APPENDIX C
DRAFT NORTH SAN JOSÉ AREA DEVELOPMENT POLICY AND DRAFT DEFICIENCY PLAN

DRAFT North San Jose Area Development Policy

City of San Jose

March 2005

Table of Contents

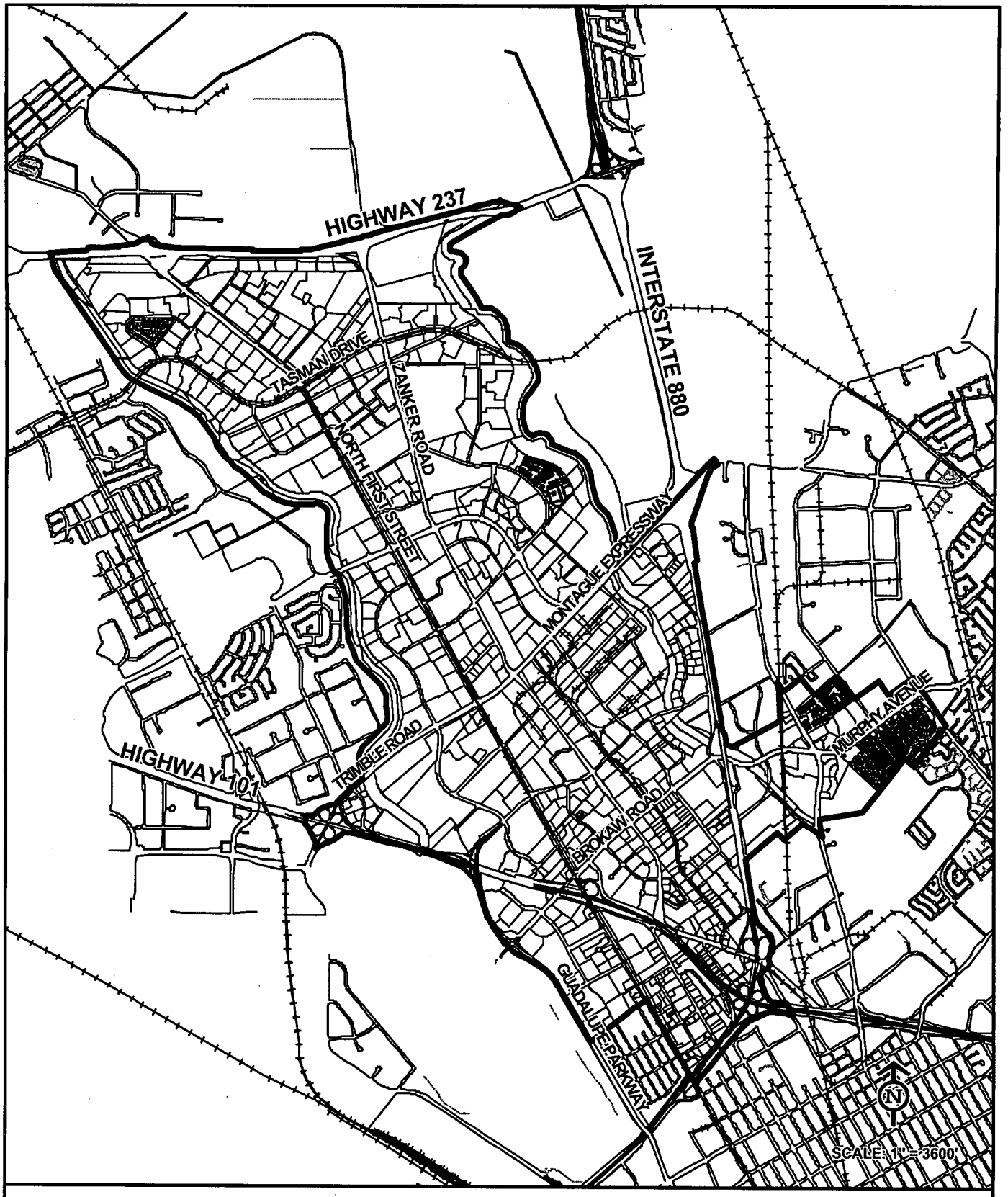


FIGURE 1:

NORTH SAN JOSE POLICY AREA BOUNDARY

1. Background

The North San Jose area plays a vital role in the achievement of San Jose's economic goals. The Rincon de los Esteros Redevelopment Area and related policies were established to promote industrial growth in this northerly area of the City. Those goals are a critical part of the overall policies related to maintaining a healthy balanced economy and achieving a number of other objectives necessary to a large vital city. As a result of these policies, the North San Jose area has become the preeminent location for driving industrial uses within the City of San Jose. The core of this area, referred to as "Rincon de los Esteros," the "Innovation Triangle," or the San Jose portion of the "Golden Triangle," is the industrial park land located within San Jose north of US Highway 101, west of Interstate 880 or Coyote Creek and south of State Route 237. This area houses many high-tech industries, including some leading corporations that have located their headquarters along the North First Street and Zanker Road corridors. The area also includes a large number of supporting industrial uses and a smaller amount of commercial and residential development.

Due to regional traffic concerns identified in the mid 1980's, the City adopted policies that restricted the development intensity within the North San Jose area through a Floor Area Ratio (FAR) cap. Since 1988, this cap has been implemented through the North San Jose Area Development Policy. As a result of this cap, industrial development in North San Jose has been fairly uniform and low intensity in nature. In the year 2000 the overall average FAR for North San Jose industrial development was 0.34. Consequently, North San Jose industrial park development is characterized architecturally by low to mid-rise office buildings, one or two-story light manufacturing and research & development facilities, surface parking lots and generous amounts of landscaping. Consistent with this type of development, the block pattern is large and irregular and access into North San Jose is provided mostly from a limited number of regional freeways or expressways.

The North San Jose Area Development Policy establishes a policy framework to guide the ongoing development of the North San Jose area as an important employment center for San Jose. The Policy provides for full development of the previously adopted base Floor Area Ration (FAR) caps but also provides additional industrial development capacity for 20 million square feet of transferable floor area credits that can be allocated to specific properties within the Policy area. The Policy supports the conversion of specific sites from industrial to high-density residential, using specific criteria compatible with industrial activity. The Policy also identifies necessary transportation improvements to support new development and establishes an equitable funding mechanism for new development to share the cost of those improvements.

Policy Area Boundaries

The Policy area boundaries generally match the current boundaries of the Rincon de Los Esteros Redevelopment Area (see Figure 1), including the area within San Jose north and west of Interstate 880 or the Coyote Creek, east of the Guadalupe River and south of State Route 237.

The Policy area also includes an area east of Interstate 880 along Murphy Avenue as far as Lundy Avenue.

Agencies participating in preparation of Area Development Policy and Deficiency Plan

The North San Jose Area Development Policy and Deficiency Plan were written by the City of San Jose Department of Planning, Building and Code Enforcement, the Department of Transportation, the Redevelopment Agency, the Department of Economic Development, the Department of Public Works and the City Attorney's Office. Input and assistance was also received from Santa Clara County Valley Transportation Authority (VTA).

2. Vision and Purpose

The City of San Jose is committed to the ongoing development of the North San Jose area as an important employment center and as a desirable location for high-tech corporations within San Jose as well as the Bay Area. Managing regional traffic patterns and establishing a framework for "smart growth" are also important goals of the City. This Policy establishes a framework to meet these goals:

- **Promote Economic Activity** – Provide additional long-term development capacity to support the creation of up to 80,000 new jobs along the North San Jose First Street corridor.

- **Promote Livability** – Add new housing and retail development in close proximity to new jobs, amenities and transit infrastructure.

- **Promote Long-term Vitality** - Establish fair-share funding mechanisms for infrastructure improvements necessary to support new development.

The North San Jose land area is a critical resource for San Jose in its continued efforts to grow industrial activity and to add well paying jobs within the City. Increased and improved utilization of this resource is a vital component of this effort. Large corporations have indicated they want to locate within North San Jose and build at densities significantly higher than those historically allowed by the City's policies. Companies already located within San Jose want to grow on their current sites. Policies that have historically limited development intensity within North San Jose create a barrier to that growth and act as a disincentive to the redevelopment of obsolete buildings. North San Jose provides a strategic location for job growth because of its proximity to the San Jose Norman Y. Mineta International Airport and the Downtown, along with a high degree of accessibility from several major freeways including Highway 101,

Interstate 880, State Route 237 and State Route 87. The area is also well served by other transportation facilities including an existing light rail line and the Guadalupe River and Coyote Creek trail systems. This Policy provides an opportunity for more intensive development within North San Jose.

Regional growth projections indicate continuing demand for significant amounts of new residential and employment space throughout the County. An important goal of this Policy is to provide the opportunity and a supportive policy framework to allow a portion of this growth to occur within the urbanized North San Jose area reducing growth pressures at the City's periphery. Concentrating growth through redevelopment within North San Jose reduces impacts upon the City's cost of providing services and helps to protect environmental resources.

Intensified land use can accommodate the movement of people and goods when development follows an urbanized form and is located within a setting supported by an appropriate system of infrastructure. Urbanized areas are normally developed using a fine grid infrastructure that provides more accessibility and allows a greater number of people and goods to effectively move between residential, industrial and commercial areas than in a suburban setting. While the Policy does not support development intensities typical of San Jose's Downtown, the Policy does provide a tool for guiding the development in North San Jose towards such an urbanized form.

The Policy contains two primary land use changes for North San Jose:

1. Establishment of an industrial **Core Area** overlay designation to support the development of a driving industry corporate center along the North First Street corridor and

2. Establishment of a **Transit/Employment Residential District** overlay to allow expansion of supporting residential and commercial uses to promote livability.

Core Area

A key strategy of the City is to allow and encourage more intense development for driving industry businesses along the North First Street Corridor. The City envisions a very active corridor of mid-rise (4 -12 story) industrial office buildings, utilizing headquarters or comparable quality architecture, fronting along North First Street between Brokaw Road and Montague Expressway in a 600-acre Core Area. Intensification of this Core Area will foster a concentration of high-tech businesses located so as to make best use of existing infrastructure resources. The Policy provides for the addition of 16 million square feet of new industrial development within this Core Area, resulting in an overall average 1.2 FAR.

Transit/Employment District Residential

In order to support continued job growth in North San Jose, the Policy provides for the development of up to 32,000 new residential units, including at least 18,650 developed through the conversion of up to 285 acres of existing industrial lands within a proposed

Transit/Employment Residential District Overlay area. New residential units would also be allowed through mixed-use development within the Core Area and on land with residential designations at the time this Policy was adopted. This residential development is intended to provide housing in close proximity to jobs to allow employees the opportunity to reduce their commute travel times, make increased use of transit facilities and to reduce overall traffic congestion. The Policy includes criteria that in conjunction with other City policies are intended to promote the establishment of successful new residential living environments as a result of land use conversions within the Policy area.

Relationship with Downtown

The intensification of North San Jose envisioned within this Policy is intended to be different from but complementary to development activity within the San Jose Downtown area. The proposed densities within the Core Area are still considerably lower than those existing or planned in the Downtown. Additionally, the anticipated building and land use types differ in that Downtown will continue to be more attractive for housing ownership and high-rise office development while North San Jose will continue to provide for heavy and light industrial uses as well as mid-rise office development and primarily rental housing targeting area workers. Furthermore, the Downtown will continue to develop as the City's focal point for cultural and other civic activities.

3. Land Use

Land Use Policies – Industrial Uses

The Policy allows for a net total of 26.7 million square feet of new industrial development within the Policy Area as described below. Build-out of the Base and Transit Oriented Sites Floor Area Ratio (FAR) allowed under previously adopted policies would potentially have resulted in 6.7 million square feet of new industrial development. This Policy maintains this development potential and provides an additional 20 million square feet of industrial development capacity is for allocation to properties within the Policy area.

Most of the new industrial/office/R&D development would be concentrated in an industrial Core Area located on both sides of North First Street, between Montague Expressway and US 101. This Core Area would ultimately have an overall average FAR of 1.2 with full implementation of the Policy, as described below. Development within the Core Area will be substantially denser than previous development in North San José. It is intended that the Core Area will be characterized by mid-rise four- to twelve-story structures built close to the street, designed to

facilitate pedestrian access to the Light Rail Transit (LRT) stations along North First Street, and with parking structures behind them to serve automobile traffic.

Base Floor Area Ratio (FAR)

In general, any industrial land within the Policy area may be developed up to a maximum FAR of 0.35, utilizing up to 6.7 million square feet of the Policy's industrial capacity. Development beyond this Base FAR is subject to the provisions found below. The FAR of any proposed development is calculated using the ratio of proposed gross building square footage to net site area square footage. (For properties where the square footage of existing buildings or entitlements exceeds 0.35 FAR, the amount of square footage in the existing buildings or entitlements is considered the base allowable FAR for the property. If an entitlement that exceeds the base FAR expires, the base FAR for the property reverts to 0.35 and the additional square footage may be reallocated to other properties per the provisions described below.)

Transit Oriented Sites

Development on sites located within 2000 feet of a light rail station may develop up to a maximum FAR of 0.40 provided that the sites incorporate site design measures to facilitate pedestrian access to nearby transit facilities. In addition to providing sidewalks along all public frontages, new buildings should be placed on the site in order to establish the best possible access from the transit facility to the building. Building entries should be provided at locations to facilitate pedestrian access. Properties that qualify for the base 0.40 FAR are indicated on Figure 2.

Additional Industrial Development Capacity

The Policy provides an additional 20 million square feet of new industrial development that may be allocated to qualifying properties as part of the Planning permit process. Details on how this square footage becomes available and how it may be allocated are provided in the Implementation section below.

Low Intensity Industrial Uses

Uses that the City is able to determine have no impact or minimal impact upon peak hour traffic are not subject to a specific FAR cap and are not strictly considered as part of the 26.7 million square feet covered by the Policy. (These uses may require separate traffic analysis to confirm for the City that they are consistent with the Policy.) Low intensity industrial uses potentially include highly automated manufacturing facilities, warehouse, storage and distribution facilities, and buildings built primarily to house machines or utility equipment. As part of a proposed development it must be demonstrated to the satisfaction of the City that such uses generate less than or equivalent amounts of traffic corresponding to the subject property's base square footage and such uses must be developed with a site plan consistent with the proposed intensity of use (e.g. no more than 1.2 parking spaces per 1000 square feet of net site area). The City must be able to confirm that adequate controls are in place through either site design measures or through enforceable permit conditions to ensure that the proposed use or possible future use of the

property will not generate traffic levels exceeding those of the base allowable FAR. Low intensity uses are subject to the Traffic Impact Fee discussed below on a per-trip basis.

Core Area

This Policy reserves 16 million square feet of the 26.7 million square feet of industrial development capacity for new projects developed within the 600-acre Core Area designated on the City's General Plan Land Use / Transportation Diagram. To facilitate intensification within this area, rather than reserve an equal amount of development capacity (FAR) for every site, any proposed development within the Core Area may be allocated an unrestricted portion of this capacity per the criteria included elsewhere in this Policy. Full build-out of this square footage would result in an overall average 1.2 FAR. The Core Area designation also allows for ground level supporting commercial uses, which are highly encouraged. The Core Area designation includes restricted provisions for residential development within the Core Area as well. Such residential development should be integrated into a larger industrial development on the same property and preferably be managed or reserved for use by the industrial property owner. The intent of this provision is to allow industrial land owners to include residential uses in support of their on site industrial activities.

Land Use Policies – Residential Uses

The conversion of industrial land to residential use generally is in conflict with the City's goal of promoting the North San Jose Policy area as an important employment center for the City. Conversion of industrial land to residential use diminishes the opportunity for new industrial development and can lead to land use incompatibility issues. The Policy however recognizes that the conversion of some industrial land to residential use within the Policy area is acceptable in order to reduce the impact upon regional traffic conditions caused by additional industrial development. Generally the conversion of an industrial use to a residential use outside of the Policy area boundaries (any property south or east of Interstate 880 or north of State Route 237) does not provide a significant benefit to regional or North San Jose area traffic conditions and is not supported by this Policy.

This Policy provides for the development of up to 32,000 new residential dwelling units within the Policy area. The Policy allows for the conversion of 285 acres of existing industrial lands to residential use at minimum densities of either 55 DU/AC (utilizing up to 200 acres) or 90 DU/AC (utilizing up to 85 acres) resulting in a minimum of 18,650 new residential units. Additional residential development may occur through development at higher densities within the overlay area, through mixed-use (residential and industrial) development within the Core Area or through the development of properties in the Policy area with an existing residential General Plan designation. As new residential development also generates traffic within the Policy area, a fair-share development impact fee used to fund necessary traffic improvements is collected at the time of Building Permit entitlement for all new residential development in the Policy area.

The Policy supports industrial to residential conversions only within the Transit/Employment Residential District Overlay areas depicted in Figure 3. Proposed conversions within this area may or may not be appropriate based upon existing conditions at the time of the proposed conversion. Because residential conversions should result in the establishment of safe and cohesive residential neighborhoods, it may not be appropriate to convert a site to residential use in light of existing conditions at the time of the proposal. Proposed conversions should be evaluated through the zoning process for conformance with City policy and according to the following criteria.

