,000	5.0% of Directs	$469,000	5.0% of Directs	$815,000	5.0% of Directs
Subtotal Direct Costs	$18,341,000	$211 /SF GBA	$9,847,000	$130 /SF GBA	$17,122,000	$228 /SF GBA
II. Indirect Costs						
Architecture & Engineering	$550,000	3.0% of Directs	$197,000	2.0% of Directs	$514,000	3.0% of Directs
Cost of Entitlements	$367,000	2.0% of Directs	$197,000	2.0% of Directs	$342,000	2.0% of Directs
Traffic Studies/Environmental Documents	$40,000	0.2% of Directs	$40,000	0.4% of Directs	$40,000	0.2% of Directs
Legal & Accounting	$183,000	1.0% of Directs	$98,000	1.0% of Directs	$257,000	1.5% of Directs
Taxes & Insurance	$275,000	1.5% of Directs	$98,000	1.0% of Directs	$257,000	1.5% of Directs
Developer Fee	$734,000	4.0% of Directs	$394,000	4.0% of Directs	$685,000	4.0% of Directs
Marketing/Lease-Up	$661,000	$8 /SF Net	$228,000	$3 /SF Net	$300,000	$2,000 /Room
Contingency	$141,000	5.0% of Indirects	$63,000	5.0% of Indirects	$120,000	5.0% of Indirects
Subtotal Indirect Costs	$2,951,000	16.1% of Directs	$1,315,000	13.4% of Directs	$2,515,000	14.7% of Directs
III. Permits and Fees						
City Development Impact Fees (DIFs) [4][5]	$1,150,000	$230,000 /Acre	$400,000	$80,000 /Acre	$690,000	$230,000 /Acre
Housing Impact Fee [4]	$184,000	$2.12 /SF GBA	$61,000	$0.80 /SF GBA	$96,000	$1.28 /SF GBA
San Diego Unified School District Impact Fee [6]	$57,000	$0.66 /SF GBA	$50,000	$0.66 /SF GBA	$50,000	$0.66 /SF GBA
Other City Permits and Fees [2][7]	$435,000	$5 /SF GBA	$380,000	$5 /SF GBA	$375,000	$5 /SF GBA
Subtotal Permits & Fees	$1,826,000	10.0% of Directs	$891,000	9.0% of Directs	$1,211,000	7.1% of Directs
IV. Financing Costs	$1,467,000	8.0% of Directs	$591,000	6.0% of Directs	$1,370,000	8.0% of Directs
V. Subtotal Development Costs	**$24,585,000**	**$283 /SF GBA**	**$12,644,000**	**$166 /SF GBA**	**$22,218,000**	**$296 /SF GBA**
VI. Add: Land Acquisition Costs	$8,712,000	$40 /SF Land	$4,356,000	$20 /SF Land	$5,227,000	$40 /SF Land
VII. Total Development Costs	**$33,297,000**	**$383 /SF GBA**	**$17,000,000**	**$224 /SF GBA**	**$27,445,000**	**$366 /SF GBA**

(1) Does not include allowance for demolition, remediation, or other extraordinary site conditions.
(2) Estimate; not verified by KMA or City.
(3) Reflects estimated cost of transportation-related mitigation costs, prior to adoption of the proposed Program. Based on a survey of recent industrial development applications within Mobility Zone 4.
(4) Source: City of San Diego FY 2020 Planning Department Fee and Deposit Schedule.
(5) Reflects the median rate for commercial uses in the FBA communities.
(6) Source: San Diego Unified School District, as of January 1, 2020.
(7) Reflects plan check, building permit, inspections, and other processing fees; water and sewer capacity charges; and fire permit fees.

Prepared by: Keyser Marston Associates, Inc.
Filename: City of SD-RECON_VMT Fee Program EIA_v3\4/1/2020;ema

TABLE C-3

NET OPERATING INCOME
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Low Rise Office Building			Industrial Business Park			Select-Service Hotel			
I. Gross Scheduled Income	Rentable SF	Rent/SF/ Month[1]	Total	Rentable SF	Rent/SF/ Month[2]	Total	Rooms	ADR	Occupancy	Total
Total/Average	82,650 SF	$3.70 /SF	$3,670,000	76,000 SF	$1.85 /SF	$1,687,000	150 Rooms	$160	78.0%	$6,833,000
Add: Other Income			$0			$0	5.0% of Room Revenue			$342,000
Total Gross Scheduled Income (GSI)			$3,670,000			$1,687,000				$7,175,000
II. Effective Gross Income										
(Less) Vacancy	5.0% of GSI		($184,000)	5.0% of GSI		($84,000)				$0
Total Effective Gross Income (EGI)			$3,486,000			$1,603,000				$7,175,000
III. Operating Expenses										
(Less) Operating Expenses	$12.50 /SF Net		($1,033,000)	15.0% of EGI[3]		($240,000)	65% of EGI			($4,664,000)
IV. Net Operating Income (NOI)			$2,453,000			$1,363,000				$2,511,000

(1) Lease rate assumes full-service gross (FSG).
(2) Lease rate assumes industrial-gross.
(3) Includes allowance for property taxes, insurance, and other unreimbursed operating expenses.

Prepared by: Keyser Marston Associates, Inc.
Filename: City of SD-RECON_VMT Fee Program EIA_v3\4/1/2020;ema

TABLE C-4

DEVELOPER PROFIT AND RETURN ON INVESTMENT
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Low Rise Office Building		Industrial Business Park		Select-Service Hotel	
I. Developer Profit						
Net Operating Income (NOI)		$2,453,000		$1,363,000		$2,511,000
Capitalized Value of NOI	6.5% Cap Rate	$37,738,000	7.0% Cap Rate	$19,471,000	7.5% Cap Rate	$33,480,000
(Less) Cost of Sale	3.0% of Value	($1,132,000)	3.0% of Value	($584,000)	3.0% of Value	($1,004,000)
Total Development Costs		($33,297,000)		($17,000,000)		($27,445,000)
Developer Profit		**$3,309,000**		**$1,887,000**		**$5,031,000**
Per SF GBA		**$38**		**$25**		**$67**
Per Hotel Room		**---**		**---**		**$33,500**
% of Total Development Costs		**9.9%**		**11.1%**		**18.3%**
% of Value		**8.8%**		**9.7%**		**15.0%**
II. Return on Investment						
Stabilized NOI		$2,453,000		$1,363,000		$2,511,000
Total Development Costs		$33,297,000		$17,000,000		$27,445,000
Return on Investment		**7.4%**		**8.0%**		**9.1%**

TABLE C-5

ESTIMATED POTENTIAL COST SAVINGS FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

		Low Rise Office Building	Industrial Business Park	Select-Service Hotel
I. Cost Savings on Off-Site Improvement Costs Due to Reduced Mitigation Measures				
Typical Off-Site Improvement Costs Per GBA		$0.00 /SF GBA	$1.94 /SF GBA	$0.00 /SF GBA
(Less) Reduction in Off-Site Mitigation Costs @		$0.00 /SF GBA	($1.94) /SF GBA	$0.00 /SF GBA
Net Off-Site Improvement Costs		$0.00 /SF GBA	$0.00 /SF GBA	$0.00 /SF GBA
II. Cost Savings on Architecture & Engineering Due to Expedited Entitlements				
Typical Architecture & Engineering Costs Per GBA		$6.32 /SF GBA	$2.59 /SF GBA	$6.85 /SF GBA
(Less) Reduction in Architecture & Engineering Costs @	10%	($0.63) /SF GBA	($0.26) /SF GBA	($0.69) /SF GBA
Net Architecture and Engineering Costs		$5.69 /SF GBA	$2.33 /SF GBA	$6.17 /SF GBA
III. Cost Savings on Entitlement Costs Due to Expedited Entitlements				
Typical Entitlement Costs Per GBA		$4.22 /SF GBA	$2.59 /SF GBA	$4.56 /SF GBA
(Less) Reduction in Entitlement Costs @	20%	($0.84) /SF GBA	($0.52) /SF GBA	($0.91) /SF GBA
Net Entitlement Costs		$3.37 /SF GBA	$2.07 /SF GBA	$3.65 /SF GBA
IV. Cost Savings on Traffic Studies/Environmental Documents				
Typical Traffic Study/Environmental Document Costs Per GBA		$0.46 /SF GBA	$0.53 /SF GBA	$0.53 /SF GBA
Reduction in Traffic Study/Environmental Document Costs @		($0.46) /SF GBA	($0.53) /SF GBA	($0.53) /SF GBA
Net Traffic Study/Environnmental Document Costs		$0.00 /SF GBA	$0.00 /SF GBA	$0.00 /SF GBA
V. Cost Savings on Developer Overhead Fee				
A. Development Period [2]				
Predevelopment Period		12 Months	15 Months	15 Months
Construction Period		12 Months	12 Months	18 Months
Leasing Period		6 Months	6 Months	0 Months
Total Development Period [2]		30 Months	33 Months	33 Months
B. Estimated Time Savings		4.5 Months	4.5 Months	4.5 Months
Time Savings as % of Total Development Period		15%	13%	13%
C. Developer Fee During Total Development Period		$8.44 /SF GBA	$5.18 /SF GBA	$9.13 /SF GBA
Estimated Reduction in Savings per GBA		15%	13%	13%
Reduction in Developer Fee		($1.27) /SF GBA	($0.67) /SF GBA	($1.19) /SF GBA
Net Developer Overhead Fee		$7.17 /SF GBA	$4.51 /SF GBA	$7.95 /SF GBA

(1) Reflects estimated cost of transportation-related mitigation costs, prior to adoption of the proposed Program. Based on a survey of recent industrial development applications within Mobility Zone 4.

(2) Assumes development period phases overlap.

Prepared by: Keyser Marston Associates, Inc.
Filename: City of SD-RECON_VMT Fee Program EIA_v3;4/1/2020;ema

TABLE C-5

ESTIMATED POTENTIAL COST SAVINGS FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Low Rise Office Building	Industrial Business Park	Select-Service Hotel
VI. Cost Savings on Interest Carry			
A. Land			
Land Costs per GBA	$100.14 /SF GBA	$57.32 /SF GBA	$69.69 /SF GBA
Average Balance Out	100%	100%	100%
Amount Financed	$100.14 /SF GBA	$57.32 /SF GBA	$69.69 /SF GBA
B. Predevelopment Costs			
Net Architecture & Engineering Costs	$5.69 /SF GBA	$2.33 /SF GBA	$6.17 /SF GBA
Net Entitlement Costs	$3.37 /SF GBA	$2.07 /SF GBA	$3.65 /SF GBA
Net Traffic Studies/Environmental Documents	$0.00 /SF GBA	$0.00 /SF GBA	$0.00 /SF GBA
Net Developer Overhead Fee	$7.17 /SF GBA	$4.51 /SF GBA	$7.95 /SF GBA
Total Predevelopment Costs	$16.24 /SF GBA	$8.92 /SF GBA	$17.76 /SF GBA
Average Balance Out	50%	50%	50%
Amount Financed	$8.12 /SF GBA	$4.46 /SF GBA	$8.88 /SF GBA
C. Total Amount Financed (A+B)	$108.26 /SF GBA	$61.77 /SF GBA	$78.57 /SF GBA
D. Time Savings	4.5 Months	4.5 Months	4.5 Months
E. Cost of Funds	7.5% /Year	7.5% /Year	7.5% /Year
F. Total Savings on Interest Carry	$3.04 /SF GBA	$1.74 /SF GBA	$2.21 /SF GBA
G. Total Financing Costs	$16.86 /SF GBA	$7.78 /SF GBA	$18.27 /SF GBA
(Less) Savings on Interest Carry	($3.04) /SF GBA	($1.74) /SF GBA	($2.21) /SF GBA
Net Financing Costs	$13.82 /SF GBA	$6.04 /SF GBA	$16.06 /SF GBA
VII. Total Potential Cost Savings from Program			
A. Off-Site Improvement Costs (I)	$0.00 /SF GBA	$1.94 /SF GBA	$0.00 /SF GBA
B. Architecture and Engineering (II)	$0.63 /SF GBA	$0.26 /SF GBA	$0.69 /SF GBA
C. Entitlement Costs (III)	$0.84 /SF GBA	$0.52 /SF GBA	$0.91 /SF GBA
D. Traffic Studies/Environmental Documents (IV)	$0.46 /SF GBA	$0.53 /SF GBA	$0.53 /SF GBA
E. Developer Overhead Fee (V)	$1.27 /SF GBA	$0.67 /SF GBA	$1.19 /SF GBA
F. Interest Carry (VI)	$3.04 /SF GBA	$1.74 /SF GBA	$2.21 /SF GBA
Total Potential Cost Savings from Program	**$6.25 /SF GBA**	**$5.65 /SF GBA**	**$5.53 /SF GBA**
Per Hotel Room	---	---	**$2,800 /Room**

TABLE C-6

IMPACT ON DEVELOPER PROFIT AND RETURN ON INVESTMENT FROM PROGRAM
CITYWIDE ACTIVE TRANSPORTATION IN LIEU FEE PROGRAM
CITY OF SAN DIEGO

	Low Rise Office Building	Industrial Business Park	Select-Service Hotel
I. Developer Profit			
A. Developer Profit - Before Program			
Per SF GBA	$38 /SF GBA	$25 /SF GBA	$67 /SF GBA
Per Hotel Room	---	---	$33,500 /Room
B. Adjusted Developer Profit - After Program			
Per SF GBA	$44 /SF GBA	$30 /SF GBA	$73 /SF GBA
Per Hotel Room	---	---	$36,300 /Room
C. Difference (B-A)			
Per SF GBA	$6 /SF GBA	$6 /SF GBA	$6 /SF GBA
Per Hotel Room	---	---	$2,800 /Room
II. Return on Investment			
A. Return on Investment - Before Program	7.4%	8.0%	9.1%
B. Adjusted Return on Investment - After Program	7.5%	8.2%	9.3%

CHEN RYAN

MEMORANDUM

TO: Heidi Vonblum, City of San Diego

FROM: Stephen Cook, PE, Chen Ryan Associates

DATE: April 19, 2020

RE: Effects of VMT Reducing Infrastructure in Mobility Zone 4 vs Mobility Zone 3.

The purpose of this Technical Memorandum is to document the difference in effectiveness for vehicle miles traveled (VMT) reducing infrastructure, within the City of San Diego, when comparing Mobility Zones 4 and 3.

Mobility Zones

As noted in the Mobility Choice Regulations Ordinance (Division 11), Mobility Zones shall be defined as follows:

1. Mobility Zone 1 means the Downtown Community Planning Area.
2. Mobility Zone 2 means any parcel that falls wholly or partially within an area defined as a transit priority area.
3. Mobility Zone 3 means a community planning area boundary with a VMT efficiency that is at 85 percent or less of the regional average for either resident VMT per capita or employee VMT per employee, as determined by the City Manager.
4. Mobility Zone 4 means any area not located within Mobility Zone 1, 2, or 3.

