
CHAPTER 7. IMPLEMENTATION

This chapter provides implementation policies related to regulatory steps necessary and the phasing and financing to realize this Plan. The first section discusses the Plan's consistency with the City of San Mateo's General Plan and zoning code, followed by a description of the proposed capital improvements, how they will be financed, and a set of transportation demand management guidelines for future development.

The San Mateo Rail Corridor Transit-Oriented Development Plan (Corridor Plan) is a regulatory tool, which guides development within the Plan area. The purpose of the Plan is to implement the City of San Mateo's General Plan (which will include the Corridor Plan), by guiding development that will offer a combination of commercial, residential and public or civic uses. It is intended that this Plan guide amendments to the General Plan and Zoning Code to implement the goals, objectives and policies of this Plan.

Design guidelines for land developments are provided in the Plan and supercede the City's existing Zoning Code and other applicable regulations. Where the Plan does not clearly describe a new standard, relevant City Codes effective upon the date of adoption of this Plan shall apply.

Project Consistency

All projects approved within the Plan area including tentative maps, vesting tentative maps, building permits, grading permits, public works projects, and other discretionary actions shall be consistent with the Plan.

A. San Mateo General Plan

POLICY 7.1 AMEND THE SAN MATEO GENERAL PLAN TO INCLUDE A POLICY STATEMENT THAT RECOGNIZES BOTH THE IMPORTANCE OF AND OPPORTUNITY FOR ESTABLISHING “TRANSIT-ORIENTED DEVELOPMENT” AT THE HILLSDALE AND HAYWARD PARK CALTRAIN STATIONS.

In order to ensure the long term success of this Plan, the City of San Mateo’s General Plan should be amended to include a Policy statement that recognizes and encourages transit-oriented development (TOD) in the areas defined in this Plan in proximity to the Hillsdale and Hayward Park Caltrain stations. This policy statement should also include a succinct description of the fundamental principles of TOD as established by the CAC and characterized in Chapter 1 of this Plan.

POLICY 7.2 AMEND THE SAN MATEO GENERAL PLAN TO INCLUDE TWO SPECIAL PLAN AREAS: HILLSDALE STATION AREA AND THE HAYWARD PARK STATION AREA AS DEFINED IN THE CORRIDOR PLAN, WHICH ARE NECESSARY TO IMPLEMENT THIS PLAN.

All of the under-laying land uses and zoning in this Plan are consistent with the San Mateo General Plan. However, the two recommended TOD zones, and associated height and densities are not. For these inconsistent components of this Plan to be realized, the General Plan must be amended, and should be done so during the current General Plan update process. This Plan proposes the introduction of two new Special Plan Areas: Hillsdale Station Area and the Hayward Park Station Area both located entirely within the proposed TOD zone areas. The General Plan should be amended to include these Special Plan Areas, allowing the Corridor Plan to function as a separate document that contains recommended development policies, circulation proposals, land use recommendations, and design guidelines that is beyond the scope of the General Plan.

B. Zoning Regulations

POLICY 7.3 AMEND THE CITY OF SAN MATEO'S ZONING CODE TO INCLUDE TWO, TRANSIT ORIENTED DEVELOPMENT ZONING DISTRICTS (TOD) THAT ENCOMPASS THE AREA'S DESIGNATED ADJACENT TO THE HILLSDALE AND HAYWARD PARK STATION AREAS.

POLICY 7.4 EXAMINE THE CITY OF SAN MATEO'S ZONING CODE TO CONSIDER USE OF THE PRINCIPLES AND GUIDELINES OF TOD TO BE APPLIED IN AREAS OUTSIDE ESTABLISHED TOD ZONES, BUT WITHIN A HALF MILE OF THE TWO STATIONS.

POLICY 7.5 ENSURE THROUGH PROJECT REVIEW THAT NEW DEVELOPMENT IS OF A HIGH QUALITY AND CONSISTENT WITH THE PLAN'S OBJECTIVES AND POLICIES.

