

Revised Transportation Demand Management (TDM) Plan Phase II Mixed-Use Redevelopment of Jordan's Meats Site¹

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Project Description

The Phase II Mixed Use Redevelopment of Jordan's Meats Site (see footnote 1 below) is a LEED-certified mixed-use building consisting of retail, office and residential uses to be constructed on the easterly portion of the former Jordan's Meats site at Middle, India and Fore Streets. The building will be legally structured as a condominium consisting of 9 retail units, 6 office units, and 18 residential units, as well as a 115-space garage unit and a 63-space garage common area. The Project developers, Mark Woglom and Greg Kirsch, intend to sell all of the office, retail and residential units to the actual occupants (as opposed to leasing the spaces in a landlord – tenant relationship). The ownership structure is a significant consideration in this TDM Plan. Because the Project developers will not have long-term control of the project after sale of the units, their ability to control implementation of this TDM plan is greatest with respect to providing TDM "infrastructure" and creating appropriate condominium documents. It will be largely up to the employers and residents that own and occupy the building to implement ongoing TDM measures that are effectively targeted and customized to their specific "transportation profiles." Thus, this TDM Plan combines (i) specific infrastructure elements to be installed by the applicant during the construction phase and (ii) commitment by the applicant to record condominium documents that require project owners/occupants to implement appropriate and customized TDM measures.

Note on the organization of this TDM Plan: Section 1.13.1 of the City of Portland Technical Manual specifies mandatory and optional components of TDM plans. For ease of review by planning staff and to ensure compliance with requirements, this TDM plan is organized and numbered in the same format as section 1.13 of the Technical Manual (for example, the Transportation Narrative immediately below is numbered as "TM 1.13.1").

Transportation Narrative (TM 1.13.2)

Project Location Relative to Transportation Context

At its location near the center of the Portland peninsula, the Project is currently served by a transportation network comprised of local streets, an "arterial" street (Franklin St.), bus routes, pedestrian sidewalks, bikeways and the Casco Bay island ferry system. Moreover, the

¹ "Phase II Mixed Use Redevelopment of Jordan's Meats Site" is a name used for identification in the site plan permitting process; it is not a permanent name or a "marketing name." The applicants expect to call the office component "50 Middle Street" and the residential component "40 India Street" if the city can assign those numbers. The retail spaces will simply be known by their assigned street numbers. For the purposes of this TDM Plan, it will simply be referred to as "the Project."

Project's location is an area with a high density of residents and commuters ensures that the Project will be positioned to take advantage of the bicycle and pedestrian initiatives that are currently being developed as part of the city's Comprehensive Plan and improvements in the mass transit (METRO) system.

From the perspective of automobile transportation, the Project's location is almost ideal for an on-peninsula project. Access to Franklin Street from both the Middle Street and Fore Street sides of the project is direct and less than 400 feet, allowing drivers access to and from I-295 at exit 6 without putting more automobiles on the more congested streets of the peninsula. The Project will provide a mix of dedicated on-site parking, shared parking with the existing Hampton Inn to take advantage of time-of-day demand differentials, off-site leased parking, and payments in lieu of parking under Section 14-345 of the Land Use Code. The Project developers have submitted a detailed Parking Study for the Project, which is incorporated by reference into this TDM Plan. The Project developers believe that the mix of parking provided strikes an appropriate balance between providing sufficient parking to minimize negative impacts on the neighborhood while simultaneously creating an incentive for commuters to utilize alternatives to single occupancy vehicle (SOV) transit.

The central peninsula location will promote walking and bicycling to work (both from and to the Project) as well as to restaurants, shopping, recreation and cultural amenities. The area is served by excellent sidewalks with illumination, ADA curb ramps, and crossing signals on the Franklin St. intersections with Middle St. and Fore St., and illumination and ADA curb ramps (without signalization) on the India Street intersections. Bicycle infrastructure in the area is expected to improve greatly in the near future based on the city's initiatives. Notably, Middle, Fore and Franklin Streets have all been designated for planned "On Road Bikeways" on the Bikeway Network Map (February 24, 2012 draft) prepared by the Department of Public Services.

The Project has excellent access to four of the eight METRO Bus lines. METRO Bus Line 8 (Peninsula Loop) runs on Middle, Fore and India Streets, giving direct bus service to a variety of locations on the peninsula (with at terminus at Hannaford's at the Back Cove) and access to the Downtown Transportation Center (METRO Pulse) for transfer to all 8 of the Greater Portland Transit District bus lines. Nearby stops for the Peninsula Loop (Line 8) are in front of Amato's (on India St. between Middle and Newbury, 175' from the Project) and on Fore St. just past the India St. intersection (100' from the Project). Three major bus lines are accessible on Congress St. at either India St. (1025' from the Project) or Franklin St (1150' from the Project). The lines on Congress Street include the Congress Street line (#1) that runs between Munjoy Hill and St. John St.; the North Deering line (#6) that runs on Washington Ave. from Falmouth Crossing to and from the METRO Pulse center; and the Falmouth Flyer line (#7) that runs between the commuter parking lot at Shaw's Plaza in Falmouth (and other suburban Falmouth locations) and the METRO Pulse Center. Commuters on the other four lines of the system can transfer to the #8 or the #1, #6 or #7 line at the METRO Pulse Center or walk from METRO Pulse about 2650' to the Project. See the Appendix for a downtown Portland Bus map and the location of the bus stops nearest the Project.

The Project would be an excellent work location for residents of Peaks Island and the other islands, with the ferry terminal less than 1000 feet (on sidewalks) from the Fore Street side of

the Project and about 1200 feet to the Middle Street side (along streets). The walk is even shorter across accessible private surface parking lots that lie between Fore Street and Commercial St.

