

Mayor's Office of Housing

Climate Action Plan

Fiscal Year 2011-2012

Karen Henderson

April 12, 2013

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Introduction

The Mayor's Office of Housing aims to provide the best service to the general public while providing the department a cost-saving. Our department will continue thriving to reduce our carbon footprint by implementing eco-friendly practices. The department continues to meet green purchasing standards and has implemented energy saving and waste reduction practices in our office. Our departmental would like to reach 100% material use reduction within the next few years.

Departmental Mission

The Mayor's Office of Housing

The mission of the Mayor's Office of Housing is to provide financing for the development, rehabilitation and purchase of affordable housing in San Francisco. MOH also guides and coordinates the City's housing policy. MOH administers a variety of programs to finance the development of affordable housing by non-profit and for profit developers, provides financial and educational assistance to first-time homebuyers, and finances housing rehabilitation costs for low-income homeowners. MOH is also responsible for monitoring and ensuring the long-term affordability and physical viability of the City's stock of affordable housing. The Mayor's Office of Housing (MOH) coordinates the efforts of the City to maximize housing opportunities for low income households and individuals. We administer a variety of programs for housing finance funded by federal, state, and local sources. We also work closely with federal, state and other local agencies to coordinate their efforts with ours. The Mayor's Office of Housing administers the following programs:

- Assistance for First-Time Homebuyers
- Below Market Rate (BMR) Inclusionary Housing Program
- BMR Down payment Assistance Loan Program (BMR/DALP)

MOH is the primary City agency that funds the rehabilitation or new construction of non-profit facilities that predominantly serve low-income families and individuals. The other sources of funds which non-profits typically access to finance the cost of construction or rehabilitation of facilities come primarily from private foundations. Because of the scarcity of funding for this kind of support, and given the priority many non-profits and funders place on supporting programs rather than capital improvements, MOH is committed to continuing to use CDBG funds to fill this particular gap through its community facility capital improvements program. These funds have been used to cover the cost of tenant improvements that allow service providers to expand existing services, and to construct new facilities. In addition to protecting and expanding services, capital funds are used to ensure that these facilities are accessible to all and meet health and safety standards.

MOH's economic advancement program brings together legal services, case management, adult educational support, support for transitional age youth, financial literacy and asset building, social capital development, and strategic linkages through neighborhood and community centers to maximize individual and family economic self-sufficiency. Priority is given to those services which help individuals and families overcome barriers and enable them to access services, often those services which other City departments have also prioritized. MOH has assisted in the production of thousands of Below Market Rate (BMR) or affordable rental apartments throughout the city. In general, the maximum rents are set at 30% of the targeted income level's monthly gross income. Minimum income requirements can vary from unit to unit. Many affordable rental units have maximum incomes limits of 50% or 60% of Area Median Income (AMI), though some units are lower or higher. MOH does not directly handle the leasing of these units. Certificate of Preference holders have priority for rental and for-sale housing opportunities.

The San Francisco Mayor's Office of Housing now administers housing programs formerly administered under the San Francisco Redevelopment Agency.

Citywide Affordable Housing Program

The Mayor's Office of Housing's Citywide Tax Increment Housing Program (the "Program") dedicates a portion of the tax increment generated through the Agency's real estate activities to the development of affordable housing. By state law, MOH must expend at least 20% of its tax increment financing for the construction or preservation of affordable housing. Under this program, MOH also must produce affordable housing totaling at least 15% of all new units within redevelopment project areas.

Through the Program, tax increment funds are committed as grants and loans to non-profit and for-profit housing organizations for the development of a range of affordable housing for San Francisco residents. Funds are committed at all stages of project development, for predevelopment, acquisition, construction, and rehabilitation, and permanent financing. MOH works with all sponsors to be sure that affirmative programs are implemented for participation by San Francisco small business enterprises and construction workers.

The Program has been in place since 1990, and is now concluding over 19 years of activity. During this period, over \$428 million has been committed to creating housing for low- and moderate-income families and individuals throughout San Francisco. Tax Increment Housing Program funds are generated within Redevelopment Areas, but are invested in affordable housing development throughout the City, both within and outside of Redevelopment Areas.