Limits on Conversion

1. A maximum of 285 acres of land may be converted to residential use within the areas designated as Transit/Employment Residential District on the City's General Plan Land Use / Transportation Diagram.

2. New residential density must have a minimum net density of 90 DU/AC on at least 85 of those acres. The remainder must have a minimum net density of 55 DU/AC.

Compatibility with Industrial Uses

3. The site must not contain an existing important vital or 'driving' industrial use.

4. The site must not be adjacent to an industrial use that would be significantly adversely impacted by the residential conversion.

5. The site must not be in proximity to an industrial or hazardous use that would create hazardous conditions for the proposed residential development (e.g. an adequate buffer must be provided for new residential uses from existing industrial uses) in order to protect all occupants of the sites and enhance preservation of land use compatibility among sites within the Policy area.

Services and Amenities

6. New parks, schools, community facilities and other supporting uses should be built within the Transit/Employment Residential District overlay area to the extent feasible, but location of public facilities on land outside of the overlay area may be allowable to comply with other laws, policies and regulations. Suitable locations for these uses should be identified and included within a project when appropriate.

7. The site must be within 1,000 feet of an existing community park (at least 3 acres in size) or the proposed development through participation in the provisions of the City's Parklands Dedication Ordinance or voluntary donation would establish a new park (at least 3 acres in size) within 1,000 feet of the site. All residential projects are subject to the Parklands Dedication Ordinance.

Site Design

8. The proposed project must be designed to support transit use and pedestrian activity.

Residential Conversions should not take place significantly in advance of the industrial intensification provided for by this Policy. The Phasing section below indicates the minimum amount of new industrial development that should be in place prior to the conversion of industrial land to residential use. In the event that the City receives applications for new residential entitlements that exceed the number of units available per the phasing plan, priority for granting entitlement related to residential development shall be based upon the following criteria listed in order of importance with priority given to the project that most fully meets the highest ranking and the greatest number of these criteria.

Criteria for prioritization of proposed residential conversions:

1. The residential project will directly facilitate or enable the construction of a specific, related industrial development.
2. The proposed project includes on-site parklands that meet or exceed parkland dedication requirements and other applicable City standards or regulations.
3. The proposed project provides for new school site
4. The proposed conversion site is adjacent to existing residential use
5. The proposed project constitutes a vertically mixed-use project incorporating neighborhood serving commercial uses.
6. The proposed project reflects and incorporates strong transit-oriented design elements.
7. The proposed project exceeds the minimum density requirements.

Parklands and Other Residential Amenities

Land will also need to be converted from industrial use for supporting uses including parks, schools and other residential amenities consistent with the City's Parklands Dedication Ordinance and Parklands Impact Fee and other laws, policies and regulations. It is anticipated that implementation of the City's Parkland Dedication Ordinance will result in the need for a significant amount of new parkland in the Policy area. A significant number of new park facilities will be necessary to meet the needs generated by the construction of 32,000 new housing units.

New park facilities will most likely include several new Community Parks (typically 3 to 5 acres in size) along with larger Neighborhood and Regional Parks and/or regional sports facilities. New Community Parks should be located on properties within the Transit/Employment Residential District Overlay. As properties within the Overlay are rezoned for residential use, suitable park sites and school sites should be identified on the subject or adjacent properties as appropriate in fulfillment of the Parklands Dedication Ordinance and other laws, policies and regulations. Land dedicated for public park use or other supporting uses is not counted as part of the 285 acres of allowed conversion from industrial to residential use.

New parklands may also be required as a result of residential development within the Core Area. Parklands or open spaces within the Core Area should be designed for dual use in support of both industrial and residential development.

Land Use Policies – Commercial Uses

The Policy provides for the development of up to 1.7 million square feet of new commercial uses that support the industrial and residential uses in the Policy area. The Policy does not limit the FAR of such uses. Qualifying commercial development can be incorporated as a supporting use into a mixed-use industrial or residential development in which the industrial or residential use is the predominant use on the site. These commercial uses are generally limited to retail and services activities that support the industrial and residential uses in the Policy Area and that are consistent with the General Retail, Food Service and General Service uses, as defined in the City's Zoning Ordinance. Large format commercial uses, which would potentially draw significant numbers of people from outside of the Policy area, are not supported by this Policy and will require additional environmental review. Supporting commercial uses that would potentially reduce vehicle trips (e.g. food service, financial services, gymnasiums, child care) are strongly encouraged with the Policy area and should be included within new development as feasible.

As provided for by the Policy, development of commercial uses is limited to mixed-use projects in which the commercial development is incorporated into a larger industrial or residential development project consistent with other portions of this Policy. The Core Area and residential area General Plan designations will generally support such mixed-use development. Limited opportunities for mixed-use commercial development may also arise in other locations within the Policy area. Any stand-alone retail development or any retail development of a scale clearly intended to serve an area significantly beyond the boundaries of the Policy area, will need to conform to the General Plan and undergo separate environmental review.

4.
Traffic Policy and Standards

This Area Development Policy establishes a special area within the City not subject to the City standard Level of Service (LOS) Policy. The Policy instead provides the necessary traffic impact analysis for the development of an additional 26.7 million square feet of industrial use, 1.7 million square feet of supporting commercial use and 32,000 residential units within the Policy area. The specific traffic impacts of this amount of new development have been analyzed and described in the traffic analysis and Environmental Impact Report (EIR) prepared for the Policy. The Policy also includes mitigation measures identified for these impacts and establishes a mechanism for the implementation of these mitigation measures. Any new development within the Policy area that falls within the parameters of the Policy should not typically require additional review for traffic impacts except that additional analysis may be necessary to address site operational issues.

In order to be consistent with the traffic analysis included within the EIR prepared for the Policy, new projects must include design features and programs that support multi-modal commute

choices including provision of bicycle and pedestrian facilities and incorporation of transportation demand management (TDM) Measures.

Development Impact Fee

The City will collect a Development Impact Fee to be used to fund the mitigation measures needed to meet future traffic conditions resulting from implementation of this Policy as described in the traffic analysis and Environmental Impact Report (EIR) and described in the Infrastructure Improvement section below. The City conducted a separate impact fee study to ascertain and confirm the scope of the relationship between the implementation of development under this Policy to the creation of the need for the infrastructure improvements. The traffic study and analysis identified infrastructure improvements with a projected cost of approximately $519 million (in year 2005 cost). Of the total cost, $30 million is to be funded by the City and $29 million is anticipated to be obtained through alternative public funding sources, such as State or regional agencies. The Development Impact Fee shall be used to fund the remaining $460 million in improvement costs.

The Development Impact Fee will be assessed to all new residential and industrial development within the Policy area and shall be collected prior to issuance of Building Permits. The Development Impact Fee for low-intensity industrial uses can be calculated using the per-trip cost in Table 1 below. The fee may be paid directly or satisfied through the formation of a Community Financing District (CFD) or similar mechanism that provides a secured source of funding.

The development impact fee fairly distributes the cost of the necessary infrastructure improvements on a cost per trip generated basis amongst the total development addressed through this Policy (e.g. 26.7 million square feet of industrial development and 32,000 residential units). The fee initially is set at $10.44 per square foot for all new industrial development, at $6,994 per unit for new single-family residential development and at $5,596 per unit for new multi-family residential development within the Policy area. These fees are adjusted automatically every two years according to the following table to address increases in land acquisition and construction costs for the scheduled roadway and intersection improvements anticipated over time based upon standardized construction cost inflation rates for the region. The fee amounts may need to be further adjusted in the future to reflect actual costs. The precise development impact fee for a project is calculated and collected at the time of issuance of a Building Permit.

For industrial projects that include replacement of existing industrial square footage on the same site, the existing amount of square footage is considered to be a part of the pre-Policy condition and is not subject to the Development Impact Fee. The total net amount of new construction on the site will be subject to the Development Impact Fee. For projects that include conversion of industrial to residential use, a similar credit will be given to the property for the displaced industrial use. Credits for existing use are calculated using Table 1 (below) on a per-trip basis for industrial and residential uses. Other uses are neither subject to the Development Impact Fee

nor can receive credit for the existing use against the fee requirement for a new development project.

Table 1: Development Impact Fees (based on 3.5% annual escalation)

Year	Trip Fee per PM Peak Hour Trip	Industrial Fee (per sq. ft.)	Residential Fee Single-family (per unit)	Residential Fee Multi-family (per unit)
2005	$ 9,326	$ 10.44	$ 6,994	$ 5,596
2007	$ 9,990	$ 11.18	$ 7,492	$ 5,995
2009	$ 10,702	$ 11.98	$ 8,026	$ 6,422
2011	$ 11,464	$ 12.83	$ 8,597	$ 6,879
2013	$ 12,281	$ 13.75	$ 9,210	$ 7,369
2015	$ 13,155	$ 14.73	$ 9,866	$ 7,894
2017	$ 14,092	$ 15.78	$ 10,568	$ 8,456
2019	$ 15,096	$ 16.90	$ 11,321	$ 9,058
2021	$ 16,171	$ 18.10	$ 12,127	$ 9,703
2023	$ 17,323	$ 19.39	$ 12,991	$ 10,395
2025	$ 18,557	$ 20.77	$ 13,917	$ 11,135

Transportation Demand Management (TDM) Measures

All new development within the North San Jose area is required to incorporate (TDM) elements into facility design in order to promote the use of multi-modal transportation options. These TDM Measures are an integral part of the Policy and must be incorporated into new development projects to the maximum extent feasible. This continues what has long been the City's standard practice for the North San José area, and is consistent with the implementation requirements of the North San Jose Deficiency Plan. In some cases specific additional requirements are also set forth in the City's Zoning Ordinance.

Transportation Demand Management Site Design Actions

Generally new employment-generating development within North San Jose should include the following site design measures, taking project scale and location into consideration:

- Incorporate physical improvements, such as sidewalk improvements, landscaping and bicycle parking that act as incentives for pedestrian and bicycle modes of travel.
- Provide secure and conveniently located bicycle parking and storage for employees and visitors;
- Provide bicycle and pedestrian connections from the site to the regional bikeway/pedestrian trail system.
- Place assigned car pool and van pool parking spaces at the most desirable on-site locations;
- Provide showers and lockers for employees walking or bicycling to work.

Residential developments should appropriately implement similar measures to minimize traffic impacts. Possible measures, depending upon the location and scope of the particular residential development, could include elements such as the following:

- Construct transit amenities such as bus turnouts/bus bulbs, benches, shelters, etc.
- Provide direct, safe, attractive pedestrian access from project land uses to transit stops and adjacent development.
- Provide bicycle lanes, sidewalks and/or paths, connecting project residences to adjacent schools, parks, the nearest transit stop and nearby commercial areas.
- Provide secure and conveniently placed bicycle parking and storage facilities at parks and other facilities.
- Provide neighborhood-serving shops and services within or adjacent to residential project.
- Provide a satellite telecommute center within or near the development.

Transportation Demand Management Programs

New employment-generating development is required to develop and implement a Transportation Demand Management program that includes, where feasible, the following elements:

- Provide an on-site TDM coordinator;
- Provide transit information kiosks;
- Make transportation available during the day and guaranteed ride home programs for emergency use by employees who commute on alternate transportation. (This service may be provided by access to company vehicles for private errands during the workday and/or combined with contractual or pre-paid use of taxicabs, shuttles, or other privately provided transportation.);
- Provide vans for van pools;
- Implementation of a carpool/vanpool program (e.g., carpool ridematching for employees, assistance with vanpool formation, provision of vanpool vehicles);
- Provide shuttle access to regional rail stations (e.g. Caltrain, ACE, BART);
- Provide or contract for on-site or nearby child care services;
- Offer transit use incentive programs to employees, such as on site distribution of passes and/or subsidized transit passes for a local transit system (e.g. providing VTA EcoPass system or equivalent broad spectrum transit passes to all on-site employees);
- Implementation of parking cash out program for employees (non-driving employees receive transportation allowance equivalent to the value of subsidized parking);
- Encourage use of telecommuting and flexible work schedules;
- Require that deliveries on-site take place during non-peak travel periods.

Residential developments will be required to implement similar measures to minimize traffic impacts. Possible measures include:

- Provide transit information kiosks;
- Provide shuttle access to regional rail stations (e.g. Caltrain, ACE, BART);

- Provide or contract for on-site or nearby child care services;
- Offer transit use incentive programs to residents, such as distribution of passes and/or subsidized transit passes for a local transit system (e.g. providing VTA EcoPass system or equivalent broad spectrum transit passes to all residents).

5. Infrastructure Improvements

North San José is an established urban area that has long been planned for industrial park uses. The new development provided for through this Policy will more fully utilize new and existing infrastructure systems, resulting in a lesser need for new infrastructure in the near and long term than would result from a more sprawling form of growth. The proposed changes in land use and land use intensity will, however, also require some modifications in the planned and built infrastructure, especially in the transportation system. Additional infrastructure that will be provided specifically through the implementation of this Policy will include the intersection and roadway improvements and other utility improvements listed below. Generally these infrastructure improvements will be funded through a development impact fee collected at the issuance of Building permits or through the formation of a Community Financing District (CFD) or similar mechanism that provides a secured source of funding.

Improvements will also be necessary to other types of infrastructure, including water supply, storm drain and sanitary sewer systems. In some cases these improvements will be made through on-site extensions of utilities or other services constructed as part of individual development projects. Other improvements will exceed the scope of an individual development project and require City management to implement. These improvements will need to be funded from separate sources and are not addressed through the Development Impact Fee established with this Policy. All development projects within North San Jose are also subject to other existing development taxes and fees that support Citywide transportation improvements (e.g. the Building and Structure and Construction Excise fees) and infrastructure improvements.

Transportation Improvements

This Policy establishes a mechanism for the construction of transportation improvements necessary to mitigate the traffic impacts associated with the amount of new development also provided for through the Policy. These improvements, listed below, are described in more detail in the Attachment A, the North San Jose Deficiency Plan.

Major Roadway Projects

The major roadway projects included within the Policy generally serve as gateways and/or major arterials to and within North San José and serve the North San José area as a whole. Each one of

these improvements is tied to a specific phase of the development per the phasing plan described below. Each improvement must be built, under construction, or funded and within one year from beginning of construction before the next phase of development can begin. The major roadway projects and their phases are:

- Montague Expressway Widening (Phase 1)
- US 101/Trimble Road Interchange (Phase 1)
- Montague Expressway/Trimble Road Connection (Phase 1)
- Charcot Avenue Extension (Phase 2)
- Zanker Road Widening (Phase 2)
- North First Street & SR 237 Interchange (Phase 3)
- McCarthy Boulevard & Montague Expressway Interchange (Phase 3)
- Zanker Road/Skyport Drive Connection (Phase 4)
- US 101/Mabury Road Interchange (Phase 4)

Transit/Bicycle/Pedestrian Enhancements

In addition to addressing vehicular roadway issues, the City has worked with the VTA to identify specific transit enhancements, that along with continuing implementation of the City's bicycle network and the improvement of pedestrian facilities, are intended to support alternative modes of transportation within the Policy area. These specific improvements are further described in Attachment A, Transportation Improvement Phasing Plan and Attachment B, the North San Jose Deficiency Plan. These improvements are distributed throughout all four phases of development.

Supporting Street System (Grid Streets)

The Policy provides a mechanism to develop the supporting street infrastructure system necessary to accommodate the movement of people and goods throughout the Core Area. A refined system of streets will provide improved vehicle and pedestrian circulation, on-street parking opportunities, suitable frontages for supporting commercial services and access to internal building service and parking areas. This will include extensions of existing streets, completion of missing segments, and construction of completely new streets. These streets also provide a benefit to traffic conditions throughout the Policy area as documented in the Policy impact fee study. Figure 4 shows the conceptual layout of the new street plan for the Core Area. Implementation of the new grid street system in the Core Area requires dedication of street right-of-way from the property owners. Such dedication will be required of property owners at the time of redevelopment of the affected properties. Construction costs for the new streets are included within the improvements funded through the Development Impact Fee. The land cost for the grid streets is not part of the transportation improvement budget. A project that incorporates construction of one these streets may be credited the value as described in Attachment A, the Transportation Improvement Phasing Plan.

Local Intersection Improvements

Improvements will be made to increase capacity at 33 local intersections, either within the Policy area or in surrounding areas. Some of the intersection improvements will be incorporated into

the Major Roadway Improvements listed above. Local intersection improvements are distributed through all four phases of development. Additional information on the intersection improvements is included in Attachment A, the Transportation Improvement Phasing Plan and in Attachment B, the North San Jose Deficiency Plan.

Utilities and Other Infrastructure

In addition to roadway improvement, some improvement to utilities and infrastructure will be necessary in order to serve the level of development allowed through this Policy. These include improvements to the water supply, storm drainage and sanitary sewer systems. This infrastructure will be constructed through a variety of mechanisms, including localized improvements made through the private development review process, construction of new facilities by private utility providers and possible capital improvement projects undertaken by the City of San Jose. The capacity of these systems will need to be reviewed and improvements made as necessary as development occurs.