Car sharing programs have recently become available in Portland, and one of the five peninsula U Car s locations is less than 1000 feet away (near the ferry terminal) and the next closet location (Elm Street near the Public Library) is also a reasonably short walk.

Project Uses, Occupants and Visitors Relative to Transportation Context

Residents. The 18 residential condominium units will all be market priced, and based on land values and development costs in this part of Portland, it is expected that occupants will have higher than average income and/or net worth. Nine units have two bedrooms and nine have three bedrooms. It is logical to expect a mix of single occupants and double occupants; given the Project developers market studies and experience, they few or no families with children or multiple roommate occupancies. One would expect one or two automobiles per unit, and residents will be able to purchase one or two parking spaces, as further described herein. The Portland Peninsula Transit Study (PPTS) states that twenty percent of commuters to peninsula employers walk to work², and residents of the Project are likely to have chosen this location for that very reason. Those residents that use their automobile for commuting would most likely be commuting to off-peninsula employment and would thus be driving “against the traffic” and would not contribute significantly to traffic congestion or utilize on-peninsula parking.

Office Employees and Visitors. The project contains 62,949 sq. ft. of office space, but no specific office users have been identified at this time. Based on initial expressions of interest and consultations with commercial real estate brokers, the most likely occupants are professional services firms (financial services, accounting, law firms) and technology firms. Occupants of that nature can be expected to have 3.0 to 4.5 employees per 1,000 sq. ft. of office space, so that the total number of office employees working at the Project is likely to range from about 180 to 280. The employees of these professional services firms tend to be relatively young, educated and affluent, and appreciative of the amenities of urban life on the peninsula. Thus, one might expect that the percentage that would live on-peninsula and walk to work should be at least as high as the twenty percent figure reported in the PPTS, and perhaps higher. Furthermore, that figure could rise as new housing developments in the eastern waterfront area (such as the Bay House project on the former Village Café site or the proposed Hampshire Street redevelopment) are completed and nearby housing options expand. The same demographic (educated and young) tends to embrace “green” values and to be attracted to non-SOV commuting modalities (pedestrian, bicycle, transit, car pooling). However, it will be critical to conduct targeted employee TDM surveys once employers are identified in the Project so that employer-customized TDM plans can be designed and developer (as discussed further below).

Retail Employees and Customers. The Project will feature first-floor “pedestrian oriented” retail uses on both Middle Street and Fore Street. On Middle Street, there will be 12,583 sq. ft. of retail space consisting of up to five separate stores ranging from about 2,000 sq. ft. to

² Portland Peninsula Traffic Study Final Report (“PPTS”) at p. A-38.

about 3,500 sq. ft. On Fore Street, there will be 9,880 sq. ft. of retail space consisting of up to four separate stores ranging from about 2,000 sq. ft. to about 3,100 sq. ft. A potential user has been identified for the Middle Street retail space (although various contractual and financial milestones have not yet been reached). That user is an “urban grocer” with an orientation toward healthy, natural and organic foods, beverages, vitamins, supplements, and related goods. A total of about 20 to 25 retail employees are anticipated for all of the retail spaces (i.e., Middle St. and Fore St. retail spaces). Only 4 on-site parking spaces are expected to be made available for retail employees, and a large proportion of the employees can be expected to commute on foot, bicycle or mass transit because of the cost of parking on the peninsula. Retail customers of the Project can be expected to fit the profile of current Old Port customers: a mix of tourists, peninsula residents and employees of peninsula offices and businesses. A significant portion of these customers do not drive a SOV for a single shopping stop. Employees of peninsula offices and businesses can be expected to walk to the Project shops, having commuted by non-SOV means or having already parked for the work day. Likewise, tourists will have arrived on a ship, parked at a hotel, or parked somewhere to start a multi-destination visit to the Old Port/peninsula. Shoppers that rely on SOV transportation for single-stop shopping are likely to select retailers in less dense areas with dedicated parking (for example, Trader Joes or Whole Foods in Bayside, Hannaford’s at Back Cove, Maine Mall, or smaller strip centers).

TDM Coordinator (TM 1.13.2)

Development and Initial Occupancy Phases. Greg Kirsch, JD/MBA, of the Project development/ownership team, will serve as the initial TDM Coordinator during the development phase and initial occupancy phase of the Project. Kirsch’s role during these phases will be to work with the City Planning Board and Staff on appropriate TDM infrastructure, to incorporate TDM commitments into Project legal documentation (e.g., condominium documents, unit purchase agreements, etc.), to develop TDM policies for the residential condominium association, and to work with office and retail owners/employers during their first year of occupancy to develop and implement employer-specific customized TDM plans.

Post-Development Phases. The Project will be legally structured as a condominium consisting of retail units, office units, and residential units. The project developers expect to sell all of the space in the Project to owner/occupants, after which time the developers will have no further control over the Project. As in all condominiums, the condominium association will be responsible for ongoing operation of all the common elements of the Project. The condominium association documents will establish a TDM Coordinating Committee, consisting of a retail representative, an office representative, and a residential representative. Each of those representatives will be responsible for coordinating the TDM plans for their represented component (i.e., the office representative will be responsible for coordinating the TDM plans of all the office employers, retail representative for retail employers, and residential representative for the residents.) The Committee will then work to harmonize the TDM plans and measures of the three components. The condominium documents will also

require each owner/employer³ in the Project to appoint its own firm-wide TDM coordinator and develop and implement a firm-specific TDM plan during the first year of occupancy and to monitor and refine the TDM plan on an on-going basis. The TDM Coordinating Committee will be responsible to monitor and assist with the unit owner's TDM Plans, and to ensure that TDM infrastructure and other shared TDM resources (such as the TDM website and TDM bulletin boards described below) are maintained. The condominium association will use a commercial property management company (such as Boulos or Dirigo) to assist the association with carrying out its responsibilities, and it is likely that certain administrative aspects of the TDM Coordinating Committee's work may be delegated to the selected property management company.