The Corridor Plan will also serve as the foundation for zoning changes that allow for and encourages TOD to occur within the two TOD zones. It is recommended that the City create a new TOD zoning district for each area that would refer to the Plan for development guidance, and the guidelines for zoning requirements in these areas. Due to the importance of the station areas, it is recommended that the City follow rigorous design review procedures for each area to ensure the design quality within each area is consistent with the intent of the Plan.

For several reasons, including current land uses and ownership patterns, not all portions of the Plan area described in this Plan are being recommended for the new TOD zoning districts. However, in the event that these or other considerations change, this Plan does encourage their reuse as TOD. In order to accommodate this change and to ensure that any new development follows the Plan's general recommendations and design guidelines, the City's Zoning Code should be amended to both allow for the appropriate change (land uses to be consistent with TOD supportive land uses) and to require new projects to follow all relevant TOD recommendations and guidelines.

C. Implementation Policies

POLICY 7.6 ANY REDEVELOPMENT OF THE BAY MEADOWS RACETRACK WITH NON-RACING ACTIVITIES MUST BE GUIDED THROUGH AN AMENDMENT TO THE EXISTING SPECIFIC PLAN FOR THE ENTIRE SITE, TO “ENSURE DEVELOPMENT IN A COMPREHENSIVE MANNER”, CONSISTENT WITH THE GENERAL PLAN, AND AS TRANSIT ORIENTED DEVELOPMENT THAT IS CONSISTENT WITH THIS PLAN.

Because of its potential local and regional significance, an amendment to the Bay Meadows Specific Plan must be prepared for any proposed redevelopment of the Bay Meadows racetrack. This site is worthy of this level of attention for several reasons, including:

- Its size and single ownership;
- Potential impact on adjacent, well established neighborhoods;
- Key role in the local and city-wide street system; and,
- Unparalleled opportunity for TOD because of its proximity to Hillsdale Station.

The amended specific plan should be prepared following the recommendations and intent of this Plan, recognizing its uniquely important role as a major development site in the City of San Mateo.

POLICY 7.7 ANY REDEVELOPMENT OF THE “K-MART SITE” MUST BE PLANNED IN A COMPREHENSIVE MANNER TO ENSURE THE CREATION OF A TRANSIT ORIENTED DEVELOPMENT THAT IS CONSISTENT WITH THIS PLAN.

The K-Mart site is large, mostly under single ownership, close to well-established neighborhoods and immediately adjacent to the Hayward Park station. As considered in this Plan, the site includes buildings currently occupied by Michael’s, the AAA offices, and the Post Office in addition to the K-Mart building. Because of these considerations, special attention should be paid to ensuring the creation of redevelopment that is consistent with the objectives and policies of this Plan. The proposed development

must implement relevant land use and circulation recommendations, and design guidelines described in this Plan.

POLICY 7.8 REDEVELOPMENT OF THE PARCELS LOCATED WEST OF HILLSDALE STATION BETWEEN 28TH AND 31ST AVENUES AND EL CAMINO REAL MUST BE PLANNED IN A COMPREHENSIVE MANNER TO ENSURE THE CREATION OF A TRANSIT ORIENTED DEVELOPMENT THAT IS CONSISTENT WITH THIS PLAN.

This portion of the Plan area is large enough to accommodate a significant amount of new TOD. However, the area currently includes several parcels held under different ownership, and includes new buildings unlikely to be redeveloped in the foreseeable future. While this Plan encourages the site's ultimate redevelopment with transit supportive uses and densities, it also recognizes the potential complexity associated with this level of change. It is therefore essential that property owners be encouraged to work together to establish a comprehensive plan for the area. The Master Plan should establish an overall plan for the area, including a proposed phasing plan, which would allow for a gradual transition in uses to the desired end state.