6. Implementation

The following procedures provide guidance and clarity for the ongoing implementation of the Policy vision and goals. As noted above, this Policy provides for the development of 26.7 million square feet of industrial development, 1.7 million square feet of neighborhood serving commercial development and 32,000 residential units. The supporting commercial development is not subject to any particular restrictions and new development projects may draw upon this capacity as needed. Industrial and residential development projects may be allocated a portion of this development capacity according to the following provisions and phasing plan.

Allocation of Industrial Square Footage or Residential Units

Residential or Industrial development capacity is considered to be reserved for a particular site upon issuance of a Planning Site Development Permit, Planned Development Permit, or a legally binding mechanism such as a Development Agreement or Vesting Tentative Map. Development capacity is not reserved for a property through adoption of a zoning or rezoning action. Reserved capacity cannot be allocated to another property. Site Development Permits and Planned Development Permits will have a one-year duration before expiration, but may include provisions for renewal. Actual allocation of development capacity will be granted to a site upon issuance of Building Permits, at which time the Development Impact Fee is collected to fund the corresponding transportation improvements. The one-year time limit for Planning permits is necessary in order to prevent speculative entitlements that divert development capacity away

from projects ready to develop in the near-term. Once the City has collected the Development Impact Fee at issuance of Building Permits, the amount of development equivalent to the fee is reserved for the subject property and cannot be allocated to another property.

Allocation of Industrial Development Capacity

Of the 26.7 million square feet of new industrial development capacity provided through this Policy, 16 million square feet may be allocated only to properties located within the Core Area in order to be consistent the Policy goals of concentrating development along the transit corridor and to be consistent with the traffic analysis prepared for the Policy. The remaining 10.7 million square feet may be allocated to any property within any part of the Policy area. Projects receiving allocation beyond the base levels should be consistent with the Design Criteria set forth below. Preference for allocation will also be given to projects making use of allowable reductions in parking. In any case, allocation above the base level should not be given to a project that exceeds the City's minimum parking requirement by more than 10%.

Upon issuance of Building Permits for a new residential development within the Policy Area, the displaced industrial development capacity (equal to the greater of the existing industrial square footage on site or the amount allowed under the FAR Cap for that property) can be reallocated to any other industrial property in the Policy Area provided that the existing industrial buildings have been demolished. Any other displaced industrial entitlement (e.g. square footage included within a Permit that expires or Development Agreement that expires or is terminated) is also available for redistribution to any property within the Policy area.

Design Criteria and Principles

In general, new development within the Policy area should conform to the applicable Residential, Commercial or Industrial Design Guidelines of the City of San Jose. Consistent with the Vision and Purpose of this Policy, additional design criteria are included to promote the development of a high-end corporate center within the Core Area and to promote the use of alternative modes of transportation in the Policy area. These criteria are intended to:

- Enhance and reinforce property values and property utility
- Showcase creativity
- Provide for levels of pedestrian and vehicle circulation consistent with increased density
- Establish consistent building orientation
- Provide flexibility
- Accommodate security needs

Core Area Design Criteria

The North First Street corridor is the premium location for technology industrial headquarters development in the Silicon Valley. The design criteria set forth in the Policy are intended through public and private cooperation to establish an exciting and unique place symbolic of a

leading role in the development and marketing of new technology. The following criteria are intended to address any new development or redevelopment occurring within the Core Area

- Site planning should be compatible with the establishment of new mid-block streets as illustrated in Figure 4. These streets perform a necessary role by providing local vehicle capacity and enhancing pedestrian traffic capacity. They also provide an opportunity for access into the interior areas of a site and should be used for the primary access to parking, services and loading operations. Placement of new driveways should be coordinated with adjacent sites.
- For sites adjacent to North First Street, new buildings should be oriented to the North First Street corridor. Parking structures should not be placed along North First Street. Concentrating buildings along the North First Street frontage will also facilitate the movement of water through the area during flood events.
- New development should meet a minimum density (FAR) consistent with the vision of establishing a high-profile corporate center within the Core Area.
- Use of surface parking lots should be minimized and any large surface parking lots should be placed behind buildings. Small amounts of visitor parking may be appropriate at the front of a site, but their visual impact should be minimized to the maximum extent feasible.
- New development should provide a high level of pedestrian environment amenities, including landscaped pedestrian connections between public streets and building entries, and where feasible enhanced pedestrian areas adjacent to the public sidewalk and attractive outdoor gathering area.
- Architectural treatment should make use of sustainable, high quality and innovative construction materials and techniques.

Multi-modal Transportation Design Criteria

The North San Jose Area Development Policy provides for continued development in North San Jose through the construction of new roadway improvements and the ongoing utilization of mass transit and other alternative transportation modes. New development within the Policy area should to the maximum extent feasible be designed and constructed in a manner so as to promote the use of transit, pedestrian and bicycle activity by incorporating elements such as the following:

- New buildings should be located and oriented on the site to promote access to transit facilities. Active use areas and building entrances should be oriented toward the nearest primary street.
- Establishing pedestrian connections to the nearest transit station should be given priority in the site design.
- Projects should incorporate new or additional improvements for pedestrian accessibility (e.g. new street-side entrances, pedestrian sidewalk connection oriented toward the nearest transit facility).

- Projects should include clear, safe and comfortable connections to transit and services from the site and building entries. These include pedestrian pathways, landscaping, canopy trees and pedestrian scale lighting.
- Projects should include adequately sized bicycle facilities.

Phasing

The development anticipated under this Policy is planned to occur over the next ten or more years. The Policy does not require that the infrastructure improvements be completed substantially in advance of the development, but it would be imprudent to allow substantial deterioration in roadway operations before constructing planned infrastructure improvements. Because of the traffic link within North San Jose among industrial development, residential development and the construction of new infrastructure, it is necessary that the construction of these three elements proceed concurrently. For this reason, the Policy includes a phasing plan that limits how much industrial or residential development may occur in advance of the construction of supporting infrastructure improvements.

North San José is primarily an industrial area, a center of employment whose ongoing vitality is critical to the City's economic health, and from which generated local revenues are essential to maintaining the City's service levels. While residential development is proposed to support the new job growth, it would be contrary to the City's planning goals and objectives to encourage or facilitate a substantial conversion of industrial land to residential uses too far in advance of the new job growth due to the resulting service costs, implications and impacts. The proposed Area Development Policy therefore limits the number of dwelling units that can be developed too far in advance of new industrial development. At the other end of the spectrum, development of too much industrial development without associated residential development would quickly overload the roadway system, and limit the internalization of commute trips and utilization of other transportation modes. The Area Development Policy also limits the amount of industrial development that could occur without some residential development occurring in the area in order to facilitate appropriate and workable balances in the development occurring under the Policy.

The result of these parameters is a range of residential units that can be developed in parallel with the phased industrial development. The impacts analysis contained in the EIR underlying the Policy evaluates the impacts that would occur as a "worst case," as a result of the phasing plan. The range of assumed dwelling units for each phase, as summarized below, would limit the extent of the impacts, and assure the City that the planned-for balance is maintained in North San José.

The total amount of new industrial and residential development capacity is divided into four phases, with 25 percent of the total amount of development in each category of land use assumed for each phase. This equates to the following amount of development capacity for each phase linked together as follows:

Table 2: Phasing Plan

Phase	Planning Permit Entitlement for new Industrial Development (Maximum Sq. Ft.)	Infrastructure Improvements	Planning Permit Entitlement for New Residential Units (Minimum & Maximum)
Phase 1	Up to 7 million	Group 1 Improvements	4,000 – 8,000
Phase 2	Up to 14 million	Group 2 Improvements	8,000 – 16,000
Phase 3	Up to 21 million	Group 3 Improvements	12,000 – 24,000
Phase 4	Up to 26.7 million	Group 4 Improvements	16,000 – 32,000

Phase 1 Up to a maximum of 8,000 dwelling units can be built during Phase 1. At least 4,000 dwelling units must be built or under construction before construction of industrial floor area in excess of 7 million square feet, or the beginning of Phase 2, can begin.

Phase 2 Up to a maximum of 16,000 dwelling units can be built through the end of Phase 2. At least 8,000 dwelling units must be built or under construction before construction of industrial floor area in excess of 14 million square feet, or the beginning of Phase 3, can begin.

Phase 3 Up to a maximum of 24,000 dwelling units can be built through the end of Phase 3. At least 12,000 dwelling units must be built or under construction before construction of industrial floor area in excess of 21 million square feet, or the beginning of Phase 4, can begin.

Phase 4 Up to a maximum of 32,000 dwelling units can be built through the end of Phase 4. Construction of industrial floor area will not exceed 26.7 million square feet at the end of Phase 4.

The Policy does not establish a no timeline for these phases. The amount of development and its timing will be determined by the economy, markets, and the decisions made by private sector property owners and developers. All of the infrastructure improvements for each phase must be fully funded and within one year of commencement of construction before the industrial or residential development of the next phase may be issued Building Permits. Similarly, the entire industrial development of one phase and the minimum residential development of one phase must also have Building Permits issued before entitlements begin for the next phase.

Industrial square footage redistributed as a result of residential conversions is considered to be a part of the base development amount and is not subject to phasing requirements. In effect, any displaced industrial development (e.g. demolished as part of a new residential project) is added to the capacity of the current phase and immediately available for allocation to a new project.

As noted in the table above, a particular group of transportation improvements is linked to each phase of development. The specific infrastructure improvements for Group 1, Group 2, Group 3 and Group 4 are listed in Attachment A, the North San Jose Deficiency Plan. The phasing of the

improvements was determined based on both the need for the improvements and the patterns identified in area level of service calculations.

The phase at which the major improvements would be needed was determined based on the extent to which each would serve the North San José area as a whole. Generally, the major improvements serve as gateways and/or major arterials to and within North San José, and can be evaluated as more or less useful for each of the development phases. The following major improvements will be built in conjunction with the phase indicated. This means that the improvement must be built, under construction, or funded and within less than one year of beginning construction before the next phase of development can begin.

The need for specific intersection improvements during each phase of development was determined based on level of service calculations (documented in the EIR for the Policy). Each impacted intersection was evaluated to determine during which phase the project traffic would cause the intersection to be significantly impacted. Minor exceptions were made for intersections for which proposed improvements are minor, and which can readily be completed with the first phase. The timing for intersection improvements must be concurrent with the development of the phase. Development allowed under the subsequent phase cannot, therefore, be approved until all intersection improvements of the current phase are within one year of completion.

Record Keeping

City Planning staff maintains records of the base FAR amounts for each property in the Policy area, the amount of development capacity available in the current phase and other supporting data sets. This information is publicly available upon request.

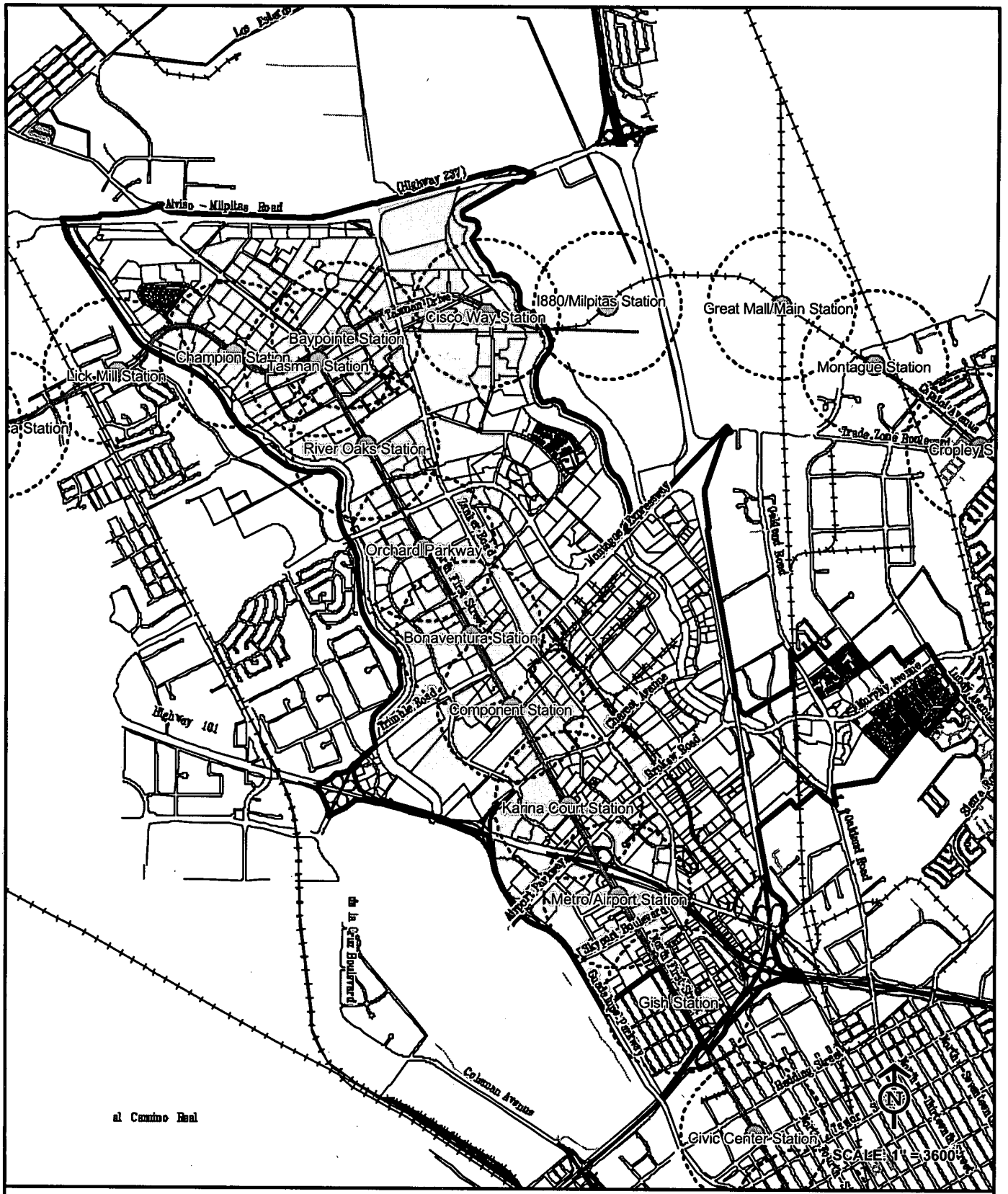


FIGURE 2:

NORTH SAN JOSE - TRANSIT ORIENTED SITES

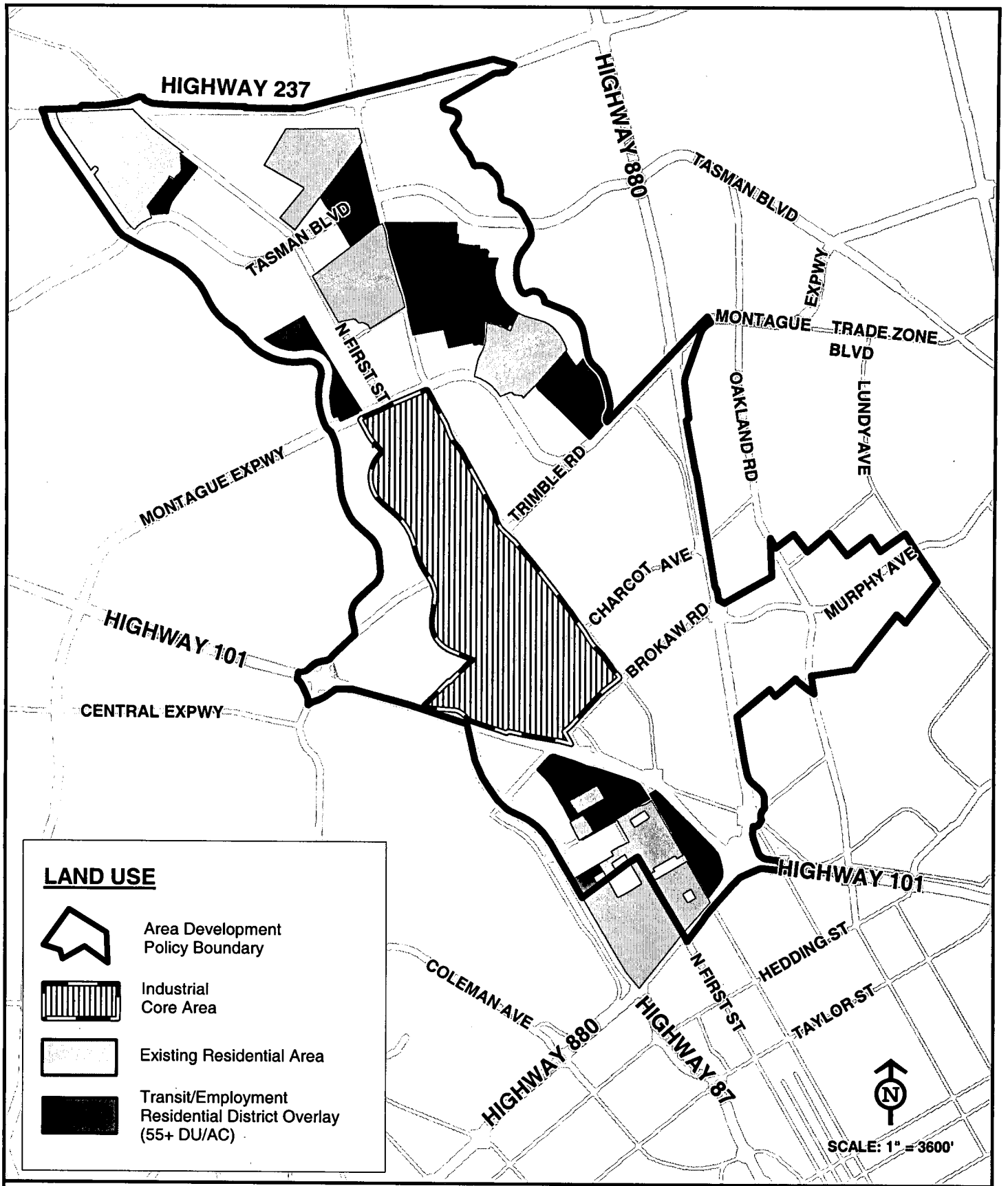


FIGURE 3:

NSJ ADP GENERAL PLAN LAND USE AREAS

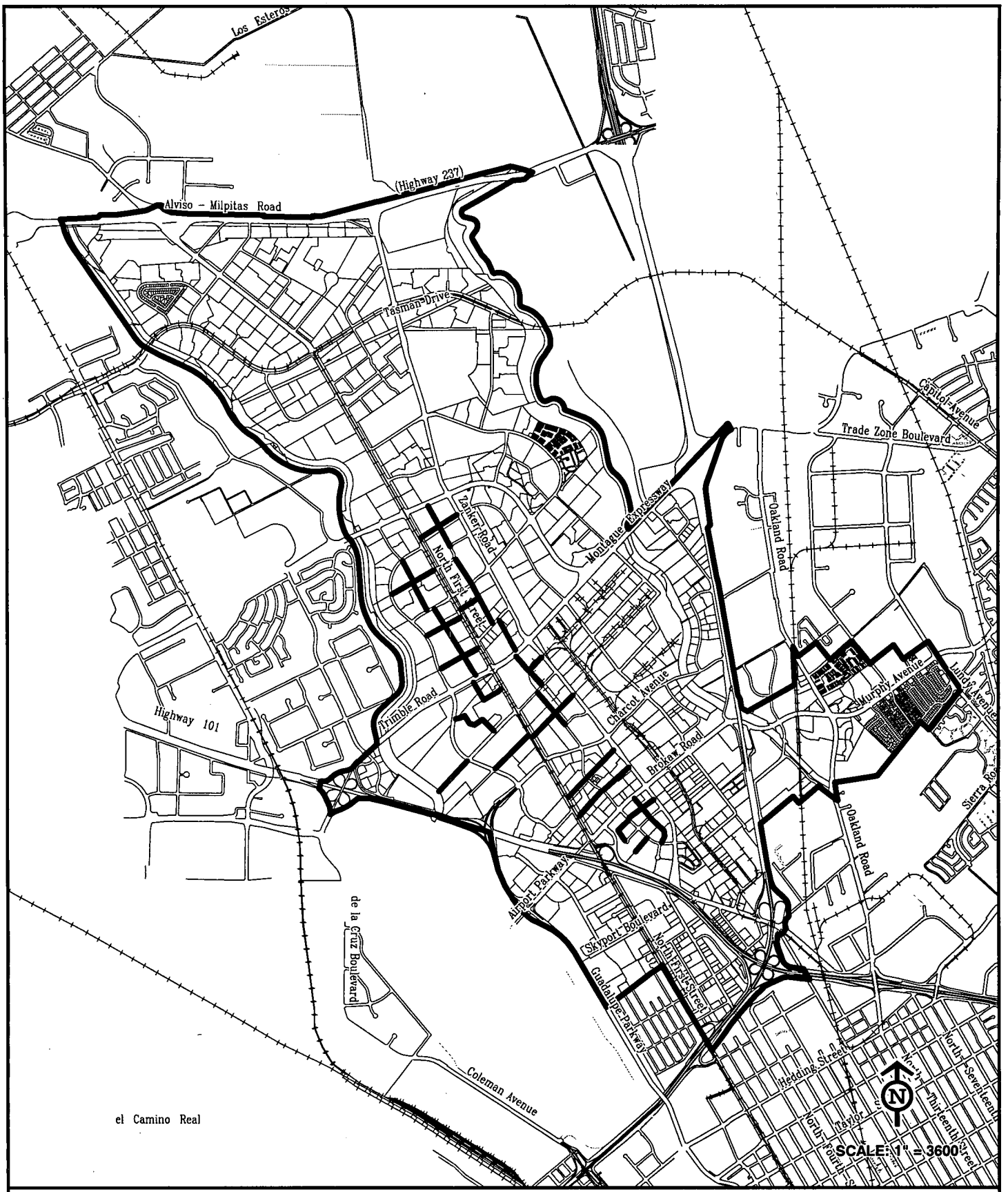


FIGURE 4:

NORTH SAN JOSE - SUPPORTING STREET SYSTEM

Attachment A: Transportation Improvement Phasing Plan

North San Jose Development
Mitigation Implementation and Cost

Study Number		Improvements	Development Phase Cost 25%	50%	75%	100%	Total
North San Jose Roadway Improvements							
		Montague Expressway Widening	$10,000				$10,000
		Zanker Rd. to Skyport Dr. Connection				$64,000	$64,000
		Charcot Avenue Extension		$32,000			$32,000
		Zanker Road Widening		$49,000			$49,000
		US 101/Trimble Rd. Interchange	$27,000				$27,000
		Montague Expwy./Trimble Rd.	$30,000				$30,000
		Montague Expwy./McCarthy Blvd.			$68,000		$68,000
		Mabury Interchange				$43,000	$43,000
		Grid System	$16,500	$16,500	$16,500	$5,500	$55,000
		Sub-Total	$83,500	$97,500	$84,500	$112,500	$378,000
North San Jose Intersections							
2	North First Street and SR 237 (South)	Add 3rd NBT, Requires overpass widening			$7,000		$7,000
6	Zanker Road and Montague Expressway	Add 2nd NB & SB left-turn lanes		**See Zanker/Montague Widening Above**			
7	River Oaks Parkway and Montague Expressway	No further improvements possible		**See Montague Widening Above**			
8	Trimble Road and Montague Expressway	CPI Trimble Flyover (Tier 1-B)		**See Trimble/Montague Above**			
9	McCarthy Boulevard and Montague Expressway	CPI "Interchange" (Tier 1-B)		**See McCarthy/Montague Above**			
10	Old Oakland Road and Montague Expressway	Add SBL	$500				$500
12	North First Street and Trimble Road	Add 2nd EBL & Exclusive WBR	$1,000				$1,000
13	Zanker Road and Trimble Road	Add 2nd EB & SB left-turn lanes		**See Zanker Widening Above**			
16	Zanker Road and Brokaw Road	Add 2nd NB,SB, & EB left-turn lanes		**See Zanker Widening Above**			
24	Zanker Road and Tasman Drive	Add 2nd EB & WB left-turn lanes			$2,000		$2,000
27	North First Street and Charcot Avenue	Add 2nd SBL & exclusive WB & NB right-turn lanes	$2,000				$2,000
37	North First Street and Metro Drive	Add 2nd EBL	$250				$250
43	Zanker Road and Charcot Avenue	Add 2nd left-turn on all approaches Widen Charcot to 4-lanes			$2,000		$2,000

Attachment A: Transportation Improvement Phasing Plan

North San Jose Development

Mitigation Implementation and Cost

Study Number		Improvements	Development Phase Cost 25%	50%	75%	100%	Total
45	Junction Avenue and Charcot Avenue	Widen Charcot and Junction to 4-lanes Add 2nd EB &WB left-turns			$1,000		$1,000
47	Bering Drive and Brokaw Road	Add 2nd NBL Add separate SBL	$1,000				$1,000
58	Trade Zone Boulevard and Montague Expressway	Add 2nd NB & SB left-turn lanes, WB Free-Rt. Montague Widening	$1,025 $1,150				$1,025 $1,150
		Sub-Total	$6,925	$0	$12,000	$0	$18,925
Other San Jose Intersections							
59	Lundy Avenue and Berryessa Road	Add 2nd EB & WB left-turns				$500	$500
60	Oakland Road and US 101 (N)	Add 2nd SBR			$250		$250
61	Oakland Road and US 101 (S)	Reconstruct Interchange		$20,000			$20,000
97	Capitol Expressway and Capitol Avenue	Add separate EBL				$250	$250
98	San Tomas Expressway and Stevens Creek Boulevard	CPI Widen San Tomas to 8-lanes		$1,300			$1,300
99	San Tomas Expressway and Moorpark Avenue	Add 2nd SBL				$500	$500
116	Thirteenth Street and Hedding Street	Add 2nd EB & WB left-turns	$700				$700
117	King Road and McKee Road	Add 2nd EB & WB left-turns	$2,025				$2,025
123	Lundy Avenue and Trade Zone Boulevard	Add 2nd WBL				$500	$500
124	Capitol Avenue and Cropley Avenue	Add 2nd WBL			$500		$500
126	Capitol Avenue and Berryessa Road	Add 2nd WBL				$250	$250
	Couplet Conversions		$6,250	$6,250	$6,250	$6,250	$25,000
	Transit/Bicycle/Pedestrian Facilities		$30,350	$4,700	$26,250	$9,000	$70,300
		Sub-Total	$39,325	$32,250	$33,250	$17,250	$122,075
		Intersection Total	**$46,250**	**$32,250**	**$45,250**	**$17,250**	**$141,000**
		Other NSJ Improvements	**$83,500**	**$97,500**	**$84,500**	**$112,500**	**$378,000**
		Total	**$129,750**	**$129,750**	**$129,750**	**$129,750**	**$519,000**
		Total w/o Other SJ Intersections	**$90,425**	**$97,500**	**$96,500**	**$112,500**	**$396,925**

Notes:
* Denotes CMP intersection
Right-of-way cost at $25/s.f.

DRAFT North San Jose Deficiency Plan

Prepared for:
City of San Jose

Prepared by:
Hexagon Transportation Consultants, Inc.

January 2005

Table of Contents

Appendices

List of Tables

List of Figures

1. Introduction

The purpose of this document is to set forth a plan to address existing and anticipated deficiencies in the level of service (LOS) of intersections in North San Jose that are identified as part of the Santa Clara County Congestion Management Program (CMP). The objective of the North San Jose Deficiency Plan (NSJDP) is to identify and implement a set of measures that will improve transportation conditions and air quality in North San Jose. Further, it is the objective of the NSJDP to set forth a comprehensive solution to LOS deficiencies at CMP intersections in North San Jose to avoid the need for adherence to strict standards at CMP intersections for which no localized mitigation is feasible.

This plan report is organized into seven chapters (including this introduction) and one appendix, as follows:

- Chapter 2 contains a deficiency analysis of roadways and intersections that will exceed the CMP LOS standard, a quantitative analysis of how much intersections exceed the LOS standard, and a projection of how development in North San Jose is expected to impact transportation conditions within the plan area,
- Chapter 3 contains a list and planning-level cost estimates of the physical improvements necessary to maintain the CMP LOS standard on subject intersections, an explanation of why particular intersections cannot be improved to operate with the CMP LOS standard, and an analysis of system-wide benefits to CMP intersections,
- Chapter 4 identifies physical improvements to non-CMP intersections designed to provide additional offset and sets forth an action list describing how feasible and appropriate actions on the CMA's Immediate Implementation Action List will be implemented as part of the deficiency plan,
- Chapter 5 contains an action plan that describes how deficiency plan actions will be implemented, who bears responsibility for implementation, the source of funding for individual actions, and the timing of implementation,
- Chapter 6 contains a monitoring program that describes how the City will evaluate the implementation of deficiency plan actions,
- Chapter 7 describes the reconciliation of CEQA with actions included in the deficiency plan, and

- ❖ Finally, Appendix A contains Santa Clara County Transportation Authority's Immediate Implementation Action list.

Background

Deficiency Plan Policy

The Congestion Management Program (CMP) legislation requires Member Agencies to prepare deficiency plans for CMP intersections located within their jurisdictions that exceed, or are expected to exceed in the future, the CMP traffic level-of-service (LOS) standard. Santa Clara County's CMP LOS standard is LOS E. The statute requires that deficiency plans improve system-wide traffic level of service and contribute to a significant improvement in air quality. If a CMP System intersection exceeds the LOS standard and does not have a CMA-approved deficiency plan, then the local jurisdiction in which the intersection is located is at risk of losing new gas tax revenues provided from Proposition 111.

Deficiency plans are a logical addition to CMP LOS standards, because in some situations, meeting LOS standards may be impossible or undesirable. For these situations, deficiency plans allow local jurisdictions to adopt innovative and comprehensive transportation strategies for improving system-wide LOS rather than adhering to strict traffic LOS standards that may contradict other community goals. In short, deficiency plans allow Member Agencies to trade off a LOS violation on one CMP intersection for improvements to other facilities or services (e.g. transit, bicycles, walking, or transportation demand management). For example, it may be impossible to improve a CMP intersection to meet the LOS standard because of insufficient right-of-way. With deficiency plans, offsetting improvements, such as higher-density residential development or improved transit service, can be pursued.

A deficiency plan must identify the cause(s) of a deficiency, demonstrate that all feasible improvements have been made to the deficient intersection, and describe actions that will be implemented to compensate for the deficiency.

North San Jose Deficiency Plan

The City of San José adopted a *Deficiency Plan for North San José* on December 1, 1994, in conformance with the Santa Clara County Congestion Management Plan (CMP) and California Government Code §65089.3. In conformance with the CMP requirements, the *Deficiency Plan for North San José* identified the regional intersections whose operations will be adversely impacted by planned development in the area, the planned capitol improvements that will help improve traffic conditions in the area, a number of operational efforts (such as TDM measures) that will be required in order to reduce congestion, and established an improved condition goal that will be met for the impacted regional facilities.

The analysis done for the deficiency plan found that congestion, measured as intersection delay, will continue to worsen in North San José as planned development in San José and elsewhere in north Santa Clara County continued to occur. Using the LOS methodology then recommended by the Congestion Management Agency (CMA), the analysis found an average delay of 83 seconds (considered LOS F) at 22 identified regional intersections in North San José in 1991 (the baseline year used in the analysis). With anticipated growth in the region, this delay was anticipated to increase to 141 seconds by 1998. With the implementation of both capital and operational improvements identified in the deficiency plan, the delay could be reduced to 82 seconds.

The *Deficiency Plan for North San José* was adopted by both the City of San José and the Santa Clara Congestion Management Agency. During the past ten years, the City has adhered to the requirements of

the deficiency plan, and has implemented many of the improvements and operational actions identified, and/or required them of new development approved within the City of San José. Since 1994, both the City and the CMA have adopted a new methodology for calculating level of service. Using the current methodology, the identified standard for the 22 regional intersections in North San José is 88 seconds, which is the operational equivalent of the 83 seconds in the originally adopted deficiency plan. Based on the most recent monitoring results, the calculated average delay at the 22 intersections is 62 seconds.

The *Deficiency Plan for North San José* is now being updated to be consistent with the revised *North San Jose Area Development Policy* adopted in 2005, and to reflect current and planned infrastructure and land use policies in the City.

Deficiency Plan Actions

Deficiency plan actions are transportation improvements, programs, and actions that are implemented to compensate for violations or potential violations of the CMP traffic LOS standard. Under the statute, the Bay Area Air Quality Management District (Air District) is required to prepare a list of deficiency plan actions, improvements, and programs for use in local deficiency plans. According to the statute, actions included in local deficiency plans must be from this list or be approved by the Air District. Air District staff prepared a Deficiency Plan Action List, and the CMA has used the Air District's Deficiency Plan Action List to develop its own action list tailored to Santa Clara County.

The CMA's action list is divided into two categories—immediate implementation actions and deferred implementation actions. Immediate implementation actions are those that Member Agencies can implement immediately. Deferred implementation actions are actions that cannot be implemented immediately because they require new institutional arrangements and/or specific implementation techniques that must be developed. The Santa Clara County CMA requires Member Agencies to implement all feasible and applicable actions on the most current version of the CMA's Deficiency Plan Immediate Implementation Action List. Additionally, to further improve transportation conditions, the CMA recommends that Member Agencies include as many actions from the Deferred Implementation Action List as possible.