Employee and Customer Survey (TM 1.13.3)

The Project developer is not in a position to conduct effective surveys of employees and customers. The developer will, however, work with each employer/owner during the first year of occupancy to conduct an employee and/or customer survey in accordance with Technical Manual Section 1.13.3. The initial survey will be used for design and implementation of a first-year TDM plan for each employer. The developer will also encourage each employer to incorporate an annual survey into its TDM plan to monitor program effectiveness and to provide a basis for periodic plan adjustment.

Set Parking and Trip Reduction Target (TM 1.13.4)

The Technical Manual requires applicants to develop a reduction target that begins with parking and trip generation projections based on either Institute of Traffic Engineers (ITE) projections or project-specific projections. However, either both ITE and project-specific projections necessitates various assumptions and judgments, which can be difficult for a mixed-use project in which the specific users are not yet identified.

Detailed traffic and parking analyses have been prepared by licensed professional engineers and submitted to the Planning Board as part of the Project's application for site plan approval. The trip generation and parking generation projections based on ITE data⁴ are summarized below:

Trip Generation Summary (based on *ITE Trip Generation*, 8th Ed., see applicant's traffic study for details)

	Size	Trips	Enter	Exit
Retail: Weekday AM Peak 7-9	22,463 sf	22.5	13.7	8.8
Retail: Weekday PM Peak 4-6	22,463 sf	83.8	41.1	42.7
Office: Weekday AM Peak 7-9	65,712 sf	101.9	89.6	12.2

³ Office and retail owners/employers with daily average employee counts of five or more (full or part-time) employees will be required to participate in the Project's TDM requirements.

⁴ The applicant's parking study includes projected Project parking demand that is somewhat lower than ITE data, which takes into account the projected results of TDM measures, the cost of parking on the peninsula, and the walkability of the Project location. However, the ITE data is more appropriate as a starting point from which to measure the benefits of TDM programs.

Office: Weekday PM Peak 4-6	65,712 sf	97.9	16.6	81.3
Residences: Weekday AM Peak 7-9	18 units	7.9	1.3	6.6
Residences: Weekday PM Peak 4-6	18 units	9.4	6.3	3.1
TOTAL: Weekday AM Peak 7-9		132.2	104.6	27.6
TOTAL: Weekday PM Peak 4-6		195.1	64.0	127.1

Parking Generation Summary (based on *ITE Parking Generation*, 4th Ed., see applicant’s parking study for details)

	Size	ITE Demand Ratio	Cars Parked
Retail Middle St. (Urban Supermarket)	12,583 sf	2.27	28.6
Retail Fore St. (Avg. of Apparel, Drug, and Hardware)	9,880 sf	1.74	17.2
Office	65,712 sf	2.47	162.3
Residences	18 units	0.85	15.3
TOTAL			223.4

Target Trip and Parking Reduction Percentages. As the Technical Manual and the guidance at www.tdm2go.com recognize, it is necessary to survey the specific employers and employees to establish meaningful, achievable trip and parking reduction targets. At this stage in the development, these targets can only be generalized and preliminary. Based on consultation with traffic engineers and review of the literature, an appropriate and objective basis for trip reduction targets at this stage of development is set forth in *ITE Trip Generation Handbook*, 2d Ed., Appendix B “Effects of Transportation Demand Management (TDM) and Transit on Trip Generation.” A detailed analysis of the data and methodologies presented in that ITE article is beyond the scope of this plan, but the applicant and its consultants believe that the studies cited in the article support a seven percent (7%) reduction in trips. Given that the target to be set is as much an aspiration goal as it is a prediction, the applicant has selected ten percent (10%) as the target percentage reduction for automobile trips, and the applicant believes that same ten percent (10%) target reduction is appropriate for parking as well.

Customize Parking and Trip Reduction Strategies (TM 1.13.5)

The Technical Manual recognizes that “every TDM plan must be customized to reflect the specific mix of use proposed for the development” and that “the administration of the TDM plan and the role of the TDM coordinator must adequately respond to the scale of the development, the uses in the development, as well as the ownership framework and management of the facility.” This TDM Plan takes that advice into account, recognizing that the TDM role of the developer in the design, permitting, construction and “start up” phases differs from the role of TDM coordinators for each owner/employer and for the condominium association. The TDM Plan for the project also recognizes the importance of customized, employer-specific TDM measures and appropriately defers the development of those customized measures until the employers have moved in to the Project.

Education (TM 1.13.6)

Website. The Project developers will fund and oversee the development of a website that will provide one-stop, quick access to Project-specific TDM information as well as links to

governmental and non-governmental organization (NGO) websites that provide transit information and promote TDM. Maintenance of the website will be the ongoing responsibility of the TDM Coordinating Committee of the condo association, funded by an assessment included in the condominium fees. The developer will welcome input on website design and content from local officials and organizations interested in TDM. Although the Project developers believe that a website is the most effective means to disseminate TDM information, on-site TDM bulletin board will be provided in each office space and in the residential corridor as well.