D. Financing

Capital Improvements

POLICY 7.9 THE COST TO INSTALL CAPITAL IMPROVEMENTS LOCATED WITHIN THE PUBLIC RIGHT OF WAY ASSOCIATED WITH THIS PLAN WILL BE FUNDED BY INDIVIDUAL PROPERTY OWNERS AND OTHER PUBLIC FUND SOURCES.

POLICY 7.10 ON-SITE INFRASTRUCTURE (PRIVATE PROPERTY) IMPROVEMENTS INCLUDE DRIVEWAYS, ROADWAYS (INCLUDING THOSE TO BE DEDICATED TO THE CITY) ALL UTILITIES DRAINAGE, AND OPEN SPACE (INCLUDING PUBLIC) WILL BE FINANCED INDIVIDUAL PROPERTY OWNERS AND OTHER PUBLIC FUND SOURCES.

POLICY 7.11 INFRASTRUCTURE IMPROVEMENTS WITHIN THE PLAN AREA WILL CONFORM TO ALL EXISTING CITY-WIDE STANDARDS SET FORTH IN THE GENERAL PLAN, ZONING CODE, AND PUBLIC WORKS STANDARDS, UNLESS OTHERWISE SPECIFIED IN THE PLAN. INDIVIDUAL PROJECTS DEVELOPED WITHIN THE PLAN AREA WILL PAY ALL REQUIRED FEES ESTABLISHED BY THE CITY TO MITIGATE ALL OFF-SITE FACILITIES IMPACTS, ASSESSMENTS, AND/OR FEES CHARGED FOR HOOKUPS,

ON A PAY-AS-YOU-GO BASIS, OR AS OTHERWISE DESCRIBED IN INDIVIDUAL AGREEMENTS.

Alternative Financing Mechanisms

Several financing tools may be used to fund public facilities, improvements and services. The following provides an overview of some of these that are potentially well suited to the Plan. Some of these require voter approval and some do not.

Financing Alternatives Not Requiring Voter Approval

Development Impact Fees and Exactions: Cities and counties can adopt by ordinance development impact fees that may be levied against new development at any of several points in the permitting process. They are often levied when building permits are issued. These fees can be used to fund a wide range of infrastructure improvements and public facilities, and may not be used on private property. Such fees have the advantage of constituting a uniform cost burden (which can be adjusted over time), by land use, which applies to any project.

However, because their timing depends on the land owner or developer, they can lag behind the need for new infrastructure. Also their uniformity does not easily take into account different circumstances that may be site specific. In addition, such fees have to pass the “nexus” test, in other words, there needs to be a clear relationship between the impact fee and related benefits and costs.

Impact fees typically come in the form of water and sewer connection fees, road impact fees, school impact fees, and park impact fees.

An “exaction” is a somewhat broader term that may include development impact fees, and also include dedications and in-lieu fees. These are typically executed in the form of requirements that land owners or developers of large projects build or pay for the construction of local streets, sewer

lines, water lines, and sometimes parks, schools, fire stations, or other public facilities. They must also pass the “nexus” test and may not be used on private property.

Area of Benefit Fees: Area wide benefit fees may be adopted by the City without voter approval. As with development impact fees, area wide benefit fees must be clearly related to the defined benefit.

Tax Increment Financing: Tax increment financing (TIF) may be used by a Redevelopment Agency to fund a wide variety of redevelopment projects within a redevelopment area. These improvements include land acquisition, construction of public facilities and improvements, affordable housing, and rehabilitation loans and grants.

In order for the TIF to be collected, a place must be defined as a redevelopment Plan area, which requires a local agency to determine that the area is “blighted”, in accordance with redevelopment law. In general terms, once identified as such, the area’s base tax year is frozen, and all tax increases (or increments) above the base year may be accrued by the redevelopment agency and used within the Plan area. The establishment of a redevelopment area or a redevelopment area plan does not require a vote, but both are subject to referendum.