From 1990 through 2008, the Housing Program under the San Francisco Redevelopment Agency had committed \$506,503,504 in tax increment funding to the development of 10,786 housing units of which 9,628 are affordable. The total development cost of these projects is estimated at \$2,389,747,504; every dollar the Agency had invested has resulted in over \$3.71 in additional investment from other sources, including federal tax credit equity, banks, foundations, and other public programs. Approximately half of the housing units assisted have been created through new construction, and approximately half through rehabilitation of existing structures. Over 60% are family apartments and single room occupancy residential hotels; the remainder is special needs housing and emergency shelters, and transitional facilities. In addition to units assisted by tax increment loans, the Agency had also provided assistance with non-tax increment funds, regulatory agreements, and multifamily bond financing. This assistance has resulted in the development of an additional 4,464 units of which 2,520 are affordable and representing a total development cost of approximately \$506,503,504.

Homeownership

The Mayor's Office of Housing has a portfolio of approximately 800 affordable for-sale units under the Limited Equity Homeownership Program, a restricted resale price program. Some of these units are below market rate ownership units within larger market rate development. Other units are within development solely with affordable units. The Program's main goals are to create permanently affordable home ownership units and to offer participants an alternative to renting that allows them to build some equity while also enjoying tax deductions and other benefits of home ownership. Prospective buyers who meet MOH's eligibility criteria can purchase the homes at affordable prices. In return, when they are ready to sell, participants must sell the homes at affordable prices to eligible households. The initial purchase and subsequent resale prices are linked to affordability at specific percentages of AMI. Therefore, owner equity is determined largely by the buying power of the new, eligible buyer at the time of resale, and not by the market value of the home. This system allows many generations of homebuyers to access affordable homes. MOH administers both the initial sale and resale of affordable homeownership units.

Housing Opportunities for Persons With AIDS Program

The Redevelopment Agency was designated in 1992 to be the lead administrator of the federal Housing Opportunities for Persons with AIDS (HOPWA) Program for the San Francisco Eligible Metropolitan Statistical Area (EMSA), which includes Marin, San Francisco and San Mateo counties. Under this program, the U.S. Department of Housing and Urban Development (HUD) provides funds for a wide range of housing-related capital development, rental assistance, and service activities for people with HIV/AIDS. Funds are allocated based on the reported number of people with AIDS in each county. To date, HOPWA Program appropriations

have totaled \$155.1 million for the entire EMSA, \$135.0 million of which is for San Francisco. Additionally, San Francisco has been awarded \$4.2 million in HOPWA competitive funds.

MOH's objectives in administering the HOPWA Program are to increase the size of the permanently affordable housing stock, expand housing opportunities to meet the needs of the City's HIV/AIDS residents, provide appropriate housing-linked supportive services and assist nonprofit housing developers and service providers in increasing their skills and ability to create HIV/AIDS housing and related supportive services. Funding priorities were initially established by the 5-Year HIV/AIDS Housing Plan, created by the City's AIDS Office; the Agency; community-based organizations; and HIV/AIDS-affected individuals. In 2006, the San Francisco Board of Supervisors established the HIV/AIDS Housing Work Group (with 24 members from various City agencies, SFRA, and community stakeholders) mandating that the group develop a Comprehensive HIV/AIDS Housing Plan for the City. This plan was published in May 2007 and identifies deficiencies in the current system and addresses them by developing specific, concrete goals and recommendations to address unmet housing needs among persons living with HIV/AIDS (including those at risk of homelessness).

New Construction, Rehabilitation and Acquisition of HIV/AIDS Housing: To date MOH has committed \$32.2 million of HOPWA funds for 30 capital projects, totaling 432 beds or housing units. These projects include five State licensed Residential Care Facilities for the Chronically Ill (RCF-CIs) that provide 24-hour care and supervision for 113 individuals.

