

APPENDIX G

Transportation Demand Management Plan

Transportation Demand Management Plan

406 E 3rd Ave., San Mateo, CA

FINAL TDM PLAN

April 2019



WHPV is proposing to replace the building with a new mixed use office and residential building on a 38,516 square foot lot. The proposed development will include approximately 125,500 square feet of office and residential uses and two below-grade levels of parking. The residential use will include a total of 25 units, including 18 studios and 7 1-bedroom units. The proposed project will include the construction of the building shell and core, as well as improvements such as sidewalks, curb/gutter, bicycle racks, street trees, etc. The proposed plan is designed to meet the City of San Mateo's development guidelines, and proposed uses conform to existing zoning.

To meet the requirements of the San Mateo Municipal Code, 283 total parking spaces are required for this site, with a dedication of 270 spaces for the office use, at a rate of 2.7 spaces per 1,000 square feet, and 13 spaces for the residential units² at a rate of 0.5 spaces per bedroom.³

The proposed plan will dedicate 5 accessible parking spaces (in compliance with the Americans with Disabilities Act guidelines). The plan includes In-Lieu parking, which would provide a total 261 spaces and meets the minimum code requirements. This option would program 85 spaces intended on the second level through off-site parking through "payment in lieu of parking" made by the developer.

BACKGROUND AND APPLICABLE POLICIES

Circulation Element, San Mateo 2030 General Plan (2010)

Guided by the City of San Mateo 2030 General Plan, the Circulation Element of the Plan establishes the goals to maintain a transportation system that accommodates future growth while maintaining acceptable levels of service. The following policies are further emphasized in the Downtown Area Plan:

- **C 2.10: Transportation Demand Management (TDM)** – Participate in the TDM Program as outlined by the San Mateo City/County Association of Governments (C/CAG). Encourage TDM measures as a condition of approval for development projects, which are anticipated to cause substantial traffic impacts. C/CAG requires the preparation of a TDM program for all new development that would add 100 peak hour trips or more to the regional road network.
- **C 2.12: TDM in Downtown** – Establish and implement a TDM program, a TMA, and other measures to reduce vehicle trips and encourage transit use and promote bicycle and pedestrian accessibility for development within one-half mile of the Downtown transit center.

Downtown Area Plan (2009)

Several policies in the City of San Mateo 2009 Downtown Area Plan are designed in a way to help achieve the goals of the Circulation Element of the General Plan, and were created as a way to

² This plan assumes that at least 10% of the residential units will be dedicated for Affordable Housing to meet the AB744 requirement. If the plan does not provide 10% affordable housing, the parking requirements will need to be adjusted to the City's CBD Support District requirement of 1.2 spaces for each studio unit, and 1.5 spaces for each one bedroom unit.

³ AB744, approved by Governor on October 09, 2015. For new residential development with at least 10% affordable housing, located within ½ mile of a major transit stop, the parking requirement is capped at 0.5 spaces per bedroom. https://leginfo.ca.gov/faces/billNavClient.xhtml?bill_id=201520160AB744

provide guidelines for projects in the downtown San Mateo area. The following highlights the TDM policies that will affect the proposed development project:

- **Policy VIII-2: Transportation Demand Management (TDM)** – Required participation in TDM measures, such as car/van pooling, car sharing, staggered work hours and transit use, as a condition of approval for projects anticipated to generate significant parking and traffic impacts.
- **Policy VIII-3: Downtown Transportation Management Agency (TMA).** Develop a Downtown TMA to provide support and oversight of the Downtown residential and commercial transportation opportunities and enhance the use of public transit and/or bicycles while reducing the use of single-occupant vehicles.
- **Policy VIII-4: Support Sustainable Transportation Initiatives.** Implement Downtown Area Plan policies calling for the use of TDM measures, establishment of a TMA, and other measures to reduce vehicle trips and encourage transit use and promote bicycle and pedestrian accessibility.

Sustainable Streets Plan (2015)

While not yet formally adopted, the Sustainable Streets Plan lays out a vision for how streets may look in the future, outlining a vision for using public rights-of-way to serve all users, present and future, and lays out guidelines and policies that will help implement Sustainable Streets over time, which is rooted in the concepts of Complete Streets and Green Streets.

The proposed site has been identified as a Tier I site in the San Mateo Sustainable Streets Plan, requiring the new development to meet the minimum TDM requirements of the Downtown Area Plan, including:

- A 25% trip reduction target
- TMA participation
- Submission of a trip reduction and parking management plan with new development applications
- An annual monitoring plan

City of San Mateo Citywide Pedestrian Master Plan (2012)

The City developed the Citywide Pedestrian Master Plan as a way to improve the pedestrian environment, and to establish itself as a more walkable, livable, and healthy city. The Plan identifies pedestrian infrastructure improvement projects in close proximity to the site, including:

- High-Visibility Crosswalks at S. Railroad Ave. and 3rd Ave., and S. Railroad Ave. and 2nd Ave.
- Pedestrian Scale Lighting along S. Railroad Ave between 3rd Ave and 5th Ave

City of San Mateo Bicycle Master Plan (2011)

The Bicycle Master Plan was developed to guide future development of bicycle facilities and programs in San Mateo, and provides recommendations in helping the City reach its goals of creating an environment and programs that support bicycling for transportation and recreation, encouraging fewer trips by car and support active lifestyles. The Plan identified the existing conditions and facilities, and proposed network improvements, including improvements in proximity to the project site.