Development Agreements: Development agreements are another financing mechanism that does not require voter approval. In addition, they are not subject to “nexus” arguments, and have gained popularity as the securing of entitlements has become more difficult in California. These are agreements between public agencies and private developers where, in exchange for long term protection against zoning or land use change, the developer agrees to a specific set of exactions, which can include infrastructure, land assembly and other items desired by local government.

Federal and State Grants: Community Development Block Grant (CDBG) funds are federal program funds available through HUD as loans or grants for economic development, public facilities and housing rehabilitation. CDBG funds cannot be used to fund major projects. They can be combined with other funding sources.

A funding tool used specifically for public projects benefiting communities in support of transit is the Transportation for Livable Communities (TLC), implemented and administered by the Metropolitan Transportation Commission (MTC). TLC grants are used to support the preparation of plans and projects that strengthen the connection between transportation investment and community needs. TLC grants may also be used to fund transit supportive capital improvements (such as pedestrian, streetscape, station and other improvements).

Funding Improvements Requiring Property Owner/Voter Approval

Special Assessment Districts: On- and off-site improvements may be financed using benefit assessment districts. Assessment districts, also known as improvement districts, are typically initiated by a city or county but are subject to majority protest of property owners or registered voters, depending on an area's population. The assessment represents a lien against property and must be allocated proportionate to the benefit received by the property. The only improvements that can benefit with assessments are property specific benefits such as roads, water lines, and sewer lines.

Mello-Roos Community Districts: The Mello-Roos Community Facilities District Act of 1982 provides another method for financing the construction of public improvements and facilities. Bonds are paid from the annual tax levy on property owners in the established district. A Mello-Roos CFD may be initiated by city, county, or by private property owner petition, and must be approved by a two-thirds majority vote by the

property owners, or registered voters if there are more than 12 registered voters in the area. Mello-Roos CFDs authorize the levying of a special tax and the issuance of tax exempt bonds to finance public facilities and services. Like special assessments, they constitute a tax against the property. Unlike assessments, they may be used to fund a broader range of improvements of general benefit, such as police and fire, schools, parks, and libraries as well as improvements that benefit specific properties like roads and water and sewer lines.

Landscape and Lighting Districts: Landscape and Lighting Districts (LLDs) are used for the construction, installation, maintenance, and servicing of landscaping and lighting through annual assessment. They can also be used for the construction and maintenance of related improvements such as sidewalks, paving, and drainage. LLDs may also be used to construct and maintain parks, when such is not possible through general funds.

E. Facility Categories

The general requirements for infrastructure and facilities required to serve the Plan can be grouped into two categories: backbone infrastructure and individual development infrastructure.

Backbone infrastructure includes those elements that serve the broader Plan area or City-wide interests (*city streets, intersection signalization, street signs, street lights, sanitary sewer trunk system, and storm drainage*). Backbone infrastructure will be financed by the private developers and/or the City, unless otherwise specified (by policy, development agreements or other mechanisms; i.e. 28th and 31st Avenue grade separated rail crossings). The extent to which developers or private landowners are responsible for funding infrastructure will be determined by the degree to which the proposed development benefits from the improvement or is a requirement of project approval based upon the provision of a public benefit. This shall be determined during the project approval process. To the extent the

facility serves an area larger than the Plan itself, costs may be shared by the City, other agencies and/or other landowners.

Individual development infrastructure benefits only a specific development (*project streets, sewer, water, storm drainage, utilities, private open space areas, fire hydrants, street signs, and street lights*). The construction and financing of individual development infrastructure will be the responsibility of the developer.

Water, Sanitary Sewer, and Storm Drainage Systems

Except for certain major water, sanitary sewer and storm drainage trunk lines, construction of all utilities infrastructure will proceed in conjunction with individual development in the Plan area. The need for expansion of utility systems within the Plan area will be triggered by the approval of tentative maps and/or grading plans for commercial or residential subdivisions.

