FEHR PEERS

MEMORANDUM

Date: January 13, 2020

To: Sean Kilkenny, Dudek

From: Katy Cole, Cecily Taylor, and Sohrab Rashid

Subject: San Diego State University (SDSU) Mission Valley Campus TDM Program – Proposed Monitoring Plan

SD18-0276

This memorandum evaluates the performance metrics and targets to be monitored from the SDSU Mission Valley Transportation Demand Management (TDM) Program.

PROJECT DESCRIPTION

Land Uses and Transportation Setting

The project area includes a total of approximately 169 acres bound by Friars Road to the north, Interstate 8 (I-8) to the south, Stadium Way (Street A) to the west, and Interstate 15 (I-15) to the east. The proposed uses within the project area consist of:

- Approximately 84 acres of conserved or new open space,
- 4,600 multi-family and townhouse residential units,
- 1.466 million square feet (s.f.) of expanded campus office and lab space,
- 100,000 s.f. of medical office space,
- 95,000 s.f. of retail/restaurant space (including a 12,000-sf grocery store),
- a 35,000- person capacity stadium, and
- 400 hotel rooms.

The site is currently occupied by the SDCCU Stadium, which will be demolished and replaced by the new development. A total of 13,192 parking spaces will be provided on-site. This includes 1,980 surface lot and on-street spaces and 11,212 spaces included in various individual parking structures and those integrated with buildings.

Site access will be provided via existing driveways and/or street connections located at Stadium Way (Street A) & Friars Road, Mission Village Drive/Street D & Friars Road Eastbound Ramps, San Diego Mission Road, and Rancho Mission Road. The San Diego Mission Road & Mission Village Drive connection will be reconfigured to provide more standard four-legged intersections with increased intersection spacing. In addition, a new roadway in the southwest corner of the site will connect to the existing southern terminus of Fenton Parkway at the San Diego trolley tracks. Mission Village Drive will be extended through the site and is referred to as Street D in this report. Additional street connections to Rancho Mission Road and realigned San Diego Mission Road are labeled as Street I/Street 6 and Street F, respectively, for identification purposes.

Overview of TDM Program

TDM strategies have been used for over 30 years to reduce single-occupant vehicle (SOV) trips. The SDSU Mission Valley Campus TDM Program will work to reduce the project's impacts on the surrounding roadway network through four (4) strategies: land use diversity, neighborhood site enhancement, commute/travel services, and parking policies and pricing. All these TDM elements will create an environment that promotes non-automobile mode choice. Two separate TDM programs are proposed as part of the project: one to address the campus office, residential and retail uses that will generate traffic on primarily a weekday basis, and a second program designed to reduce vehicle trips to the proposed Stadium, which will occur primarily on weekends though intermittently on weekdays as well during the year.

A detailed description of each TDM Program and its effectiveness are presented in subsequent sections below, but the program will include the following specific strategies:

- Non-Stadium TDM 1 – Land Use Diversity
- Non-Stadium TDM 2 – Neighborhood Site Enhancements
    - New bicycle facilities
    - Dedicated land for bicycle/multi-use trails
    - Bicycle parking
    - Showers and lockers in employment areas
    - Increased intersection density
    - Traffic calming
    - Car share service accommodations
    - Enhanced pedestrian network

- Non-Stadium TDM 3 – Parking Policy and Pricing
    - Unbundled residential parking
    - Metered on-street parking
    - Reduced parking supply
- Non-Stadium TDM 4 – Commute Trip Reduction Services
    - TDM Program coordinator and marketing
    - Electric bike-share accommodations
    - Ridesharing support
    - School pool
    - Hotel shuttle services
    - Transit Pass Programs
- Stadium TDM 1 – Encourage Alternative Modes of Transportation
- Stadium TDM 2 – Encourage Carpools and Zero-Emission Vehicles
- Stadium TDM 3 – Encourage Active Transportation
- Stadium TDM 4 – Encourage Off-Site Parking at College Area Campus
- Stadium TDM 5 – Provide Mobility and Parking Information Services
- Stadium TDM 6 – Online Parking Reservation System

The TDM Programs are described in more detail in the SDSU Mission Valley Campus Master Plan Environmental Impact Report.