Climate Action Plan (2015)

The Climate Action Plan serves as the City's strategy to reduce greenhouse gas (GHG) emissions, and implements both General Plan and State guidance as a way to achieve the City's reduction target by 2020. Chapter 3 of the Plan has identified TDM as a strategy to help achieve the target, specifically related to new transit-oriented developments by way of the Rail Corridor Plan. This strategy is further emphasized and complemented by actions such as increased density for new housing, and the implementation of the San Mateo Downtown Parking Management Plan.

EXISTING TRANSPORTATION CONDITIONS

Transit Services

Caltrain Commuter Rail

The location of the proposed project is part of the Central Business Support District, flanking both sides of the historic San Francisco and San Jose Railroad corridor. Downtown San Mateo's Caltrain station platform is a 0.2 mile, or 5 minute, walk from the site. Caltrain provides direct connections to San Francisco, San Jose, and many cities along the Peninsula. In each direction, 35 weekday trains stop at San Mateo, including 3 "Baby Bullet" trains in the peak hour and direction.

SamTrans Bus Routes

The site is also served by buses primarily through the San Mateo County Transit District (SamTrans), see Figure 2. Many of the routes connect with other SamTrans bus routes, and connect with the San Mateo Caltrain station. The following routes have stops in close proximity to the development, ranging from 500 ft. to 0.2 miles from the project site, and include:

- **Route 250** provides service 7 days a week to locations including the College of San Mateo and Hillsdale. A southbound stop is located along S. Claremont St. south of 2nd Ave., with a northbound stop located on S. Delaware St. north of 2nd Ave.
- **Route 59** connects with Foster City and Aragon High School on school days only. A southbound stop is located on E 4th Ave, east of S. Delaware St, and northbound stop located on 3rd Ave west of S. Fremont St.
- **Route 292** – From the San Mateo Caltrain Station, SamTrans also operates Route 292, which provides service to downtown San Francisco 7 days a week with stops along S. Delaware St, with a northbound stop at 2nd Ave., and a southbound stop at 3rd Ave.
- **Route 295** – From the San Mateo Caltrain Station, Route 295 provides service to Belmont and San Carlos on weekdays only stops along S. Delaware St, with a northbound stop at on S. Delaware St north of 2nd Ave.
- **Route 53** – stops along S. Delaware St with a northbound stop at 2nd Ave., and a southbound stop at 3rd Ave.

Figure 2 Area Transit Services



Source: http://www.samtrans.com/Assets/maps/SamTrans+Maps/SamTrans_Peninsula_Vertical_8-2018.pdf

Bicycle Access

At a minimum, the site will provide short-term parking capacity for 8 bicycles and long-term parking capacity for 39 bicycles.⁴ The potential locations of the bike parking is still under review, and the details of the parking location will be updated or addressed in the TDM Plan recommendations.

Bike Facilities

Although there are no bicycle facilities along S. Railroad Ave. or 3rd Ave., some adjacent roadways have bicycle facilities. S. Delaware St. has Class II on-street painted bicycle lanes, and Class III signed shared roadway with motor vehicle traffic along portions of S. Claremont, which was identified as a proposal update in the 2011 Bike Master Plan.

Figure 3 C/CAG of San Mateo County Bike Map (2010)



Source: <http://ccag.ca.gov/committees/bicycle-and-pedestrian-advisory-committee/>

⁴ Per San Mateo City Charter and Municipal Code, 27.64.262

Bicycle parking facilities are concentrated in Downtown San Mateo and at the San Mateo Caltrain station, but there are very few bike racks available in close proximity to the site. However public bike racks were recommended in the 2011 Bike Master Plan, and it has been identified as a high priority.

Overall, with a simple grid street system, proximity to retail and Central Park, and a flat terrain (relative to other parts of the City), Downtown San Mateo is pedestrian-friendly and has the potential for bicycle-friendly conditions.

Bike and Scooter Share

The City began a one-year bike share pilot with LimeBike, a dockless bike and scooter sharing company, in May 2018. The pilot was exclusive to the use of bicycles, and included a maximum of 300 bicycles throughout the city.⁵ Since launching the pilot, LimeBike has ceased operations in San Mateo, and Lime bikes and scooters are no longer permitted. However, opportunities to partner with future bike share and shared mobility operators may present themselves at another date.

Pedestrian Access

Sidewalks are present on all roadway segments within the vicinity of the project side. The existing width of the sidewalks around the perimeter of the proposed site range from 4.5 – 9 feet wide. According to the Citywide Pedestrian Master Plan, sidewalks for Mixed Use buildings with street parking should include 4-6 feet for a planter/furniture zone, 8-10 feet for a through zone, and a frontage zone in proximity to the building, which varies based on the site. In this case, sidewalks would need to be widened to a minimum of 12 feet, with the potential for extra space for the frontage zone. The proposed plan indicates 12'-1' for the sidewalks along E 3rd Ave. and S. Claremont St.