Background

The Active Transportation In-Lieu Fee Program will generally only apply to the Mobility Zone 4 areas, since these will be the areas that generate an average VMT above SB-743 standards. Per the City's Draft Transportation Impact Significance Thresholds, discretionary development projects within these areas will need to reduce their project related VMT to 15% below the regional average through the use of VMT-reducing strategies. However, the enforcement of TDM strategies at the project level is difficult; therefore, through this effort, the City plans to only require VMT reduction measures through infrastructure projects for which the quantification of the VMT reductions can be calculated, but do not need to be regularly monitored to ensure that they are being properly administered.

Rather than investing VMT reducing infrastructure in Mobility Zone 4, where VMT reduction potential is limited, the Active Transportation In-Lieu Fee Program would allow such development to pay a fair-share contribution to mitigate their transportation related impacts, based on the cost to reduce a mile of VMT within the City. The purpose of this fee is to 1) invest in active transportation and transit infrastructure within Mobility Zones 1, 2 & 3 where VMT reduction potential is highest, and 2) allow development within Mobility Zone 4 to more efficiently mitigate VMT impacts.

Value of Constructing Infrastructure in Mobility Zone 3 Instead of Mobility Zone 4

To better understand the value that is associated with constructing VMT reducing infrastructure in the more VMT efficient areas (Mobility Zone 3[1]) as opposed to the less efficient areas (Mobility Zone 4) an analysis was performed for three communities located within Mobility Zone 4 (Sabre Springs, Carmel Mountain Ranch, and Scripps Ranch), which identifies the length of multi-modal facilities that would need to be constructed to equal the VMT reductions for the same facilitates if they were built in a community located in Mobility Zone 3 (Example Community: North Park). **Table 1** below summarizes the results of this analysis. A more detailed table, and associated analysis worksheets are provided in **Attachment 1**.

Table 1 - Cost to Reduce One Mile of VMT - Mobility Zone 3 vs Mobility Zone 4

Community	Mobility Zone	VMT Reducing Infrastructure Type	Project	VMT Reduced	Cost / RVMT	Increase in Cost/RVMT Ratio vs. North Park
North Park	3	Bike Network	**+11.6** miles of bicycle facilities	3,718	$200	-
		Pedestrian Network	**+14** miles of sidewalks	5,843	$300	-
		Transit Shuttle	Shuttle	159	$2,200	-
Sabre Springs	4	Bike Network	**+525** miles of bicycle facilities	2,163	$7,800	39-to-1
		Pedestrian Network	**+14** miles of sidewalks	4,325	$400	1.3-to-1
		Transit Shuttle	Shuttle	62	$7,300	3.3-to-1
Carmel Mountain Ranch	4	Bike Network	**+125** miles of bicycle facilities	3,557	$1,200	6-to-1
		Pedestrian Network	**+14** miles of sidewalks	7,115	$300	N/A
		Transit Shuttle	Shuttle	102	$5,300	2.4-to-1
Scripps Ranch	4	Bike Network	**+300** miles of bicycle facilities	3,426	$2,900	14.5-to-1
		Pedestrian Network	**+14** miles of sidewalks	6,853	$300	No Effect
		Transit Shuttle	Shuttle	98	$5,800	2.6-to-1
					Average Ratio Increase for Bike Network	20-to-1
					Average Ratio Increase for Pedestrian Network	1.3-to-1
					Average Ratio Increase for Transit Shuttle	2.8-to-1

[1] A Mobility Zone 3 community (North Park) was chosen as the example to compare Mobility Zone 4 communities against, since the Downtown Community (Mobility Zone 1) would be too extreme of a comparison due to its high VMT reducing efficiency, and Mobility Zone 2 (Transit Priority Areas) is made up of smaller areas located across several communities (which span across all three other Mobility Zones) and therefore would not be appropriate to compare a communitywide analysis against.

Key Findings

As shown in Table 1, the cost is significantly higher to reduce VMT within Mobility Zone 4, as compared to Mobility Zone 3, particularly for bicycle facilities (a 20 to 1 ratio). In fact, mitigation through the implementation of bicycle facilities would not be feasible for most Mobility Zone 4 communities, as the length of facilities that would be needed (125 miles to 525 miles) would be far greater than the transportation network within that community could support.

Additionally, if you were to allocate the average cost to reduce one mile of travel within Mobility Zone 4, by mode, using the mode split ratios that are assumed in the City's Climate Action Plan (7% pedestrian, 18% bicycle and 25% transit), as was done to determine the Fee for the in the Active Transportation In-Lieu Fee Program nexus, the cost to reduce one mile of vehicular travel in Mobility Zone 4 would be around $4,500. This is more than three times the cost for the same reductions that were calculated within the VMT efficient areas, which is $1,400 to reduce one mile of vehicular travel. Therefore, allowing development within Mobility Zone 4 to mitigate their VMT related impacts through the Active Transportation In-Lieu Fee program would potentially reduce their VMT mitigation costs by over a third.

STRIKEOUT ORDINANCE

OLD LANGUAGE: ~~Struck Out~~
NEW LANGUAGE: Double Underline

ORDINANCE NUMBER O-_____ (NEW SERIES)

DATE OF FINAL PASSAGE _____

AN ORDINANCE AMENDING CHAPTER 14, ARTICLE 3, OF THE SAN DIEGO MUNICIPAL CODE BY ADDING NEW DIVISION 10, SECTIONS 143.1001, 143.1002, 143.1005, 143.1010, 143.1015, 143.1020, AND 143.1025 RELATING TO COMPLETE COMMUNITIES HOUSING SOLUTIONS REGULATIONS.

Article 3: Supplemental Development Regulations

Division 10: Complete Communities Housing Solutions Regulations

§143.1001 Purpose and Intent of the Complete Communities Housing Solutions Regulations

The purpose of these regulations is to provide an alternative incentive program for *development* within *Transit Priority Areas* that provides housing for *very low income*, *low income,* and/or *moderate income* households and provides neighborhood-serving infrastructure amenities through value capture. These regulations are intended to materially assist in providing adequate housing for all economic segments of the community; to provide a balance of housing opportunities within the City with an emphasis on housing near transit; and to encourage use of mobility alternatives through the construction of neighborhood-serving infrastructure amenities. The purpose of these regulations is not to implement California Government Code Section 65915 (State Density Bonus Law), which is implemented through San Diego Municipal Code Chapter 14, Article 3, Division 7.

§143.1002 When the Complete Communities Housing Solutions Regulations Apply

(a) The regulations in this Division shall be applied to any *development* at the request of the *applicant* where the zoning is commercial, residential, or mixed-use for the *premises* of the proposed *development* allows for five or more *dwelling units*, not including additional units permitted under this Division, in exchange for all of the following:

(1) The provision of *dwelling units* affordable to *very low income*, *low income*, or *moderate-income* households, in accordance with Section 143.1015.

(A) Within the categories of *very low income, low income,* and *moderate income* households, affordable *dwelling units* may be further targeted or restricted for senior citizens, as defined under California Civil Code Section 51.3 and 51.11.

(B) Within the *very low income* category, affordable *dwelling units* may be further targeted or restricted for transitional foster youth, as defined in Section 66025 of the California Education Code; disabled veterans as defined in Section 18541 of the California Government Code; or homeless persons as defined in the McKinney-Vento Homeless Assistance Act.

(C) The affordable *dwelling units* may be provided through either of the following means:

(i) A portion of the total *dwelling units* in the *development* being reserved for *very low income*, *low income*, or *moderate-income* households in accordance with Section 143.1015; or

(ii) The construction of off-site *dwelling units* reserved for *very low income*, *low income*, or *moderate income* households, in accordance with Section 143.1015. To be eligible for the Complete Communities Housing Solutions Program, the off-site *dwelling units* must be constructed within a *Transit Priority Area* within the boundaries of the same community planning area in which the *development* is located, or within one mile of the *premises* of the *development*.

(2) The provision of neighborhood-serving infrastructure amenities, in accordance with Section 143.1020.

(b) The following types of *development* are not eligible to request the application of the regulations in this Division:

(1) *Development* outside of the Centre City Planned District and the Mixed-Use base zones that proposes a total number of *dwelling units* that equates to a residential *density* that is less than 80 percent of the maximum permitted *density* of the applicable base zone(s) or Planned District.

(2) *Development* within the Centre City Planned District that does not meet the maximum *base floor area ratio* of the base zone.

(3) *Development* zoned Mixed-Use that does not meet the maximum *floor area ratio* of the base zone.

(4) *Development* that proposes to concurrently utilize the *density* bonus provided in Chapter 14, Article 3, Division 7 (Affordable Housing Regulations). Existing *development* that was constructed in accordance with the Affordable Housing Regulations and proposes to construct additional *dwelling units* through a new *development* application may utilize the Complete Communities Housing Regulations to add *gross floor area* and *density* to the existing *development* if the project complies with all of the following:

i. The existing *development* that was approved in accordance with the Affordable Housing Regulations constructed the maximum *density* bonus available based on the affordability level of the project.

(5) The new *development* allowed under this Division shall be determined in accordance with Section 143.1002(c).

(6) *Development* located within Proposition A lands.

(7) *Development* located within a designated *historical district* or subject to the Old Town San Diego Planned District.

(c) Existing *development* that proposes to construct additional *dwelling units* through a new *development* application may utilize the Complete Communities Housing Solutions Regulations to add *gross floor area* to the *development*. The new *development* allowed under this Division shall be determined as follows:

(1) To determine the additional *gross floor area* permitted by this Division, first subtract the *lot coverage* of the existing *development* from the *lot* area of the *premises* to determine the remaining *lot* area. Then, multiply that difference by the applicable *floor area ratio* in Section 143.1010(a).

Example:

20,000 s.f. *lot* area – 10,000 s.f existing *lot coverage* = 10,000 s.f. remaining *lot* area

10,000 s. f. remaining *lot* area x 4.0 FAR = 40,000 s.f. of new *gross floor area* permitted by this Division.

(2) To determine the minimum number of *dwelling units* required by this Division, first calculate the maximum number of *dwelling units* that could be constructed on the remaining *lot* area by dividing the remaining *lot* area by the maximum permitted *density* in the applicable base zone table. Then multiply that number by 0.80 and round up to the next whole number if the product exceeds a whole number by more

than 0.50. The product is the minimum number of dwelling units required for the new *development*.

Example:

20,000 s.f. *lot* area – 10,000 s.f existing *lot coverage* = 10,000 s.f. remaining *lot* area

10,000 s.f. remaining *lot* area ÷ 2,000 (in a zone that requires 2,000 s.f. of *lot* area per *dwelling unit)* = 5 *dwelling units (*maximum permitted *density)*

5 *dwelling units* x 0.80 = 4 *dwelling units (*minimum.

(d) The required number of affordable *dwelling units* shall be calculated in accordance with Section 143.1015 based upon the number of *dwelling units* proposed in compliance with Section 143.1002(c)(1) and 143.1002(c)(2). Existing covenant-restricted affordable *dwelling units* may not be counted towards the affordable housing requirement in this Division.

(e) The regulations in this Division shall not supersede the regulations of any other Land Development Code Section, unless specified.

§143.1005 Required Replacement of Existing Affordable Units

(a) An *applicant* is ineligible for any incentive under this Division if the *premises* on which the *development* is proposed contains, or during the five years preceding the application, contained, rental *dwelling units* that have had the rent restricted by law or covenant to persons and families of *moderate income, low income* or *very low income,* or have been occupied by persons and families of *moderate income*, *low income,* or *very low income*, unless the proposed *development* replaces the affordable *dwelling units*, and either:

(1) Provides affordable *dwelling units* at the percentages set forth in Section 143.1015 (inclusive of the replacement *dwelling units*), or

(2) Provides all of the *dwelling units* in the *development* as affordable to *low income* or *very low income* households, excluding any manager's unit(s).

(b) The number and type of required replacement affordable *dwelling units* shall be determined as follows:

(1) For *development* containing any occupied affordable *dwelling units*, the *development* must contain at least the same number of replacement affordable *dwelling units*, of equivalent size and *bedrooms*, and must be made affordable to and occupied by persons and families in the same or a lower income category as the occupied affordable *dwelling units*. For unoccupied affordable *dwelling units* in the *development*, the replacement affordable *dwelling units* shall be made affordable to and occupied by persons

and families in the same or lower income category as the last household in occupancy. If the income category of the last household is unknown, it is rebuttably presumed that the affordable *dwelling units* were occupied by lower income renter households in the same proportion of lower income renter households to all renter households within the City of San Diego, as determined by the most recently available data from the United States Department of Housing and Urban Development's Comprehensive Housing Affordability Strategy database, and replacement affordable *dwelling units* shall be provided in that same percentage.

(2) If all of the affordable *dwelling units* are vacant or have been demolished within the five years preceding the application, the *development* must contain at least the same number of replacement affordable *dwelling units*, of equivalent size and *bedrooms*, as existed at the highpoint of those units in the five-year period preceding the application, and must be made affordable to and occupied by persons and families in the same or a lower income category as those in occupancy at that same time. If the income categories are unknown for the highpoint, it is rebuttably presumed that the *dwelling units* were occupied by *very low income* and *low income* renter households in the same proportion of *very low income* and *low income* renter households to all renter households within the City of San Diego, as determined by the most recently

available data from the United States Department of Housing and Urban Development's Comprehensive Housing Affordability Strategy database, and replacement *dwelling units* shall be provided in that same percentage.

(3) All replacement affordable *dwelling unit* calculations resulting in fractional units shall be rounded up to the next whole number.

(4) All rental replacement affordable *dwelling units* shall be affordable for at least 55 years.

(5) All for-sale replacement affordable *dwelling units* shall be subject to the provisions of Section 143.1015(a)(3).

§143.1010 Incentives in Exchange for Transit Priority Area Housing and Infrastructure Amenities

An *applicant* proposing *development* that is consistent with the criteria in Section 143.1002 shall be entitled to the following incentives:

(a) Waiver of the existing *floor area ratio* and a new maximum *floor area ratio* based upon whether the *development* is located in FAR Tier 1, FAR Tier 2, or FAR Tier 3 as shown on the "Complete Communities Housing Solutions *Floor Area Ratio* (FAR) Map" in the Land Development Manual. If a mixed-use *development* is proposed, the *floor area ratio* of the non-residential portion of the *development* shall not exceed the maximum *floor area ratio* of the applicable base zone or Planned District.

(1) Within FAR Tier 1, there shall be no maximum *floor area ratio*.

(2) Within FAR Tier 2, the new maximum *floor area ratio* shall be 8.0.

(3) Within FAR Tier 3, the new maximum *floor area ratio* shall be 4.0.

(b) Waiver of the maximum permitted residential *density* of the land use designation(s) in the applicable land use plan. *Density* shall be limited by the allowable *floor area ratio* and the requirements of the California Building Code as adopted and amended by the City of San Diego.

(c) Waiver of the following applicable base zone or Planned District regulations:

(1) Maximum permitted residential *density.*

(2) Maximum *structure height.*

(3) Maximum *lot* area.

(4) *Street frontage* requirements, if safe and adequate access to the *premises* can be provided to the satisfaction of the City Building Official and the Fire Department.