POLICY 7.12 PRIOR TO THE RECORDING OF FINAL MAPS, DETAILED IMPROVEMENT PLANS AND FUNDING MECHANISMS CONSISTENT WITH THE GENERAL CONCEPT DESCRIBED IN THIS PLAN SHALL BE PREPARED BY THE MASTER DEVELOPER AND APPROVED BY THE CITY. DEVELOPERS SHALL PAY RELEVANT FEES TO THE CITY OR OTHER AGENCIES UNLESS DESCRIBED OTHERWISE IN THE DEVELOPMENT AGREEMENT.

Individual developers may also be required to initially fund the cost of some backbone infrastructure and oversized facility extensions due to the timing of development within the Plan area.

POLICY 7.13 DEVELOPERS WHO INITIALLY FUND THE COST OF BACKBONE INFRASTRUCTURE ABOVE THEIR FAIR SHARE SHALL BE REIMBURSED WHEN OTHERS BENEFITING IN THE AREA DEVELOP. THE CITY WILL APPROVE ALL REIMBURSEMENT AGREEMENTS.

If the backbone infrastructure improvements require “up front” construction and financing from a developer that exceeds the fair share of the benefit obtained by the project, reimbursement agreements for installation of that infrastructure system may be established to spread the

cost equitably among all benefiting landowners at the time of substantial new construction. The original developer financing the improvement would be reimbursed on an equitable share basis by subsequent developers who benefit from those improvements.

F. Lighting

POLICY 7.14 STREET LIGHTING SHALL BE INSTALLED ALONG ALL CITY STREETS IN THE PLAN AREA IN ACCORDANCE WITH CITY POLICY AND STANDARDS.

POLICY 7.15 THE CITY SHALL MAINTAIN ALL LIGHTING LOCATED WITHIN THE PUBLIC RIGHT OF WAY AND OTHER PUBLICLY OWNED PLACES, SUCH AS PARKS IN ACCORDANCE WITH CITY POLICY AND STANDARDS.

POLICY 7.16 INDIVIDUAL PROPERTY OWNERS SHALL MAINTAIN LIGHTING FACILITIES ALONG PRIVATE STREETS OR IN COMMON AREAS AND OTHER AGENCIES SHALL MAINTAIN THOSE IN STATIONS AND OTHER PUBLICLY OWNED PLACES IN ACCORDANCE WITH CITY POLICY AND STANDARDS.

G. Transportation Demand Management (TDM)

The purpose of this section is to ensure that all new development in the TOD zones are truly transit oriented and minimizes automobile traffic impacts upon the rest of the City. Areas outside the TOD zones but within the Corridor Plan area shall be strongly encouraged to maximize opportunities for achieving transit oriented goals and minimizing vehicle trips. A framework for a Transportation Demand Management (TDM) program is described, which includes:

- Establishment of a corridor-wide trip reduction goal;
- Establishment of a Transportation Management Association with membership requirements;
- Requirement for single-occupant vehicle trip reduction goals for individual projects;
- Definition of a range of TDM measures to achieve trip reduction goals; and

- Requirements for ongoing monitoring to ensure compliance, and the actions to be taken for non-compliance.

The purpose of TDM programs is to achieve the highest practicable trip reduction levels within the Corridor Plan area. As such, these programs are intended to be flexible in defining the measures used to achieve trip reduction goals. A wide range of TDM measures may be utilized at projects within the Corridor. The range and effectiveness of these measures has grown significantly over the past decade, and will continue to do so in the future as improved and innovative measures are developed to reduce trips and increase transit usage. The selection of specific measures is flexible in order to ensure that the measures are well-suited to the project, including its proximity and access to transit, walkability, land uses, proposed phasing, if applicable, and other relevant factors.