The number of curb cuts at the existing site include 4 along E 3rd Ave., which currently accommodate two driveways for the fast food restaurant. The approximate widths of these curb cuts approximately includes a 30 foot wide double driveway, and a 20 foot wide drive-through exit. Along S. Claremont St., there are 6 curb cuts for 3 driveways accessing the industrial sites, ranging from 20-30 feet wide. The proposed plan will reduce the number of curb cuts, as the number of driveway entrances will be reduced to one driveway entrance to access underground parking on E 3rd Ave.

There are crosswalks present at nearby intersections with pedestrian signal heads on all approaches. However, there is no marked crosswalk at S. Railroad Ave. and 3rd Ave., which would serve as a connection for a critical path between the site and the San Mateo Caltrain station. It should also be noted that the critical path between the site and Caltrain station is served by a narrow sidewalk in close proximity to the railroad tracks (although protected by a fence), and the narrow road along S. Railroad Ave. The lack of pedestrian-friendly facilities along S. Railroad Ave. have been noted in the Pedestrian Master Plan, and identified as future improvement projects.

⁵ https://www.smdailyjournal.com/news/local/limebikes-set-to-deploy-in-san-mateo/article_bb5bed84-4902-11e8-9668-33c65e1f5187.html

Parking Supply

There are currently 6 on-street metered parking spaces flanking the three curbsides of the site.

The Main Street Garage is a public parking facility located one tenth of a mile (approximately 500 feet) from the project site. It is open 5AM to 2AM. Parking fees are \$0.75/hour and permits are available at \$65/month.⁶

The Kinko's parking lot at 4th Ave. and S. Claremont St. is a public facility located one tenth of a mile (approximately 500 feet) from the project site. It is currently open 5AM to 2AM, and the parking fees are \$0.25/hour and permits are available for \$40/month. At the time of the 2013 Downtown Parking Study, this facility was targeted for future redevelopment. The City is currently reviewing a Pre-Application plan which is proposing a housing and parking development on the site.

⁶ <http://www.sanmateo.parkingguide.com/downtown-parking-permits/>

2 TRANSPORTATION DEMAND MANAGEMENT PLAN

2.1 INTRODUCTION

As a “development within one-half mile of the Downtown transit center,” per the City of San Mateo 2030 General Plan’s Circulation Element,⁷ the 406 E 3rd Ave. project will

- Develop a Transportation Demand Management (TDM) program
- Contribute to the formation of the Downtown TMA
- Implement other measures to “reduce vehicle trips and encourage transit use and promote bicycle and pedestrian accessibility”

The project site is also located within the Downtown Area Plan boundaries, which has been referenced for guidance in the development of the recommendations for TDM measures for the project. The TDM measures identified in this Plan will achieve the aforementioned goals of the Circulation Element, and include additional considerations for future guidance from the Sustainable Streets Plan, which has not yet been adopted by the City. The following memo provides TDM recommendations and a Trip Generation Reduction assessment, as well as a list of future parking management strategy considerations.

2.2 PROJECT SITE TDM STRATEGIES

2.2.1 Checklist of Project TDM Strategies

Figure 1 provides a list of the proposed TDM measures for selection the 406 E 3rd Ave. site, followed by brief descriptions of the trip reduction measures and assessment of the effectiveness, which will help the site achieve the Downtown Area Plan target of a 25% trip reduction. While the Plan has not yet been officially adopted, Figure 1 identifies the TDM measures that are being proposed by the applicant, in addition to the other foundational TDM measures that can later be implemented by the property manager or future employer tenant. As the development matures or if there are changes in the project area that result in new opportunities for reducing vehicle trips, there may be more effective TDM measures that become available to reduce trips. New measures may be substituted and implemented to ensure the development continues to achieve the required trip reduction target.

Figure 1 also provides references to the California Air Pollution Control Officers Association (CAPCOA) quantification report⁸ and the California Emissions Estimator Model (CalEEMod). For the purposes of modeling the mitigation impacts of this TDM Plan, if a checklist item is included in a mitigation measure as defined by CAPCOA and CalEEMod, the applicable CAPCOA measure number and CalEEMod input is listed. The impacts of these measures are further described in a latter section of this report.

⁷ <https://www.cityofsanmateo.org/DocumentCenter/View/44792/Circulation-Element--CAP-GPA-3-2-15?bidId=>

⁸ <http://www.capcoa.org/wp-content/uploads/2010/11/CAPCOA-Quantification-Report-9-14-Final.pdf>

The TDM measures checklist is as follows, and includes a list of measures that are proposed for implementation, in addition to optional measures that will help the site further its trip reduction. Please note that some of the TDM measures listed in this table may be offered or implemented by a future Property Manager or Employer, as they are programmatic measures.