Transportation Coordinator

To ensure the TDM Program strategies are implemented and effective, a Campus TDM Program Coordinator will be identified to monitor the Program. As part of overall campus management, a staff member or outside consultant will be designated to serve as the on-site Coordinator for employees and residents. Coordinators are responsible for developing, marketing, implementing, and evaluating TDM Programs, where dedicated personnel in this role make TDM Programs more robust, consistent and effective. Additionally, residents and employees would have a designated point of contact for questions about the various TDM measures, which would allow them to easily stay informed of various TDM functions and eligibility.

The TDM Program Coordinator's duties would include, but not be limited to, the following:

- Conduct transportation/mobility options orientation for new employees and new residents.
- Assist with rideshare matching for employees commuting to the project and residents commuting from their homes.

- Provide information on transit, bicycling, and walking to and from the project.
- Act as a source of information regarding the TDM Program, including compliance with regulatory requirements and new potential TDM benefits
- Coordinate TDM Program monitoring (administer surveys and coordinate data collection)
- Promote available websites providing transportation options for residents, employees, customers and guests
- Create and distribute a "new resident" and "new employee" information packet addressing non-automobile modes of transportation.
- Promote a transportation options app for use on mobile devices (tech enabled mobility app).
- Assist employees and residents in accessing existing or establishing future TDM programs, such as transit discount or vanpool programs through existing programs such as MTS Ecopass or SANDAG's iCommute.

Monitoring

Monitoring is necessary to ensure that the Project is implementing the TDM Program measures consistent with the analysis included in the corresponding EIR, as well as the information presented in this memorandum. Monitoring of both categories would rely on the collection of data for many of the TDM measures as presented in **Table 1: Non-Stadium TDM Program Performance Metrics and Targets** and **Table 2: Stadium TDM Program Performance Metrics and Targets.** Monitoring of non-stadium measures would start one year after the first development is complete and occupied, with status updates provided every two years after that. Monitoring of stadium measures would be conducted three months prior to the first event in the new stadium to ensure programs are in place in advance, and then be reviewed every two years after that time. Adjustments would be made to the TDM measures to strive to achieve the estimated effectiveness documented in the EIR and to respond to user demand. The Transportation Coordinator would submit monitoring reports for each program to the SDSU Planning Director to document implementation of the TDM Program. The details of the monitoring/reporting and any survey results on effectiveness and participation levels would be available for review by public agencies and other interested parties.

Tables 1 and 2 set forth the applicable performance metrics and targets for each strategy identified for implementation herein. The purpose of the performance metrics is to ensure implementation of the VMT reduction strategies consistent with the analysis presented in this evaluation.