Employer TDM strategies tend to be the most effective means of reducing peak period automobile trips and promoting transit usage. Trip reduction is more difficult at residential projects because residents may want to own a car even if they don't drive it to work every day. Possible TDM measures that may be implemented include, but are not limited to, those listed below. The Technical Appendix includes a detailed discussion of most of the measures and how they could be implemented in the Corridor, including:

- Non-residential market-rate parking permit systems and parking cash-out programs.
- Market-rate residential parking charges.
- Transit pass subsidy for employees or residents.
- On-site car-share programs.
- Residential permit parking.
- Preferential HOV parking and carpool promotion and coordination.

- Bicycle parking, commuter facilities including locker rooms and showers, and promotional programs.
- Participation in the Alliance's Guaranteed Ride Home Program
- Compressed work week, flex time, or telecommuting.

POLICY 7.17 THE GOAL OF THE TDM PROGRAM IS TO ACHIEVE AN OVERALL REDUCTION IN NEW VEHICLE TRIPS OF AT LEAST 25 PERCENT CORRIDOR-WIDE. IT IS RECOGNIZED THAT THIS REDUCTION WILL OCCUR OVER TIME AND THAT THE REDUCTION ACHIEVED BY INDIVIDUAL PROJECTS WILL VARY BASED ON THE SPECIFIC CHARACTERISTICS OF THE PROJECT, SUCH AS LOCATION AND PROPOSED USES.

Trip reduction will be measured against available trip generation for traditional projects that do not benefit from TOD. For example, a specific office development may be expected to generate 200 P.M. peak hour trips. However, within the Corridor Area this same project might be expected to benefit from proximity to transit, shuttle services, internal trips or specific trip reduction strategies incorporated into the project. The trip generation threshold required for the Corridor office proposal might therefore be set at 140 P.M. peak hour trips. This would represent a 30 percent reduction in trips. In comparison, an office project located farther from the rail station might only be expected to attain a 20 percent reduction (trip generation threshold of 160 P.M. peak hour trips).

Some uses cannot be expected to develop significant trip reductions. Specifically, regional retail uses such as Hillsdale Shopping Center will not achieve significant trip reductions. Other retail uses on the Corridor area may not benefit substantially from transit proximity or other trip reduction methods. However, TOD is designed to encourage walking between uses. Therefore, the trip reduction for local retail uses in the Corridor area may result from internal pedestrian trips that, outside of a TOD development area, would be more likely to occur by automobile.

POLICY 7.18 THE CITY SHALL FORM A TRANSPORTATION MANAGEMENT ASSOCIATION (TMA) WITHIN THE CORRIDOR. PARTICIPATION IN THE TMA SHALL BE REQUIRED FOR ALL NEW DEVELOPMENT WITHIN THE TOD ZONE, SHALL BE STRONGLY ENCOURAGED FOR ALL NEW DEVELOPMENT WITHIN THE BROADER CORRIDOR PLAN AREA, AND SHALL BE AVAILABLE TO ANY EXISTING USES OUTSIDE OF THE CORRIDOR PLAN AREA.

It is anticipated that the TMA would be staffed initially by the Peninsula Traffic Congestion Relief Alliance (the Alliance) and that the City's share of the costs would be provided through grant funding. TMA participants would be required to fund annual TMA administration and management and share the costs of programs and services provided to participants. The TMA would be quasi-public with the City having representation from both the Community Development and Public Works Departments.

The TMA would oversee TDM program implementation, arrange for shared parking, and coordinate with other agencies and stakeholders. It would also conduct and coordinate annual trip generation monitoring, which would be paid for through the annual membership fees. The authority of the TMA would extend from the Conditions of Approval placed upon the project by the applicable City decision body, and projects are also subject to subsequent review and action by the decision body for failure to meet those Conditions of Approval.

The TMA will also market services and programs within the Corridor area to encourage participation by existing uses such as along Concar Drive, the Bay Meadows I development, and other employment centers. The overall trip reduction goal should be met both by limiting trip generation from new development as well as reducing the number of existing trips.