Figure 4 Checklist of Project TDM Strategies

| TDM Measure | Description | Implementation Lead | Applicability | Status | CAPCOA/ CalEEMod Measure Title |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------|------------------------------------|--------------------------------|
| Long-Term Bicycle Parking | Long-term parking for 35 bicycles is required by the City Code. The required amount of bike parking will be provided in the garage. In addition, bike parking will also be allowed in the office buildings. Bicycle parking should also provide safe and secure parking, ensuring seamless entry and well-lit parking. | Applicant | Residents Employees | Included in the proposed site plan | TRT-5 (not in CalEEMod) |
| Short-Term Bicycle Parking | Short-term parking for 6 bicycles is required by the City Code and will be provided according to Code. | Applicant | Residents Employees | Included in the proposed site plan | TRT-5 (not in CalEEMod) |
| On-Site Bike Repair Station | Bike repair stations provide convenient bike tools to residents, making it easier for bicyclists to keep their bikes operable. Development will set aside adequate space for installing at least one bike repair station on site. The space will have a bike stand and necessary tools and supplies. | Applicant | Residents Employees | Included in the proposed site plan | TRT-5 (Not in CalEEMod) |
| Bikeshare | The City of San Mateo established a one year pilot with Lime to test dock-less bike share in and around the City. However, LimeBike has since ceased operations in San Mateo. Future partnerships with bike share and shared mobility operators should be considered. The applicant could also evaluate providing site-specific loaner bikes for residents & employees. | Applicant | Residents Employees | Optional | TRT-12 |

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| TDM Measure | Description | Implementation Lead | Applicability | Status | CAPCOA/ CalEEMod Measure Title |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------|------------------------------------|--------------------------------|
| Showers/ Clothes Lockers | A total of 2 showering facilities are in the architectural plans. The showering facilities include one shower stall and a changing area within the men's and women's restrooms on the 1 st floor. | Applicant | Employees | Included in the proposed site plan | TRT-5 (not in CalEEMod) |
| Caltrain Go Pass provision | Provide unlimited Caltrain rides for all employees and residents through participation in Caltrain's GoPass Program ⁹ . | Property Manager / Employer | Residents Employees | Required | TRT-4 |
| Carpool and Vanpool Ride-Matching Services | Participation with TMA activities, paired with consistent TDM marketing efforts on site will include ride-matching services. | Property Manager / Employer | Employees | Required | TRT-1 |
| Preferential Parking for Carpools and Vanpools | Provide 15 preferential parking spaces for carpools and vanpools in close proximity to building entrances. | Property Manager | Employees | Required | TRT-8 |
| Zipcar car share memberships | Provide employees and residents with free Zipcar ¹⁰ memberships, giving them access to cars for short and long trips. Zipcar is available in a three different locations in San Mateo. Two cars are currently located at the Caltrain station, two cars at the Metropolitan residences and another two at E 4 th Avenue and S. Railroad Ave. More cars will be introduced as demand increases. | Property Manager / Employer | Residents Employees | Required | TRT-9 (Not in CalEEMod) |

⁹ Caltrain Go Pass. http://www.caltrain.com/Fares/tickettypes/GO_Pass.html

¹⁰ Zipcar. <http://www.Zipcar.com>

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| TDM Measure | Description | Implementation Lead | Applicability | Status | CAPCOA/ CalEEMod Measure Title |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------|------------------------------------|--------------------------------|
| Guaranteed Ride Home | Rides home will be guaranteed in emergency situations for carpool, vanpool and transit riders. Rides shall be provided either by a transportation service provider (taxi or rental car) or an informal policy using company vehicles and/or designated employees. The Alliance (commute.org) provides the local GRH program. | Employer | Employees | Required | TRT-2 |
| Information Boards/Kiosks | Display of the following information in a prominent location, maintained by a designated TDM contact: transit routes and schedules; carpooling and vanpooling information; bicycle lanes, routes and paths and facility information; and alternative commute subsidy information. | Applicant / Property Manager | Residents Employees | Included in the proposed site plan | TRT-7 |
| Promotional Programs | New tenant and employee orientation packets on transportation alternatives; flyers, posters, brochures, and emails on commute alternatives; transportation fairs; Spare the Air (June through October); Rideshare Week (October); trip planning assistance routes and maps. | Property Manager | Residents Employees | Required | TRT-7 |
| Monitoring program | By annually monitoring the TDM and parking program, the owner/management can adjust the strategies etc. in order to meet requirements, parking ratio, mode split, etc. | Property Manager | Applicant | Required | TRT-1, TRT-2 |

| TDM Measure | Description | Implementation Lead | Applicability | Status | CAPCOA/ CalEEMod Measure Title |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------|-----------------------------------------|----------------------------------|
| On-site TDM Coordinator | On-site property management staff will provide a welcome package for new tenants and employees, distribute Go Passes and other memberships, and additional information. The coordinator may be shared between this site, and the adjacent development. | Property Manager | Residents Employees | Required | TRT-7 |
| Transportation Management Association (TMA) | Once the Downtown TMA is established, this project will participate as a member of the TMA, which will provide ongoing support for alternative commute programs. | Property Manager | Employees | N/A Required once TMA is established | TRT-3 |
| Unbundled Parking | By charging residents separately for parking, the full cost of parking will be "unbundled" from the cost of the project's units and leased on a monthly or annual basis. | Applicant | Residents | Included in the proposed site plan | PDT-2 (not modelled in CalEEMod) |
| On-Site Evening and Weekend Public Parking | By allowing onsite parking spaces (not including 13 secured residential spaces) to be utilized by the public after 7 pm on weekdays and between 10 am and 8 pm on weekends. | Applicant/ Property Manager | Public | Included in the proposed site plan | PDT-1 |

2.2.2. Select Program Details

Project density, location, and the suggested TDM measures contribute toward significant reductions in trip generation rates. The following is a detailed summary of each program component identified in Figure 1.