TDM PROGRAM PERFORMANCE METRICS AND TARGETS

TABLE 1—NON-STADIUM TDM PROGRAM PERFORMANCE METRICS AND TARGETS

TDM Strategy	Description	Metric/ Performance Measure	Target	Collection Method	Collection Frequency	When Target Should Be Met
LAND USE AND DESIGN STRATEGIES						
Land-Use Diversity	Provide a mix of land uses, including residential, commercial, educational, and parks, so that residents of the project have access to basic shopping, employment, and recreation opportunities without having to travel outside of the Project site. This would lower vehicle miles traveled because residents can use non-automobile transportation modes to reach the various uses available within the site, and if they do need to drive, the trip is very short.	Development quantities of residential, retail, and park/open space land use	• Approximately 84 acres of conserved or new open space, • 4,600 multi-family and townhouse residential units, • 1.466 million square feet (s.f.) of expanded campus office and lab space, • 100,000 s.f. of medical office space, • 95,000 s.f. of retail/restaurant space (including a 12,000-sf grocery store), • a 35,000-capacity stadium, and • 400 hotel rooms.	Field verification and status report	One year after first non-stadium development is complete and occupied and every subsequent two years	Full build-out of all development
COMMUTE/TRAVEL SERVICES						
New bicycle facilities	A network of bicycle lanes on key north-south streets and connections to existing offsite facilities (e.g., Murphy Canyon Trail) is part of the proposed campus site plan. A total of nearly one lane-mile of on-street bike lanes within the site is proposed.	On-street bicycle lane network as shown in the proposed development plan that connects to existing and future off-site bikeways	Full build-out of planned on-street bike network that provides internal and external bike connections.	Field verification and status report	After completion of initial roadway network and every subsequent two years	Full build-out of all development
Dedicated land for bicycle/multi-use trails	Develop a multi-use trails network through the River Park, dedicated lanes the office plaza area, plus a campus loop multi-use path that encircles the site. Multi-use trails and paths comprise a total of nearly two miles within the site.	Bike and multi-use trails network build-out that provides internal pedestrian and bike facilities that connect off-site	Full build-out of planned trails network that provides internal and external pedestrian and bike connections.	Field verification and status report	After completion of River Park network and campus loop and every subsequent two years	Full build-out of all development
Bicycle parking	Residential units will include secure bicycle parking per City of San Diego standards (up to 0.6 spaces per dwelling unit anticipated based on units containing up to three bedrooms) unless otherwise noted; similarly, short-term (racks) and long-term spaces (rooms, enclosures or lockers) will also be provided for non-residential uses per City of San Diego standards (0.1 short-term spaces per one (1) thousand square feet (ksf) and 5% of non-residential automobile parking provided in long-term spaces) unless otherwise noted.	Long- and short-term bicycle parking	City of San Diego standard of up to 0.6 spaces per dwelling unit anticipated based on units containing up to three bedrooms and 0.1 short-term spaces per one (1) thousand square feet (ksf) non-residential and 5% of non-residential automobile parking provided in long-term spaces	Field verification and status report	One year after first development is complete and occupied and every subsequent two years	Full build-out of all development

TABLE 1—NON-STADIUM TDM PROGRAM PERFORMANCE METRICS AND TARGETS

TDM Strategy	Description	Metric/ Performance Measure	Target	Collection Method	Collection Frequency	When Target Should Be Met
Showers and lockers	Changing facilities will be provided to support bicycling and walking as commute modes for campus office and retail employees.	Showers and lockers for commuting by bicycle or walking	At least one location among the following: the campus office, research, or retail building areas.	Field verification and status report	One year after first non-residential development is complete and occupied and every subsequent two years	Full build-out of all development
Increased intersection density	On-site roadway network includes a relatively high intersection density of more than 69 intersections per square mile, which results in short block lengths and travel distances between complementary land uses. This intersection density strongly encourages walking, bicycling or other micromobility modes to travel within the site and to adjacent neighborhoods.	Roadway network build-out that provides high intersection density	Full build-out of planned intersection density of more than 69 intersections per square mile	Field verification and status report	After completion of initial roadway network and every subsequent five years	Full build-out of all development
Traffic Calming	Nearly all on-site intersections will include curb extensions and bulbouts, several on-site roadways will include raised crosswalks, and two roundabouts will help to manage travel speeds and enhance pedestrian safety.	Roadway network that manages travel speeds consistent with measures included in the proposed development plan	Full build-out of planned roadway network that provides curb extensions, raised crosswalks, roundabouts, and other traffic calming treatments.	Field verification and status report	After completion of initial roadway network and every subsequent two years	Full build-out of all development
Car-share Program	Dedicated parking spaces for car sharing companies will be established in on-street spaces and/or within the campus and/or office parking structures.	Establishment of car share parking spaces	Designated parking spaces for car sharing at full build-out.	Field verification and status report	One year after first non-stadium development is complete and occupied and every subsequent two years	Full build-out of all development
Enhanced Pedestrian Network	All streets within the project site will include sidewalks on both sides of the street or will include a multi-use path on one side of the street with enhanced pedestrian crossings. Separate pedestrian phases at signalized intersections to enhance safety and raise driver awareness will also be included. As noted above, the campus loop and other paths will provide in excess of two miles of pedestrian paths in addition to sidewalks.	Pedestrian network build-out that provides internal pedestrian facilities that connect off-site	Full build-out of planned pedestrian network that provides internal and external pedestrian connections.	Field verification and status report	After completion of initial roadway network and every subsequent five years	Full build-out of all development
Parking Policy/Pricing						
Unbundled Parking	Parking in all residential buildings will be "unbundled" from units such that residents will have to request a parking space separate from their apartment/condominium unit and pay for that parking space separately. This approach is consistent with the recently adopted City of San Diego ordinance that requires all multi-family residential parking in Parking Standards Transit Priority Areas (TPAs) to be unbundled from units. *Unbundled parking will continue to apply when residential buildings are converted to student and faculty/staff housing.*	Residential parking unbundled from the units.	All residential parking will be unbundled.	Transportation Coordinator Reports	One year after first residential development is complete and occupied and every subsequent two years	Full build-out of all development
Meter On-Street Parking	All on-street spaces within the campus core will be metered and require payment of an hourly charge during typical daytime hours	Metered parking.	All on-street spaces within the campus core will be metered.	Transportation Coordinator Reports	One year after first residential development is	Full build-out of all development