(5) Maximum *lot coverage.*

(6) *Floor Area Ratio* Bonus for Residential Mixed Use. *Development utilizing* the Complete Communities Housing Solutions Program shall not be eligible for other FAR or *density* bonuses.

(7) Maximum front *setback* or *street* side *setback* if the maximum is less than 20 feet and the d*evelopment* is constructing a promenade in accordance with Section 143.1020.

(d) Waiver of any of the following applicable overlay zone regulations:

(1) Maximum permitted residential *density*.

(2) Outside the Coastal Height Limit Overlay Zone and the Airport Land Use Compatibility Overlay Zone, maximum *structure height*.

(3) The requirement to obtain a Site Development Permit in areas mapped as CPIOZ Type B, if the *development* complies with the *development* standards or criteria in the applicable community plan. Compliance with the *development* standards or criteria does not include compliance with maximum permitted residential *density* and/or maximum *structure height*.

(e) Waiver of the personal storage area requirement in Section 131.0454 and the private exterior open space requirement in Section 131.0454 for all *dwelling units* in the *development* if at least 10 percent of the total *dwelling units* in the *development* are three *bedroom dwelling units*.

(f) Scaling of Development Impact Fees based on square footage, rather than number of *dwelling units* in the proposed *development*, in accordance with Section 142.0640(b)(2).

(g) Waiver of Development Impact Fees for all covenant-restricted affordable *dwelling units*.

(h) Use of up to five Affordable Housing Incentives. An *applicant* utilizing the Complete Communities Housing Solutions Regulations shall be entitled to incentives as described in this subsection for any *development* for which a written agreement and a deed of trust securing the agreement in entered into by the *applicant* and the President and Chief Executive

Officer of the San Diego Housing Commission. The City shall process an incentive requested by an *applicant* as set forth in this subsection.

(1) An incentive means any of the following:

(A) A deviation to a *development* regulation, with the exception of any regulations or requirements of this Division;

(B) Approval of mixed use zoning in conjunction with a residential *development* provided that commercial, office, or industrial uses:

(i) Reduce the cost of the residential *development*; and

(ii) Are compatible with the proposed residential *development*; and

(iii) Are compatible with existing or planned *development* in the area where the proposed residential *development* will be located.

(C) Any other incentive proposed by the *applicant*, other than those identified in Section 143.1010(h)(2), that results in identifiable, actual cost reductions.

(2) Items not considered incentives by the City of San Diego include, but are not limited to the following:

(A) A waiver of a required permit;

(B) A waiver of fees or dedication requirements, except as allowed under Section 143.0101(g);

(C) A direct financial incentive;

(D) A waiver of any of the requirements, regulations or standards of this Division.

(3) An incentive requested as part of a *development* meeting the requirements of this Division shall be processed according to the following:

(A) Upon an *applicant's* request, *development* that meets the applicable requirements of this Division shall be entitled to incentives pursuant to Section 143.1010(h) unless the City makes a written *finding* of denial based upon substantial evidence, of any of the following:

(i) The incentive is not required in order to provide for affordable housing costs, as defined in California Health and Safety Code Sections 50052.5 and 50053;

(ii) The incentive would have a specific adverse impact upon public health and safety as defined in Government Code Section 65589.5, the physical environment, including *environmentally sensitive lands*, or on any real property that is listed in the California Register of Historical Resources and for which there is no feasible method to satisfactorily mitigate or avoid the specific adverse impact

without rendering the *development* unaffordable to *low income* and *moderate income* households;

(iii) The incentive would be contrary to state or federal law. Requested incentives shall be analyzed in compliance with the California Environmental Quality Act as set forth in Chapter 12, Article 8, and no incentive shall be granted without such compliance; or

(iv) Within the Coastal Overlay Zone, the incentive would be inconsistent with the resource protection standards of the City's Local Coastal Program or the *environmentally sensitive lands* regulations, with the exception of *density.*

(B) The granting of an incentive shall not require a General Plan amendment, zoning change, a *development permit*, or other discretionary approval.

(C) When a *development permit* is otherwise required, the decision to deny a requested incentive shall be made by the decision maker for the *development permit*.

(4) The number of incentives available are as follows:

(A) Two incentives for a *development* that includes at least 10 percent of the total *dwelling units* for *lower income*

households and at least 10 percent for persons and families of *moderate income* in a common interest development.

(B) Three incentives for a *development* that includes at least 30 percent of the total units for *lower income* households, at least 10 percent for very *low income* households, and at least 20 percent for persons and families of *moderate income* in a common interest development.

(C) Five incentives for a *development* that includes one hundred percent of the total *dwelling units*, exclusive of a manager's unit or units, for *lower income* households, as defined by Section 50079.5 of the Health and Safety Code, except that up to 20 percent of the total *dwelling units* in the *development* may be for *moderate income* households, as defined in Section 50053 of the Health and Safety Code.

(i) Affordable Housing waivers may be granted, except that waivers cannot be used to deviate from the requirements of this Division. An *applicant* utilizing the Complete Communities Housing Solutions Regulations shall be entitled to a waiver as described in this subsection for any *development* for which a written agreement and a deed of trust securing the agreement is entered into by the *applicant* and the President and Chief Executive Officer of the San Diego Housing Commission.

(1) A waiver means a request by an *applicant* to waive or reduce a *development* standard that physically precludes construction of *development* meeting the criteria of this Division.

(2) Upon an *applicant's* request, *development* that meets the applicable requirements of this Division shall be entitled to a waiver unless the City makes written *finding* of denial based upon substantial evidence, of any of the following:

(A) The waiver would have a significant, quantifiable, direct, and unavoidable impact upon health, safety, or the physical environment for which there is no feasible method to mitigate or avoid the impact;

(B) The waiver would have an adverse impact on any real property that is listed in the California Register or Historical Resources;

(C) The waiver would be contrary to state or federal law. Requested waivers shall be analyzed in compliance with the California Environmental Quality Act as set forth in Chapter 12, Article 8, and no waiver shall be granted without such compliance; or

(D) Within the Coastal Overlay Zone, the waiver would be inconsistent with the resource protection standards of the City's Local Coastal Program or the *environmentally sensitive lands* regulations, with the exception of *density*.

(3) The granting of a waiver shall not require a General Plan amendment, zoning change, *development permit*, or other discretionary approval.

(4) There is no limit on the number of waivers an *applicant* may request.

(j) Compliance with the Complete Communities Housing Solutions Regulations shall satisfy compliance with the City's Inclusionary Affordable Housing Regulations in Chapter 14, Article 2, Division 13 and the *applicant's* affordable housing obligations.

§143.1015 Required Provision of Affordable Dwelling Units

(a) In accordance with Section 143.1002(a)(1), the *applicant* requesting application of the regulations in this Division shall provide a written agreement to provide affordable *dwelling units*, entered into by the *applicant* and the President and Chief Executive Officer of the San Diego Housing Commission and secured by a deed of trust, that meets the following requirements:

(1) Provides a minimum number of affordable *dwelling units* in accordance with all of the following:

(A) Ten (10) percent of the *dwelling units* within the *development,* excluding any additional *dwelling units* allowed under a *floor area ratio* bonus, shall be constructed at the following affordability levels:

(i) Rental *dwelling units* shall be made available for rent by *very low income* households at a cost,

including an allowance for utilities, that does not exceed 30 percent of 50 percent of the area median income, as adjusted for household size.

(ii) For-sale *dwelling units*:

(1) At least fifteen (15) percent of total *dwelling units* shall be made available for purchase at a cost affordable to *moderate income* households.

(B) An additional percentage of the *dwelling units* within the *development,* excluding any additional *dwelling units* allowed under the *floor area ratio* bonus, shall be affordable to *very low income, low income,* and *moderate income* households in accordance with Section 143.1015(a)(2) and Section 143.1015(a)(3). The additional percentage required shall be determined by subtracting the percentage of affordable dwelling units provided in accordance with Section 143.1015(a)(1)(A) from 20. In no instance shall the required percentage of affordable *dwelling units* exceed 20 percent of the total pre-*density* bonus *dwelling units*. For the purposes of this section, *floor area ratio* bonus shall be defined as the *floor area ratio* provided by this Division that exceeds the maximum *floor area ratio* of the base zone, or the maximum *base floor*

area ratio of the Centre City Planned District, as applicable.

(2) For rental *dwelling units* to be counted as affordable and meet the requirements of this Division, the following qualifying criteria shall be met:

(A) *Very low income dwelling units* in the *development* shall be affordable, including an allowance for utilities, to *very low income* households at a rent that does not exceed 30 percent of 50 percent of the area median income, as adjusted for household size.

(B) *Low income dwelling units* in the *development* shall be affordable, including an allowance for utilities, to *low income* households at a rent that does not exceed 30 percent of 60 percent of the area median income, as adjusted for household size.

(C) *Moderate income dwelling units* in the *development* shall be affordable, including an allowance for utilities, to *moderate income* households at a rent that does not exceed 30 percent of up to 120 percent of the area median income, as adjusted for household size.

(D) The affordable *dwelling units* shall be designated be comparable in *bedroom* mix and amenities to the market-rate *dwelling units* in the *development*, , as determined by

the San Diego Housing Commission, except that the affordable *dwelling* units shall not be required to exceed three *bedrooms* per *dwelling unit.* The affordable *dwelling units* shall have access to all common areas and amenities provided by the *development*. The square footage and interior features of the affordable units shall be good quality and consistent with current building standards for new housing in the City of San Diego.

(E) The affordable *dwelling units* shall remain available and affordable for a period of at least 55 years.

(3) For for-sale *dwelling units* to be counted as affordable and meet the requirements of this Division, the following qualifying criteria shall be met:

(A) *Moderate income dwelling units* in the *development* shall be affordable, including an allowance for utilities, to *moderate income* households at a rent that does not exceed 30 percent of up to 120 percent of the area median income, as adjusted for household size.

(B) The initial occupant of all for-sale affordable *dwelling units* shall be a *moderate income* household, as specified in Section 143.1015(a)(1).

(C) Prior to, or concurrent with, the sale of each affordable *dwelling unit*, the applicant shall require the buyer to

execute and deliver a promissory note in favor of the San Diego Housing Commission so that the repayment of any initial subsidy is ensured.

(D) Each for-sale *dwelling unit* shall be occupied by the initial owner at all times until the resale of the *dwelling unit*.

(E) Upon the first resale of a *dwelling unit*, the seller shall comply with all conditions regarding the sale of a *dwelling unit*, as applied by the San Diego Housing Commission, and as set forth in California Government Code Section 65915(c)(2).

(F) The affordable *dwelling units* shall be designated units, be comparable in *bedroom* mix and amenities to the market-rate *dwelling units* in the *development,* and be dispersed throughout the *development*, except that the affordable *dwelling* units shall not be required to exceed three *bedrooms* per *dwelling unit.* The square footage and interior features of the affordable units shall be good quality and consistent with current building standards for new housing in the City of San Diego.

(b) A *development* may provide all or a portion of the required affordable *dwelling units* off-site in accordance with the following:

(1) Off-site affordable *dwelling units* shall be located within a *Transit Priority Area* either within the boundaries of the same community

planning area in which the *premises* of the *development* are located, or within a 1-mile radius of the *premises*.

(2) At a minimum, the same number of affordable *dwelling units* required of the *development* must be provided, at the same affordability levels and the same total *bedroom* count as the *development*. The *applicant* may provide different *bedroom* mixes to meet the total *dwelling unit* and *bedroom* count minimums.

(3) The *applicant*, prior to the issuance of the first building permit for the *development*, shall secure the required number of off-site affordable *dwelling units* and enter into an agreement(s) with the President and Chief Executive Officer of the San Diego Housing Commission establishing the same terms and conditions set forth in Section 143.1015 for the applicable type of *dwelling units*.

(4) Off-site affordable *dwelling units* may be located in an existing *structure(s)*, provided the *applicant* provides evidence that the existing *structure* has a remaining useful life of at least 55 years from the issuance of a Certificate of Occupancy pursuant to Section 143.0745(f)(2)(B) and complies with current Building Code standards, to the satisfaction of the City Manager. Off-site affordable *dwelling units* that are occupied at the time the application is *deemed complete* shall comply with the State Relocation Act pursuant to Government Code Section 7260.

(5) Prior to the issuance of the first building permit, the *applicant* shall record a deed restriction against the off-site *development* that:

(A) Documents the required number of *affordable dwelling units* to be provided; and

(B) Assigns foreclosure rights of the *development premises* to the San Diego Housing Commission as follows:

(i) For new *development*, if the affordable *dwelling unit(s)* has not received a certificate of occupancy within 54 months of the issuance of the first building permit.

(ii) For an existing *structure(s)*, if the affordable *dwelling unit(s)* has not received a certificate of occupancy within 36 months of the issuance of the first building permit.

(c) Nothing in this Division shall preclude an *applicant* from using affordable *dwelling units* constructed by another *applicant* to satisfy the requirements of this Division, including contracting with an affordable housing developer with experience obtaining tax-exempt bonds, low income housing tax credits, and other competitive sources of financing, upon approval by the San Diego Housing Commission pursuant to the standards set forth in the Inclusionary Affordable Housing Implementation and Monitoring Procedures Manual on file with the San Diego Housing Commission.

§143.1020 Required Provision of Infrastructure Amenities

Improvements to the infrastructure of a community enhance a sense of place, facilitate pedestrian circulation, improve connections to transit, and promote the livability and vitality of such *development* and the community. Investing in neighborhood-serving infrastructure that creates destinations and encourages walking, biking and use of transit, particularly within *Transit Priority Areas*, is also critical to the City's Climate Action Plan goal to reduce greenhouse gas emissions. In accordance with Section 143.1002(a)(2), an a*pplicant* requesting application of the regulations in this Division shall provide infrastructure amenities as follows:

(a) Neighborhood Enhancement Fund. All *developments*, with the exception of *developments* where 100 percent of dwelling units are affordable to *very low income, low income,* or *moderate income* households, shall pay a fee to the "Neighborhood Enhancement Fund", as established by City Council Resolution. This fund shall be used for design, construction, and/or maintenance of neighborhood-serving infrastructure amenities.

(1) The fee shall be set at $9.00 per square foot of *lot* area. *Structures* over 90 feet in height shall pay an additional 25 percent of the established fee.

(2) The fees paid shall be divided with 50 percent of the fee invested in infrastructure improvements within the same community planning area as the *development*, and 50 percent of the fee invested in infrastructure improvements within Communities of

Concern, as determined by the City Manager until such time as defined in the City's General Plan.

(b) Public promenade alternative. As an alternative to the fee described in Section 143.1020(a), *development* on a *premises* of 25,000 square feet in area or larger with at least 200 linear feet of *street frontage* or a parcel within the *Transit Priority Area* where the *development* is located and with an equivalent-sized *premises* or larger with at least 200 linear feet of *street frontage*, may construct public amenities in the form of a public promenade.

(1) The applicant shall hold a minimum of two design charettes for the community to receive information and provide feedback on proposed promenade design concepts.

(2) A notice describing the provided public promenade shall be posted in a prominent and accessible location within a common area of the development or parcel adjacent to the promenade where it can be easily seen by the community. The notice shall include contact information and a statement that the public promenade is required pursuant to the San Diego Municipal Code and to the satisfaction of the Development Services Department.