On-Site: Pedestrian and Bicycle Amenities

Secure long-term bicycle parking will be provided for employees in each office building and in the garage. Short-term visitor parking will be provided in racks located at the entrance to each building. Ongoing monitoring of bicycle parking spaces will be undertaken by property management and additional long-term and short-term bicycle parking will be added as needed.

To make it easier for employees to commute by bike and on foot, all tenants will have access to showers, changing rooms, and locker facilities. It is anticipated that these facilities will be provided on the ground floor of the building.

The Peninsula Traffic Congestion Relief Alliance can reimburse 50% of purchasing and installation costs for bicycle parking facilities. The only limitation of coverage is \$500 per unit.

On-Site Bike Repair Stations

Maintenance can be a key barrier to using a bicycle as a primary transportation mode. On-site repair stations can address this barrier by providing a workbench, fix-it pole (to allow bicycles to be hoisted off the ground for easier access), bicycle tools, and a vending machine for commonly needed bicycle parts (i.e. chains and bicycle lights). On-site repair stations can also be equipped with up-to-date bicycle maps, information on bicycle-related programming on-site or nearby, and other information for cyclists.

The applicant can dedicate space in close proximity to bicycle parking, as a way to provide easy access to the repair station.

Bikeshare

The project development can support and promote bikesharing by providing residents and employees of the project site with information about the one year pilot that the City of San Mateo established with Lime in testing dock-less bike share in and around the City. The bikes are accessible 24 hours a day, and 7 days a week, and are located throughout San Mateo.

To make biking more accessible to residents, the developer and/or property manager can establish a development-specific bike share program or loaner bike program. Programs may be structured one of two ways. The developer can create a site-specific bike share program, where the developer and/or property manager purchases bikes for tenant use. The developer can also choose to coordinate with a local bike shop or a bicycle advocacy organization to launch and operate this program; purchasing used bikes is a great way to keep the cost of a loaner program low. Alternatively, a developer may pay to sponsor a docking station operated by an official bike share provider at the residential site. If a site-specific program is implemented, cargo and/or family friendly bikes will be provided.

A bike share or loaner bike program would require reservations through a residential portal, with free rides up to 2-hours and a small fee for each additional hour the bike is checked out. Residents of affordable housing will be allocated a monthly stipend to accommodate some longer trips.

Showers and Lockers for Employees

Showers and lockers located near bicycle rooms can allow those who have to bicycle longer distances to rinse off and change from clothing suitable for cycling to work attire, eliminating one potential barrier to cycling to work.

The applicant is proposing the provision of access to shower facilities for employees at this site, as well as a change room within the area of the shower facilities.

Caltrain Go Pass

The Caltrain Go Pass allows annual passes to be purchased at a deeply discounted rate for all members of a specified group, such as all of a firm's employees, an educational institution's

students, or all of the residents of an apartment complex. The principle of such a program is similar to that of group insurance plans – transit agencies offer deep bulk discounts when selling passes to a large group, with universal enrollment, on the basis that not all those offered the pass will actually use them regularly.

Free transit passes are often an extremely effective means to reduce the number of car trips in an area, and with a Go Pass, an employee gets unlimited access to the Caltrain network. By removing any cost barrier to using transit, including the need to pay “out of pocket” and search for spare change for each trip, people become much more inclined to take transit to work. Even if one does not commute with transit for work, they may be inclined to use the pass for non-commute trips (such as a business meeting in San Jose or a Saturday visit to San Francisco).¹¹

Seeing as the project is within a half-mile of a Caltrain station, all tenants will participate in the Caltrain Go Pass program. The cost of the Go Pass program is the greater of \$285 per eligible user or \$23,940.

Carpools and Vanpools

To assist efforts to encourage ridesharing, the applicant or future tenants can provide and promote ridematching services, such as the carpool platform provided by The Alliance (commute.org). The carpool matching platform uses the Scoop platform, which connects drivers with riders, based on their origins and destinations. The Alliance also offers subsidies for vanpools and carpools that are commuting from or through San Mateo County. Carpool drivers receive a \$60 gas card incentive, per passenger, for two months of carpooling with at least two passengers. Vanpool drivers for a new vanpool can earn a \$500 incentive. Vanpool participants can be reimbursed 50% of the cost of their vanpool seat, up to \$100 per month, for the first three months in the van.¹²

Property management will establish reserved parking spaces for carpools and vanpools near the pedestrian exits and elevators of the parking garage and/or at the entrances to each of the buildings. At least 15 spaces and 139 spaces will be designated for vanpools and carpools, respectively. The transportation coordinator will monitor levels of usage and add additional reserved spaces as necessary or adjust the split between vanpool and carpool spaces based on usage.

Carshare Memberships

Provide employees and residents with free Zipcar memberships, giving them access to cars for short and long trips. This will ensure that occasional vehicle trips can be made without owning or parking a vehicle. Zipcar is available in a three different locations in San Mateo. Two cars are currently located at the Caltrain station, two cars at the Metropolitan residences and another two at E 4th Avenue and S. Railroad Ave. More cars will be introduced as demand increases.