TABLE 1—NON-STADIUM TDM PROGRAM PERFORMANCE METRICS AND TARGETS

TDM Strategy	Description	Metric/ Performance Measure	Target	Collection Method	Collection Frequency	When Target Should Be Met
	(e.g., between 8am and 6pm). The parking spaces on the southwest and southeast edges of the site nearest the park/ recreation facilities may also be metered, but at a minimum will include time limits to ensure parking turnover and prevent extended storage of resident vehicles. *Metered and time-restricted on-street parking will continue to apply when residential buildings are converted to student and faculty/staff housing.*				complete and occupied and every subsequent two years	
Limit parking supply	The project will provide a maximum parking supply of 1.23 spaces per dwelling unit. The parking rate is lower in comparison to the parking provided at similar developments in the Mission Valley region. It should be noted that although the parking is lower in comparison to surrounding developments, the proposed parking supply does not qualify for VMT reductions per the CAPCOA Report. The recently adopted City of San Diego ordinance referencing unbundled parking above also allows for no parking to be provided for multi-family residential units in Parking Standards TPAs.	Parking Supply per Dwelling Unit	Maximum supply of 1.23 spaces per dwelling unit for each residential building	Field verification	After construction of first residential building and every subsequent two years	Full build-out of all development
COMMUTE/TRAVEL SERVICES						
TDM Program Coordinator and marketing	As part of overall campus management, a staff member or outside consultant will be designated to serve as the on-site Coordinator for employees and residents. Coordinators are responsible for developing, marketing, implementing, and evaluating TDM Programs, where dedicated personnel in this role make TDM Programs more robust, consistent and effective. Additionally, residents and employees would have a designated point of contact for questions about the various TDM measures, which would allow them to easily stay informed of various TDM functions and eligibility. *TDM Program Coordinator will continue to serve campus population after full transition to university operations.*	Dedicated webpage that provides commute trip reduction program information for residents and employees.	Materials created and maintained.	Transportation Coordinator Reports	Prior to occupancy of first non-stadium building and annually thereafter	Prior to occupancy of first non-stadium building
Electric Bike-Share Program	Private vendors currently supply electric bicycles (e-bikes) for short-term rental in the San Diego area. To facilitate the use of e-bikes within the site, the SDSU Mission Valley Campus site plan will provide areas for the temporary storage of e-bikes available for rental and identify specific locations for bike drop off and pick up. *Electric Bike-Share Program will continue after full transition to university operations.*	Establishment of electric bike share areas	Designated areas for temporary e-bike storage and drop-off at full build-out.	Field verification	Prior to occupancy of first non-stadium building and every subsequent two years	Full build-out of all development