Supportive Services: MOH has funded HOPWA supportive service contracts totaling \$52.5 million for services related to HOPWA-funded housing projects and services to households receiving rental assistance funded by HOPWA and by the Ryan White CARE Program. These supportive services include case management, medication management, and a range of housing assistance for subsidy recipients and residents of the RCF-CIs.

Rental Assistance Programs: MOH also funds two HOPWA tenant-based rental assistance programs, totaling \$47.9 million since 1992. A deep rent program, administered by the San Francisco Housing Authority which currently serves up to 280 households of income and medically eligible people with HIV/AIDS. Catholic Charities provides housing assistance and supportive services to these subsidy recipients. Catholic Charities also administers a partial rent subsidy program to 105 recipients who are attempting to re-enter the workforce.

Certificate of Preference Program

A special marketing priority is Certificates of Preference holders. Certificate Holders are given preferential consideration for affordable housing. Certificates are given to those displaced by the Agency including those displaced in former urban renewal areas such as the Western Addition Area 2 and Hunters Point.

The Mayor's Office of Housing/ Community Development Division

The Community Development Division's mission is to partner with the community to strengthen the social, physical and economic infrastructure of San Francisco's low-income neighborhoods and communities in need. A primary means of achieving this mission is our administration of the Community Development Block Grant (CDBG) program, a multi-million dollar federal program focused on low- and moderate-income communities. The Community Development Division also administers the Emergency Shelter Grant (ESG) program, part of the federal McKinney-Vento Homeless Assistance Act funds. The primary objective of the Division's CDBG program is the development of viable urban communities, by providing decent housing and suitable living environment and expanding economic development opportunities principally for persons of low- and moderate-income. The Division's ESG program is designed to be the first step in a continuum of assistance to prevent homelessness and to enable homeless individuals and families to move toward independent living. The Community Development Division's comprehensive approach to community development is reflected in the breadth and scope of the program areas in which it provides funding (grants and loans). The following is a description of each of the program areas in which the Division administers resources for the benefit of low- and moderate-income families, individuals, and community based organizations. The program areas range from grants for community social services, housing, organizational capacity building, planning, and physical infrastructure support.

- Community Development Program Areas
- Community Facility Capital Improvements and Public Space Improvements Community
- Economic Advancement for Families and Individuals

Citizen's Committee on Community Development

The Citizen's Committee on Community Development (CCCD) is the advisory body charged with public oversight of HUD-based funding allocations and policy matters directly related to community development efforts in the City. Five members are appointed by the Mayor of the City and County of San Francisco and four members are appointed by the Board of Supervisors. This broad cross-section of the community provides for citizen participation and oversight in the development of the HUD consolidated planning

process, makes policy recommendations on the development and implementation of a comprehensive community development structure for the City, assists with the identification of community needs and formulation of program priorities, and makes annual funding recommendations on CDBG and ESG programs to the Mayor and Board of Supervisors.

Departmental Budget

The Mayor’s Office of Housing current budget is \$ 83.2 million. Our FY 13/14 budget is yet to be determined.

Number of Employees

The Mayor’s Office of Housing currently has 54 employees; 52 full-time; 1 temporary employee; 1 part-time employee.

Facilities

The Mayor’s Office of Housing is located at 1 South Van Ness Avenue, 5th Floor – San Francisco, CA 94103