¹¹ According to Transit Cooperative Research Program (TCRP) Report 107, “up to 35% of transit benefits recipients reported increasing their use of transit.” This significant increase applied to both commute and non-commute trips, and included both riders who were new to transit, and riders who used transit prior to receiving benefits.

¹² <http://commute.org/index.php/programs/vanpool-incentive-program>

Guaranteed Ride Home (GRH) Program

Guaranteed Ride Home is a program that provides a “back-up” ride to employees who use transit, carpool, biking/walking, or other alternatives as their commute mode. For example, if an employee needs to leave work for an emergency, such as a sick child or other unexpected need, they will be redeemed for the cost of a taxi ride to get them home. This is an important supportive measure to encourage employees to not drive alone to work.

The Alliance (commute.org) offers the program for commuters within San Mateo County and pays 75% of the taxi fare for qualified GRH rides, while employers cover the remaining 25%.¹³ Employees are eligible for four GRH trips per year, and will be covered up to \$60 per GRH trip. Employer costs are expected to be minimal, as the GRH service is not routinely utilized by all participants.¹⁴

Transportation Information Kiosk/Board

An alternative transportation options board with up-to-date information on transit, ridesharing (e.g. 511.org), ridematching, bicycling, peer-to-peer car sharing, and other alternative transportation programs will be located in a central location within the building. The transportation coordinator will ensure that the information on the board is updated regularly. Property management will also provide an electronic transportation information portal with links to relevant transportation information and trip planning resources, managed by the site-wide TDM coordinator.

Promotional Programs

A strong communication and marketing campaign is critical to the success of any TDM program, ensuring that residents, employees, and visitors receive information about relevant resources and incentives at appropriate times and through channels that are easily accessible. Incorporating consistent branding into all communications can help create a sense of place and establish a cohesive identity for the transportation program. Branding can be used to emphasize that resident, employees, and visitors can travel seamlessly through the area.

Welcome packets containing relevant transportation information will be provided for new residents and employees. The site-wide TDM coordinator is responsible for developing the content of the welcome packet and providing it to residents and the tenant employers who will distribute the materials to new hires. The packet should include SamTrans and Caltrain schedules and maps, local bicycle maps, transit pass options, information on ridematching services, the emergency ride home program, (peer-to-peer) car sharing information, and instructions on how to sign up for pre-tax commuter benefits, if applicable.

Monitoring Program

Per the Downtown Area Plan, developments that are proposed for parcels within Tiers I and II are required to submit Monitoring Plans, the components of which should include:

- Annual parking occupancy counts

¹³ <https://commute.org/guaranteed-ride>

¹⁴ A recent Nelson\Nygaard study of a similar program in California found that only 8% of all participants who registered have ever used the service, but as much as 25% would drive alone if the program no longer existed.

- An annual mode split survey with required participation targets (100% if <10 employees or residents, 50% response rate if 10-50 employees or residents, 30% response rate if more than 50 employees or residents)
- Hose counts or cordon counts

The monitoring of trip reduction can be done in a variety of ways such as annual surveys, driveway counts, cordon counts, or monitoring of 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, district scale development would require a different monitoring plan that could include monitoring of key intersections, sample counts at project driveways, or cordon counts.

TDM Coordinator

Property management should discuss hiring a part-time TDM Coordinator, or designating a staff member of the property management team as the TDM Coordinator. The coordinator would work with each tenant's TDM coordinator or key staff, as well as a property management staffing the residential portfolio. This person would be responsible for maintaining and overseeing the TDM Program. Duties could include, but are not limited to:

- Serving as the liaison with each tenant TDM coordinator to address any transportation-related concerns and to encourage tenants and employees to participate in the various TDM programs offered.
- Developing and maintaining an employee welcome packet and distributing it to each tenant's TDM coordinator.
- Developing and maintaining a transportation information board/kiosk periodically, at least quarterly.
- Monitoring bicycle parking usage and requesting more bicycle parking when the need arises.
- Monitoring carpool, vanpool, and electric vehicle parking, and adjusting accordingly.
- Setting up tabling events at least twice per year, such as Bike to Work Day, or promotional events with vRide or Enterprise to arrange vanpools and market incentives for electric vehicles.
- Distributing Caltrain Go Passes to all employees by coordination with each tenant TDM coordinator.

Each tenant will also assign a staff member as its TDM coordinator. These coordinators will collaborate with the site-wide TDM coordinator to ensure compliance.

Transportation Management Association (TMA) Membership

A transportation Management Association (TMA) is typically a nonprofit, member-based organization that provides transportation services based on local needs and challenges. TMAs address parking and circulation, function as a point of coordination for employers and organizations that deploy their own TDM programs, and provide transportation information to residents and visitors.

Once a Downtown TMA has been formed, the property manager should ensure that the project site joins as a member. The TMA will be able to provide support to Downtown residential and

commercial members by identifying transportation opportunities and enhancing the use of public transit and/or bicycles while reducing the use of single-occupant vehicles.