(3) Prior to issuance of a Certificate of Occupancy, the *applicant* shall provide the City Manager documentation that all required on-site public amenities have been constructed and are operational.

(4) The *applicant* shall record a public recreation easement(s) against all parcels comprising the *premises* of the *development* to the satisfaction of the City Manager.

(5) The *applicant* shall record a maintenance agreement ensuring that the required on-site public amenities are maintained in perpetuity.

(6) *Development* that includes a promenade in accordance with this section shall be exempt from requirements to provide private or common open space for the residential *dwelling units*.

(7) A promenade is a public open space that adjoins or is visible from a public *right-of-way* along the longest *street frontage*. The promenade shall meet the following standards and will be exempt from Council Policy 600-33.

(A) The promenade shall span the length of the longest *street frontage* and shall extend inward from the *property line* abutting the longest *street frontage* at a distance of not less than 20 feet.

(B) The sidewalk within the *public right-of-way* shall be widened to a minimum of 8 feet, measured perpendicular to the *street*.

(C) The promenade shall be publicly accessible from 7:00 am to 7:00 pm. Create landscape designs that provide viewable surveillance, including visibility from surrounding properties. Group plantings strategically and keep existing

planting or trees trimmed or controlled to allow clear sight lines into the promenade..

(D) A minimum of 50 percent of a promenade shall be free of physical obstructions, such as walls or gates.

(E) Garage entrances, driveways, parking spaces, passenger drop-offs, loading berths, trash storage facilities, as well as the access or service for these facilities are not permitted within a promenade, unless it is necessary to provide access or service for these facilities through a single garage or driveway entrance.

(F) Pedestrian circulation paths within the promenade shall connect to all *streets* and building entrances that front the promenade.

(G) Landscaping shall be provided as follows:

(a) At least one, 24-inch box canopy form tree is required for each 25 ft of street frontage on each side of the required sidewalk.

(b) No less than twenty percent of the promenade area shall be comprised of planting, which can include hanging plants, planting beds or living walls.

(H) Lighting shall be provided to ensure adequate security and its design shall be coordinated with lighting used in the *public right-of-way* and with the building's architectural lighting.

(I) Wayfinding signage shall be prominently displayed near the *public right-of-way* that directs pedestrians and cyclists to nearby attractions and transit connections. Attractions include recreational facilities, such as public parks, trails, or recreation centers; landmarks; and community assets, such as libraries or community centers.

(J) Seating shall be provided in the promenade. This may be satisfied by providing movable seating, fixed individual seats, benches with or without backs, and design feature seating, such as seat walls, ledges and seating steps.

(K) One trash receptacle and one recycling container shall be provided for every 150 feet of *street frontage*.

(L) At least one of the following recreation amenities must be provided:

(i) Playground equipment;

(ii) Fitness circuit equipment; or

(iii) Game equipment (e.g., bocce ball court, oversized chess set).

(M) At least one of the following additional amenities must be provided:

(i) Water feature;

(ii) Art installation; or

(iii) Food and beverage kiosk.

(N) Patios, tables and seating operated by on-site commercial tenants may be included within the promenade, provided that they are accessible to the public during non-business hours and are limited to no more than 50 percent of the promenade area.

(O) Required best management practices (BMPs) for storm water may be constructed within the required landscaped area of the promenade, including within the public right-of-way, so long as pedestrian access to and within the promenade is not hindered by the BMPs.

(P) The *development* may utilize the *public right-of-way* adjacent to the promenade to implement the standards

required in Section 143.1020(b)(5)(I–M). Utilization of the *public right-of-way* is subject to an Encroachment Maintenance and Removal Agreement in accordance with Section 129.0715. If the *applicant* is required to remove the amenities within the *public right-of-way*, they shall be replaced within the promenade on the *premises*.

(8) If site constraints such as topography or the desire to avoid archaeological, tribal cultural, historical or environmental resources make siting the promenade along the *public right-of-way* infeasible, it may be located on another portion of the *premises*, subject to the following:

(A) The square footage of the promenade must be equal to or greater than the length of the longest *street frontage* multiplied by 20 and must be contiguous.

(B) The promenade must comply with Sections 143.1020(b)(5)(C-O).

§143.1025 Supplemental Development Regulations

Development utilizing these regulations must comply with the following Supplemental Development Regulations, and may not utilize incentives or waivers provided in Section 143.1010(h) to deviate from them.

(a) Bulk Standards for Buildings over 90 Feet on *Premises* over 20,000 Square Feet in Area. For purposes of this Section, bulk and scale are divided into the two main areas of the building base and the tower. Buildings over 90 feet in

height located on a *premises* over 20,000 square feet in area shall adhere to the following requirements:

(1) For the purposes of this Section, building base means the *structural envelope* located immediately above *existing grade*, *proposed grade*, or a *basement*. The maximum height of the building base shall be 90 feet.

(2) The minimum height of the *street wall* shall be 30 feet, except as required under the Centre City Planned District.

(3) A *street wall* shall be provided for 70 percent of the building frontage along the *public right-of-way*, with the following exceptions, which may be subtracted from the length of the frontage:

(A) Publicly or privately-owned plazas or promenades;

(B) Courtyard entrances up to 30 feet wide for residential uses;

(C) Recessed entrances up to a maximum of 25 feet in width and a maximum of 15 feet in depth;

(D) Entries into interior or auto courts, or auto drop-offs may be allowed behind the required *street wall*; and

(E) Areas where the *existing grade* of the *public right-of-way* differs from the building pad by more than two feet.

(4) For the purposes of this Section, tower means the *structural envelope* located immediately above the building base to the top of the building.

(A) The maximum *lot coverage* of the tower shall be 75 percent of the *lot coverage* of the building base.

(B) Within a single *development*, towers shall be separated by a minimum of 50 feet.

(5) *Development* must comply with the private open space and common open space requirements of the applicable base zone or Planned District.

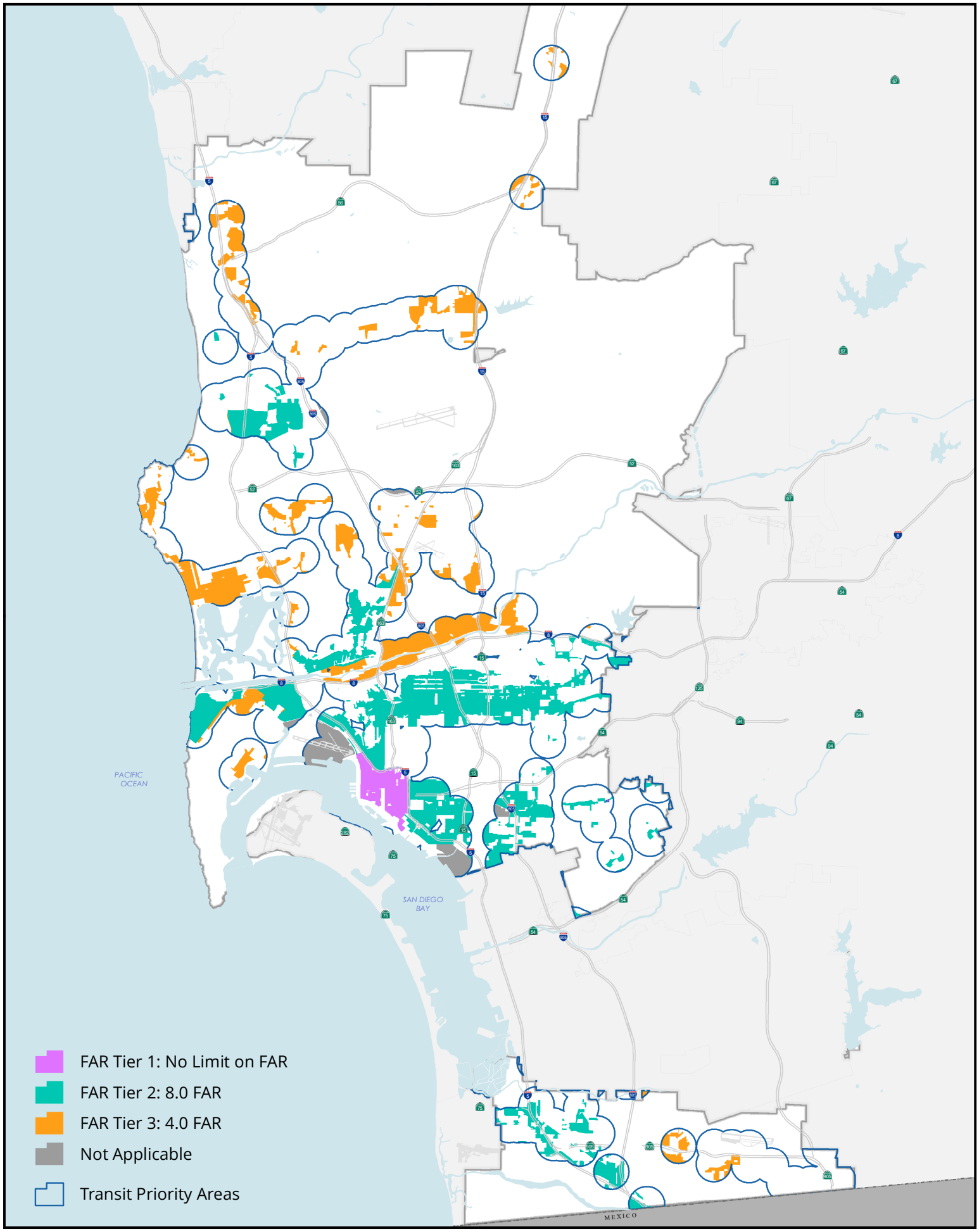
(b) Buffer from Adjacent Freeways. *Development*, except for *development* within the Centre City Planned District, on a *premises* within 500 feet of a freeway shall comply with the following:

(1) Land use buffers such as *off-street parking* and landscaping shall be provided between the residential and commercial uses and the freeway; and

(2) Outdoor areas such as balconies, patios, parks, plazas, and other spaces occupied by residents, customers or members of the public shall be oriented away from the freeway.

(c) Climate Action Plan (CAP) Consistency Checklist Requirements. To ensure consistency with the City's CAP, all *development* shall comply with each of the measures identified in Step 2 of the CAP Consistency Checklist.

CLN:als
02/28/2020
Or.Dept: Planning
Doc. No.: 2339316



Complete Communities Housing Solutions: Floor Area Ratio (FAR) Allowances

SanGIS

Date: 3/11/2020

Document Path: L:\GIS\P\GIS\LDC_POD\Complete Communities\CompleteCommunities Housing MF Zones.mxd

Resolution: Neighborhood Enhancement Fund

RESOLUTION NUMBER R- _____

DATE OF FINAL PASSAGE _____

A RESOLUTION OF THE COUNCIL OF THE CITY OF SAN DIEGO APPROVING THE NEIGHBORHOOD ENHANCEMENT FUND.

WHEREAS, the Council has reviewed and considered the fee set forth in the Complete Communities: Housing Solutions ordinance; NOW, THEREFORE, BE IT RESOLVED, by the Council of the City of San Diego, as follows:

1. The Neighborhood Enhancement in lieu fee is approved.
2. The Neighborhood Enhancement Fund is approved.
3. That the Chief Financial Officer is authorized to establish and modify the fee and distribute funds from the Neighborhood Enhancement Fund.
4. Effective 30 days from the date of final passage of this resolution, that all fees under the Neighborhood Enhancement Fund in lieu fee shall be in effect at the time building permits are issued, in accordance with San Diego Municipal Code sections 143.1101, 143.1102, and 143.1103.

APPROVED: MARA W. ELLIOT, CITY ATTORNEY

By:

Corrine Neuffer

Deputy City Attorney

DATE

Or. Dept: Planning

Doc. No.:

Attachment O

Program Environmental Impact Report for Complete Communities: Housing Solutions and Mobility Choices

https://www.sandiego.gov/ceqa/final

RESOLUTION NUMBER R- _____

DATE OF FINAL PASSAGE _____

A RESOLUTION OF THE COUNCIL OF THE CITY OF SAN DIEGO CERTIFYING ENVIRONMENTAL IMPACT REPORT SCH. NO. 2019060003 AND ADOPTING THE FINDINGS AND STATEMENT OF OVERRIDING CONSIDERATIONS FOR COMPLETE COMMUNITIES: HOUSING SOLUTIONS AND MOBILITY CHOICES.

WHEREAS, the City of San Diego analyzed the amendments to the San Diego Municipal Code (SDMC) and Land Development Manual (LDM) to adopt two new ordinances, and associated discretionary actions, collectively referred to as Complete Communities: Housing Solutions and Mobility Choices (Project); and

WHEREAS, the matter was set for a public hearing to be conducted by the City Council of the City of San Diego; and

WHEREAS, the matter was heard by the City Council on _____; and

WHEREAS, the City Council considered the issues discussed in the Environmental Impact Report Sch. No. 2019060003 (Report) prepared for this Project; NOW, THEREFORE,

BE IT RESOLVED, by the City Council of the City of San Diego, that it is hereby certified that the Report has been completed in compliance with the California Environmental Quality Act of 1970 (CEQA) (California Public Resources Code Section 21000 et seq.), as amended, and the State Guidelines thereto (California Code of Regulations, Title 14, Chapter 3, Section 15000 et seq.), that the Report reflects the independent judgment of the City of San Diego as Lead Agency and that the information contained in said Report, together with any

comments received during the public review process, has been reviewed and considered by the City Council in connection with the approval of the Project.

BE IT FURTHER RESOLVED, that pursuant to CEQA Section 21081 and CEQA Guidelines Sections 15091 and 15093, the City Council hereby adopts Findings and a Statement of Overriding Considerations with respect to the Project, a copy of which is attached hereto as Exhibit A and incorporated herein by reference.

BE IT FURTHER RESOLVED, that the Report and other documents constituting the record of proceedings upon which the approval is based are available to the public at the office of the City Clerk at 202 C Street, San Diego, CA 92101.

BE IT FURTHER RESOLVED, that the City Clerk is directed to file a Notice of Determination with the Clerk of the Board of Supervisors for the County of San Diego regarding the Project after final passage of the ordinances associated with the Project.

APPROVED: MARA W. ELLIOT, CITY ATTORNEY

By: _____
Corrine Neuffer
Deputy City Attorney

ST: nhg
DATE
Or. Dept: Planning
Doc. No.:

ATTACHMENT(S):
Exhibit A, Findings and Statement of Overriding Considerations

I hereby certify that the foregoing Resolution was passed by the Council of the City of San Diego, at this meeting of _____.