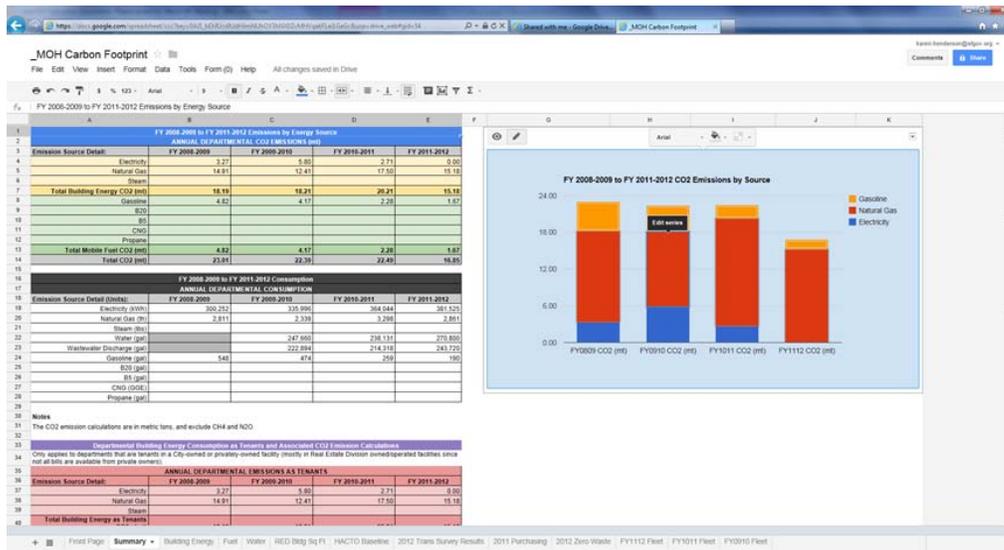
Vehicles

The department has three (3) vehicles: (2) Toyota Prius alternative fuel vehicles and (1) Ford Taurus. All vehicles are maintained by Central Shops. The three vehicles are part of a pool that our staff in good standing may reserve for departmental business use only. There are no cars in our fleet assigned to any one individual within our department.

Departmental Contact Information

Climate Liaison - Karen Henderson – Administrative Manager - (415) 701-5557 – karen.henderson@sfgov.org

Departmental Carbon Footprint & Historical Analysis



Mayor’s Office of Housing, Electricity, Natural Gas and Steam

	<u>FY 08/09 CO2e</u>	<u>FY09/10 CO2e</u>	<u>FY10/11 CO2e</u>	<u>FY11/12 CO2e</u>
Electricity	3.70	6.05	5.38	
Steam	0	0	0	
Natural Gas	14.95	12.44	17.54	15.18
Total CO2e	18.65	18.49	22.92	

Mayor’s Office of Housing Electricity, Natural Gas and Stream and Consumption

	<u>FY08/09 Consumption</u>	<u>FY09/10 Consumption</u>	<u>FY10/11 Consumption</u>	<u>FY11/12 Consumption</u>
Electricity	300,252.26	335,995.73	364,044.40	381,525
Natural Gas	2,810.78	2,339.19	3,297.63	2,861

Energy Efficiency & Conservation

The Mayor’s Office of Housing occupies rental space from the Department of Real Estate. Refer to the Department of Real Estate Climate Action Plan.

Green Building/Renewable Generation

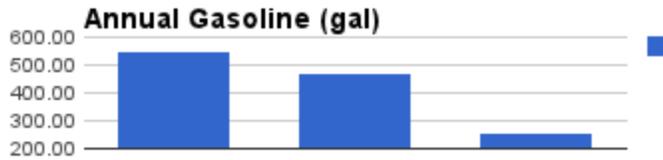
The Mayor's Office of Housing occupies rental space from the Department of Real Estate. Refer to the Department of Real Estate Climate Action Plan.

Water Efficiency & Conservation

Water Consumption FY09/10 247,659.63; FY10/11 238,131.18; FY 11/12 270,800

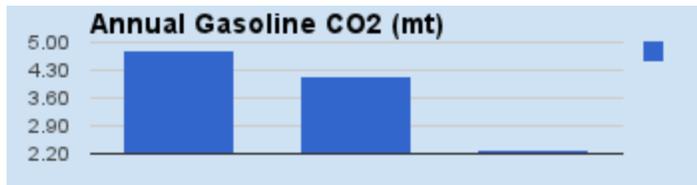
Currently the department has no water efficiency. Refer to the Department of Real Estate of Climate Action Plan.