TABLE 1—NON-STADIUM TDM PROGRAM PERFORMANCE METRICS AND TARGETS

TDM Strategy	Description	Metric/ Performance Measure	Target	Collection Method	Collection Frequency	When Target Should Be Met
Ridesharing support	As noted under the TDM Program Coordinator element above, rideshare support will be provided as part of this program. This includes making connections with the SANDAG iCommute program for carpool, vanpool, and rideshare programs that are specific to the project's residents and employees. *Ridesharing support will continue after full transition to university operations.*	Dedicated webpage that provides rideshare information for residents and employees.	Materials created and maintained.	Transportation Coordinator Reports	Prior to occupancy of first non-stadium building and annually thereafter	Full build-out of all development
School pool	As lower-level school facilities are not provided on the site, students will either need to be bused or driven by parents to offsite schools. Administered by the TDM Program Coordinator, a school pool program would pair students traveling to the same school or area to limit the amount of small group school trips made from the project site. *School pool will continue after full transition to university operations.*	Dedicated webpage that provides school pool information for residents and employees.	Materials created and maintained.	Transportation Coordinator Reports	Prior to occupancy of first residential building and annually thereafter	Full build-out of all development
Hotel Shuttle Service	Shuttle service will be provided to and from the hotel on site. This shuttle service will be available to hotel guests and will service the airport and various other tourist locations. *Hotel shuttle service will continue after full transition to university operations.*	Development and deployment of hotel shuttle service	Shuttle service connects to the airport and at least two other major tourist locations such as Balboa Park and SeaWorld	Transportation Coordinator Reports	Annually after occupancy of hotel	Full build-out of all development
Transit Pass Programs	Employers at the Mission Valley campus with a minimum of 20 employees will be required to provide up to five percent (5%) of their employees with a 100% MTS transit pass subsidy. Please note that the additional reductions to project-generated vehicle trips and VMT that would occur with the transit pass program were not included in the traffic analysis here; therefore all project trips, traffic operations and project impacts are slightly overstated. *Regarding the university population, CSU will maintain the existing transit pass program for students in place at the College Area campus (passes are discounted by the Metropolitan Transit System (MTS) and subsidized by CSU/SDSU), and enable purchases by credit card. In addition, CSU/SDSU will establish a pre-tax payroll deduction program for faculty and staff purchase of MTS transit passes, vanpooling, and pooled on-demand rideshare services (e.g., UberPOOL and Lyft Line), provided SDSU meets the state/CSU required minimum participation level. Relatedly, CSU/SDSU will provide reduced cost transit passes for faculty and staff, provided SDSU meets the MTS required minimum participation level. The cost reduction will be between 10% and 25%, depending on participation level.*	Percentage of employees offered a transit subsidy *Offer existing or expanded transit pass program to SDSU students, faculty, and staff*	Employers at the Mission Valley campus with a minimum of 20 employees will be required to provide up to five percent (5%) of their employees with a 100% MTS transit pass subsidy *CSU/SDSU will provide reduced cost transit passes for all students, faculty, and staff, provided SDSU meets the MTS required minimum participation level*	Transportation Coordinator Reports	Annually after occupancy of first campus office, R&D, or academic building	Full build-out of all development

Source: Fehr & Peers.