Unbundled Parking (Residents)

Parking costs are frequently subsumed into the sale or rental price of housing and commercial space in California, for the sake of simplicity and as that is the more traditional practice in real estate. Although the cost of parking is often hidden in this way, parking is never free, and hiding its cost results in higher vehicle ownership and more traffic. To reduce parking demand, the full cost of parking will be "unbundled" from the cost of the project's units and leased on a monthly or annual basis. Charging separately for parking is the single most effective strategy to encourage households to own fewer cars, and rely more on walking, cycling and transit. While this may potentially result in some car owners using on-street parking, the inconveniences of the lack of consistently available parking, street cleaning, metered spaces nearby, will help discourage this behavior.

On-Site Evening and Weekend Public Parking

The applicant is proposing to allow all of the onsite parking spaces (not including 13 secured residential spaces) to be utilized by the public after 7 pm on weekdays and between 10 am and 8 pm on weekends as a way to help with current downtown parking demand. At an assumed construction cost of roughly \$50,000 per space, the financial public benefit of this proposal is valued at roughly \$7,900,000 (for 158 spaces).

2.2.3 Current and Project Trip Generation

CalEEMod Analysis

The California Emissions Estimator Model (CalEEMod, version 2016.3.2) was used to estimate the proportional impacts of TDM measures on vehicular travel to and from the site. The model, which has been recommended by the Bay Area Air Quality Management District (BAAQMD) for past development projects, is a tool for estimating the holistic impacts of a new land development on existing air quality. One of the components that can be estimated is vehicular travel as a function of the development's land use and setting. Traffic mitigation impacts are estimated as a function of implementing a series of greenhouse gas mitigation measures as defined by California Air Pollution Control Officers Association's (CAPCOA's) quantification report (and identified in Figure 4) Comparative traffic mitigation impacts between unmitigated and mitigated versions of the project are provided by CalEEMod outputs in the form of vehicular miles travelled (VMT). A common assumption used by the CAPCOA quantification report is that all trips are of average length and that the percentage change in VMT equals the same percentage change in vehicle trips.¹⁵ Thus, trip reduction percentages caused by implementation of a TDM program are derived directly from these VMT reduction percentages caused by mitigation.

Upon inputting the project site's land use, setting, ITE regression equations for trip generation, and the TDM plan (as traffic mitigations in the model), a 17.77% reduction in VMT resulted (Figure 5). The VMT reduction shown in the Mitigated Annual VMT column below is solely

attributable to the project TDM plan and the project’s overall contribution to a greater mixes of uses and densities of people in San Mateo County.

Figure 5 Summary of Annual Vehicle-Miles Travelled Mitigation Model Results

| Land Use | Unmitigated Annual VMT | Mitigated Annual VMT | % Change |
|--------------|------------------------|----------------------|---------------|
| Apartments | 350,447 | 298,896 | 14.68% |
| Office | 2,164,624 | 1,769,109 | 18.27% |
| Total | 2,515,071 | 2,068,095 | 17.77% |

Because the CAPCOA quantification report assumes that all trips are of average length and that the percentage change in VMT equals the same percentage change in vehicle trips, a 17.77% VMT reduction equals a 17.77% trip reduction.

There are components of the development’s overall trip reduction which are not accounted in the model outputs. The implementation of a car-sharing program via the direct subsidy of memberships for tenants is the most prominent example of a strategy which is both effective separately from any other TDM program but also not directly included on the CalEEMod interface¹⁶. Additionally, the site’s “proximity to downtown and transit” was separately calculated via the Urbemis model in the Hexagon Transportation Impact Assessment. This reduction of 18.9% -- separate from the TDM program – may also be worth partially factoring into the overall trip reduction requirement.

Figure 6 Trip Reduction Model Results Summary

| Trip Reduction Impacts of Plan Development | Analysis | Trip Reduction Percentages |
|------------------------------------------------------------------|----------------|----------------------------|
| Site location, surrounding transportation network, and density | Hexagon | 18.9% |
| Site implementation of transportation demand management programs | Nelson\Nygaard | 17.7% |
| Combined Estimates | | 36.6% |

Combining both independent estimates of trip reduction exceeds the target total reduction of 25% (Figure 6). The target trip reduction could also be surpassed by providing half credit to the site’s location and context in the transportation network in addition to the full Nelson\Nygaard TDM program impact estimate.

C/CAG Trip Credits

San Mateo City/County Association of Governments (C/CAG) has developed a list of TDM measures and associated trip reduction credits based on specific metrics for each of these measures. These guidelines apply to projects that generate more than 100 net new trips during either the AM or PM peak hour. Under C/CAG regulation, projects must reduce the demand for all new peak hour trips through mitigating measures, which includes TDM. To that end, in

addition to the CalEEMod analysis above, a C/CAG analysis was conducted for the proposed project.