Fleet & Fuel Reduction Measures



Fuel

	<u>FY08/09</u>	<u>FY09/10</u>	<u>FY10/11</u>	<u>FY11/12</u>
MOH	296.50	300.60	197.70	95.00
MOH/OCD	251.10	173.40	61.10	95.00



Annual Gasoline CO2 (mt)

	<u>FY 08/09</u>	<u>FY09/10</u>	<u>FY10/11</u>	<u>FY 11/12</u>
MOH	2.61 CO2	2.65 CO2	1.74 CO2	.83
MOH/OCD	2.21 CO2	1.53 CO2	.54CO2	.83

Fleet

Healthy Air and Clean Transportation Plan for Fiscal Year 2012/2013

Since 2010, the Mayor's Office of Housing/Community Development division returned our oldest passenger vehicle to Central Shops based on the Mayor's directive to reduce city-wide current fleet. We currently have three (3) vehicles in our department two (2) Prius/Hybrids and one (1) Ford Taurus.

The department has adapted to the fleet reductions in the past years. Through coordination and planning our resources are better shared among staff. MOH plans to reduce our oldest vehicle and retain our two (2) alternative fuel vehicles by 2014. At this time, the department has no plan to replace the reduction in vehicles.

Other Sustainable Practices

Zero Waste

The Mayor's Office of Housing Waste Assessment Questionnaire is attached to this report. The Mayor's Office of Housing – Zero Waste Coordinator, Scott Madden provided the department with highlights of our department's 61% employee participation of this year's Office Composting Survey. The department results from the survey are as follows:

What compostables are people using and generating at their desks?

Most common compostables; 100% of respondents use paper towels, napkins and tissues.

The next most common compostables: 82% generate food scraps e.g. banana peels, apple cores, peanut shells, lunch leftovers, etc.

How often are people generating compostables at their desks?

- 79% use or generate compostable materials at their desks at least once a day
- 21% do so 2-4 times per week.

Where are they placed?

- 70% place compostables in the nearest large green compost container,
- 24% place compostables in the black trash containers in their cubicles/offices and
- 6% place compostables in the blue recycling container at their desks.

Number of times compostable materials are brought to the large green bins?

- 53% do so once a day, and
- 38% do this several times a day.

Satisfied? Open to Change?

- 40% of respondents stated that they are either unsatisfied or very unsatisfied with the current arrangement for disposing of compostables that they generate at their desks
- 60% were either satisfied or very satisfied.

Likelihood of using a desktop compost container that staff had to empty themselves?

- 76% either likely to or very likely to do so.

These results may indicate a few different things about MOH staffers and their composting habits and attitudes. First and foremost, a lot of us generate compostable materials at our desks, and we are doing a good job of properly disposing them. Nonetheless, some of us are getting a bit of "exercise" by bringing our compostables to the large green bins. This is a good thing!

Many of us are not happy with the current arrangement for disposing of compostables, with nearly 2 out of 5 respondents expressing some level of dissatisfaction. This may explain why almost 1/3 of respondents reported that they do not properly dispose of the compostable materials from their desks.

Finally, a large majority of us are willing to try something new to improve our overall level of composting, with over 3/4 of respondents stating that they likely would use desktop compost containers, even if they have to empty them themselves.

With the survey results, our Zero Waste Coordinator, Scott Madden will start discussions with the Department of the Environment about the feasibility of providing desktop composting containers for our department. We'll also be talking about the idea of replacing the black trash containers at our desks with smaller, black trash "caddies" that would hang from the sides of the blue recycling containers. The caddy and the blue container can be picked up at the same time as one unit, making it easier and quicker for the custodians to empty them. The smaller trash caddy would also be a good, visual reminder that very little of what we dispose of goes in the black bin.

Transportation Options

The department provides optional transportation to our employees by usage of monthly Clipper Cards and the use of three on-site bicycles. The department's Administrative Manager disseminates Community Benefits Programs available through the City and County of San Francisco to all employees.

Green Purchasing

The Mayor's Office of Housing continues to meet goal of purchasing the departments office supplies.