ELIZABETH S. MALAND
City Clerk

By_____
Deputy City Clerk

Approved: _____ _____
(date) KEVIN FAULCONER, Mayor

Vetoed: _____ _____
(date) KEVIN FAULCONER, Mayor

The City of SAN DIEGO

TRANSIT PRIORITY AREA HOUSING AND INFRASTRUCTURE INCENTIVE PROGRAM

Summary of Stakeholder Feedback

LESAR DEVELOPMENT CONSULTANTS

Mary Lydon, Principal
Jessica Ripper, Senior Associate

Laing STRATEGIC COMMUNICATIONS

Rachel Laing, Principal

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About the Consulting Team

LeSar Development Consultants is a mission-driven social innovation firm that partners with clients to define and fulfill their visions for affordable housing and community development, as well as practical solutions to address the homelessness crisis. Founded in 2005 by Jennifer LeSar, LDC is a certified woman-owned, small business with offices in San Diego, Los Angeles, and the Bay Area. To learn more about LDC, please visit www.lesardevelopment.com.

Laing Strategic Communications—now Three Sixty Public Strategies—specializes in complex and sensitive issues where strong relationships with community leaders, elected officials, and media are critical to your success. We start at the end, not the beginning. We gain a thorough understanding of what success really means for our client. Then we develop a comprehensive communications and public engagement strategy to beat the path to the objective, deploying our communications expertise and our network of relationships to get there.

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Executive Summary

Background

In Spring 2018, the City of San Diego Planning Department retained LeSar Development Consultants and Laing Strategic Communications to gather stakeholder input on a proposed Housing and Infrastructure Incentive Program (HIIP), which is part of Mayor Kevin Faulconer's 2019 State of the City Initiatives. The HIIP intends to incentivize development that addresses affordable housing, infrastructure, and climate goals. To help the Planning Department better understand the potential impact of the program, the consultants facilitated a series of five stakeholder forums between May 30 and June 13, 2019, to gather input from market rate and affordable housing developers, industry groups, affordable housing advocates, and climate and alternative (non-automobile) transportation advocates.

The HIIP Program

The proposed HIIP would be an opt-in program available in transit priority areas (TPAs) designed to concurrently produce multi-family housing, including affordable housing, and neighborhood-serving infrastructure that supports climate goals by creating destinations and facilitating active transit throughout the community. To incentivize this type of development, the City would offer developers ministerial approval for qualified projects, a waiver of the maximum density outlined in community plans, floor-area ratio-based (FAR-based) development and height regulations, and development impact fee scaling (DIF scaling) based on unit sizes. Developers would need to develop a specified percentage of on-site or off-site rent-restricted units for low-income residents in the same community above the current 10% inclusionary requirement and replace existing affordable and rental units in previously developed sites. Low-income residents would include households with incomes up to 120% of area median income (AMI). Developers would also need to provide on-site public parks and other amenities or pay a fee to provide incentives within the community and in communities where underdevelopment has resulted in limited infrastructure investments.

Summary of Stakeholder Feedback

Forum participants generally agreed that the HIIP has the potential to increase housing production in TPAs, specifically smaller infill projects, projects that call for small or microunits (e.g., supportive and senior housing), and larger projects that have experienced entitlement challenges. Proposed changes to the requirements included raising the income cap on affordable units to 150% of AMI and allowing the flexibility to provide amenities either on-site or off-site within the TPA. Several participants also requested that the City address concerns that the amenities requirement could trigger public access or prevailing wage requirements or increase liabilities, thereby reducing project feasibility.

Discussions about project incentives centered on barriers to ministerial review and the benefits of FAR-based density regulations. Specifically, the majority of participants observed that shifting to FAR-based regulation would eliminate barriers associated with artificial height limits. And while

participants generally considered ministerial review to be the most valuable of the program incentives, they described historic preservation as a significant barrier to a ministerial process and suggested that the City pre-clear sites to eliminate triggering discretionary reviews. Affordable housing developers also suggested that City staff work with the San Diego Housing Commission to address current processes that require them to solicit public comment as a condition of funding.

Participants also suggested that the City conduct additional analyses to understand the program's potential impact to incentivize both market rate and affordable housing developers, as well as to provide developers with tools to inform their decisions about which programs to use in particular settings to achieve maximum density. Suggested tools might include comparison charts highlighting the requirements and incentives associated with each program, an online calculator that could determine the yield for a proposed project site based on specific criteria, and technical assistance.

Contents

Background

In 2017, Mayor Kevin Faulconer announced Housing SD, a plan that outlines goals and strategies to stimulate housing development and create mixed-use communities with pedestrian-friendly public spaces connected through regional transit. The plan outlines strategies to improve housing affordability, provide regulatory relief, increase resources, and track the City's progress while maintaining its commitment to comprehensive Community Plan Updates, the Climate Action Plan, and responsive City services. The subsequent 2018 City of San Diego Housing Inventory Annual Report shows that the City of San Diego is steeply behind target compared to its Regional Housing Needs Assessment (RHNA) goal with only two years left in the 11-year cycle. Recent data highlighted in Figure 1 show the following:

- Of the 88,096 units needed by 2020, only 37,054— 42% of the total— have been permitted for construction.
- 86% of those have been at the above moderate income level.
- Only 13% of the total units at the very low- and low-income levels have been permitted.
- At the moderate income level, which includes households earning 80-120% of the Area Median Income (AMI), only 10 of 15,462 units have been constructed.

In addition, new construction starts have dropped in recent years after showing signs of rebound following the recession. Between 2010 and 2013, new construction starts rose from 1,701 units to 5,309 units before dropping precipitously to 2,408 units in 2014. Construction starts began to show signs of rebound the next two years, rising to 7,384 units in 2016. In the past two years, however, construction starts declined again to just 3,895 units in 2018, and early data indicate that the downward trend continues in 2019.

To meet its RHNA goals for the eight-year cycle beginning in 2020, the City of San Diego will need to triple annual housing production from an average of 4,000-5,000 units per year to 15,000 units per year. These goals will be achieved through a combination of revisions to current regulations, existing incentive programs, and new initiatives in development. The City of San Diego is in the process of revising its Inclusionary Affordable Housing regulations for consideration by City Council in July. The proposed regulations would require developers to make 10% of units affordable to renters at or below 50% of AMI or pay an in lieu fee of $22 per square foot. Under current policy, developers are required to make 10% of units affordable to renters at or below 65% of AMI or pay a fee of $22 per square foot.

Incentive programs include an Affordable Housing Density Bonus, an Affordable Micro Units Density Bonus, and a proposed Middle Income Density Bonus. The Affordable Housing Density Bonus provides developers incentives and up to 50% bonus above density scaled based on the number and affordability of designated units. The Affordable Micro Units Density Bonus provides developers a bonus up to 100% above permitted density for projects in Transit Priority Areas (TPAs) that adhere to height and setback regulations and that have unit sizes averaging less than 600 square feet and no greater than 800 square feet. The proposed Middle Income Density Bonus would provide developers with a 25% density bonus for making 10% of units affordable to renters at 80-120% of AMI for projects in TPAs, and would allow the bonus to be

"stacked" with other bonuses. The Planning Department anticipates that the Middle-Income Density Bonus Program will move forward in late Summer 2019.

Transit Priority Area Housing and Infrastructure Incentive Program

The proposed Transit Priority Area Housing and Infrastructure Incentive Program (HIIP) would be an opt-in program that provides the City with another tool to incentivize development in ways that address housing, infrastructure, and climate goals to facilitate movement throughout the community and create destinations that serve neighborhoods as a whole. One of Mayor Faulconer's 2019 State of the City initiatives, the HIIP aims to increase multi-family residential development, including affordable housing, in TPAs to align with multi-modal transit goals outlined in the Climate Action Plan and provide neighborhood infrastructure improvements. These TPAs, which currently represent approximately 11% of City land and 50% of the population, would expand automatically in conjunction with the transit system. Coastal and coastal height limit overlay zones and airport-related overlay zones would still apply, and the program would not be available to projects in the Old Town and Gas Lamp Planned Districts (see Appendix A).

To incentivize this type of development, the City would offer five incentives and in exchange require a higher percentage of affordable units and more on-site or hyper-local amenities as outlined below.

Draft Requirements

1. **Specified percentage of affordable housing.** This draft requirement aims to stimulate development to meet very low-, low-, and moderate-income housing goals similar to AB 2372. The ordinance would require the on-site or off-site development of 20% rent-restricted units for low-income residents. The first 10% of rent-restricted units would meet the minimum 10% inclusionary requirement and the other 10% would be covenant-restricted for households up to 120% AMI. Projects would be required to be majority residential, and any redevelopment project would be required to replace covenant-restricted affordable housing.
2. **Specified on-site park square footage and amenities**. Developers would be required to provide on-site public parks and other amenities, such as playgrounds, plazas, mobility hubs, etc., concurrent with development to compensate for the demand on local infrastructure. The amenity requirement would equal approximately 2,000 square feet based on a 15,000 square foot lot size. For smaller lots, developers would be allowed to pay a fee, which would be split evenly to provide incentives within the community and in communities where underdevelopment has resulted in limited infrastructure investments.

Draft Incentives

1. **Ministerial approval for qualified projects.** Ministerial review would streamline project timelines. The City has reviewed projects that triggered discretionary review to draft regulations that would ensure "by right" development.
2. **A waiver of the maximum density outlined in community plans.** Waivers would enable the City to achieve greater density in transit areas that did not add density in their Community Plan updates. This program wants to achieve FARs greater than 7.0, which are the current minimum residential density.
3. **FAR-based development and height regulations.** Projects located in TPAs could use the development regulations for this program rather than base zone regulations. The regulations include increased floor area ratio, building height controlled by FAR, no maximum number of residential units, reduced setbacks, and more flexibility for mixed-use development.
4. **Development impact fee (DIF) scaling.** The City would reduce development impact fees by up to 36% based on unit size. While this approach would reduce revenue to the City, scaling would provide greater incentives to developers to build smaller units. Existing regulations allow the City to scale down revenue, but nexus studies currently in process are required to update the DIF program for all asset types. The City would compensate for the lost revenue by drawing from the general fund, securing grants, issuing bonds, etc.

To develop the program, the City of San Diego Planning Department analyzed the requirements and incentives associated with various types of programs designed to increase the supply of housing near transit. The proposed program builds on AB 2372, the 2018 law that allows developers to use a floor-area-ratio (FAR) bonus in lieu of a density bonus (see Appendix B). Additional research included a review of projects that triggered discretionary review, as well as ways to increase the feasibility of amenities on site.

The City is currently working with Laing Strategic Communications, LeSar Development Consultants, Keyser Marston, MW Steele, and RECON Environmental to conduct additional analyses, including architectural and economic analyses, and gather input on the potential impact of the program. As part of the process, the City Planning Department held five forums between May 30 and June 13, 2019, to gather input from market rate and affordable housing developers, industry groups, affordable housing advocates, and climate and alternative (non-automobile) transportation advocates. (See Appendices C, D, and E for a list of meeting participants, an overview of the HIIP and its origins, and questions for participants.)

Summary of Stakeholder Feedback

The following section summarizes the input the Planning Department received during the five stakeholder forums. Overall, the stakeholders conveyed that the program could prove to be a valuable tool to increase housing production in TPAs, provided modifications are made to increase the program's flexibility, reduce anticipated barriers, and support greater equity within San Diego's communities.

Market Rate Developers

The combination of ministerial review, waiver of maximum density, and FAR-based development regulations was appealing to market rate developers, although they also indicated that would primarily apply to either large scale or small infill developments and projects that called for small units or microunits. Several participants suggested that the program be expanded to TPAs plus one mile to complement SANDAG's 5 Big Moves proposal to expand the transit system. The majority of developers conveyed that Mission Hills, Uptown, and Claremont offered the most geographically feasible locations, with other possible locations in Mira Mesa, Serra Mesa, Del Mar Mesa, Rancho Bernardo, Mission Beach, and Pacific Beach. They also expressed concerns about using lower parking ratios without greater clarity on the timing of increased bus/transit frequency, and suggested that the program might generate a first-to-market rush that could not be maintained over time. A couple of developers also suggested that the City test the program for economic feasibility in both apartment and condominium developments, citing an anticipated economic downturn that could make developing apartments more attractive but might also cause developers to exit the market. Participants' responses to proposed elements of the program are outlined below:

- **Affordable housing requirement.** Some of the developers liked the one-size-fits-all requirement for affordable housing while others preferred greater flexibility. Suggestions included dropping the minimum requirement to 15% and providing additional incentives on a sliding scale. Most agreed that the flexibility to increase to 120-150% AMI would not only serve an underserved socioeconomic bracket, but also increase project feasibility.
- **On-site amenities.** Developers understood that the City is interested in the concurrent creation of community amenities so that communities better understand how they benefit from residential development, but several developers expressed concerns that quality of life amenities increase costs and decrease affordability. Specific concerns related to defining amenities as "public" included the potential to trigger requirements to keep them open 24/7, the increase in liabilities related to public access, and the potential to trigger prevailing wage requirements. Several developers discussed the potential to use public access easements or spreading amenities across non-contiguous space (e.g., pop-outs, pocket parks). At least one developer indicated that they would rather pay the fee than put the amenity on site because the complications of creating the amenity would ultimately negate the time/cost savings of the incentive.
- **Ministerial review.** Streamlined review was very appealing, and developers saw the program's potential to open up new areas of the City to projects of greater density. The group also identified two key concerns that could impact ministerial review: environmentally sensitive land and historic preservation. Developers described historic preservation as the "biggest barrier to development" because it requires two levels of review, one during initial application and a second prior to demolition. Developers widely viewed historic reviews as costly and time consuming and resulting in conclusions that often seem arbitrary and highly subjective. Several developers agreed with one's suggestion to seek funding to pre-clear sites so that preservation questions have been addressed prior to applying for a demolition permit.
- **Waiver of maximum density.** Many community plans have a high capacity for buildout, but projects are not coming close to currently allowable density. Developers indicated that they cannot always achieve the maximum density bonus without waivers, and layering in waivers

would help to create affordability by design. Developers also need design flexibility to make projects feasible in Clairemont, Del Cerro, Uptown, and other areas with lower density allowances. In addition, this incentive would not help developers primarily working in Commercial-Community Zones, which already are zoned at 1 unit per 1,500 square feet of lot area. Developers suggested considering rezoning these areas to the highest and best use.

- **FAR-based regulations.** Developers struggled at first to identify places where this program would increase the feasibility of development, citing the difficulty reaching FARs, but later recognized that the program would be applicable to Mission Hills, Uptown, or medium-density communities such as Clairemont, where the potential for achieving good views could balance out the additional costs of constructing taller buildings.
- **DIF scaling.** Reducing the minimum unit size to 300-400 square feet could encourage production at 80% AMI, and several participants suggested making the minimum as low as 220 square feet.
- Other ideas to increase the supply of housing include:
    - ***Develop program support tools.*** The group suggested that the City provide an overview and comparison chart of available programs along with an online calculator and technical assistance to help developers and builders understand which programs would produce the highest yield for their project sites.
    - ***Conduct independent analysis of projects.*** Developers recommended requiring a housing impact review by the Independent Budget Analyst be included in staff reports to help the City Council better understand whether decisions bring them closer to RHNA goals.
    - ***Monitor and oppose certain state regulation changes.*** Developers expressed concern about the proposed "split roll" change to Proposition 13 that would allow reassessment of (and higher property taxes on) commercial properties would have the unintended effect of raising rents, because apartments are considered commercial property under IRS classifications. In addition, developers suggested opposing laws related to rent caps and tenant relocation requirements to increase production.
    - ***Provide alternatives for relocating public stormwater easements.*** Requiring the relocation of underused, vacated easements triggers discretionary project review, which is often unnecessarily costly and time consuming. Some developers suggested using bonds or financial penalties to hold developers accountable for responsible relocation of easements in order to keep projects ministerial. Participants also recommended helping to decrease costs by not requiring developers to study issues multiple times.
    - ***Prioritize capital improvement projects (CIPs).*** Prioritize CIPs in TPAs to demonstrate how they improve communities.
    - ***Eliminate traffic reviews for ministerial projects.*** Currently, traffic reviews are triggered by the trip generation manual and developers are penalized for reductions in average daily traffic (ADT) capacity. City staff shared its current efforts to switch from an ADT model for measuring the potential impact of vehicle traffic to a vehicle miles traveled (VMT) model, which provides a more precise measure of travel demand to inform infrastructure investment.