On the exiting occupied site, the Hexagon Transportation Impact Analysis observed a total of 8 trips during the morning peak hour. The difference between this count and the estimated 132 generated trips means **there is a maximum net 124 trips in the future development. 124 is thus minimum number of credits required by C/CAG guidelines.**

Figure 7 C/CAG Guidelines Comparison to Proposed TDM Checklist

| C/CAG Guidelines ¹⁷ | | Current Proposal for 406 E. 3rd | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| TDM Measure Name | Peak Hour Trip Credit Reduction | Plan Element | Trips Credited Per C/CAG Guidelines |
| Secure bicycle storage | 1 per 3 "new bike lockers/racks installed and maintained" within 100 feet of development | At least 35 long-term spaces and 6 short-term spaces | 14 |
| Showers and changing rooms | 10 per "each new combination shower and changing room installed" (or a rate of 15) in which there are also at least 5 bike lockers | 2 showers and changing room in architectural plans on the building's first floor | 20 (or 30 if directly accessible to at least 5 bicycle lockers each) |
| Creation of preferential parking for carpoolers | 2 per "each parking spot reserved" | 16 free "carpool/vanpool spaces" | Zero to 32 (Depending on final number of carpool spaces) |
| Creation of preferential parking for vanpoolers | 7 per "each parking spot reserved" | 16 free "carpool/vanpool spaces" | Zero to 112 (Depending on final number of vanpool spaces) |
| Subsidizing transit tickets for employees | 1 per pass subsidized at least \$20/month | Number of passes TBC | TBC (Annual subsidized Go Pass cost of \$285 prorated per month to \$23.75) |
| Operation of a commute assistance center, offering on site, one stop shopping for transit and commuter alternatives information, preferably staffed with a live person to assist building tenants | 1 per each of the following: info/brochure rack, connected Internet kiosk, telephone with listed commute info numbers, desk for trip planning, transit ticket sales, flexible work schedules, quarterly educational programs | On-site management to provide welcome package of information, Go Passes, other memberships Information kiosk with brochures and hotline/online access | 2 to 3 (Depending if both phone and online access are made to hotline) |
| Participate in/create/sponsor a Transportation Management Association | 5 credited | Site to join the TMA once established | 5 (Upon creation of TMA) |

¹⁷ http://ccag.ca.gov/wp-content/uploads/2017/02/CCAG-Land-Use-Guide_CMP.pdf (Note: TDM Measure Name are taken verbatim)

| | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------|
| Create alternative transportation modes for travel within the development and to downtown areas - bicycles, scooters, electric carts, wagons, shuttles, etc. | 1 per "each on-going opportunity created (i.e. five bicycles/scooters/wagons = five trips)" | No commitment listed of site-specific vehicles being introduced, just acknowledgement of expanding bike share and car share programs listed. | 0 |
| Encourage infill development | 2% of all peak hour trips credited | 132 peak hour trips | 2.64 |
| Locate residential development within one-third mile of a fixed passenger rail station | "All trips from a residential development within one-third mile | 12 peak hour residential trips generated during morning hour | 12 |
| Promote the Guaranteed Ride Home program offered by the Alliance (commute.org) | Two peak hour trips will be credited for every 2 slots purchased in the program | Number of slots to be purchased TBC | TBC |

Under a conservative interpretation of the guidelines, which assumes the application of the implementation of required measures, and if 8 spaces are designated for vanpools, the peak hour net trips generated by the site's development would be fully credited (128.64 credits) by the TDM program.

2.3 FUTURE PARKING MANAGEMENT STRATEGIES

To complement the proposed TDM measures, parking strategies can play a role in effectively managing demand and reducing vehicle trips to the site. The Sustainable Streets Plan suggests the development of a parking management plan for projects located within the Tier I boundaries.¹⁸ The following strategies are not currently intended for the proposed site plan, but should be reviewed and considered for future discussion.

Daily Parking Fees (Employees)

Daily Parking Fees are the most effective approach to assuring employees will weigh the true cost of their commute choices. A monthly permit fee is an incentive to park every day, once an employee has paid the initial sunk cost of the monthly permit. Daily fees, encourage a daily decision to pay to park, or to choose another commute option.

With this approach, the 406 3rd Ave. Garage could offer daily employee parking permits that match the downtown San Mateo market cost for 10 hour parking at the Main Street garage (\$7.50/day).

Parking Cash Out (Employees)

To be more effective, a TDM plan would require parking fees to be set at the market rate, and to use a balance of management approaches. In the case that parking is free, one management approach is the use of a Parking Cash Out program, which allows employers to give employees

¹⁸ City of San Mateo (2015), *Sustainable Streets*
<https://www.cityofsanmateo.org/DocumentCenter/View/63263/Sustainable-Streets-Plan?bidId=>

cash as an alternative for free parking, reducing the need for on-site parking. Employees will often choose this option, and put it towards other expenses, such as transportation or commute-related expenses. This is a great choice for employees who do not typically receive monetary benefits for biking and walking, and equalizes the transportation benefit for all.

Curbside Passenger Loading Zones

To provide a seamless experience for passengers who have shared the ride or are being dropped off at the site, dedicated curbside passenger loading zones could be explored as complementary strategy. Such strategies should be discussed with the City to determine the parameters of a potential curbside loading zone strategy. The loading zone could accommodate a short-term loading space for passengers bring dropped off via carpool, vanpool, taxi or TNC, and could also be considered for short-term deliveries. A potential pilot may consider dedicating an on-street parking space during peak hours, as way to ensure a seamless experience without disrupting traffic circulation in and around the site.