Community Wide Impact

The San Francisco Mayor's Office of Housing's Green Retrofit Initiative is a sustainable development program, launched in 2009, which leverages local, state, and federal funds with foundation capital to provide grants and debt financing to local affordable housing developers to perform energy efficiency upgrades on some of San Francisco's' oldest affordable, multi-family buildings. The program utilizes the America Recovery and Reinvestment Act's (ARRA) allocation of funds to the State of California Community Services and Development Department's Weatherization Assistance Program (WAP) combined with Community Development Block Grant (CDBG) and a revolving loan fund made possible by a partnership between Enterprise Community Partners, the Low Income Investment Fund, and the California Energy Commission's State Energy Program (SEP). The energy efficiency upgrades are based on an investment grade audit performed as part of an initial assessment which takes a whole-building, performance based approach, identifying systems and features of that are suited for energy efficiency upgrades. The improvements sought are those which will produce long term savings to the property, reduce building energy burdens, and improve the living conditions of some of San Francisco's most vulnerable residents. The GRI provides the perfect win-win scenario for the environment and owner/operators of affordable multi-family housing in San Francisco, while creating healthy outcomes for tenants and cutting edge sustainability practices for the industry.

The Green Retrofit Initiative enjoyed a great deal of success in the 2010-2011 fiscal year. The Mayor's Office of Housing issued its first notice of funding availability (NOFA) for the program during this period and established an initial pipeline of 800 units (the pipeline currently stands at nearly double this amount). Funds were granted to perform 26 investment grade audits, for project owners, which measure current energy and water efficiency performance as well as recommending health and safety upgrades to the properties. Bid pricing has been secured since for the projects and by mid-summer 300 units moved forward with complete funding packages which include the innovative SEP loan product where debt is capitalized based on the projected energy savings for any given building. The scopes of work range from typical energy efficiency measures, such as automatic lighting sensor installation, to renewable energy systems like solar domestic hot water. The GRI program continued work on its established pipeline and refined the program for a second NOFA issuance for FY 2010-2011, for which there was great interest from the development community.

The Green Retrofit Initiative completed a successful program implementation in fiscal year 2011-2012. The program experienced a strong final push to meet aggressive production targets and program deadlines which saw the GRI through to its completion and recognition for Best Practices by the State of California Department of Community Services and Development, "in paving the way in incorporating DOE ARRA Weatherization services to multi-family buildings." The program completed energy efficiency upgrades to 1,240 units spread over 22 multi-family affordable housing developments throughout San Francisco, creating numerous jobs, and improving the living conditions for residents in some of San Francisco's oldest affordable housing stock. The program continues to provide support for energy efficiency upgrades to San Francisco's affordable housing stock and looks forward to continued success in 2013.

Goals

Mark your calendars for April 22 – Earth Day 2013. Earth Day is an annual, international celebration that raises awareness and demonstrates support for the environmental protection and sustainable stewardship of the earth. First held in the United States in 1970, it was the idea of then Senator Gaylord Nelson as a response to an increasing level of environmental degradation, including a horrific oil spill off the coast of Santa Barbara. Scott Madden, Zero Waste Coordinator is working with the Department of Environment to plan an Earth Day event at our office. Our department will continue thriving to reduce our carbon footprint by implementing eco-friendly practices.

Appendices

- Appendix A - Healthy Air and Clean Transportation Ordinance Report
- Appendix B - Healthy Air and Clean Transportation Ordinance Annual Plan
- Appendix C - 2012 Departmental Zero Waste Assessment Survey

**MAYOR'S OFFICE OF HOUSING
CITY AND COUNTY OF SAN FRANCISCO**



EDWIN M. LEE
MAYOR

OLSON LEE
DIRECTOR

HACTO Annual Implementation Report FY:'11-'12

Department:	Mayor's Office of Housing
Name of Person Preparing Report:	Karen Henderson
Title of Person Preparing Report :	Administrative Manager
Email of Person Preparing Report:	karen.henderson@sfgov.org
Name of Department Head *	Olson Lee
Email of Department Head *	olson.lee@sfgov.org

Referring back to the HACTO or DepCAP plan submitted for FY 2011-12, please include your Transit-First Plan and policies below:

The department provides optional transportation to our employees by usage of available monthly clipper cards and the use of department owned three (3) onsite bicycles. The department's Administrative Manager disseminates Community Benefits Programs available through the City and County of San Francisco to all employees.