Affordable Housing Developers

Affordable housing developers found the FAR-based regulations and DIF scaling to be the most appealing incentives and noted that the program gave them another tool to add needed units. They also emphasized their role as long-term operators focused on building functioning projects and their dependence on state and local funding and available sites. Affordable housing developers' responses to proposed elements of the program are outlined below.

- **Affordable housing requirement.** Participants suggested that the City analyze the program's potential to increase affordable and market rate housing production, and recognized that it may be necessary to overly incentivize market rate development because of declining confidence in the economy. They also thought that small developers might be able to double or triple the number of units in a project, making it more feasible to build affordable units on site, but that larger developers would want to pay the in-lieu fees or break their inclusionary requirements into a separate project.
- **On-site amenities.** Developers highlighted the difficulty of putting the suggested types of amenities on site because the value cannot be included in the basis. Several expressed interest in paying a fee or being more flexible about what amenities would be considered and where they would need to locate it. They also asked about whether the developer or the City would be responsible for maintaining the park or other amenities. One participant suggested that creating a parklet could serve a dual purpose as a common area and open space. Another suggestion involved allowing the park to be built within a half mile of the project and within the TPA.
- **Ministerial review.** Several participants discussed the uncertainty associated with gaining community approval of projects, especially those that provide housing to people experiencing homelessness, and indicated that the City may need to work with the San Diego Housing Commission (SDHC) to revise its financing approval process. Developers reported that SDHC requires community outreach and public outreach efforts as a condition of funding. Participants also asked the City to confirm that a programmatic EIR would eliminate the need for project-level CEQA review, except in cases where projects impact environmentally sensitive land.
- **Waiver of maximum density.** One participant reported that affordable housing developers typically meet 90-95% of the base zone maximum but experience challenges achieving density because of artificial height limits. Participants indicated that waiving maximum density has the potential to increase the number of units on site within the City, which has been a challenge compared to sites within the County. One participant also noted that cost differences between different construction types might not be as significant because both wood and steel are considered professionalized industrial type production.
- **FAR-based regulations.** One participant suggested that developers could potentially use the waiver as a bargaining tool for gaining support by illustrating what could be built versus an actual proposal.
- **DIF scaling.** One participant said that DIF scaling will unlock City Heights for market rate developers.
- Other ideas to increase the supply of housing include:

- ***Accommodate for parking based on the project's target population.*** Participants expressed concerns about community impacts associated with reduced parking and reported that "unscrupulous" developers are eliminating parking to maximize revenue with no responsibility for the long-term community impact. Participants also asserted that projects designed to house working families need at least one parking spot per unit so that residents can travel to and from work, but that senior housing and permanent supportive housing projects—where residents are less likely to have cars—may not require resident parking.
- ***Allow flexibility in design requirements.*** City staff explained that the program incorporates minimum design requirements from mixed-use zoning development regulations in response to concerns that requirements would disincentivize affordable housing.

Industry Representatives

Ministerial processing was the most attractive incentive to industry representatives, who noted that the HIIP could allow them to scale up and work in districts that have struggled with market rate development. Industry representatives also noted that the program could potentially make it worthwhile to step up a construction types in places where it's currently cost-prohibitive to build taller. Industry representatives' responses to proposed elements of the program are outlined below.

- **Affordable housing requirement.** Participants expressed concerns about dramatic increase in the required percentage of affordable units, and suggested that straightforward programs, such as the density bonus, work best. They also expressed concerns about not incentivizing development for middle-income households and suggested increasing the allowable AMI under the program to go as high as 150% for the second half of the required affordable units. They also noted that AB 1637, which addresses middle-income housing, needs an implementing ordinance at the City level (see Appendix F). Other comments indicated that developers need greater incentives to build rather than paying the in-lieu fee.
- **On-site amenities.** City staff confirmed that they would provide a menu of amenities to fund small-scale pedestrian and bicycle improvements that would need to be shown on the building plans as part of the approval process (in response to participant questions). Staff also indicated that they would explore ways to engage groups like Urban Corps to eliminate prevailing wage requirements.
- **Ministerial review.** Participants affirmed that programmatic EIRs are critical because developers can tier off existing work to save time and money while still allowing for community input. They also indicated that the historic review process was arduous and subjective, adding 6 months to a year to affected projects.
- **Waiver of maximum density.** One participant noted that waiving maximum density may be helpful but also might also shift the project to a different product type, negating the cost savings from easing regulatory burdens.
- **FAR-based regulations.** FAR-based regulations with no artificial height limits provide greater potential to achieve density than dwelling units per acre; community opposition has made density a significant challenge.

- **DIF scaling.** Participants expressed some concern about the long-term impact of reduced infrastructure funding that could take place with scaled DIFs. City staff explained that the DIF program does not currently fully pay for infrastructure, and that other sources of funding (e.g., general funds, grants, bonds) would be used to offset the decrease in DIF revenues. The City is also revising the DIF program for all asset types.
- Other ideas to increase the supply of housing include:
    - ***Creating an expedite program that includes preliminary multidisciplinary review.*** The group indicated that a multidisciplinary process for approving permits currently used on a limited basis should be expanded, because it could cut 3-5 months out of the development process.

Affordable Housing Advocates

Affordable housing advocates appreciated the HIIP streamlining the development process while also focusing on community improvements, replacement requirements for demolished affordable units, and value capture, but also expressed concerns that programs such as the proposed middle-income bonus might undermine this program's potential to create affordable housing at lower AMIs. Affordable housing advocates' responses to proposed elements of the program are outlined below.

- **Affordable housing requirement.** City staff responded to questions about in lieu fees, indicating that the proposed approach was consistent with Affordable Housing Sustainable Communities requirements, and clarified that units must be in the same TPA and come online at the same time. Participants noted that it would be in developers interest to use the density bonus if the program did not allow off-site development of affordable units. Participants also expressed concern that the program could be viewed as massive upzoning and that requirements should support architecture's "good neighbor" principle of showing sensitivity to the surrounding community, including ways to incorporate value recapture and avoid displacement.
- **On-site amenities.** One advocate expressed concerns about needing park approvals from Community Planning Groups. Another expressed concern that some sites are too small for on-site amenities and that including amenities could adversely impact development, after which the City affirmed the program's flexibility to address concerns project by project. Participants also expressed concerns about the lack of transit infrastructure to support the program. City staff clarified that the program intends to encourage multi-modal active transit (e.g., walking, cycling) in the urban core. City staff also shared its efforts to shift to a VMT model.
- **Ministerial review.** One advocate estimated that it would save 18-plus months from the discretionary review process and that the City should lead with that analysis because it provides more certainty to developers.
- **FAR-based regulations.** Participants asked how City staff arrived at a goal of 7.0-10.0 FAR. City staff confirmed that there would be no set height limits, but that data show that a 7.0 FAR was the highest developers had built outside of downtown and wanted to ensure that the program incentivized greater density in future developments.
- Other ideas to increase the supply of housing include:

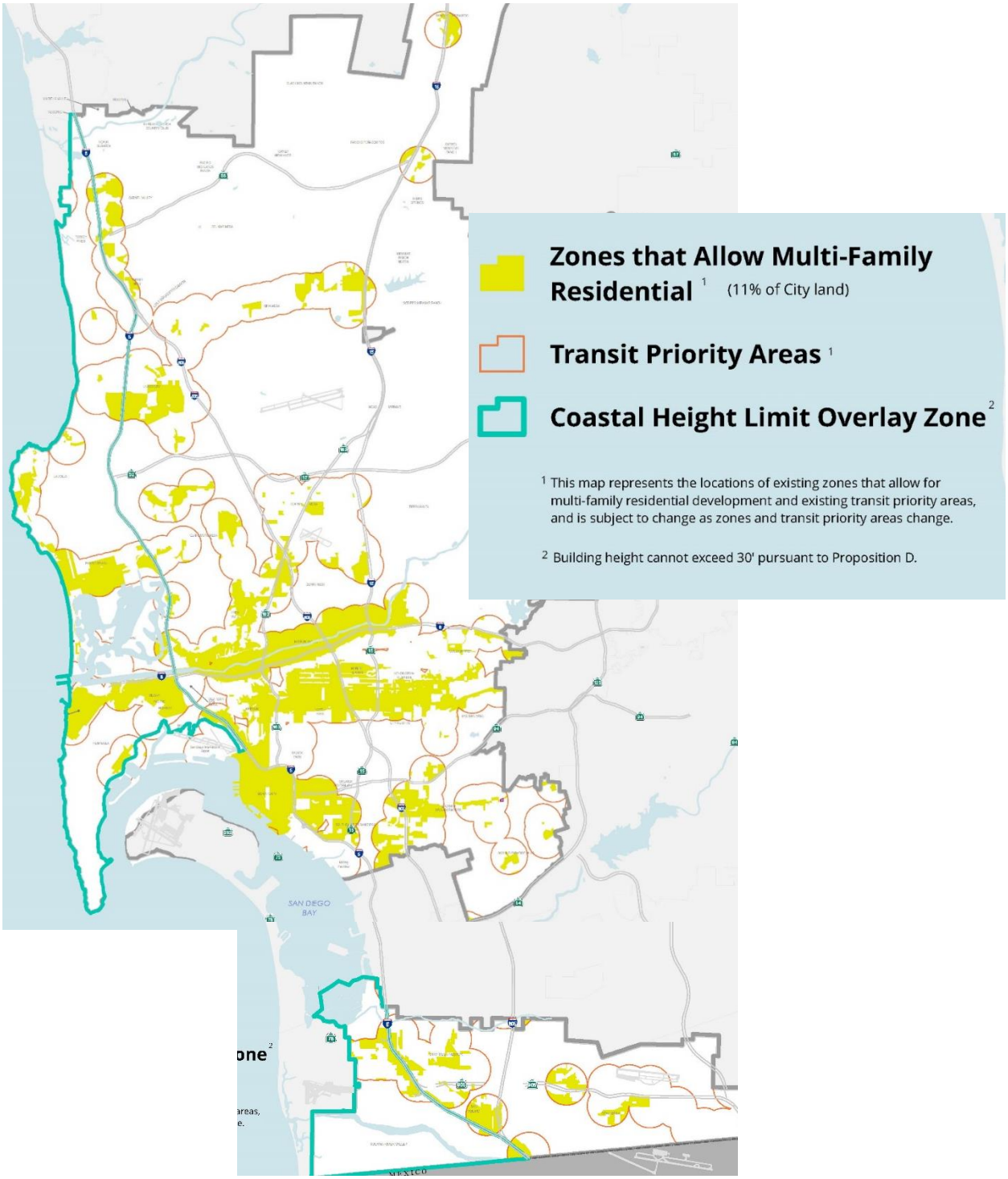
- ***Creating value recapture.*** Some participants expressed concerns that property owners would recognize that the potential for greater density could increase the value of their land. Subsequent discussion focused on the fact that it would fall to the developer to do the work to build units that increase the land's value, which should also create incentives to sell the land for the highest and best use.
- ***Conduct an analysis of the impact of different programs.*** Advocates suggested that the City should report on how different programs are being used and how they support or undermine each other. For example, the middle-income bonus program has the potential to undermine the HIIP and affordable housing development. Participants suggested that the City should also gather information on projects that used the density bonus to determine how to achieve maximum density with the minimum number of incentives and encourage developers to move to a higher-level construction type (e.g., from wood frame to steel frame).

Transit/Climate Advocates

Advocates for addressing climate change were largely positive about the effort to connect jobs and homes via convenient transit and safe bike and pedestrian routes. The primary concerns were about the potential for displacement of current tenants as well as ensuring that jobs, in addition to housing, are concentrated in areas with quality transit.

- **Affordable housing requirement.** Participants agreed that going up to 150% of AMI would help address a missing segment of housing. Several were concerned that very dense projects with units restricted to low- and very low-income residents would displace moderate-income tenants, who then would not qualify or would not be given priority in the new projects, potentially creating unanticipated challenges.
- **On-site amenities.** Commercial amenities would enhance walkability. Consider creating incentives for commercial development in TPAs, including reducing commercial parking requirements.
- **Ministerial review.** Several in the group favored upzoning, not merely offering incentives that "nibble around the edges." The city should eliminate single family zoning in transit priority areas.
- **Waiver of maximum density.** Consider a no-fee density-transfer program (a program implemented by the City of Escondido as an example), which would allow unused density to be used on sites where higher density is more feasible.
- **Floor-area-ratio based regulations.** City staff confirmed that there would be no set height limits.
- **DIF scaling.** Two participants voiced concerns that DIF scaling could lead to underfunding infrastructure.
- Other ideas from the transit/climate advocates include:
  - Subsidize transit passes for all residents who live in the 20% affordable housing provided under the program.
  - Measure success against the goals of the Climate Action Campaign.
  - Include anti-displacement measures in the policies.

Appendix A: Map of Transit Priority Areas



Appendix B: AB 2372 Planning and Zoning: Density Bonus: Floor Area Ration Bonus

Assembly Bill No. 2372

CHAPTER 915

An act to add Section 65917.2 to the Government Code, relating to housing.

[Approved by Governor September 29, 2018. Filed with Secretary of State September 29, 2018.]

LEGISLATIVE COUNSEL'S DIGEST

AB 2372, Gloria. Planning and zoning: density bonus: floor area ratio bonus.

The Planning and Zoning Law requires, when an applicant proposes a housing development within the jurisdiction of a local government, that the city, county, or city and county provide the developer with a density bonus and other incentives or concessions for the production of lower income housing units or for the donation of land within the development if the developer, among other things, agrees to construct a specified percentage of units for very low, low-, or moderate-income households or qualifying residents. That law also authorizes a city council or county board of supervisors to establish a procedure by ordinance to grant the developer of a commercial or industrial project that meets specified criteria a density bonus, defined for this purpose as a floor area ratio bonus over the otherwise maximum allowable density permitted, when the developer has set aside a specified area to be used for a child care facility, as provided.