Examples of Project-specific TDM information on website:

- Ride Board to facilitate car pooling
- Information about condo association TDM Coordinating Committee (members, meeting minutes, policies, regulations) etc.
- Location and rules for on-site bicycle, scooter and motorcycle parking and how to best utilize on-site, on-street, and public parking infrastructure
- Location of nearby bus shelters/stops, U Car (car sharing) locations
- Location and rates for area parking facilities
- Information on employer-specific TDM plans and measures at the Project (including a password-protected area for employer specific details; some employers may choose to utilize their own website or other means due to privacy concerns)
- Recognition of employees/employers who reduce traffic impact
- Results of employee surveys and measurement of the Project's progress meeting TDM goals

Examples of external links on website:

- Portland and Regional Transit Maps and Schedules (METRO www.gpmetrobus.com , South Portland Bus Service, ZOOM Intercity Shuttle Bus and Turnpike Express www.shuttlebus-zoom.com , Casco Bay Lines Ferry Service www.cascobaylines.com , Regional Transportation Program www.rtprides.org , Amtrak www.amtrakdowneaster.com)
- GO MAINE Commuter Connections www.gomaine.org
- Portland Area Comprehensive Transportation System (www.pactsplan.org)
- www.tdm2go.info and www.carfree.com
- Portland Green Streets www.portlandgreenstreets.org
- Announcements, meeting agendas, minutes, documents of City of Portland Transportation, Sustainability and Energy Committees and other relevant city committees
- Articles and/or websites describing the advantages and cost savings

New Employee/Resident TDM Information Packet. The Project developers will provide each new resident with a packet of educational information about TDM and the Project's TDM programs and commuting information. The condominium documents will require every employer with more than an average daily employee count of five or more to provide a TDM Information Packet to each new employee.

Monitoring (TM 1.13.7)

Development and Start-Up Phase. Within 60 days after the project reaches 85% occupancy,

the Project developer (Greg Kirsch) will prepare and submit to the Planning Department a status report containing the following information:

- Status of implementation of development and start-up phase measures of this TDM Plan
- Status of sales of retail, office and residential units
- Identity and description of all occupants (number of occupants for residences; identity and description of operations, including number of employees, for each employer)
- Proposed enhancements or changes to post-development TDM measures based, if any
- Status and summary of TDM surveys and TDM plan design for each employer in the Project, listing measures as implemented or proposed in near future and noting any coordinated approaches
- Baseline measurements of actual parking and SOV trips (against which future monitoring data can be compared).
- Status and membership on the TDM Coordinating Committee of the condo association
- Identity of any consultant or firm retained to assist with TDM monitoring and implementation

Post-Development Phase. One year after the Project reaches 85% occupancy, the TDM Coordinating Committee will appoint an individual (potentially an outside TDM consultant) to conduct the following monitoring activities, with a report to the City's Planning Division TDM Manager approximately 8 weeks after the monitoring studies are conducted.

- Status of sales of retail, office and residential units
- Identity and description of all occupants (number of occupants for residences; identity and description of operations, including number of employees, for each employer)
- Employees and residents at the Project will be surveyed regarding their commuting/transportation modes, frequency, timing, parking (vehicle and/or bicycle), and available and desired transportation options. A report of these survey results will be presented in a format to be developed in consultation with the City's TDM Manager.
- Employers will be surveyed regarding their TDM programs and summaries will be reported.
- Status and membership on the TDM Coordinating Committee of the condo association
- Detailed measurements of parking and SOV reductions against targets
- Any proposed enhancements or changes to implemented TDM measures, or proposed additional TDM measures, as considered effective to achieve targets
- Identity of any consultant or firm retained to assist with TDM monitoring and implementation

After the first post-development monitoring and reporting cycle is completed, the TDM Coordinating Committee will consult with the City TDM Manager with respect to proposed improvements to the Project's TDM programs and/or modifications to the monitoring and reporting actions.

The condominium documents will require each owner/employer⁵ in the Project to appoint its own firm-wide TDM coordinator and develop and implement a firm-specific TDM plan during the first year of occupancy and to monitor and refine the TDM plan on an on-going basis. The TDM Coordinating Committee will be responsible to monitor and assist with the unit owner's TDM Plans, and to ensure that TDM infrastructure and other shared TDM resources (such as the TDM website and TDM bulletin boards described below) are maintained.

Project Specific Standards - Introduction (TM 1.13.8)

Technical Manual Section 1.13.8 requires the TDM Plan to assess and provide details of the project-specific infrastructure measures and incentive programs that will be utilized to achieve the Project's TDM goals.

Project Specific Standards - Infrastructure (TM 1.13.8.1)

Public Transit Access. The Project has excellent access to the City's METRO bus system, as described in detail on page 2 above.

Bicycle Parking. Section 14-526 of the City's Land Use Code contains the recently increased requirements for bicycle parking, and the Project must have at least 31 bicycle spaces as set forth in the table below. In addition, there are 22 existing bicycle spaces on the Project property that currently serve the existing Hampton Inn/Portside Residences building, and these spaces will have to be relocated as part of the Phase II development. Thus, the total number of required bicycle spaces is 53. The Project site plan provides a total of 62 bicycle spaces, of which 24 are indoor secured spaces in the Middle Street garage (accessible only by residents and employees), 6 are covered spaces immediately outside the Middle Street garage (to be marked reserved for residents and employees), and 32 are outdoor spaces in several appropriate locations around the Project property.