Deficiency Plan Area Boundary and Deficient Intersections

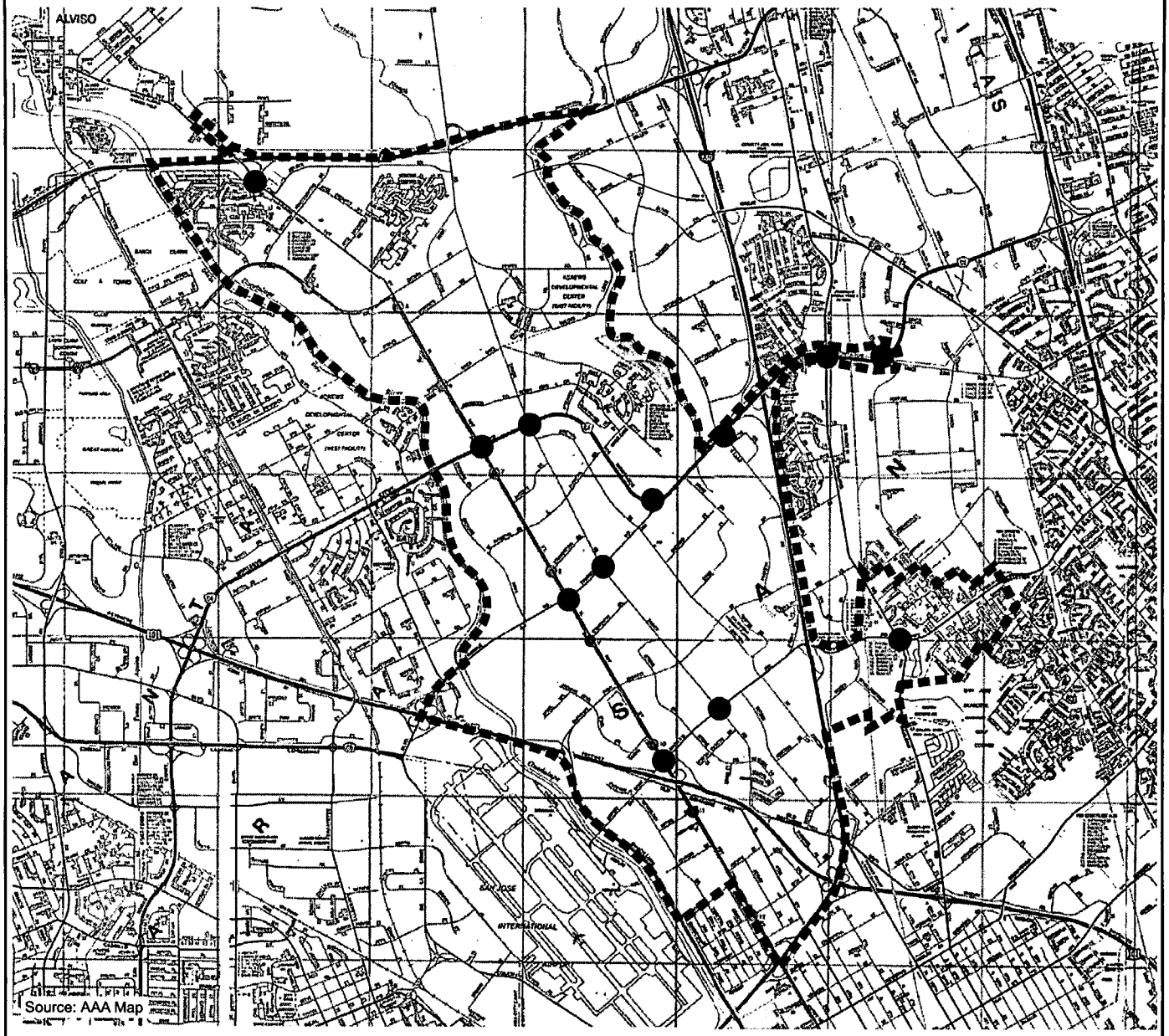
The North San Jose Deficiency Plan addresses deficiencies throughout North San Jose in an area also known as the Golden Triangle. The deficiency boundary is generally bounded by US 101, I-880, and SR 237. The Deficiency Plan Area contains 22 intersections that are part of the CMP system. According to a traffic report prepared for the City of San Jose entitled: "*North San Jose Development Policy*," (Hexagon Transportation Consultants Inc, January 7, 2005), 12 of the 22 CMP intersections are projected to be deficient under the desired development levels for North San Jose. Figure 1 shows the location of the deficiency plan area boundary and the 12 CMP intersections that have existing or anticipated deficiencies.

Description of Base Year and Future Conditions

Only three of the 12 intersections that are the subject of this deficiency plan currently operate at LOS F, according to Year 2000 conditions (The year 2000 reflects peak traffic conditions in North San Jose since volumes have since decreased slightly). The level of service at the remaining nine intersections will decline to LOS F under future conditions without improvements. Table 1 summarizes existing and future LOS.

Responsible Government Agencies

With the exception of Montague Expressway, all deficient intersections identified in this deficiency plan are the responsibility of the City of San Jose. Montague Expressway is within the jurisdiction of the County of Santa Clara. The Santa Clara Valley Transportation Authority (VTA), as the administrator of the county Congestion Management Program, has programmed funds for several deficiency plan actions that are also part of the Valley Transportation Plan 2030.



▬▬▬▬▬▬ = North San Jose Deficiency Plan Area Boundary

● = Deficient Intersection

Figure 1

NORTH SAN JOSE DEFICIENCY PLAN AREA AND DEFICIENT CMP INTERSECTION

North San Jose Deficiency Plan

Hexagon
Transportation Consultants, Inc.

Table 1
NSJ CMP Intersection LOS—Existing and Future Conditions

	Peak Hour	Year 2000 Existing Ave. Delay/a/	LOS	Future Conditions No Improvements Ave. Delay/a/	LOS
North First Street and SR 237 (North)	AM	16.0	B	18.3	B
	PM	16.8	B	21.0	C
North First Street and SR 237 (South)	AM	23.4	C	34.7	C
	PM	25.0	C	139.6	F
Zanker Road and SR 237 (North)	AM	8.8	A	9.1	A
	PM	13.4	B	11.6	B
Zanker Road and SR 237 (South)	AM	18.2	B	19.2	B
	PM	12.4	B	14.6	B
North First Street and Montague Expressway	AM	63.3	E	216.2	F
	PM	119.7	F	239.3	F
Zanker Road and Montague Expressway	AM	42.5	D	274.7	F
	PM	54.9	D	329.9	F
Trimble Road and Montague Expressway	AM	23.5	C	47.7	D
	PM	50.4	D	555.6	F
McCarthy Boulevard and Montague Expressway	AM	48.2	D	191.1	F
	PM	119.3	F	389.5	F
Old Oakland Road and Montague Expressway	AM	78.0	E	233.1	F
	PM	88.8	F	217.3	F
De La Cruz Boulevard and Trimble Road	AM	33.8	C	34.8	C
	PM	53.4	D	53.6	D
North First Street and Trimble Road	AM	44.7	D	118.5	F
	PM	50.0	D	123.4	F
Zanker Road and Trimble Road	AM	35.0	D	120.3	F
	PM	53.8	D	294.7	F
North First Street and Brokaw Road	AM	46.9	D	89.6	F
	PM	44.6	D	96.2	F
US 101 and Brokaw Road	AM	28.5	C	42.2	D
	PM	31.9	C	38.1	D
Zanker Road and Brokaw Road	AM	49.0	D	224.7	F
	PM	59.7	E	198.2	F
I-880 and Brokaw Road (West)	AM	36.6	D	47.2	D
	PM	28.7	C	43.2	D
I-880 and Brokaw Road (East)	AM	20.4	C	35.1	D
	PM	19.1	B	25.2	C
Old Oakland Road and Brokaw Road	AM	52.4	D	80.7	F
	PM	43.5	D	79.1	E
North First Street and I-880 (North)	AM	15.8	B	8.6	A
	PM	10.5	B	16.9	B
North First Street and I-880 (South)	AM	22.0	C	27.3	C
	PM	17.4	B	23.8	C
Lundy Avenue and Murphy Avenue	AM	45.0	D	50.7	D
	PM	43.9	D	60.0	E
Trade Zone Boulevard and Montague Expressway	AM	45.8	D	156.2	F
	PM	75.8	E	119.6	F

Notes:
Source: North San Jose Development Policy, Hexagon Transportation Consultants, January 2000
/a/ Reported delay based on average control delay as calculated by TRAFFIX using HCM 2000 methodology

2.
Deficiency Analysis

The purpose of this chapter is to examine why roadways and intersections in the plan area will exceed the CMP LOS standard, analyze the degree to which roadways and intersections will exceed the CMP LOS standard, and project how development in North San Jose and neighboring cities is expected to impact transportation conditions within the plan area.

Exceedence of LOS Standards

Nine of the 12 CMP intersections that are the subject of this Deficiency Plan are currently operating within the CMP LOS standard but all are expected to degrade to LOS F at sometime in the future. The City of San Jose has identified improvements for five of these intersections that will improve the level of service at the intersections to LOS E or better. Improvements for six other intersections have been identified that will improve intersection operations but not enough to meet the CMP LOS standard. The improvements planned for these intersections, however, are years from programming and completion, and as a result the operation of these intersections may exceed CMP LOS standards in the interim. The remaining intersection has been studied to identify possible improvements, but the City of San Jose has determined that the improvements required to meet LOS standards are not feasible.

Study intersections were evaluated for the revised North San Jose Development Policy and were done so based on traffic forecasts using the Metropolitan Transportation Commission (MTC) regional traffic model with refinements to improve the model's performance in Santa Clara County and North San Jose, specifically. Table 2 describes the reason for deficiency at each of the 12 intersections and identifies the degree to which the level of service at these intersections is expected to fall below the CMP LOS standard.

Table 2
Reason for Deficiency

CMP Intersection	Reason for Deficiency
North First Street & SR 237 (South)	This intersection is expected to degrade to LOS F before improvements can be implemented; reconstruction of the interchange overpass is proposed, and w/ the improvements the intersection is expected to achieve or surpass CMP LOS standard.
North First Street & Montague Expressway	Expected to degrade to LOS F before improvements can be implemented; improvements are planned at the intersection, however the improvements will not be adequate to improve intersection LOS to the CMP LOS standard. Grade separation will be required for satisfactory traffic operations, but this improvement requires additional right-of-way that the County of Santa Clara has determined is not feasible. This intersection is expected to degrade to LOS F.
Zanker Road & Montague Expressway	This intersection is expected to degrade to LOS F before improvements can be implemented; improvements are planned/proposed at the intersection, however the improvements will not be adequate to improve intersection LOS to the CMP LOS standard. Grade separation will be required for satisfactory traffic operations, but this improvement requires additional right-of-way that the County of Santa Clara has determined is not feasible. This intersection is expected to degrade to LOS F.
Trimble Road & Montague Expressway	This intersection is expected to degrade to LOS F before improvements can be implemented; reconstruction of the intersection is planned, and w/ the improvements the intersection is expected to achieve or surpass CMP LOS standard.
McCarthy Boulevard & Montague Expressway	This intersection is expected to degrade to LOS F before improvements can be implemented; a new interchange is planned to replace the at-grade intersection, and w/ the interchange the intersection is expected to achieve or surpass CMP LOS standard.
Old Oakland Road & Montague Expressway	This intersection is expected to degrade to LOS F before improvements can be implemented; improvements are proposed at the intersection, however the improvements will not be adequate to improve intersection LOS to the CMP LOS standard. Grade separation will be required for satisfactory traffic operations, but this improvement requires additional right-of-way that the County of Santa Clara has determined is not feasible. This intersection is expected to degrade to LOS F.
North First Street & Trimble Road	This intersection is expected to degrade to LOS F before improvements can be implemented; improvements are proposed at the intersection, however the improvements will not be adequate to improve intersection LOS to the CMP LOS standard. Grade separation will be required for satisfactory traffic operations, but this improvement requires additional right-of-way that the City of San Jose has determined is not feasible. This intersection is expected to degrade to LOS F.

CMP Intersection	Reason for Deficiency
Zanker Road & Trimble Road	This intersection is expected to degrade to LOS F before improvements can be implemented; improvements are planned at the intersection, however the improvements will not be adequate to improve intersection LOS to the CMP LOS standard. Grade separation will be required for satisfactory traffic operations, but this improvement requires additional right-of-way that the City of San Jose has determined is not feasible. This intersection is expected to degrade to LOS F.
North First Street & Brokaw Road	The City of San Jose has determined that there is no feasible improvement for this intersection due to the impacts associated with acquiring additional needed right-of-way. The intersection's proximity to access points to US 101 is also a factor in the degraded level of service expected at this intersection. This intersection is expected to degrade to LOS F.
Zanker Road & Brokaw Road	This intersection is expected to degrade to LOS F before improvements can be implemented; improvements are planned at the intersection, however the improvements will not be adequate to improve intersection LOS to the CMP LOS standard. Grade separation will be required for satisfactory traffic operations, but this improvement requires additional right-of-way that the City of San Jose has determined is not feasible. This intersection is expected to degrade to LOS F.
Old Oakland Road & Brokaw Road	This intersection is expected to degrade to LOS F before improvements can be implemented; improvements are planned for this intersection, and w/ these improvements the intersection is expected to achieve or surpass CMP LOS standard.
Trade Zone Boulevard & Montague Expressway	This intersection is expected to degrade to LOS F before improvements can be implemented; turn lanes are proposed for this intersection, and w/ these improvements the intersection is expected to achieve or surpass CMP LOS standard.

Impact of Development on Transportation Conditions

Anticipated deficiencies identified in this plan are the result of development in North San Jose and the surrounding area. For the purposes of this study, growth is measured against 2000 development levels. Anticipated development in North San Jose includes:

- 27.6 million square feet of Industrial Space
- 1.6 million square feet of Commercial Space
- 32,000 Residential Units

Combined, this development will result in 122,000 jobs and 32,000 new high density residential units in North San Jose. In addition, the development levels assume 15,000 new housing units in potential growth areas within the City of San Jose and other areas within Santa Clara County. The change in commercial (retail, office, industrial, R & D) square footage under the plan is expected to occur within the existing industrial areas of North San Jose.

3.
Improvement List for Deficient Intersections

The purpose of this chapter is to describe the physical improvements that are possible at the subject intersections, provide statements explaining why certain intersections cannot be improved to operate within the CMP traffic LOS standard, and summarize an analysis of system-wide benefits to CMP intersections that will result from implementation of the North San Jose Deficiency Plan. The improvements described below are preliminary designs only, and details about specific right-of-way and design features will be worked out when the improvements are programmed. Estimated costs are planning-level estimates only. Table 3 summarizes future conditions and improvement costs for the 12 CMP intersections studied in this deficiency plan.

North First Street and SR 237 (South)

A third northbound through lane will be added at the intersection. The addition of the through lane will require that the existing overpass of SR 237 be widened. The estimated cost is $7,000,000. This improvement will maintain the level of service at this intersection at LOS D.

North First Street and Montague Expressway

As part of the Tier 1-A improvements to Montague Expressway identified by the County, Montague Expressway will be widened within North San Jose from six to eight lanes between North First Street and I-880. The estimated cost of the Montague widening is $10,000,000. However, the Montague Expressway widening will not be adequate to improve intersection LOS to the CMP LOS standard. There are no further feasible improvements that can be implemented to improve intersection levels of service to acceptable levels.

Zanker Road and Montague Expressway

As previously described, Montague Expressway will be widened from six-lanes to eight-lanes. Additionally, Zanker Road also will be widened between Old Bayshore Highway and Montague Expressway. As part of the Zanker widening, second northbound and southbound left-turn lanes will be constructed at the intersection of Zanker Road and Montague Expressway. The estimated cost of the

Table 3
Summary of Future Conditions w/ Deficiency Plan Improvements—CMP Intersections

	Peak Hour	Future Conditions No Improvements Ave. Delay/a/	LOS	Future Conditions w/Improvements Ave. Delay/a/	LOS	Estimated Cost
North First Street and SR 237 (South)	AM	34.7	C	27.9	C	$7,000,000
	PM	139.6	F	49.8	D	
North First Street and Montague Expressway	AM	216.2	F	100.6	F	$10,000,000
	PM	239.3	F	133.1	F	
Zanker Road and Montague Expressway	AM	274.7	F	66.8	E	$17,000,000
	PM	329.9	F	163.9	F	
Trimble Road and Montague Expressway	AM	47.7	D	21.5	C	$30,000,000
	PM	555.6	F	52.5	D	
McCarthy Boulevard and Montague Expressway	AM	191.1	F	34.7	C	$68,000,000
	PM	389.5	F	57.5	E	
Old Oakland Road and Montague Expressway	AM	233.1	F	173.5	F	$500,000
	PM	217.3	F	114.4	F	
North First Street and Trimble Road	AM	118.5	F	86.2	F	$1,000,000
	PM	123.4	F	101.0	F	
Zanker Road and Trimble Road	AM	120.3	F	63.7	E	/c/
	PM	294.7	F	210.4	F	
North First Street and Brokaw Road	AM	89.6	F			
	PM	96.2	F			
Zanker Road and Brokaw Road	AM	224.7	F	96.1	F	/c/
	PM	198.2	F	105.2	F	
Old Oakland Road and Brokaw Road	AM	80.7	F	79.0	E	/d/
	PM	79.1	E	72.3	E	
Trade Zone Boulevard and Montague Expressway	AM	156.2	F	52.7	D	$2,250,000
	PM	119.6	F	70.0	E	
					Total Cost	**$135,750,000**

Notes:
/a/ Reported delay based on average control delay as calculated by TRAFFIX using HCM 2000 methodology
/b/ Calculated level of service based on worst case intersection LOS assuming lane configurations for two new intersections of square-loop interchange.
/c/ Part of Zanker widnening cost presented for Zanker/Trimble
/d/ Improvement is funded.
* No feasible improvements

Zanker widening is $17,000,000. However, the intersection improvements will not be adequate to improve intersection LOS to the CMP LOS standard. There are no further feasible improvements that can be implemented to improve intersection levels of service to acceptable levels.