POLICY 7.19 ALL DEVELOPMENT PROJECTS WITHIN THE TOD ZONE SHALL BE REQUIRED TO SUBMIT A TRIP REDUCTION AND PARKING MANAGEMENT PLAN AS PART OF THE DEVELOPMENT APPLICATION. PROJECTS OUTSIDE THE TOD ZONE, BUT WITHIN THE CORRIDOR PLAN AREA SHALL BE STRONGLY ENCOURAGED TO SUBMIT THIS TRIP REDUCTION AND PARKING MANAGEMENT INFORMATION AS PART OF THE DEVELOPMENT APPLICATION. THE ZONING CODE SHALL BE MODIFIED TO ESTABLISH A THRESHOLD DEFINING PROJECTS SUCH AS REMODELING OR ADDITIONS TO EXISTING DEVELOPMENT WITHIN THE CORRIDOR PLAN AREA THAT TRIGGER THE TDM REQUIREMENT.

Trip reduction and parking management plans would be tailored to reflect the location of the project, proximity and access to transit, walkability, proposed land uses, proposed phasing, if applicable, and other relevant factors. For instance, a higher trip reduction is expected to be achieved from an office project directly proximate to a Caltrain station within a TOD zone than from a similar project located at the outer reaches of a TOD zone. Similarly, “transit-oriented” retail near station areas is expected to achieve some level of trip reduction whereas a very low level of trip reduction is expected from a regional commercial retail use located further from a station. The Plan would be reviewed as part of the traffic and parking study prepared for the project. Developers would be encouraged to work with the TMA in developing their trip reduction and parking management plan.

POLICY 7.20 CONDITIONS OF APPROVAL SHALL ESTABLISH BOTH A SHORT TERM AND LONG TERM TRIP GENERATION THRESHOLD FOR DEVELOPMENT WITHIN THE CORRIDOR.

It may not be possible to achieve full trip reduction with initial project occupancy. For example, a large project like the Bay Meadows Main Track development may not achieve full trip reduction potential until a “critical mass” of the project is reached. Therefore, initial trip generation thresholds may be higher than what is ultimately expected from the project. Likewise, a development project that “comes online” relatively early in the existence of the Corridor area TMA is less likely to have the same trip reduction results as at a subsequent time when the programs are more mature, with more extensive participation and geographic coverage.

POLICY 7.21 TRAFFIC ANALYSIS OF DEVELOPMENT PROJECTS WITHIN THE CORRIDOR PLAN AREA SHALL INCLUDE DEVELOPMENT OF RECOMMENDED PARKING REDUCTIONS AND COMPANION TRIP REDUCTION PROGRAMS. THE RECOMMENDATIONS SHALL ALSO INCLUDE DEFINITION OF APPROPRIATE TRIP GENERATION THRESHOLDS FOR THE PROJECT.

Traffic studies for projects in the Corridor area may become more focused on the trip generation, parking demand and supply, and trip reduction

aspects of the project. So, in some cases, the traffic studies may not include detailed analysis of intersection levels of service.

The trip generation threshold for a development project would be determined through the traffic analysis and the City's traffic model. The trip generation threshold would define the maximum number of trips that would be permitted at the project. As with the trip reduction and parking management plan, the threshold would be tailored to reflect the location of the project, transit proximity and access, proposed land uses, and other relevant factors. This threshold would be compared to the best available trip generation rates for the proposed use(s) and shall use the trip generation rates published in the Institute of Transportation Engineers (ITE) Trip Generation Manual when no better information is available. For proposed land uses not directly covered within the ITE trip generation manual, the City's traffic engineer would establish a surrogate trip generation rate.

Trip generation thresholds would be lower and parking space reductions would be higher in TOD zones compared with projects outside TOD zones in anticipation that the proportion of transit trips would be naturally higher due to the site's proximity to the transit station. Nonetheless, all projects in the TOD zones would have customized trip reduction and parking management plans. A very large project like the Bay Meadows Main Track with inter-project trips and transit trips would have a much different trip generation threshold than a smaller stand-alone office building further away from the train station.