Project Use	Auto spaces or units	Ratio	Required Spaces
Residential Phase II based on # of units	18 units	2 / 5 units	7
Non-Residential Phase II based on # of auto spaces (Phase II required auto spaces = 198, minus Phase II residence auto spaces equals 180 auto spaces)	180 auto spaces	2 bike sp / 10 auto sp up to 100 1 bike sp / 20 auto spaces > 100	20 4
Relocate Phase I Bicycle Spaces Eliminated	22		22
Total Bicycle Parking Requirement			53
Total Bicycle Parking Provided		Total Covered and/or secure	62 30

On-Site Shower Facilities. The condominium documents will require office employers that occupy more than 10,000 sf of space or that regularly have more than 50 employees on site at

⁵ Office and retail owners/employers with daily average employee counts of five or more (full or part-time) employees will be required to participate in the Project's TDM requirements. Small employers will be invited and encouraged, but not required, to participate.

one time to provide a shower and changing room. Smaller office and retail employers will be encouraged to provide shower facilities as part of their TDM plans but that will not be a requirement. Because the shower and changing room will be accessible only to employees of a single firm, locker security is not required and employees can keep their change of clothes in a bag/backpack at their desks.

TDM Bulletin Board. The Project developers believe that the TDM website described above is the best method to disseminate TDM information and educational material. But, TDM Bulletin Boards will be provided to advertise the TDM website and to post key information (such as bus schedules and stops, GO MAINE emergency guaranteed ride home info, etc. TDM Bulletin Boards will be provided in the residential lobby and in the employee break room (or similar area) of each employer. The condo association TDM Coordinating Committee will maintain the residential bulletin board and will assist and monitor compliance for each individual employer bulletin board.

Project Specific Standards - Incentives (TM 1.13.8.1)

Development and Start-Up Phase.

Limited and Unbundled On-Site Parking. Perhaps the most significant development-phase TDM measure is to limit the availability of on-site parking and to “unbundle” the cost of parking spaces from the other costs of occupying space in the Project. Many Americans have become accustomed to virtually unlimited free parking, which effectively subsidizes SOV transit relative to other modalities and hides the true cost of parking and SOV transit.⁶ The Project will have a significant amount of on-site parking, but not enough to satisfy all of the Project’s parking demand unless and until TDM measures result in lower SOV demand. Available on-site parking will not be free (except for one space per residential unit). All other spaces must be purchased by the owners of the commercial and residential condominium units (prices have not been determined but are expected to be at least \$15,000 per space). This “unbundling” of the cost of parking forces employers to recognize the value of investing in TDM measures and forces commuters more accurately perceive the cost of SOV transit versus alternatives.⁷ Also, the Project developers will offer “time of day” shared parking to the office and retail users, but this parking will be paid for on an hourly basis and will be 100% valet, once again eliminating “subsidized parking.”⁸ Depending on how many existing off-site parking spaces are leased by owner/employers, the Project developer expects to utilize the “fee in lieu of parking” program recently instituted by the City to create an incentive for new developments to participate directly in TDM programs while creating a revenue stream for the City’s Sustainable Transportation Fund.⁹

Bicycle Parking. The Project developers will provide bicycle parking in excess of the zoning requirement, with a significant number of indoor secure spaces that will encourage employees and residents to substitute bicycle trips for SOV trips. *See Infrastructure section above for more details.*

⁶ See Portland Peninsula Traffic Study, 2009 (PPTS) at p. A-109.

⁷ See PPTS TDM Recommendation 7.5 at p. 1-123.

⁸ See PPTS TDM Recommendation 7.13 at p. 1-129.

⁹ See PPTS TDM Recommendation 7.6 at p. 1-124.

Showers. The condominium documents will require office employers that occupy more than 10,000 sf of space or that regularly have more than 50 employees on site at one time to provide a shower and changing room to make bicycle commuting more viable. Smaller office and retail employers will be encouraged to provide shower facilities as part of their TDM plans but that will not be a requirement. Because the shower and changing room will be accessible only to employees of a single firm, locker security is not required and employees can keep their change of clothes in a bag/backpack at their desks.

Post-Development Phase

The Technical Manual, the Portland Peninsula Traffic Study, and the www.tdm2go.info website produced by the City's Office of Transportation Policy contain a long and varied list of TDM incentive measures that employers can adopt to promote non-SOV commuting. Implicit in the variety and number of suggested measures is the recognition that each employer should select TDM measures that are tailored to its unique business, employee pool, economic resources, and other factors. It will not be feasible or effective for the Project developers to require employers to adopt specific measures (with the exception of measures that are interconnected to development-phase infrastructure choices, for example, showers for bike commuters). Instead, the Project developers will promote and ensure the development of employer-specific TDM plans through various means, as described elsewhere in this TDM plan. Notably, the requirement to participate in TDM will be "passed through" to owner/occupants in the Project through the condominium documents.¹⁰

A list of recommended TDM measures that employers could adopt in developing is set forth below (all of which are listed in www.tdm2go.info):¹¹

- Preferred Car Pool/Van Pool Parking: This is a highly desirable means of reducing reliance on SOV, and the TDM Coordinating Committee representative for the office component of the project will actively encourage adoption of this measure by office employers. Effective implementation of this will depend on a given employer determining through employee surveys the number of interested participants and their commuting patterns (home locations, the arrival and departure timing, etc.). Depending on the number of on-site vs. off-site parking spaces controls, this preferred parking could be on-site in the project's Middle Street Garage or in Ocean Gateway Garage, and it could be met by dedicated spaces or by subsidized or complimentary parking in non-dedicated spaces. Another option is that the car pool could utilize the shared daytime valet parking that will be offered in the project's Fore Street Garage (which would be an excellent option if the car pool participants were able to coordinate arrival at 8:30 or later and departure by about 5:30).
- IRS Qualified Transportation Benefits: Employers can provide tax-free reimbursement (full or partial), including transit pass expense, bicycle expense, highway commuter van expense, and expense of parking at or near mass transit

¹⁰ It is too early in the development process to provide draft condominium documents, but the Project developers will commit to providing draft documents to the planning staff and Office of Transportation Policy for review to ensure that the documents are consistent with this TDM Plan.