Below, please report on the success of the abovementioned policies in reducing single-occupancy motor vehicle use for work-related trips:

The employees within our department when attending off-site work related meetings rely 75% on the use of public transportation or the departments bicycles located in a bike cage within our building.

Does your department manage any of its own vehicles? * No

MAYOR'S OFFICE OF HOUSING CITY AND COUNTY OF SAN FRANCISCO



EDWIN M. LEE
MAYOR

OLSON LEE
DIRECTOR

HACTO Annual Plan

Department	Mayor's Office of Housing
Name of Person Preparing Report	Karen Henderson
Title of Person Preparing Report	Human Resource Manager
Email of Person Preparing Report	karen.henderson@sfgov.org
Name of Department Head	Olson Lee

Does your department promote or plan to promote employees to use public transit for work-related travel?
Yes

What resources will your department offer? Clipper Card
Other

Other: * City Vehicles

What forms of communications will you use to promote employees to use TRANSIT for work-related travel? E-mail Blast

New Employee Orientation

Does your department offer or plan to offer employees access to a bicycle for work-related travels? Yes
Is it / will it be a City Cycle bike? Yes

How many bicycles will be available? 2

Would your department like to make a request for more bikes? Yes

What forms of communications will you use to promote employees to use BICYCLES for work-related trips? Department Website / Intranet/ E-mail Blast/ New Employee Orientation/ Posters / Flyers

Does your department belong or have a plan to belong to a City vehicle pool or car-sharing program for work-related travels? Yes

Is your department able or have plans to host a tele-conference call? Yes

Is your department able or have plans be able to host a video-conference call? No

In the 2012-13 HACTO Report, you will have to provide metrics for these programs. How will you track the implementation of these programs? Google Docs

A. Does your department promote or have plans to promote the use of public transit for commuting to/from work? Yes

How will you promote public transit? Encourage participation in the Pre-Tax Commuter Benefits program

What forms of communications will you use to promote employees to use TRANSIT when commuting to/from work? E-mail Blast and New Employee Orientation

B. Does your department promote or plan to promote the use of bicycles for commuting to/from work?
Yes

How will you promote bike-commuting? Provide indoor/safe bike storage

What forms of communications will you use to promote employees to BICYCLE when commuting to/from work? E-mail Blast and New Employee Orientation

C. Does your department promote or plan to promote the use of carpooling for commuting to/from work?
Yes

How will you promote Carpool and/or Vanpool? Encourage registration in the 511-matching program

What forms of communications will you use to promote employees to CARPOOL or VANPOOL when commuting to/from work? E-mail Blast and New Employee Orientation

D. Does your department offer or plan to offer tele-commuting? No

Bonus: How will you promote the Great Race for Clean Air? Posters/Flyers

Does your department manage any of its own vehicles? Yes
Measurement for fleet reduction will be based on fleet inventory as of June 30, 2010.

On June 30, 2010 how many vehicles from your department's fleet were subject to HACTO? This number is your "Baseline. 1

Your 5% fleet reduction is calculated from the Baseline fleet size you supplied in the answer above. What is 5% of the Baseline fleet?

Note: this is the average number that must be removed annually through July 1, 2015. 1

How many vehicles did your department remove from service during FY 11-12 (July 1, 2011-June 30, 2012)? 0

In FY12-13 (July 1, 2012 - June 30, 2013), how many vehicles must be removed from service to be compliant with HACTO's reduction mandate? 0

How many vehicles is your department planning to remove from service in FY12-13 (July 1, 2012-June 30, 2013)? 0

The number of vehicles your department plans to remove is: Equal to the number needed to be compliant.

The CommuteSmart Team and Clean Vehicle staff have a wide assortment of resources available to you.

Please check all of the resources that you would like and we will do our best to accommodate:
CommuteSmart brochures specific to CCSF employees / Pre-Tax Commuter Benefits flyers & guides
City Cycle flyers & signs