TABLE 2—STADIUM TDM PROGRAM PERFORMANCE METRICS AND TARGETS

TDM Strategy	Description	Metric/ Performance Measure	Target	Collection Method	Collection Frequency	When Target Should Be Met
Encourage Alternative Modes of Transportation (Light Rail and Vanpool)	The use of the trolley or bus/shuttle transit to and from stadium events would be encouraged through the following suite of incentives: • Discounted or free use of MTS transit services for attendees on the event date with proof of purchase of an event ticket • Tchotchkes/giveaways for transit users (goods for attendees, free MTS tickets as raffle prizes for employees, etc.) • Rewards/gamification opportunities for attendees and/or employees to compete for prizes or points based on their transportation choices • Vanpool subsidy and administration: Provide pre-tax commuter benefits for employees and provide administration assistance with the coordination of third-party vanpool programs • Marketing and outreach campaign for transit	Establishment of incentive measures	Provide at least two incentive measures by the first event, and provide all programs, or equivalent, at buildout	Transportation Coordinator Reports	Three months prior to first event and every two years after that	By the first event and at buildout, as applicable
Encourage Carpools and Zero-Emission Vehicles (ZEVs)	The use of carpools and zero-emission vehicles by event attendees would be encouraged by implementing the following measures: • Provide preferential parking for carpools and ZEVs • Provide variable parking price based on car occupancy (e.g., charge lower rates for vehicles with four or more occupants) • Provide vehicle charging spaces in stadium parking in excess of the typical requirement • Charge reduced parking rates for ZEVs	Establishment of indicated measures	Provide at least two measures by the first event, and provide all measures, or equivalent, at buildout	Transportation Coordinator Reports	Three months prior to first event and every two years after that	By the first event and at buildout, as applicable
Encourage Active Transportation	Bicycling and walking would be encouraged by implementing the following measures: • Provide free access to secure bicycle parking spaces (these could be the same supply provided to campus office/retail/restaurant employees, ideally located in buildings immediately adjacent to the stadium) • Provide a bike valet to assist with bicycle drop-off and retrieval before and after events • Provide showers and lockers for employees on the site (primarily for employees but available to attendees) • Provide a bicycle fix-it station near the stadium bicycle parking • Coordinate bicycle and walk pools for employees • Capitalize upon the multi-use trails and connections proposed on the site with clear wayfinding to the stadium entrance and bicycle parking	Establishment of indicated measures	Provide at least two measures by the first event, and provide all measures, or equivalent, at buildout	Transportation Coordinator Reports	Three months prior to first event and every two years after that	By the first event and at buildout, as applicable

TABLE 2—STADIUM TDM PROGRAM PERFORMANCE METRICS AND TARGETS

TDM Strategy	Description	Metric/ Performance Measure	Target	Collection Method	Collection Frequency	When Target Should Be Met
Encourage Off-Site Parking at College Area Campus	The greatest parking demand at the site will occur during high-attendance events (e.g., greater than 25,000), many of which are expected to occur on a weekend day. Conditions will be exacerbated on a weekday, when some level of parking demand from non-stadium uses will occupy spaces in the parking garage and reduce the available event supply. For larger weekday events and for high-attendance weekend events, parking at the main SDSU College Area campus would be encouraged through a marketing program, reduced rates for event attendees and employees (compared to stadium garage parking rates), and possibly free MTS fare with proof of event ticket/parking payment or employee badge. This would allow all stadium patrons to access the stadium site via the trolley resulting in reduced parking and traffic demand near the site.	Off-site parking program	Incentive program to park at SDSU College Area or identifying alternative off-site parking	Transportation Coordinator Reports	Each event with anticipated attendance over 25,000 (to be adjusted based on observed parking demand) reported every two years	By the first event with anticipated attendance over 25,000
Provide Mobility and Parking Information Services	Providing a number of information services at the site would help to educate event attendees about TDM activities and travel/ parking options at the stadium. These services would include: • Multi-modal signage and wayfinding to the trolley station, bicycle parking, and passenger drop-off and pick up areas • Real-time travel/parking availability information, variable message signs (VMS) at key site entrances (e.g., Stadium Way (Street A) and Street D), and social media posts • Welcome packets and on-going marketing for new employees • External marketing campaign including advertisements on television, website, social media, radio, email blasts to season ticket holders, etc. • Information kiosks or bulletin boards/TV monitors at multiple locations providing information about the TDM program and transit options for stadium employee	Implementation of indicated services	Provide at least two services by the first event, and provide all services, or equivalent, at buildout	Field verification and Transportation Coordinator Reports	Three months prior to first event and every two years after that	By the first event and at buildout, as applicable
Online Parking Reservation System	Provision of an online parking reservation system will allow event attendees to choose and reserve parking spaces prior to the event. This system would allow attendees to make a decision on their preferred parking location – on-site or on the SDSU College Area campus as appropriate – and could provide varying parking costs for on-site and off-site parking locations. Attendees that choose to park at the SDSU College Area campus parking would be able to utilize transit to travel to and from the stadium site. This would help to reduce trips at the site and encourage the use of transit.	Establishment of online parking reservations	System created and maintained	Transportation Coordinator Reports	Three months prior to first event and every two years after that	By the first event

Source: Fehr & Peers.