¹¹ The TDM2go TDM Plan Template is available as an easy-to-use Excel template at www.tdm2go.info and is attached as an Appendix to this plan for ease of reference.

facilities. See IRS Publication 15-B at page 20. (Note that the Project developer's research indicates that employers can NOT provide pre-tax payroll deductions for transportation benefits, only tax-free benefits paid for by the employer. This is contrary to many sources of advice. Consult a qualified tax advisor.

- Bicycle Support Program: Could include on-site bicycle tune-up events, bicycle loan program, and/or bike repair station, such as Dero Fixit
- Walkpool and Bikepool Matching Services: help commuters find walking and biking buddies, using private matching services, such as www.GoLoco.org
- High Occupancy Vehicle (HOV) Parking: preferentially located carpool parking spaces
- Parking Cash-Out: if Single Occupancy Vehicle (SOV) employees pay less than market rate to park, the same amount is provided to employees who take other modes to work, including bicycling and walking.
- Parking Management: Shared parking - peak or off-peak with nearby property. For the Project, utilization of shared parking potential with the adjacent Hampton Inn is part of the applicant's Parking Study.
- Rideshare Matching Services: no-cost benefit when registered participant with Go Maine Commuter Services
- Parking Fees: Charge employees/customers market-rate fees for parking
- Telecommuting: allow employees to work from home at least one day per week
- Emergency Ride Home Guarantee: no-cost benefit when registered participant with Go Maine Commuter Services
- Flexible Work Hours: (a) Allow early or late start time (work an 8 hour day starting at 7am or 10am; (b) Allow short work week (40 hours over 4 days or 80 hours over 9 days)
- Free Peak Hour Shuttle Service: shuttle service to and from local transit stop and/or offsite parking
- Corporate Car Sharing Membership: offer access to one or more car-sharing company vehicles, such as U Car Share; preferably subsidize any individual application and/or membership fees
- Increase in Vehicle Fleet: to allow employees to leave personal cars at home and still use cars during the day for business
- Offer Other Incentives for Non-SOV Commuters: such as, Reduced work-week to offset any additional time to commute by transit, carpool, bike, or on foot; One day off for non-SOV commuting 5 days per week for 4 months straight, up to three per year; Monthly free lunch for non-SOV employees; Discounted employee lunches, Discounted rent for residents without a vehicle; Weekly prizes for those using non-SOV ways to get to site
- New Employee/: Commuting information packet for new employees
- Commuter Newsletter: quarterly promotion of alternatives; recommend tied to challenge/incentive
- Host Commute Another Way Day/Week event(s)
- Annual Transportation Fair at Workplace: with surveys, promotional information, perhaps things like bike tune-up station, and prizes

---- end of plan document ----

List of Appendices

- I. Downtown METRO Bus Route Map
- II. Map of METRO Bus Stops Near Project
- III. TDM2go TDM Plan Template