Trimble Road and Montague Expressway

The intersection of Trimble Road with Montague Expressway serves as a major access point into and out of North San Jose. It currently experiences large vehicle queues for the westbound Montague Expressway to southbound Trimble Road movement. The movement is currently served by three left-turn lanes. County improvement plans identify the construction of a flyover to serve the movement. With the construction of the flyover all other movements at the intersection will improve. The estimated cost is $30,000,000. The improvements will maintain the level of service at this intersection at LOS E.

McCarthy Boulevard and Montague Expressway

The intersection of McCarthy Boulevard/O'Toole Avenue with Montague Expressway serves as a major access point into and out of North San Jose to and from I-880. The intersection also serves portions of Milpitas. As such, major congestion is experienced on all approaches to the intersection. County improvement plans identify the construction of a "square-loop" interchange to replace the at-grade intersection as a Tier 1-B improvement. The interchange will eliminate the conflicting movements at the intersection and allow for uninterrupted flow along Montague Expressway to I-880. The estimated cost of the interchange is $68,000,000. While specific designs have not been completed yet, it is assumed that the improvements will maintain the level of service at the new facilities at LOS E.

Old Oakland Road and Montague Expressway

A second southbound left-turn lane on Old Oakland Road will be added to the intersection. The estimated cost of the improvement is $500,000. However, the intersection improvement will not be adequate to improve intersection LOS to acceptable levels. There are no further feasible improvements that can be implemented to improve intersection levels of service to the CMP LOS standard.

North First Street and Trimble Road

A second eastbound left-turn lane and exclusive westbound right-turn lane on Trimble Road will be added at its intersection with North First Street. The improvements may require acquisition of a minimal amount of right-of-way. The estimated cost of the improvement is $1,000,000. However, the intersection improvement will not be adequate to improve intersection LOS to acceptable levels. There are no further feasible improvements that can be implemented to improve intersection levels of service to the CMP LOS standard.

Zanker Road and Trimble Road

Second eastbound and southbound left-turn lanes will be added at the intersection. The improvements will be constructed as part of the Zanker Road widening project. The improvements will fit within the existing right-of-way, but will require reconstruction of the existing medians. The improvements will be included as part of the Zanker widening that has an estimated cost of $10,000,000. However, the intersection improvement will not be adequate to improve intersection LOS to acceptable levels. There are no further feasible improvements that can be implemented to improve intersection levels of service to the CMP LOS standard.

North First Street and Brokaw Road

The City of San Jose has determined that there is no feasible improvement for this intersection due to the impacts associated with acquiring additional needed right-of-way. The intersection's proximity to access points to and from US 101 is also a factor in the degraded level of service expected at this intersection. This intersection is projected to operate at LOS F into the future.

Zanker Road and Brokaw Road

Second eastbound, northbound and southbound left-turn lanes will be constructed. The improvements will be included as part of the Zanker widening that has an estimated cost of $10,000,000. However, the intersection improvement will not be adequate to improve intersection LOS to acceptable levels. There are no further feasible improvements that can be implemented to improve intersection levels of service to

the CMP LOS standard.

Old Oakland Road and Brokaw Road

Old Oakland Road will be widened from four to six lanes. The improvement is already funded. This improvement will maintain the level of service at this intersection at LOS E.

Trade Zone Boulevard and Montague Expressway

Second northbound and southbound left-turn lanes as well as a westbound free-right-turn lane will be added to the intersection. The estimated cost of the improvements is $2,250,000. These improvements will maintain the level of service at this intersection at LOS E.

Improvement Benefits to CMP Intersections

Table 4 provides an analysis of system-wide benefits to CMP intersections that will result from the implementation of the proposed/planned improvements. The analysis consists of a comparison of levels of service for the 22 CMP intersections located within North San Jose using the methodology of the previous Deficiency Plan for North San Jose.

The deficiency plan was approved by the CMA in 1994 and in an effort to maintain overall system-wide levels of service, a methodology was developed to analyze the 22 CMP intersections located within North San Jose. The methodology consists of the evaluation of overall conditions by the use of average delay for all 22 intersections. The 1994 Deficiency Plan was designed to maintain the average level of service at the 22 CMP intersections in North San Jose at the levels that existed in 1991 when the CMP legislation was enacted. This average was calculated to be 83 seconds as measured by CAPPSI level of service software. In 1998 the City of San Jose converted to the use of the 1985 HCM methodology and TRAFFIX software to evaluate intersection levels of service. The delay threshold was recalculated to a value of 88 seconds. TRAFFIX remains the approved level of service software with an update to the 2000 HCM methodology.

With the projected development in the revised North San Jose Development Policy, the overall average delay would increase significantly. Therefore, improvements to the transportation system are included in the NSJDP. With the proposed improvements, the average delay will be 70 seconds. The future calculated average, even with the significant amount of development projected within North San Jose, will still be less than the 88 second threshold. Thus, even though some intersections will operate at LOS F, overall average traffic conditions in North San Jose will be better than 1991. In addition to those improvements described for CMP intersections in this chapter, improvements to other intersections are proposed and presented in the following chapter. The additional improvements will further improve the overall levels of service on the North San Jose transportation system.

Table 4
Improvement Benefits to CMP Intersections

	Future Conditions		Future Conditions with Improvements	
	Ave. Delay/a/	LOS	Ave. Delay/a/	LOS
North First Street and SR 237 (North)	21	C	21	C
North First Street and SR 237 (South)	140	F	50	D
Zanker Road and SR 237 (North)	12	B	12	B
Zanker Road and SR 237 (South)	15	B	15	B
North First Street and Montague Expressway	239	F	133	F
Zanker Road and Montague Expressway	330	F	164	F
Trade Zone Boulevard and Montague Expressway	120	F	70	E
Trimble Road and Montague Expressway	556	F	53	D
McCarthy Boulevard and Montague Expressway	390	F	58	E/b/
Old Oakland Road and Montague Expressway	217	F	114	F
De La Cruz Boulevard and Trimble Road	54	D	63	E
North First Street and Trimble Road	123	F	101	F
Zanker Road and Trimble Road	295	F	210	F
North First Street and Brokaw Road	96	F	96	F
US 101 and Brokaw Road	38	D	38	D
Zanker Road and Brokaw Road	198	F	105	F
I-880 and Brokaw Road (West)	43	D	35	C
I-880 and Brokaw Road (East)	25	C	20	B
Old Oakland Road and Brokaw Road	79	E	72	E
North First Street and I-880 (North)	17	B	17	B
North First Street and I-880 (South)	24	C	24	C
Lundy Avenue and Murphy Avenue	60	E	60	E
Average	**140**	**F**	**70**	**F**
1994 Average Threshold		**88 Seconds**		

Notes:
/a/ Reported delay based on average control delay as calculated by TRAFFIX using HCM 2000 methodology
/b/ Calculated level of service based on worst case intersection LOS assuming lane configurations for two new intersections of square-loop interchange.

4.
Deficiency Plan Action List

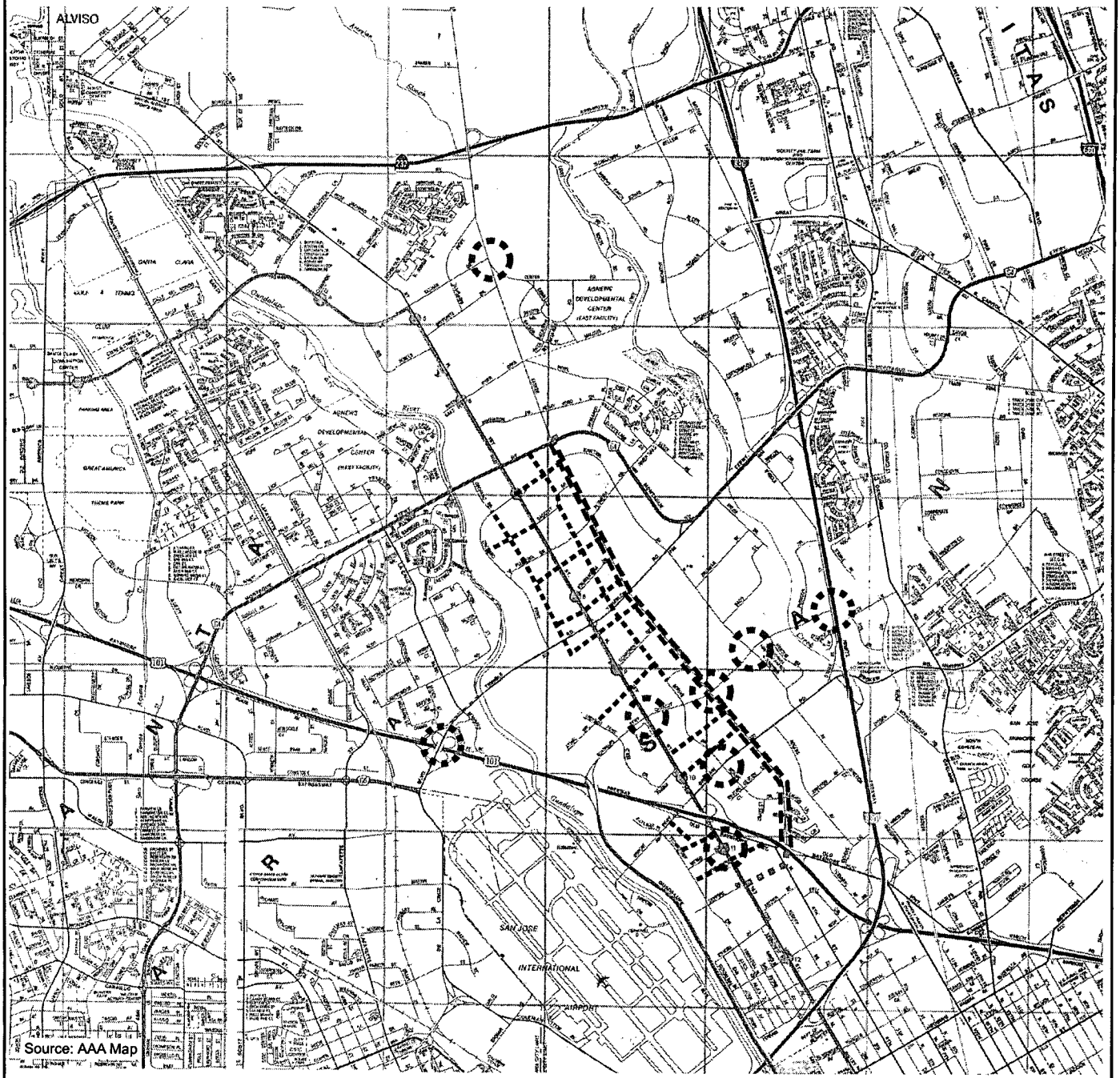
The purpose of this chapter is two-fold: 1) to identify physical improvements to non-CMP facilities designed to provide further offset for CMP deficiencies, and 2) to describe how all feasible and appropriate actions on the Congestion Management Agency's Immediate Implementation Action List will be implemented as part of the deficiency plan.

Offsetting Roadway Improvements

The City of San Jose has identified several physical improvements to non-CMP intersections that will further offset CMP deficiencies. As with the CMP intersection improvements, the offsetting improvements described below are preliminary designs only, and details about specific right-of-way and design features will be worked out when the improvements are programmed. Estimated costs are planning-level estimates only. Figure 2 shows offsetting improvements to non-CMP facilities located within North San Jose. Improvements were also identified at intersections and roadway facilities outside of North San Jose at which the anticipated traffic from North San Jose development will have an adverse effect. These additional facilities are not detailed since they are not located within North San Jose, but the improvements will serve to improve the overall operations in the city.

North San Jose Grid Street System

To facilitate the efficient circulation of traffic within North San Jose, several new local streets will be constructed to form a "grid system" of streets. The streets, will serve future development and provide connections to all major arterials in North San Jose. The new streets will generally be two-lane roadways connecting to the major roadways within North San Jose such as Montague Expressway, Trimble Road, North First Street, and Zanker Road. The additional roadways will serve to reduce congestion along the major arterials in the area by providing alternate routes for local trips. Included within the system of streets will be the extensions of Zanker Road to Skyport Drive and Component Drive to Orchard Parkway. Orchard Parkway will also be connected between Trimble Road and Atmel Way. The estimated cost is $55,000,000.



Legend

- = North San Jose Grid Streets
- = Zanker Widening
- = Zanker Skyport Connection
- = Interchange Improvement
- = Intersection Improvement

Figure 2

OFF SETTING IMPROVEMENTS TO NON-CMP FACILITIES

North San Jose Deficiency Plan

Hexagon
Transportation Consultants, Inc.

Zanker Road Widening

Zanker Road runs from Old Bayshore Highway north into Alviso. It is currently two lanes in each direction between Old Bayshore Highway and Montague Expressway. Between Montague Expressway and SR 237 it widens to six lanes, three lanes in each direction. The planned widening will consist of widening the roadway to a minimum of 120 feet between Old Bayshore Highway and Montague Expressway to accommodate the addition of one through lane in each direction. The widening will provide an alternative north/south route to North First Street. The estimated cost is $49,000,000.

Zanker Road to Skyport Drive Connection

The current intersection of Fourth Street and Old Bayshore Road will be replaced by a new partial interchange with US 101 that will provide for the connection of Zanker Road to Skyport Drive and Fourth Street. Currently, ramps only provide access to southbound US 101 from Fourth Street/Old Bayshore and Old Bayshore/Zanker Road from US 101 northbound with no connection over US 101. The new interchange will allow for the connection of Zanker Road to Skyport Drive as well as access to southbound US 101 from Zanker Road and Fourth Street/Old Bayshore. Access to Fourth Street/Skyport Drive and Zanker Road from US 101 northbound also will be provided. The estimated cost is $64,000,000.

US 101 and Trimble Road Interchange

Some improvements at the US 101 and Trimble Road interchange currently are under construction and others are planned but unfunded. Several improvements will be made to the existing interchange including the elimination of the southbound loop off-ramp to eastbound Trimble, construction of a new southbound diagonal ramp that will serve both eastbound and westbound Trimble, and reconstruction of the southbound diagonal on-ramp and southbound and northbound loop on-ramps. The northbound US 101 loop-off-ramp to westbound Trimble Road also will be eliminated and replaced by a new northbound diagonal off-ramp that will serve both eastbound and westbound Trimble. The northbound diagonal ramp will be fed by a new collector road that will exit US 101 south of SR 87. The existing exit from US 101 is north of SR 87 and causes operational weaving problems. The estimated cost is $27,000,000.

Charcot Avenue Extension

Charcot Avenue currently begins at North First Street, as a transition from Guadalupe Parkway, and runs east to its terminus at O'Toole Avenue. The planned overpass will cross I-880 and provide for the extension of Charcot Avenue to Old Oakland Road. The connection of Charcot Avenue to Old Oakland Road will provide an alternative east/west route to the already congested roadways of Brokaw Road and Montague Expressway. In order to provide space for bicycle and pedestrian access the overpass will provide two travel lanes, one in each direction. The estimated cost is $32,000,000.

Mabury Interchange

To alleviate projected congested conditions at the Old Oakland Road and McKee Road interchanges with US 101, a new interchange is planned at Mabury Road. Mabury Road currently passes over US 101, but no access to the freeway is provided. The estimated cost is $43,000,000.

Zanker Road and Tasman Drive

The planned improvement is the addition of second eastbound and westbound left-turn lanes on Tasman Drive. The improvements may require the acquisition of right-of-way due to the LRT line running within

the median along Tasman Drive. The estimated cost is $2,000,000. This improvement will maintain the level of service at this intersection at LOS E.

North First Street and Charcot Avenue

The planned improvement is the addition of exclusive westbound and eastbound right-turn lanes on Charcot Avenue and a second southbound left-turn lane on First Street. The improvements may require the acquisition of right-of-way due to the LRT line running within the median along First Street. The estimated cost is $2,000,000. While improved, this intersection will continue to operate at LOS F.

North First Street and Metro Drive

The planned improvement is the addition of a second eastbound left-turn lane. The improvement will fit within the existing right-of-way and will require restriping and possibly signal modifications. The estimated cost is $250,000. This improvement will maintain the level of service at this intersection at LOS C.

Zanker Road and Charcot Avenue

The planned improvement is the addition of second left-turn lanes on all approaches and the widening of Charcot Avenue from two-lanes to four-lanes. The improvements will not fit within the existing right-of-way, but could be included as part of the Zanker Road widening project. The estimated cost is $2,000,000. These improvements will maintain the level of service at this intersection at LOS E.

Junction Avenue and Charcot Avenue

The planned improvement is the addition of second eastbound and westbound left-turn lanes and widening of both Charcot Avenue and Junction Avenue from two to four lanes. The estimated cost is $1,000,000. These improvements will maintain the level of service at this intersection at LOS D.