This bill would authorize a city council or county board of supervisors to establish a procedure by ordinance to grant a developer of an eligible housing development, upon the request of the developer, a floor area ratio bonus, calculated as provided, in lieu of a density bonus awarded on the basis of dwelling units per acre. The bill would define “eligible housing development” as a development that meets specified criteria related to residential use or mixed use, location, zoning, replacement of units, and affordability. The bill would prohibit the city council or county board of supervisors from imposing any parking requirement on an eligible housing development in excess of specified ratios. The bill would require a city or county that adopts a floor area ratio bonus ordinance to allow an applicant seeking to develop an eligible residential development to calculate impact fees based on square feet, instead of on a per unit basis. The bill would

also authorize an applicant for a floor area ratio bonus to submit a proposal for specified additional incentives or concessions, as provided.

DIGEST KEY

Vote: majority Appropriation: no Fiscal Committee: no Local Program: no

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BILL TEXT

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1.

Section 65917.2 is added to the Government Code, to read:

65917.2.
(a) As used in this section, the following terms shall have the following meanings:

(1) “Eligible housing development” means a development that satisfies all of the following criteria:

(A) The development is a multifamily housing development that contains five or more residential units, exclusive of any other floor area ratio bonus or incentive or concession awarded pursuant to this chapter.

(B) The development is located within one of the following:

(i) An urban infill site that is within a transit priority area.

(ii) One-half mile of a major transit stop.

(C) The site of the development is zoned to allow residential use or mixed-use with a minimum planned density of at least 20 dwelling units per acre and does not include any land zoned for low density residential use or for exclusive nonresidential use.

(D) The applicant and the development satisfy the replacement requirements specified in subdivision (c) of Section 65915.

(E) The development includes at least 20 percent of the units, excluding any additional units allowed under a floor area ratio bonus or other incentives or concessions provided pursuant to this chapter, with an affordable housing cost or affordable rent to, and occupied by, persons with a household income equal to or less than 50 percent of the area median income, as determined pursuant to Section 50093 of the Health and Safety Code, and subject to an affordability restriction for a minimum of 55 years.

(F) The development complies with the height requirements applicable to the underlying zone. A development shall not be eligible to use a floor area ratio bonus or other incentives or concessions provided pursuant to this chapter to relieve the development from a maximum height limitation.

(2) “Floor area ratio” means the ratio of gross building area of the eligible housing development, excluding structured parking areas, proposed for the project divided by the net lot area. For purposes of this paragraph,

“gross building area” means the sum of all finished areas of all floors of a building included within the outside faces of its exterior walls.

(3) “Floor area ratio bonus” means an allowance for an eligible housing development to utilize a floor area ratio over the otherwise maximum allowable density permitted under the applicable zoning ordinance and land use elements of the general plan of a city or county, calculated pursuant to paragraph (2) of subdivision (b).

(4) “Major transit stop” has the same meaning as defined in Section 21155 of the Public Resources Code.

(5) “Transit priority area” has the same meaning as defined in Section 21099 of the Public Resources Code.

(b) (1) A city council, including a charter city council or the board of supervisors of a city and county, or county board of supervisors may establish a procedure by ordinance to grant a developer of an eligible housing development, upon the request of the developer, a floor area ratio bonus, calculated as provided in paragraph (2), in lieu of a density bonus awarded on the basis of dwelling units per acre.

(2) In calculating the floor area ratio bonus pursuant to this section, the allowable gross residential floor area in square feet shall be the product of all of the following amounts:

(A) The allowable residential base density in dwelling units per acre.

(B) The site area in square feet, divided by 43,560.

(C) 2,250.

(c) The city council or county board of supervisors shall not impose any parking requirement on an eligible housing development in excess of 0.1 parking spaces per unit that is affordable to persons and families with a household income equal to or less than 120 percent of the area median income and 0.5 parking spaces per unit that is offered at market rate.

(d) A city or county that adopts a floor area ratio bonus ordinance pursuant to this section shall allow an applicant seeking to develop an eligible residential development to calculate impact fees based on square feet, instead of on a per unit basis.

(e) In the case of an eligible housing development that is zoned for mixed-use purposes, any floor area ratio requirement under a zoning ordinance or land use element of the general plan of the city or county applicable to the nonresidential portion of the eligible housing development shall continue to apply notwithstanding the award of a floor area ratio bonus in accordance with this section.

(f) An applicant for a floor area ratio bonus pursuant to this section may also submit to the city, county, or city and county a proposal for specific incentives or concessions pursuant to subdivision (d) of Section 65915.

(g) (1) This section shall not be interpreted to do either of the following:

(A) Supersede or preempt any other section within this chapter.

(B) Prohibit a city, county, or city and county from providing a floor area ratio bonus under terms that are different from those set forth in this section.

(2) The adoption of an ordinance pursuant to this section shall not be interpreted to relieve a city, county, or city and county from complying with Section 65915.

Appendix C: Stakeholder Forum Participants

The following stakeholders participated in one of the five stakeholder meetings, which took place between May 30 and June 13, 2019:

- Brett Montgomery, Alliance Residential
- Marcela Escobar-Eck, Atlantis Group, Inc.
- Jeannette Temple, Atlantis Group, Inc.
- Melanie Cohn, BIOCOM
- Jeff Williams, BRIDGE Housing Corp.
- Matthew Adams, Building Industry Association
- Whitney Benzian, California Apartment Association-San Diego
- Rachel Stevens, California YIMBY
- Roberto Alcantar, Chicano Federation
- Matthew Vasilakis, Climate Action Campaign
- Maya Rosas, Circulate San Diego
- Sylvia Martinez, Community Housing Works
- Ed McCoy, Fairfield Residential
- Bob LaFever, Greystar
- John La Raia, H.G. Fenton
- Lori Holt-Pfeiler, Housing You Matters
- Ricardo Flores, LISC
- Andrew Malick, Malick Infill Development
- John Seymour, National CORE
- Jonathan Frankel, New Urban West
- William “Bill” Jencks, Ranch Capital, LLC
- Jennifer Hunt, San Diego Bike Coalition
- Laura Nunn, San Diego Housing Federation
- Stephen Russell, San Diego Housing Federation
- Stefanie Benvenuto, San Diego Regional Chamber of Commerce
- Kirby Brady, San Diego Regional Economic Development Corporation
- Alan Pentico, Southern California Rental Housing Association
- Marco Sessa, Sudberry Properties
- Peter Armstrong, Wakeland Housing
- Dike Anyiwo, YIMBY Democrats of San Diego County

Appendix D: Transit Priority Area Housing and Infrastructure Incentive Program (HIIP) Presentation

Planning Department

Agenda

- Introductions
- Overview of Housing Goals & Production
- Overview of Draft Transit Priority Area Housing Incentive Program
- Q&A
- Focused Discussion
- Questionnaire
- Additional Housing Incentive Ideas

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Project Team

- Planning Department staff
- LeSar Development Consultants
- Laing Strategic Communications
- Keyser Marston Associates
- MW Steele Group
- RECON Environmental
- You!

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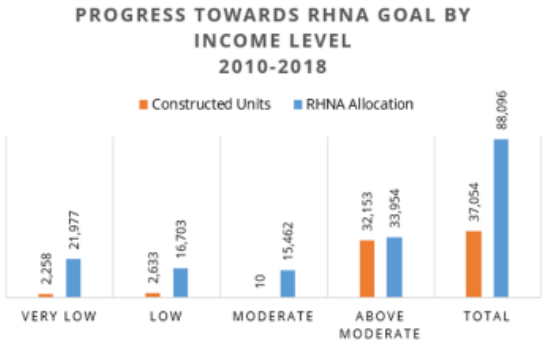
Planning Department

Progress Towards RHNA Goal is Steeply Behind Target



- Of the 88,096 units needed by 2020, 37,054 units have been constructed.
- The City has achieved 42 percent of its RHNA goal.
- Only two years (or 20 percent) are left in the 11-year cycle.

RHNA: Regional Housing Needs Assessment

Planning Department

New Construction Starts Have Dropped in Recent Years

- New construction was lowest in 2010 and highest in 2016.
- New construction has dropped off from 2016 to 2018 despite a consistent increase from 2010-2013.

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New RHNA Goals

- The City of San Diego will need to **TRIPLE** annual housing production
  - Approximately 4,000-5,000 units are being produced per year currently

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Existing Housing Programs

Regulations	Incentive Programs		
Inclusionary Affordable Housing	Affordable Housing Density Bonus	Affordable Micro Units Density Bonus	Draft Middle Income Density Bonus
Existing: 10% of units affordable to renters at or below 65% of AMI* or in lieu fee ($11/sf).	Up to 50% bonus above permitted density, scaled on affordability level & percent of units affordable.	Up to 100% bonus above permitted density for project with avg. unit size less than 600 sf & no unit > 800 sf.	Up to 25% bonus for 10% of units affordable to renters at 80-120% of AMI.*
Proposed: 10% of units affordable to renters at or below 50% of AMI* or in lieu fee ($22/sf).	Up to 5 incentives (deviations to regulations, such as height and floor area), also scaled.	Project must be in TPA** and cannot deviate from height or setbacks regulations.	Bonus can be "stacked" with other affordable housing bonuses. Up to 3 incentives. Project must be in TPA.**

* AMI: Area Median Income

** TPA: Transit Priority Area

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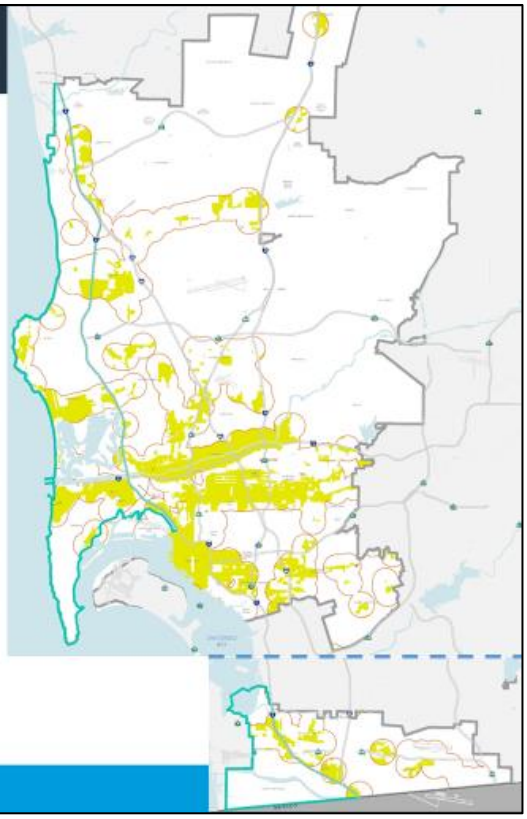
Conceptual TPA Housing Incentive Program - Location



Zones that Allow Multi-Family Residential [1] (11% of City land)

Transit Priority Areas [1]

Coastal Height Limit Overlay Zone [2]

[1] This map represents the locations of existing zones that allow for multi-family residential development and existing transit priority areas, and is subject to change as zones and transit priority areas change.

[2] Building height cannot exceed 30' pursuant to Proposition D.

Planning Department

Conceptual TPA Housing Incentive Program - Summary

Draft Requirements

Specified Percentage of Affordable Housing (20 percent)	Specified On-Site Park Square Footage and Amenities (2,000 square feet)

Draft Incentives

Ministerial Processing	Waiver of Maximum Density in the Community Plans	FAR-Based Development Regulations	Height Governed by FAR	DIF Scaling (based on square footage)

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Next Steps

- May-June: Stakeholder Meetings
- June 26th: EIR Scoping Meeting
- Early 2019: Public Hearings

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- Q&A
- Discussion

Appendix E: Participant Questionnaire

1. What do you like best about this conceptual program?

2. What do you like least about this conceptual program?

3. What changes, if any, would you propose to enhance this program's feasibility?

Appendix F: City of San Diego: County of Santa Clara: Housing Authority: Middle-Income Housing Projects

Assembly Bill No. 1637

CHAPTER 801

An act to add and repeal Article 4.5 (commencing with Section 34340) of Chapter 1 of Part 2 of Division 24 of the Health and Safety Code, relating to housing.

[Approved by Governor October 14, 2017. Filed with Secretary of State October 14, 2017.]

LEGISLATIVE COUNSEL'S DIGEST

AB 1637, Gloria. City of San Diego: County of Santa Clara: housing authority: middle-income housing projects.

The Housing Authorities Law authorizes a housing authority of a city or county to, among other things, prepare, carry out, acquire, lease, and operate housing projects and housing developments for persons of low income, as provided. That law grants powers to an authority relating to, among other things, the issuance of bonds.

This bill would make findings and declarations relating to affordable housing. The bill, until January 1, 2022, would authorize a housing authority located in the City of San Diego or the County of Santa Clara to implement a pilot program to develop and finance a middle-income housing project, as defined, if the project receives gap financing, as defined. The bill would prohibit financial or other assistance from any public or private source, as specified, from being used to provide gap financing to units that will be occupied at or above market-rate rents. The bill would require any gap financing to be approved by the housing authority's legislative body, as provided, and would require the housing authority to provide a report to the Legislature, as specified.

This bill would also make legislative findings and declarations as to the necessity of a special statute for the City of San Diego and the County of Santa Clara.

DIGEST KEY

Vote: majority Appropriation: no Fiscal Committee: no Local Program: no

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BILL TEXT

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1.

The Legislature hereby finds and declares all of the following:

(a) Housing authorities are vitally important public agencies dedicated to preserving and increasing affordable housing throughout California.

(b) It is in the public interest that housing authorities maintain their focus on providing affordable housing options for extremely low, very low, and low-income Californians.

(c) It is also in the public interest that a continuum of housing be provided for a broad spectrum of persons, but specifically including those of low income and also including those earning middle incomes.

(d) It is in the public interest that mixed-income projects be developed by housing authorities so that persons of divergent income levels may live in the same project, with each "mixed-income housing project" including persons of low and very low incomes.

(e) By allowing housing authorities located in the City of San Diego and the County of Santa Clara to implement a pilot program to develop and finance mixed-income projects, additional low-income housing will be built, much of which would not otherwise have been constructed because of insufficient financing options.

(f) Currently, there are inadequate sources of financing available to encourage developers to develop, construct, and operate a sufficient number of mixed-income projects to provide for a continuum of housing at various income levels.

(g) The lack of an adequate supply of housing at all levels drives up the rents and costs of ownership of all levels of housing, which has a detrimental effect upon the residents of the State of California. The absence of an adequate supply of housing for those households earning very low, low, moderate, and middle incomes causes a disproportionate hardship on those households.

(h) The creation of additional middle-income housing would allow for the development of housing for persons who are school teachers, nurses, police, first responders, and firefighters, among others.

(i) Section 42 of the Internal Revenue Code, relating to low-income tax credit, allows federal tax credits to be used to finance projects in which not less than 20 percent of the units are affordable to, and occupied by, persons and families earning 50 percent or less of the area median gross income, or in projects in which not less than 40 percent of the units are affordable to, and occupied by, persons and families that earn 60 percent or less of the area median gross income. Current state law, the Housing Authorities Law (Article 1 (commencing with Section 34200) of Part 2 of Division 24 of the Health and Safety Code), allows for

multifamily housing bonds to be issued to serve the same populations that are provided for under Section 142(d) of the Internal Revenue Code, relating to qualified residential projects.

SEC. 2.