**Appendix I to TDM Plan
Phase II Redevelopment of
Jordan's Meats Site**



PROJECT

**Casco Bay Lines
Ferry Terminal**

**Portland
Transportation
Center - Amtrak
and Concord
Coach Station**

**Greyhound
Station**

**Transfer
Point**

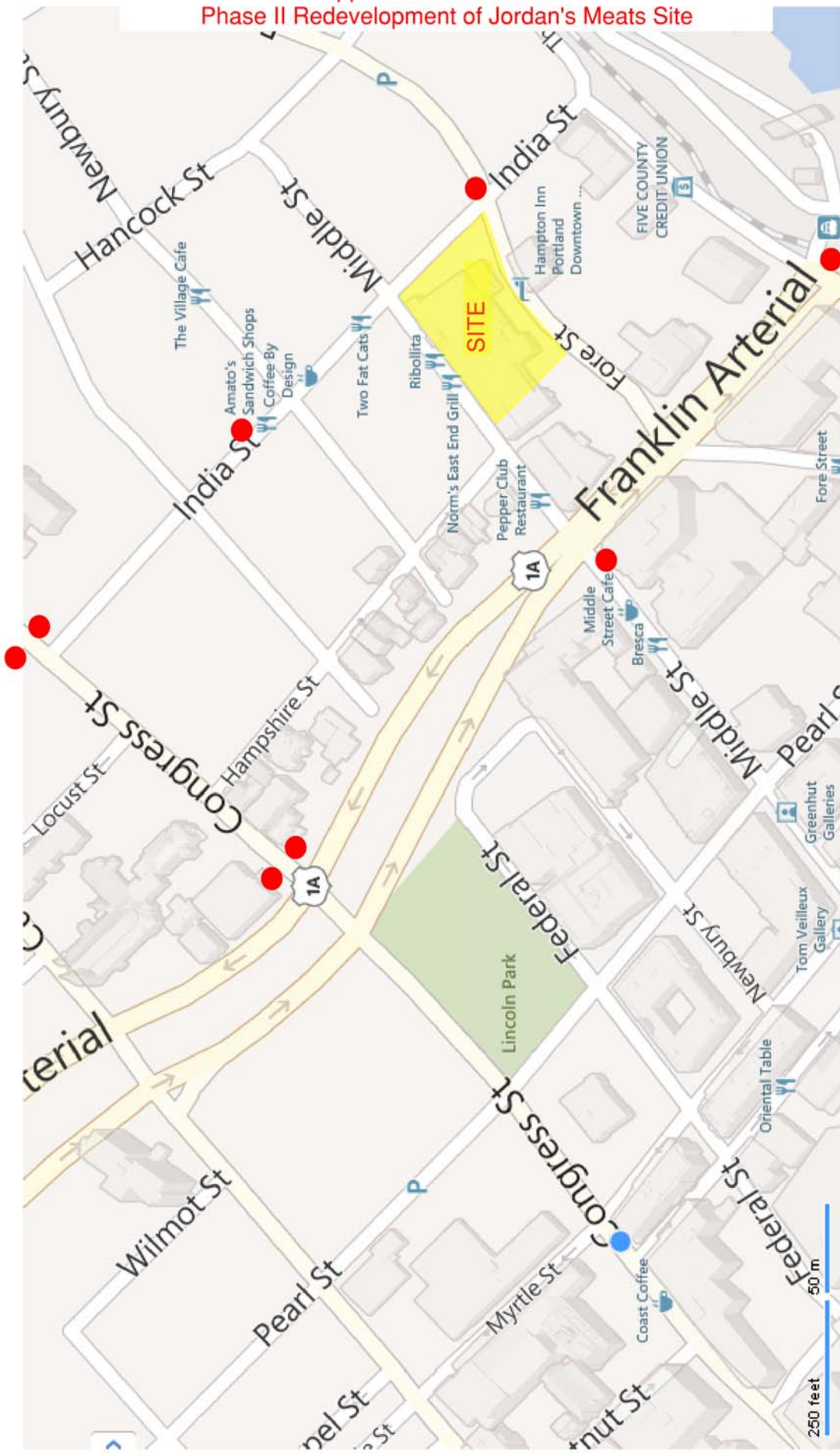
**MECA
Spring St Monument
Square**

**METRO
Pulse**



Appendix II to TDM Plan
Phase II Redevelopment of Jordan's Meats Site

METRO BUS STOPS NEAREST TO PHASE II REDEVELOPMENT OF JORDAN'S MEATS SITE



● = METRO BUS STOP

TDM2go Transportation Demand Management (TDM) Plan Template	
A. Company/Site Information	
Company/Site Name:	
Company/Site Address:	
Site TDM Coordinator/Contact Person: <i>Identify who will serve at the TDM Coordinator for your location, their position, contact information, and availability.</i>	
Coordinator address:	
Coordinator phone:	
Coordinator e-mail:	
Company/Site Description/Narrative: <i>Give a written overview (500 words or less) of the employer or development site and your TDM plans; for example:</i>	
<ul style="list-style-type: none"> • <i>Number of residents/employees/users of the location;</i> • <i>Number of single occupancy vehicle (SOV) trips currently coming to site or estimated for the future</i> • <i>Any existing parking and/or nearby parking</i> • <i>Any transit lines that serve the site, and their distance from the site</i> • <i>Nearby bike-pedestrian facilities and the quality of the bike-ped environment (e.g, broken sidewalks; good connection to local shared-use (bike-pedestrian) path)</i> • <i>How the site will actively work to manage parking impacts and reduce number of single-occupancy vehicle trips.</i> 	
B. Set SOV Trip/Parking Reduction	
Ascertain Available Parking: <i>Identify and note here any on-site and nearby off-site parking available - including number of spaces; if applicable, also conduct on-street parking survey of available parking during peak use of your site</i>	

<p>SOV Trips/Parking Demand Calculation: Using an initial survey of employees, residents and/or site users, determine the current number of single occupancy vehicle (SOV) trips and the demand for parking at your location. You can use the table to verify the number and percentages of auto drivers, auto passengers, walkers, bicyclists, transit users, telecommuters, etc. If there is a future planned expansion of your site, offer an estimate of any likely increase in parking demand.</p>	
<p>Current:</p> <p>SOV (Single Occupancy Vehicle)</p> <p>Carpoolers/Vanpoolers</p> <p>Transit Users (Bus, Ferry, Train, etc.)</p> <p>Walkers</p> <p>Bicyclists</p> <p>Telecommuters</p>	<p>Number (#)</p> <p>Percentage (%)</p>
<p>SOV Trip/Parking Reduction Goals:</p> <p>1st year:</p> <p>SOV (Single Occupancy Vehicle)</p> <p>Carpoolers/Vanpoolers</p> <p>Transit Users (Bus, Ferry, Train, etc.)</p> <p>Walkers</p> <p>Bicyclists</p> <p>Telecommuters</p>	<p>Number (#)</p> <p>Percentage (%)</p>
<p>C. SOV Trip/Parking Reduction Strategies</p> <p>Check (and describe further, if applicable) the measures from the following list that your company/site is committing to:</p>	
<p>Transit Related:</p>	
<p><u>Transit Pass Discount/Subsidy (at least 50%)</u> - site owner requires tenants to pay for passes through lease language or provides matching funds or pays for passes directly</p>	
<p><u>Pre-Tax Payroll Deduction Benefit for Transit</u> expenses</p>	