POLICY 7.22 CONDITIONS OF APPROVAL FOR ALL DEVELOPMENT PROJECTS WITHIN THE CORRIDOR PLAN AREA SHALL ESTABLISH MINIMUM AND MAXIMUM PARKING STANDARDS FOR THE DEVELOPMENT. THE CONDITIONS MAY ALSO SPECIFY SURFACE PARKING AREAS THAT SHALL BE SET ASIDE IN A "LANDSCAPED RESERVE."

The traffic analysis will evaluate the parking supply proposed in the development application. A comparison to Zoning Code requirements and other published data will be provided. The impact of proposed trip

reduction strategies will be evaluated as part of the parking study prepared for the project. In some cases, the City may wish to require aggressive parking reductions for a project. However, accurately projecting future parking demand at development projects can be difficult because many external factors influence parking demand. As a potential safeguard to a parking shortage and project amenity, additional surface parking areas may be reserved for future use in excess landscaping for the project. If trip reduction strategies are successful, the designated area would remain in landscaping. If it is determined that a good faith trip reduction effort has been maintained but that additional parking is necessary to meet actual demand at the project site, the City could approve conversion of the project area in landscaped reserve to parking.

All parking structures should be designed to accommodate paid parking systems in the event that they are instituted in the future.

POLICY 7.23 CONDITIONS OF APPROVAL SHALL ESTABLISH A PLAN FOR MONITORING PROJECT TRIP GENERATION.

Monitoring of trip reduction can be done in a variety of ways such as annual surveys, driveway counts, cordon counts or monitoring key intersection volumes. The method selected should be appropriate for the specific development. For example, a smaller project might use driveway counts and could even be required to install permanent counting loops at its driveway for easy data collection. In comparison, development of the Bay Meadows Main Track would probably require a different monitoring plan that could include monitoring key intersections, sample counts at project driveways or cordon counts.

POLICY 7.24 PROJECTS THAT EXCEED THEIR TRIP GENERATION THRESHOLD SHALL BE REQUIRED TO MODIFY THEIR TRIP REDUCTION AND PARKING MANAGEMENT PLAN AND INCORPORATE TDM MEASURES THAT ARE EXPECTED TO INCREASE TRIP REDUCTION. PROJECTS MAY BE REQUIRED TO IMPLEMENT MARKET-RATE PARKING PERMIT SYSTEMS IF OTHER TRIP REDUCTION STRATEGIES ARE INEFFECTIVE.

It is likely that the first exceedance of the trip generation threshold would necessitate mandatory consultation with the TMA to develop revised trip reduction strategies. A revised trip reduction and parking management plan would be submitted to the City. Subsequent exceedances would require City review and could result in mandatory implementation of market-rate parking permit systems or other aggressive trip reduction strategies or severe fines. It is expected that noncompliant projects would have much higher costs within the TMA than those who are meeting or beneath their trip generation threshold. Although as provided in Policy 7.G.9, the TMA will be gathering their monitoring data and submitting annual reports on project compliance with the TDM plans and goals, if problems with a particular project are evident within a shorter time frame, action to correct a problem may be taken earlier than on an annual basis.

Policy 7.25 THE TMA SHALL SUBMIT AN ANNUAL REPORT TO THE CITY COUNCIL OUTLINING COMPLIANCE OF OCCUPIED DEVELOPMENTS, ON-GOING PROGRAMS AND PROGRAM CHANGES.

The report would summarize compliance with near term or ultimate trip reduction goals for new development within the corridor. The report would highlight areas of non-compliance and recommended actions to reduce trips to acceptable levels. It is also anticipated that the monitoring plan could be revised as more areas develop within the Corridor. In some cases, monitoring of individual projects might be replaced by more comprehensive area-wide monitoring as multiple projects are occupied within an area of the Corridor.