Article 4.5 (commencing with Section 34340) is added to Chapter 1 of Part 2 of Division 24 of the Health and Safety Code, to read:

Article 4.5. Middle-Income Housing Projects

34340.

(a) A housing authority located in the City of San Diego or the County of Santa Clara may implement a pilot program to develop and finance a middle-income housing project as follows:

(1) Middle-income housing projects may receive gap financing from funds received pursuant to Section 34315.3.

(2) Financial or other assistance received from any public source pursuant to Section 34315.3 shall not be used to provide gap financing to units that will be occupied at or above market-rate rents.

(3) Any gap financing for middle-income housing projects shall first be approved by the housing authority's legislative body by resolution after a public hearing. Notice of the time and place of the hearing shall be published in a newspaper of general circulation in the community at least once per week for at least two successive weeks, as specified in Section 6066 of the Government Code, prior to the hearing.

(4) The resolution approving the gap financing agreement shall contain a finding that gap financing will provide housing for low- and middle-income persons and is consistent with this section.

(5) (A) On or before January 1, 2020, and on or before January 1, 2022, the housing authority shall provide a report to the Legislature that contains the following information for each calendar year during which the housing authority implemented a pilot program pursuant to this section:

(i) The number of units produced using gap financing.

(ii) The amount of gap financing per regulated unit.

(iii) The levels of affordability of those units produced using gap financing.

(iv) The term of affordability for those units produced using gap financing.

(B) A report submitted to the Legislature pursuant to this paragraph shall be submitted in compliance with Section 9795 of the Government Code.

(b) For the purposes of this article, the following terms have the following meanings:

(1) "Middle-income housing project" means a housing project that includes at least 40 percent of units, excluding units available for managers, that are affordable to and will be occupied by persons of low income, as well as at least 10 percent of units that are affordable to and will be occupied by persons and families of middle income.

(2) "Persons of low income" has the same meaning as in Section 34213.

(3) “Persons and families of middle income” has the same meaning as in Section 65008 of the Government Code.

(4) “Gap financing” means a loan from a housing authority to fund the remaining cost of development of a middle-income housing project after other funds have been secured, including, but not limited to, bond funds, tax credits, conventional loans, or other private and public funds.

(c) Nothing in this section shall be construed to change current law regarding housing authority bond authority pursuant to this part or low-income housing tax credits, as described by Section 42(g) of the Internal Revenue Code.

(d) This article does not require a housing authority in the City of San Diego or the County of Santa Clara to implement the pilot program described by this section.

34341.
This article shall remain in effect only until January 1, 2022, and as of that date is repealed.

SEC. 3.

The Legislature finds and declares that a special statute is necessary and that a general statute cannot be made applicable within the meaning of Section 16 of Article IV of the California Constitution because of the unique needs of the City of San Diego and the County of Santa Clara to develop and finance middle-income housing projects.

Transit & Tacos: Bringing Transportation Planning to the Streets

City of San Diego Sustainability Department Vehicle Miles Traveled (VMT) Ordinance Community Engagement

November 2019

CITY HEIGHTS
COMMUNITY DEVELOPMENT

Summary

On August 30, 2019 the City Heights Community Development Corporation (City Heights CDC) held the fourth Transit & Tacos community engagement event at the Fair@44 community activation space on El Cajon Blvd. The goal of this event was to make active transportation planning efforts by the City of San Diego more accessible to City Heights and Mid-City residents. This event is part of an initiative aimed at popularizing the planning process among City Heights and Mid-City residents.

Methodology

The first Transit & Tacos block party was also held at the Fair@44 community activation space. This location proved to be key to the events' high attendance in 2018 and 2019. The Fair@44 is directly adjacent to El Cajon Blvd, a major commercial corridor in the heart of City Heights, and a major public transit corridor with five popular transit stops within short walking distance from the space. This portion of El Cajon Blvd is also a major pedestrian corridor. The Fairmount Ave and El Cajon Blvd intersection (where the Fair is located) is popular with motorists as well; with 50,000 average daily traffic (ADT). City Heights CDC initially selected this location due to its visibility to pedestrians, transit riders, and motorists. The multi-modal nature of the Boulevard provided an ideal balance of potential event participants.

This Transit & Tacos Summer Block Party was composed of four input-gathering stations, two engagement stations, and a space for our local taco vendor: Dos Tierras Chicano Soul Food. City Heights CDC staff and volunteers greeted participants at the southwest entrance, encouraged them to sign-in, handed them the 2019 Transit & Tacos Passbook (Attachment 1) and quickly explained the logistics of the event. Participants were encouraged to visit all five input-gathering and engagement stations in order to receive a total of five stamps (one for each input-gathering station) in order to receive a tacos ticket.

Additionally, Mid-City CAN and City Heights CDC facilitated and emceed an open mic session during the event. During this time, all participants were invited to share their experiences and thoughts related to public transit in any format they wished. Some folks shared spoken word poetry about their personal experiences with public transit, others addressed agency staff directly, and many others shared their thoughts in a free-flowing format.

Overview of Transit & Tacos Summer Block Party at the Fair@44 (Photo by Vianney Ruvalcaba)

Input-Gathering and Engagement Stations

1. City of San Diego Sustainability Dept. Proposed Vehicle Miles Traveled (VMT) Ordinance Dot/Sticker Survey:
    a. City Heights CDC partnered with the City of San Diego's Sustainability Department to gather public input related to the City's upcoming VMT ordinance proposal. City staff sought public input on the kinds of values and amenity types most important to City Heights and Mid-City residents as they considered improvements to the City's active transportation infrastructure. City Heights CDC and City staff developed a Dot Survey (Attachment 2). that asked participants to allocate 5 gold star stickers among a variety of values and amenity-type choices. The values survey asked participants why active transportation choices are important to them (for their opportunities to provide social connections at public spaces, enhanced transportation choices, increased opportunities to exercise and improve personal health, contributions to a cleaner environment and sustainability, and safer neighborhoods due to increased eyes on the street. The amenity-type surveys asked which kinds of amenities would encourage participants to bike and take public transit more often. The choices included pocket parks near transit stops or bike facilities, active recreational spaces (such as playgrounds and sports fields) within 0.5 miles of a transit stop or bike facility, street trees at transit stops or along bike facilities, and neighborhood parks within 0.5 miles of a transit stop of bike facility. Participants were asked to allocate three of their five stickers to the values survey board, and two of their stickers to each of the amenity type survey boards. The results of these surveys are included in the 'Input' section below.

2. SANDAG 5 Big Moves Community Portal:
    a. City Heights CDC is part of the SANDAG Community-Based Outreach Working Group. Our organization has a contract that includes tasks to conduct outreach for the Regional Transportation Plan (RTP) in City Heights. As part of SANDAG's effort to share details on the 5 Big Moves vision with communities and groups all over the region, staff and members of the CBO Working Group developed a 'Community Portal' display with visuals and text describing the 5 Big Moves concept as part of SANDAG's bold new vision for our region's transportation system. The Community Portal has a mix of text and visuals in English and Spanish, and two portions dedicated to comments on what community members are excited and concerned about with regards to the 5 Big Moves vision. City Heights CDC and Nile Sisters Development Initiative (another member of the

SANDAG CBO Working Group providing services to City Heights residents) staffed the 5 Big Moves Community Portal station and gathered over 50 comments. Nile Sisters and City Heights CDC staff entered the comments collected to the SANDAG CBO Working Group database.

3. San Diego Equity Working Group MTS Projects and Services Survey:
    a. City Heights CDC and Mid-City CAN are part of the San Diego Transportation Equity Working Group, which is composed of community-based organizations working on Environmental and Transportation Justice issues. Mid-City CAN and City Heights CDC staff developed a Dot/Sticker where participants could allocate 5 stickers to the public transit projects and service improvements most important to them. The projects were taken from previous advocacy efforts by member organizations of the SDTEWG, last year's Transit & Tacos block party, and MTS' ElevateSD 2020 outreach efforts. The results will be used to complement existing Transportation Justice advocacy efforts.

4. MTS ElevateSD 2020 Values Survey:
    a. MTS hosted an input-gathering station for their ElevateSD 2020 outreach efforts. City Heights CDC has actively participated in the MTS ElevateSD 2020 public outreach process and assisted the agency with hard to reach public input at pop-up events, public workshops, and other events.

5. Center on Sustainable Energy Engagement Station
    a. The Center on Sustainable Energy hosted an engagement station with information on their electric vehicle rebate programs and work with the California Air Resources Board.

6. Bikes Del Pueblo Engagement Station:
    a. Bikes del Pueblo hosted an engagement station with information on their educational bike cooperative, including how to get involved and the maintenance education services they provide regularly at several City Heights locations.

Local high school students participate in Dot Survey (Photo by Vianney Ruvalcaba)

Local high school students participate in Dot Survey (Photo by Trinh Le)

Input

City Heights CDC and City of San Diego staff recorded 621 total responses to the City of San Diego Sustainability Dept. Dot/Sticker Survey. The response distribution is as follows:

Table 1.1. Which Improvements would encourage you to bike more?

Improvement Type	Votes
Neighborhood Park Within 0.5 Miles of Bike Path or Protected Bike Lane	60
Trees Adjacent to Bike Path or Protected Bike Lane	28
Pocket Park Next to Bike Path or Protected Bike Lane	20
Active Recreational Spaces Within 0.5 Miles of a Bike Path or Protected Bike Lane	5

Table 1.2. Which Improvements would encourage you to use transit more?

Improvement Type	Votes
Pocket Park Next to Transit Stop	56
Street Trees at Transit Stops	37
Active Recreational Spaces Within 0.5 Miles of a Transit Stop	30
Neighborhood Park Within 0.5 Miles of a Transit Stop	24

Table 1.3 Why are transit, bike, and walking important to you?

Values	Votes
Environment/Sustainability	77
Safe Neighborhoods	67
Transportation	63
Healthy Environment	54
Health/Exercise	51
Social Connections	49

City Heights CDC & Mid-City CAN Transportation Justice Organizers Julio Garcia and Rosa Olascoaga emcee during open mic session (Photo by Vianney Ruvalcaba)

Transportation Justice resident advocate, Ana Gonzalez, shares her experiences with public transit during open mic session (Photo by Trinh le)

Insights

Table 1.1 indicates that having a neighborhood park within 0.5 of a bike path or facility would encourage respondents to bike the most out of all the amenities listed. Table 1.2 indicates that having a pocket park next to a transit stop would encourage respondents to use transit the most out of all the amenities listed. Table 1.2 indicated that the environment and sustainability are the most important reasons for taking transit, biking, and walking.

Additionally, the SANDAG 5 Big Moves community portal comments revealed an overall positive sentiment among community members for the 5 Big Moves concept. Some of the concerns voiced by residents centered around the Next OS concept, since seniors, people with visual disabilities, and people who do not have access to bank accounts felt insecure about their access to the whole system once cutting edge technology begins to roll out. Many comments voiced their dissatisfaction with the current public transportation system in terms of safety, reliability, and time and express their enthusiasm for a transformation in the way we move across the region.

Poet Sahra performs a spoken word piece about mobility during the open mic session (Photo by Trinh Le)

Hoover High School student waits for his tacos from Dos Tierras Chicano Soul Food (Photo by Trinh Le)

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CITY HEIGHTS
COMMUNITY DEVELOPMENT

Attachment 1: Transit & Tacos 2019 Passbook

Transit & Tacos 2019

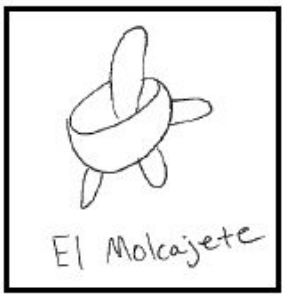
Passbook

RISING TO NEW HEIGHTS

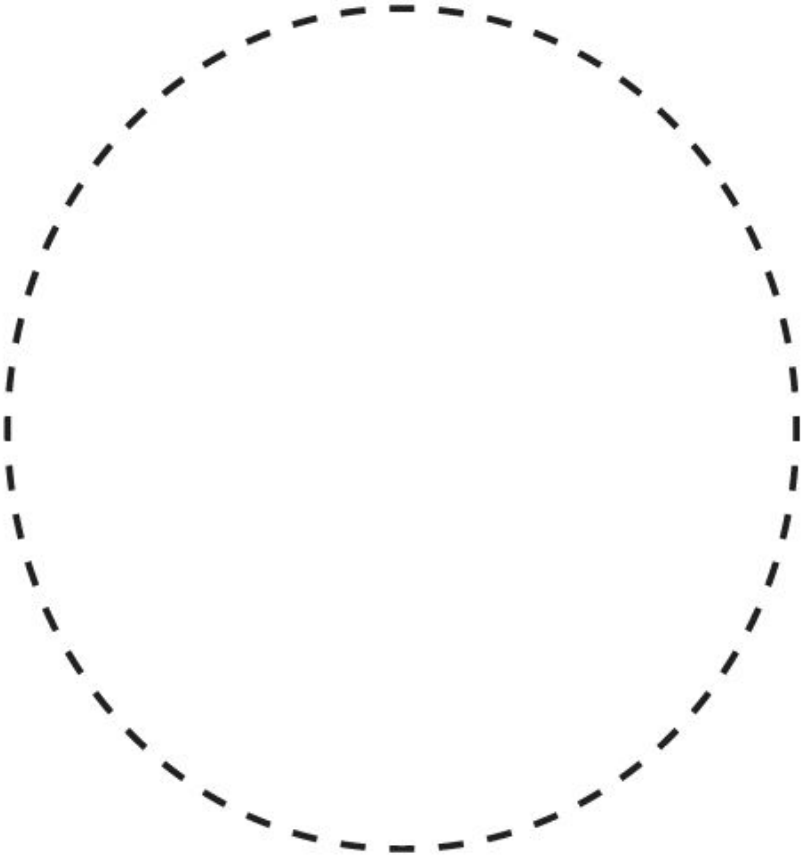
CITY HEIGHTS COMMUNITY DEVELOPMENT CORPORATION

The City of SAN DIEGO

Punch out all icons at research stations!



Free Sticker!



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Attachment 2: Transit & Tacos 2019 Dot Survey

Which improvements would encourage you to use transit more?

Pocket Park Next to Transit Stop

Active recreational spaces within 0.5 miles of a

1 star

Street Trees at Transit Stops

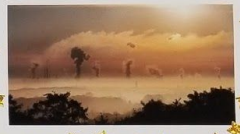
Neighborhood Park within 0.5 miles of transit stop

Why are transit, bike, and walking options important to you?

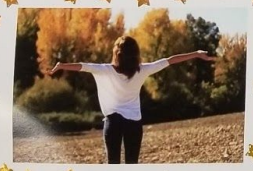
Transportation

Health / Exercise

Environment / Sustainability



Healthy Environment



Safe Neighborhoods

Social Connections

3 stars

Which improvements would encourage you to bike more?

Pocket Park Next to Bike Path or Protected Bike Lane

1 star

Active recreational spaces within 0.5 miles of a Bike Path or Protected Bike Lane

Trees adjacent to Bike Path or Protected Bike Lane

Neighborhood Park within 0.5 miles of Bike Path or Protected Bike Lane