Bering Avenue and Brokaw Road

The planned improvement is the addition of a second northbound left-turn lane and separate southbound left-turn lane. The improvements may require the acquisition of a minimal amount of right-of-way. The estimated cost is $1,000,000. These improvements will maintain the level of service at this intersection at LOS D.

Table 5 summarizes future conditions and costs associated with the offsetting improvements to non-CMP facilities included in this deficiency plan.

Offsetting Actions from Immediate Implementation Action List

The Santa Clara County Transportation Authority (VTA) has adopted a list of action items for immediate implementation, and this section describes the items from this list that the City of San Jose is planning to undertake to offset the effects of deficiencies in the CMP transportation system anticipated by this plan. Each of the alternative action items identified is contained in the VTA's Immediate Implementation Action List. As such, each of these actions has been found to contribute to an improvement of air quality in the region. Table 6 summarizes the CMA Immediate Implementation Action List.

Table 5
Future Conditions w/ Deficiency Plan Improvements—Non-CMP Facilities

	Peak Hour	Future Conditions No Improvements Ave. Delay/a/	LOS	Future Conditions w/Improvements Ave. Delay/a/	LOS	Estimated Cost
Roadway Improvements						
Grid System						$55,000,000
Zanker Rd. Widening						See Note /b/
Zanker Rd./Skyport Dr. Connection						$64,000,000
US 101/Trimble Rd. Interchange						$27,000,000
Charcot Avenue Extension						$32,000,000
Mabury Interchange						$43,000,000
					Sub-Total	$221,000,000
Intersection Improvements						
Zanker Road and Tasman Drive	AM	47.2	D	43.4	D	$2,000,000
	PM	76.3	E	60.3	E	
North First Street and Charcot Avenue	AM	158.7	F	80.5	F	$2,000,000
	PM	92.3	F	65.1	E	
North First Street and Metro Drive	AM	21.2	C	17.6	B	$250,000
	PM	58.7	E	28.7	C	
Zanker Road and Charcot Avenue	AM	122.2	F	56.6	E	$2,000,000
	PM	187.3	F	61.0	E	
Junction Avenue and Charcot Avenue	AM	66.6	E	34.9	C	$1,000,000
	PM	179.6	F	39.6	D	
Bering Drive and Brokaw Road	AM	83.3	F	41.6	D	$1,000,000
	PM	44.3	D	43.8	D	
					Sub-Total	$8,250,000
					Total Cost	**$229,250,000**

Notes:
/a/ Reported delay based on average control delay as calculated by TRAFFIX using HCM 2000 methodology
/b/ Zanker Road widening cost of $10,000,000 included with CMP facility costs.

Table 6
Santa Clara County CMA Immediate Implementation Action List

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
Bicycle and Pedestrian Actions	
A-2 Bike Lockers, Racks, and Facilities at Transit Centers	❖ The City of San Jose does not have jurisdiction over most transit centers in the City, but it supports and advocates to the VTA and Caltrain for bike parking facilities. ❖ The VTA provides bike racks and access on all buses and LRT's. ❖ The City of San Jose, in consultation with the VTA, will be responsible for ensuring that additional bicycle storage facilities are provided at designated transit centers including park and ride lots, rail transit facilities, and major transit transfer stations. The location of new bicycle storage facilities and the specific style of storage facility will be determined as the action is implemented in conformance with the adopted Deficiency Plan requirements.
A-3 Improve Roadside Bicycle Facilities	❖ General Plan policy calls for the City to provide a bikeway system linking residences, employment, schools, parks, and transit facilities. Priority improvements to the bikeway system including: ▪ Bike routes linking LRT stations to neighborhoods. ▪ Bike paths along designated trails and pathway corridors. ❖ The City of San Jose plans to enhance the existing bicycle facilities along the North San Jose roadway network. The enhancements will provide for continuos bicycle connections throughout North San Jose. Bicycle facilities will be provided on all major streets, where feasible. Possible locations of future bicycle facilities are shown in Figure 3. ❖ The City will place priority on implementation of the following identified cross-county bicycle corridors: ▪ Highway 880 Corridor & South US 101/Caltrain – that runs along the extent of Zanker Road in North San Jose ▪ State Route 237/Tasman Drive & Capitol Rail – that runs along the extent of Tasman Drive in North San Jose ▪ Bay Trail Corridor – that runs along the bay inlets in Alviso ▪ Alma Street/El Camino Real – that runs just north and parallel to Montague Expressway ❖ The San Jose General Plan requires that right-of-way requirements, including provision of bicycle lanes were planned, be considered in conjunction with planning and improvement projects for major streets. ❖ Sidewalks and bicycle facilities will be constructed along the proposed new grid system streets that will serve pedestrians and bicyclists more

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
	efficiently than the major arterials that serve large volumes of vehicular traffic.
	❖ Sidewalk construction, replacement or repair will be required as part of the entitlement for new construction throughout the North San Jose area.
A-4 Improve Pedestrian Facilities	❖ In order to preserve an acceptable pedestrian environment in conjunction with major roadway widening and to support walking as an alternative for short trips, sidewalks will be constructed along all streets of the proposed North San Jose Grid Street System improvements. The roadways will be of minimal width so as to provide for pedestrian friendly thoroughfares.
Public Transit	
	❖ The City of San Jose promotes the coordination and operation of shuttle services between employment uses and transit facilities within the North San Jose area. In specific cases the City requires new development involving major employers within North San Jose to operate shuttle services through approved development permits.
B-3 Shuttle Service (Existing Employment Centers)	❖ The City requires the construction of specialized passenger shelters and bus/shuttle stop improvements including curb bulb-outs depending on location and site conditions. The City has implemented the construction of new bus/shuttle stop locations (e.g. around Tasman LRT station) including dedication of ROW.
	❖ The City will work with residential developers to explore potential shuttles between residential areas, businesses and transit stops/stations.
	❖ The City of San Jose coordinates with the VTA to implement bus stop and station improvements through the permit review process for new development within North San Jose.
	❖ Improvements to be constructed in the vicinity of bus stops and stations include intersection and crosswalk improvements; lane or intersection narrowing, curve radii reductions, curb bulb-outs; and sidewalks along medians from intersections to station platform
B-8 Bus Stop/Station Improvements	❖ Improvements are planned for the LRT northbound shelters at the Orchard, Bonaventura, Component, Tasman (lengthen existing plus SB shelter) and River Oaks stations within the project area
	❖ Other potential improvements include: ▪ Lighting, furniture and landscaping at LRT stations, bus stops and key pedestrian locations ▪ Station platform improvements ▪ Other stop and station amenities such as sidewalks (locations) or

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
	sidewalk widening and lengthening ▪ Self-cleaning bathrooms (2-4 locations) ▪ Real-time information infrastructure (on LRTs and at 17 stations and stops.) ▪ Bus duck-outs (most important @ Tasman station)
Carpooling, Bus Pooling, Van Pooling, Taxi Pooling	
C-1 Enhanced Trip Reduction Program	❖ All new significant employment generating development within North San Jose will be required to develop and implement a transportation demand management (TDM) program. The TDM program should address the following actions: ❖ Implement a carpool/vanpool program, e.g., carpool ride-matching for employees, assistance with vanpool formation, provision of vanpool vehicles, etc. ❖ Develop a transit use incentive program for employees, such as on site distribution of passes and/or subsidized transit passes for local transit system (participation in the VTA EcoPass system will satisfy this requirement). ❖ Provide preferential parking for electric or alternatively-fueled vehicles. ❖ Provide a guaranteed ride home program. ❖ Implement a flextime policy. ❖ Implement parking cash out program for employees (non-driving employees receive transportation allowance equivalent to the value of subsidized parking).
High Occupancy Vehicle (HOV) Facilities	
D-1 Arterial HOV/Transit Lanes	❖ It is not the policy of the City of San Jose to pursue HOV-type improvements on city streets. With regard to Montague Expressway, the City has supported HOV-type improvements on selected portions of the facility.
D-2 Implement MTC's 2005 HOV Plan	❖ See above
D-3 Construct HOV Support Facilities	❖ See above
D-4 Construct HOV Connections and Ramps	❖ See above

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
D-5 Construct HOV Bypass Facilities	❖ See above
Transportation Demand Management (TDM) Programs	
E-2 Public Information Programs	❖ Transportation Demand Management (TDM) programs required for new development within North San Jose include public information elements such as designation of a on-site TDM manager and education of employees regarding alternative transportation options.
Traffic Flow Improvements	
F-2 Peak-Hour Parking and Delivery Restrictions	❖ It is not the policy of the City of San Jose to pursue these types of capacity enhancements on city streets, although such improvements could be proposed by large development as part of a TDM program.
F-3 Traffic Signal Timing and Synchronization Program	❖ ????????????????????????????
F-4 Traffic Flow Improvements in Urban Areas	❖ The City has planned various improvements at CMP and non-CMP intersections within the North San Jose area as described in Chapter 3.
Site Design Guidelines for New Development	
G-1 HOV Parking Preference Program	❖ San Jose typically requires that assigned car pool and van pool parking be placed at the most desirable on-site locations. The City's Industrial Design Guidelines include the following standards: ▪ A minimum of 10 percent of parking spaces should be reserved and clearly marked for the exclusive use of carpool/vanpool vehicles. ▪ Convenient access to building entrances from carpool/vanpool parking should be provided. ▪ The most convenient parking spaces should be prioritized for handicapped persons, visitors, carpool/vanpools and motorcycles. ▪ For projects with 50 or more employees, a carpool/vanpool waiting area should be provided. This waiting area should provide visibility for arriving carpool/vanpool vehicles. It should be covered, well lit and located within 50 feet of carpool/vanpool vehicles.
G-2 Bike Facilities at Development Projects	❖ The City of San Jose Zoning Ordinance requires that all new residential, commercial and industrial development provide bicycle parking spaces at rates depending upon the specific proposed use. ❖ The City of San Jose Zoning Ordinance requires that all new general industrial or office and research and development projects of 30,000 feet or greater incorporate showers for use by employees to

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
	encourage bicycle use by employees. ❖ Through the North San Jose Area Development Policy, all new employment generating development within North San Jose will be required to include the following facilities that encourage the use of bicycles: ▪ On-site bicycle racks and secure lockers ▪ Physical improvements, such as sidewalk improvements, landscaping and bicycle parking that will act as incentives for pedestrian and bicycle modes of travel. ▪ On-site improvements to support connection from the site to regional bikeway/pedestrian trail system. ▪ Secure and conveniently located bicycle parking and storage for workers. ❖ All new residential development within North San Jose will be required to implement similar measures for bicyclists including: ❖ Bicycle lanes, sidewalks and/or paths, connecting project residences to adjacent schools, parks, the nearest transit stop and nearby commercial areas. ❖ Satellite telecommute center within or near the development (where appropriate). ❖ The San Jose General Plan contains numerous policies that promote new development within transit corridors to encourage alternate modes of transportation through building placement and site design. These policies are implemented through the City's Residential, Industrial and Commercial Design Guidelines. Specific Policies within the General Plan include: ▪ High density residential and mixed residential/commercial development located along transit corridors should be designed to maximize transit useage and allow residents to conduct routine errands close to their residence.
G-3 Building Orientation/ Placement at Employment Sites	▪ New commercial development should be located near existing centers of employment or population or in close proximity to transit facilities and should be designed to encourage pedestrian and bicycle access through techniques such as minimizing building separation from the street, providing safe, accessible, convenient and pleasant pedestrian connections, secure bike storage, etc. ❖ The North San Jose Area Development Policy establishes the following design guidelines: ▪ New buildings to be located along street edges with active uses and building entrances oriented toward the street.

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
	▪ Establishing pedestrian connections to the nearest transit station should be given priority in site design for all new commercial, industrial or residential development located within 2000 feet of an existing or planned transit station. ▪ Within the Corporate Center Core Area, new development should be concentrated along the North First Street corridor. Parking structures should not be placed along North First Street. Use of surface parking lots should be minimized and any surface parking lots should be placed behind buildings. ❖ The San Jose General Plan contains numerous policies that promote the development of high quality, safe pedestrian facilities throughout the City. These policies are implemented through the City's Residential, Industrial and Commercial Design Guidelines. Specific Policies within the General Plan include: ▪ New industrial and residential development should create a pedestrian friendly environment by connecting the features of the development with safe, convenient, accessible and pleasant pedestrian facilities. Such connections should also be made between the new development and adjacent public streets. ▪ For new residential development, pedestrian connections should also be made between the new development, the adjoining neighborhood, transit access points, and nearby commercial areas. ▪ High density residential and mixed residential/commercial development located along transit corridors should be designed to create a pleasant walking environment to encourage pedestrian activity, particularly to the nearest transit stop. ▪ In order to provide pedestrian comfort and safety, all pedestrian pathways and public sidewalks should provide buffers between moving vehicles and pedestrians where feasible.
G-4 Pedestrian Circulation System	❖ City of San Jose Municipal Coce (Section 19.36.030) requires construction of sidewalks as part of new industrial development.
G-5 Bike Storage at Residential Development Projects	❖ The City of San Jose Zoning Ordinance requires that new multi-family residential development provide bicycle parking spaces or bicycle storage at a ratio of one space per four units. A minimum of three spaces must be provided. Bicycle parking facilities must be located in a convenient, highly visible and well lighted area to minimize theft and vandalism, generally within fifty feet of a building entrance and within view of pedestrian traffic.
G-6 Shuttle Service (New Development)	❖ The City of San Jose works with the developers of new, large employment generating uses to provide shuttle services as a traffic mitigation measure as part of the development review process.

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
	Several such shuttles are currently under private operation. ❖ The City of San Jose cooperates with the Santa Clara Valley Transportation Authority, the California Department of Transportation and other transportation agencies to maximize access to transit facilities for all segments of the City's population.
G-7 Transit Stop Improvements	❖ The City of San Jose requires that new development install indented curbs for bus pullouts, bus shelters and other transit-related public improvements where appropriate through the entitlement process for new development projects. This action is currently implemented through the City's Residential, Industrial and Commercial Design Guidelines.
G-8 Multi-Tenant Complex TDM Program	❖ All new development within North San Jose will be required to incorporate transportation demand management (TDM) elements into facility design. Improvements may include, but are not limited to: ▪ Assigned car pool and van pool parking at the most desirable on-site locations ▪ Make available transportation during the day for emergency use by employees who commute on alternate transportation. (This service may be provided by access to company vehicles for private errands during the workday and/or combined with contractual or pre-paid use of taxicabs, shuttles, or other privately provided transportation.); ▪ Provide shuttle access to CalTrain stations; ▪ Provide or contract for on-site or nearby child care services; ▪ Provide Eco-passes (or equivalent broad spectrum transit passes) to all on-site employees; ▪ Encourage use of telecommuting and flexible work schedules; ▪ Incorporate on-site support services (food service, ATM, dry cleaner, gymnasium, etc.); ▪ Designate an on-site TDM coordinator; ▪ Provide or contract for on-site or nearby child care services; ▪ Provide vans for van pools; ▪ Provide on-site showers and lockers.
Land-Use Program	
H-1 Mixed-Use Development	❖ The City of San Jose General Plan identifies Transit-Oriented Development corridors as a suitable location for mixed-use development and provides specific land use designations and

CMA Action Item	CMA Action Items Implemented in Deficiency Plan
	strategies for the implementation of mixed-use projects.
	❖ The North San Jose Area Development Policy includes provisions to support mixed-use development within the North San Jose area through the adoption of two new General Plan Land Use Designations. The Industrial Core Area designation allows for supporting commercial and residential uses to be combined with industrial park uses within a 600-acre along the North First Street light rail corridor. The Transit/Employment Residential District Overlay designation allows for supporting commercial uses to be combined with residential development on various sites totaling 400 acres in area.
	❖ Mixed-use development will continue to be allowed or encouraged on properties within the North San Jose area with a Transit Corridor Residential designation
H-2 Childcare Facilities near Transit and Worksites	❖ The City of San Jose promotes the location of childcare facilities and other services where appropriate near light rail transit stations, major transportation hubs and major employment centers.
H-3 Affordable Housing near Worksites	❖ The North San Jose Area Development Policy allows for the conversion of up to 285 acres of existing industrial land to residential use. A minimum density of 55 DU/AC will be required for 200 of those acres and a minimum density of 90 DU/AC will be required for the remaining 85 acres, yielding a minimum of 18,700 new residential units. Residential development in the form of mixed-use industrial office and residential projects will be allowed within a 590 acre Corporate Industrial Core Area. Up to 6,000 new residential units are anticipated to occur through this provision. In combination with existing lands planned for residential, up to 32,000 new residential units are anticipated throughout the Policy area.
	❖ All new residential development within North San Jose is subject to the affordability policy for Redevelopment areas requiring 15% or 20% of new units to be marketed at affordable rates.
H-4 High Density Development near Transit	❖ The General Plan includes several policies that encourage the development of high-density projects near existing or planned transit facilities.
	❖ The North San Jose Area Development Policy establishes a Corporate Industrial Core Area along the North First Street light rail corridor encouraging the intensification of employment uses in proximity to transit. The height limit for new development within the Core Area is 250 feet.
	❖ The North San Jose Area Development Policy establishes potential new residential areas with a minimum density of 55 DU/AC on approximately 200 acres in close proximity to transit. The height limit for new development within 2000 feet of a light rail station is 150 feet.
H-5 Establish	❖ This program is an optional traffic mitigation measure included among

CMA Action Item		CMA Action Items Implemented in Deficiency Plan
	Telecommuting Centers	the TDM measures in the project CEQA document.
H-6	Auto-Free/Transit Only Zone	❖ It is not the policy of the City of San Jose to pursue these types of transit enhancements on city streets, although such improvements could be proposed by large development as part of a TDM program.