	<p><u>Bus Shelter(s) on Property:</u> if applicable, as well as snow clearance at bus stop(s) and maintenance of existing shelters</p>
<p><u>Bicycle & Pedestrian Related:</u></p>	
	<p><u>Bicycle Parking:</u> parking spaces with good access to site entry; preferably covered; preferably with long & short term parking options; recommended X bike parking spaces per X% of current parking demand</p>
	<p><u>On-Site Showers and Lockers:</u> to promote walking and bicycling</p>
	<p><u>Land Donation to Municipality for Bike-Pedestrian Connections</u> - could include land donation and/or commitment of funds for facilitating improved bicycle and pedestrian connections to site</p>
	<p><u>Bicycle Support Program:</u> Could include on-site bicycle tune-up events, bicycle loan program, and/or bike repair station, such as Dero Fixit</p>
	<p><u>Walkpool and Bikepool Matching Services:</u> help commuters find walking and biking buddies, using private matching services, such as www.GoLoco.org</p>
	<p><u>Pre-Tax Payroll Deduction Benefit for Bicycle Commuter expenses</u></p>
<p><u>Auto Related/Carpooling/Vanpooling:</u></p>	
	<p><u>High Occupancy Vehicle (HOV) Parking:</u> preferentially located carpool parking spaces reserved for 20% of total parking supply</p>
	<p><u>Parking Cash-Out:</u> if Single Occupancy Vehicle (SOV) employees pay less than market rate to park, the same amount is provided to employees who take other modes to work, including bicycling and walking.</p>
	<p><u>Parking Management:</u> Shared parking - peak or off-peak with nearby property</p>
	<p><u>Rideshare Matching Services:</u> no-cost benefit when registered participant with Go Maine Commuter Services</p>

	<u>Incentive for Non-Single Occupancy Site Users</u> - for employees, residents, or other site users, such as: discounts on final bill
	<u>Parking Fees</u> : Charge employees/residents/customers market-rate fees for parking
	<u>Pre-Tax Payroll Deduction Benefit for Vanpool expenses</u>
	<u>Electric Vehicle (EV) Recharging Station</u>
	<u>Related to All Site Users:</u>
	<u>Telecommuting</u> : allow employees to work from home at least one day per week
	<u>Emergency Ride Home Guarantee</u> : no-cost benefit when registered participant with Go Maine Commuter Services
	<u>Flexible Work Hours</u> : (a) Allow early or late start time (work an 8 hour day starting at 7am or 10am; (b) Allow short work week (40 hours over 4 days or 80 hours over 9 days)
	<u>Free Peak Hour Shuttle Service</u> : shuttle service to and from local transit stop and/or offsite parking
	<u>Car-share Vehicle Parking Spaces</u> : donated or leased, if desired by car-sharing company such as U Car Share and permitted by zoning
	<u>Corporate Car Sharing Membership</u> : offer access to one or more car-sharing company vehicles, such as U Car Share; preferably subsidize any individual application and/or membership fees
	<u>Increase in Vehicle Fleet</u> : to allow employees to leave personal cars at home and still use cars during the day for business
	<u>Offer Discount on Final Bill for non-SOV Using Patrons</u> : for retail or other site
	<u>Offer Home Delivery for non-SOV Using Patrons</u> : for retail or other site

	<p><u>Offer Other Incentives for Non-SOV Commuters/Site Users</u>: such as, Reduced work-week to offset any additional time to commute by transit, carpool, bike, or on foot; One day off for non-SOV commuting 5 days per week for 4 months straight, up to three per year; Monthly free lunch for non-SOV employees; Discounted employee lunches, Discounted rent for residents without a vehicle; Weekly prizes for those using non-SOV ways to get to site</p>
	<p><u>Offer On-Site Amenities</u>: such as gym, ATM, café or other food services</p>
	<p>SOV Trip/Parking Demand Management Fund: <i>Indicate whether as part of your SOV Trip/Parking Reduction strategy, your site will implement any surcharges or fees to create a TDM fund dedicated to help with implementation of your TDM Plan. If so, please describe and also give an estimate of the amount of income you foresee this fund generating per year.</i></p>
<p>D. TDM On-Site Education & Outreach Plan</p>	<p><u>New Employee/Site User Packet</u>: Commute information packet for new employees/residents</p> <p><u>Transportation Information Kiosk for Commuters/Site Patrons</u>: information and encouragement at permanent and central location for all non-SOV modes of transportation; e.g., transit maps, info on Go Maine, bicycle parking, etc.</p> <p><u>Transportation Information Window Display or at Cash Register</u>: for retail locations - information and encouragement for all non-SOV modes of transportation</p> <p><u>Commuter Newsletter</u>: quarterly promotion of alternatives; recommend tied to challenge/incentive</p> <p><u>Host Commute Another Way Day/Week event(s)</u></p>
<p><i>Check (and describe further, if applicable) the measures from the following list that your company/site is committing to:</i></p>	

	<p>Annual Transportation Fair at Site: with surveys, promotional information, perhaps things like bike tune-up station, and prizes</p>
	<p>E. Monitoring of SOV Trips and Parking Demand - & Needed Changes to TDM Plan: <i>Give a description here of how frequently and in what manner employees, residents, and/or site users will be surveyed regarding the mode they used to transport themselves to the site and transportation options available to them. In addition, sometimes a follow-up parking utilization survey is important to determine any changes in available parking near the site. The surveys will be used to identify and document any existing or potential parking and/or transportation issues arising after initial launch of the site's TDM plan. If the site is located in Portland, the survey can be developed in consultation with the City's TDM manager and conform to overall city TDM modeling and planning. Based upon the results of the survey(s), your site can then update its TDM Plan – and if located in Portland - send it to the City's TDM Manager for review and comments.</i></p>
	<p>Estimated annual date (month/year) for monitoring survey:</p>
	<p>This site will report this monitoring information and any updates to the site's TDM plan to: (internal target holder, City TDM manager, other, etc.):</p>
	<p>Estimated annual reporting date (month/year) to the above person:</p>
	<p>Owner/Executive Printed Name:</p>
	<p>Owner/Executive Title:</p>
	<p>Owner/Executive Signature:</p>
	<p>Date:</p>
	<p><small>This template was developed by the TDM2go.info Advisory Committee, City of Portland, Maine through funding from the Portland Area Comprehensive Transportation System. The committee gives special thanks on content from local City of Portland TDM Plans and the City of Cambridge, MA Parking and Transportation Management Office</small></p>