Source: Requirements for Deficiency Plans, Santa Clara County CMA, November 1992; City of San Jose

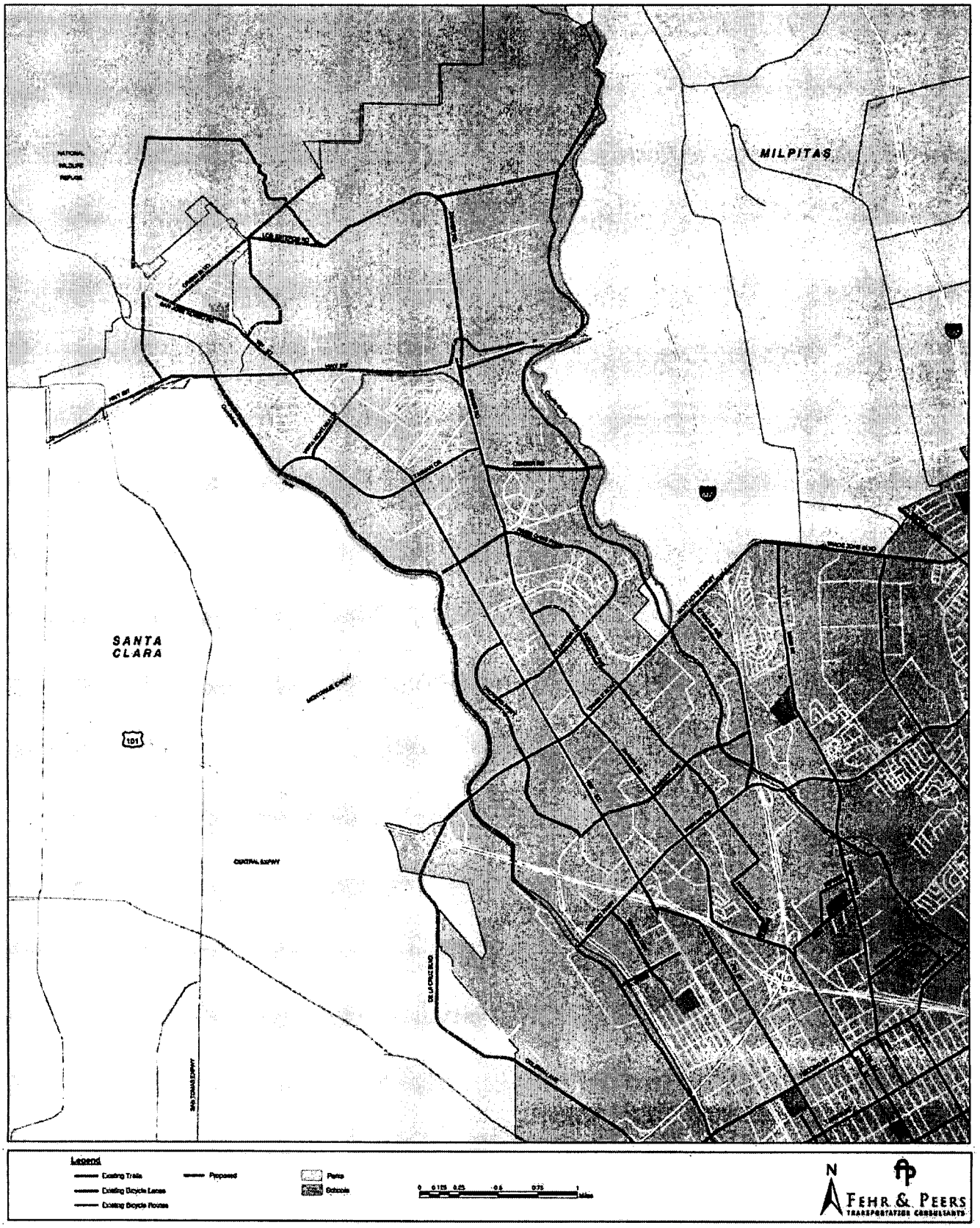


Figure 3

POTENTIAL FUTURE BICYCLE FACILITIES

Hexagon
Transportation Consultants, Inc.

North San Jose Deficiency Plan

5.
Action Plan

The purpose of this chapter is to describe how deficiency plan action items will be implemented, identify the responsible agency for implementing each action, and identify the funding source for each action.

Summary of Improvement Costs

The City of San Jose has identified approximately $483 million in needed roadway and intersection improvements in North San Jose as well as other parts of the city where it is expected that traffic associated with North San Jose development would have adverse effects. The identified improvements will be funded largely by the City of San Jose's new traffic impact fee for North San Jose. Table 7 itemizes the transportation improvement projects identified by the City of San Jose and associated costs.

Table 7
Transportation Improvement Cost Summary

Location (Type)	Cost
NSJ CMP Intersection Improvements	
North First Street & SR237 (South)	$7,000,000
North First Street & Montague Expressway	$10,000,000
Zanker Road & Montague Expressway	$17,000,000
Trimble Boulevard & Montague Expressway	$30,000,000
McCarthy Boulevard & Montague Expressway	$68,000,000
Old Oakland Road & Montague Expressway	$500,000
North First Street & Trimble Road	$1,000,000
Zanker Road & Trimble Road	See Note a
Zanker Road & Brokaw Road	See Note a

Location (Type)	Cost
Old Oakland Road & Brokaw Road	See Note b
Trade Zone Boulevard & Montague Expressway	$2,250,000
Subtotal CMP Intersection Improvements	**$135,750,000**
Offsetting Improvements to NSJ Non-CMP Intersections	
North San Jose Grid Street System	$55,000,000
Zanker Road Widening	See Note a
Zanker Road/Skyport Drive Connection	$64,000,000
US 101/Trimble Road Interchange	$27,000,000
Charcot Avenue Extension	$32,000,000
Mabury Road Interchange	$43,000,000
Zanker Road & Tasman Drive	$2,000,000
North First Street and Charcot Avenue	$2,000,000
North First Street and Metro Drive	$250,000
Zanker Road and Charcot Avenue	$2,000,000
Junction Avenue and Charcot Avenue	$1,000,000
Bering Drive and Brokaw Road	$1,000,000
Subtotal NSJ Non-CMP Intersection Improvements	**$229,250,000**
Other Intersection Improvements Outside of NSJ	**$37,000,000**
Offsetting Action from CMA Immediate Implementation Action List	
Bicycle and Pedestrian Actions	$33,000,000
Transit Actions (Bus & LRT Station Improvements)	$48,000,000
Subtotal Immediate Implementation Action Items	**$81,000,000**
Total	**$483,000,000**

Notes:
a – Included as part of the Zanker Widening cost listed at Zanker Rd./Montague Expwy.
b – Improvement is already funded

Summary of San Jose Traffic Impact Fees

The North San Jose traffic impact fee is based on PM peak-hour trip-making characteristics of the particular land use proposed for development in North San Jose. The PM peak hour is used because it is the PM peak hour during which traffic conditions are the busiest. The total increase in PM peak hour trips with the anticipated development was estimated to be 49,325. The traffic impact fee is determined by calculating the cost per vehicle trip for the anticipated growth by dividing the privately funded share of the total cost of improvements ($460,000,000) by the increase in peak hour trips (49,325) to come up with $9,326 per trip. The cost is then distributed upon each of the land uses based on their trip generating characteristics determined based on the following rates:

Industrial Uses	1.12 trips per 1,000 s.f.

Single-Family Residential	0.75 trips per unit
Multi-Family Residential	0.60 trips per unit

Multiplying the cost per trip figure times each of the rates determines the applicable fee for each land use. Traffic impact fees by land use type are presented in Table 8.

Table 8
North San Jose Land Use Impact Fees

Land Use	Fee	Unit of Measure
SF Detached	$6,994.00	Per dwelling unit
MF Attached	$5,596.00	Per dwelling unit
Industrial	$10,440.00	Per 1,000 sq. ft.

6.
Deficiency Plan Monitoring

The purpose of this chapter is to describe how the City of San Jose will monitor and evaluate the implementation of the Action Plan set forth in this Deficiency Plan. The timing and implementation of each of the identified improvements in the previous chapter are described in this chapter. As development within North San Jose progresses, the construction of each of the identified improvements will be necessary. Table 9 sets forth a schedule for implementation of the Action Plan. Evaluation of CMP levels of service will be accomplished through periodic updates to the City's traffic model and impact fee system.

Development Phasing

The implementation of each of the identified improvements will be established as the development levels planned for North San Jose proceed. Since the development planned for North San Jose will not occur immediately, it is not necessary to construct all improvements at the initiation of development. Rather the improvements will be constructed concurrently with development as deemed necessary.

Generally, the implementation of each of the intersection improvements was determined based on level of service calculations with incremental phases of development. The planned development was divided into 25% increments to develop the following four phases of development:

Phase 1	7 msf of Industrial Space 8,000 Residential Units	Phase 3	21 msf of Industrial Space 24,000 Residential Units
Phase 2	14 msf of Industrial Space 16,000 Residential Units	Phase 4	26.7 msf of Industrial Space 32,000 Residential Units

North San Jose Development Policy

According to the North San Jose Development Policy, development will not be able to proceed to the next phase until the improvements associated with each phase are completed. For example, development of industrial/office space beyond 7 msf will require that the following improvements be completed:

Montague Expressway Widening
US 101/Trimble Road Interchange
Montague Expressway/Trimble Road
Various intersection improvements
Various transit, bicycle, and pedestrian improvements

The transit, bicycle, and pedestrian improvements will be more specifically detailed in subsequent analyses.

Improvement Phasing

The need for specific intersection improvements during each phase of development was determined based on level of service calculations. Each intersection was evaluated to determine during which phase the addition of project traffic would cause the intersection to fall below CMP standards. A few exceptions to the level of service criteria include intersections for which the proposed improvements are minor and can be completed within the first phase of development. The phase at which each of the identified improvements will be implemented is outlined below.

The phasing of the major roadway improvements was determined based on judgement of necessity of the improvements and level of service calculations. The phase at which the major roadway improvements were needed was determined based on their need to serve the North San Jose area as a whole. The major roadway improvements serve as gateways and/or major arterials to and within North San Jose, and therefore are needed to serve each of the development phases. The phase at which each of the major roadway improvements will be implemented is outlined below.

Table 9
Action Plan Implementation Schedule

Location (Type)	Schedule for Improvement
NSJ CMP Intersection Improvements	
North First Street & SR237 (South)	Phase 3
North First Street & Montague Expressway	Phase 1
Zanker Road & Montague Expressway	Phase 2
Trimble Boulevard & Montague Expressway	Phase 1
McCarthy Boulevard & Montague Expressway	Phase 3
Old Oakland Road & Montague Expressway	Phase 1
North First Street & Trimble Road	Phase 1
Zanker Road & Trimble Road	Phase 2

Location (Type)	Schedule for Improvement
Zanker Road & Brokaw Road	Phase 2
Trade Zone Boulevard & Montague Expressway	Phase 1
Offsetting Improvements to NSJ Non-CMP Facilities	
North San Jose Grid Street System	All Phases
Zanker Road Widening	Phase 2
Zanker Road/Skyport Drive Connection	Phase 4
US 101/Trimble Road Interchange	Phase 1
Charcot Avenue Extension	Phase 2
Mabury Road Interchange	Phase 4
Zanker Road & Tasman Drive	Phase 3
North First Street and Charcot Avenue	Phase 1
North First Street and Metro Drive	Phase 1
Zanker Road and Charcot Avenue	Phase 3
Junction Avenue and Charcot Avenue	Phase 3
Bering Drive and Brokaw Road	Phase 1
Other Intersection Improvements Outside of NSJ	All Phases
Offsetting Action from CMA Immediate Implementation Action List	
Bicycle and Pedestrian Actions	Phase 1,2,3
Transit Actions (Bus & LRT Station Improvements)	Phase 1,2,3

7.
Environmental Documentation

The purpose of this chapter is to describe the reconciliation of CEQA with actions included in the deficiency plan. Per Public Resources Code § 21080 (b)(13), congestion management programs are exempt by statute from the provisions of the California Environmental Quality Act (CEQA). As established in Government Code §§ 65089 et seq., a deficiency plan is a required part of a congestion management program when certain conditions are met. As such and within certain parameters, a deficiency plan enjoys the same statutory exemption as the CMP.

The purpose of the deficiency plan is to identify and implement measures that will improve traffic conditions in a locality, and as such implementation of the plan will lead to improved environmental conditions. Furthermore, items identified from the CMA's Immediate Implementation Action List have also been identified by the Bay Area Air Quality Management District as actions that when implemented will have a positive impact on air quality in the region. To the degree that individual projects identified in the North San Jose Deficiency Plan have the potential for creating ancillary (i.e., localized) impacts to the environment, such impacts will be evaluated as individual projects come forward for design and construction.

Appendix A
Santa Clara County Transportation Authority
Immediate Implementation Action list

VTA Action Item Summary

A. Bicycle and Pedestrian Actions

A-2 Bike Lockers, Racks, and Facilities at Transit Centers

A-3 Improve Roadside Bicycle Facilities

A-4 Improve Pedestrian Facilities

B. Public Transit

B-3 Shuttle Service (Existing Employment Centers)

B-8 Bus Stop Improvements

C. Carpooling, Bus Pooling, Van Pooling, Taxi Pooling

(All actions on deferred list.)

D High Occupancy Vehicle (HOV) Facilities

(All actions on deferred list.)

E. Transportation Demand Management (TDM) Programs

E-2 Public Information Programs

F. Traffic Flow Improvements

F-2 Peak-Hour Parking and Delivery Restrictions

F-3 Traffic Signal Timing and Synchronization Program

F-4 Traffic Flow Improvements in Urban Areas

G Site Design Guidelines for New Development

G-1 HOV Parking Preference Program

G-2 Bike Facilities at Development Projects

G-3 Building Orientation Placement at Employment Sites

G-4 Pedestrian Circulation System

G-5 Bike Storage at Residential Development Projects

G-6 Shuttle Service (New Development)

G-7 Transit Stop Improvements

G-8 Multi-Tenant Complex TDM Program

H Land-Use Program

(All actions on deferred list.)

A. BICYCLE AND PEDESTRIAN ACTIONS

A-2: Bicycle Storage Facilities at Transit Centers -- IMMEDIATE ACTION

Description: This action consists of adding bicycle storage facilities at designated transit centers including:

- ❖ Park-and-ride lots
- ❖ Rail transit stations
- ❖ Major transit transfer stations

The SCCTD will work with Member Agencies in designating transit centers appropriate for adding bicycle storage facilities within the Deficiency Plan area. In some cases, bicycle storage facilities might more appropriately be added at existing transit stations outside the deficiency plan area to better achieve the deficiency plan goals. For example: if the deficiency plan area contained all employment centers with few transit centers, it would be appropriate to include storage facilities at transit centers in existing residential areas, where workers live, as part of the deficiency plan.

Bicycle storage facilities shall include bicycle lockers, bike racks, and equipment storage lockers for bicyclists.

Intent: To facilitate the use of bicycles for commute and other trips.

Standards[1]:

1. A minimum of 10 bicycle lockers shall be provided at all designated transit centers within the deficiency plan area, and at identified transit centers outside the deficiency plan area.
2. Secure and protected bicycle racks shall be provided at transit centers where necessary and feasible. Bicycle racks shall allow use of U-type locks.
3. Storage lockers for bicyclists shall be provided at transit centers when possible.

Timing: The deficiency plan must include a list of all transit centers that will be improved as part of the deficiency plan and an implementation plan (including funding sources and schedule) for installing the bike storage facilities.

Approval Criteria: The CMA will require that these actions be implemented at all appropriate transit centers as quickly as possible. The plan should include installing equipment at all transit centers in the deficiency plan within 1-to-2 years.

[1] The CMA will work with the SCCTD, other Member Agencies, and representatives of bicycle advocacy organizations to develop common equipment standards for bike lockers, racks and storage lockers. In the interim, Member Agencies are urged to work with SCCTD, Caltrans, and local bicycle advocacy groups to obtain appropriate equipment for bike facilities.

A-3: Improved Roadside Bicycle Facilities-- IMMEDIATE ACTION

Description: This action consists of improving roadside bicycle facilities throughout the deficiency plan area as well as connections to bicycle routes outside the deficiency plan area.

Intent: To facilitate the use of bicycles for all types of trips. **Standards:**

1. The deficiency plan must include a Bicycle Facilities Improvement Element. This element must include all bicycle improvements on an official city (or county) bicycle plan within the deficiency plan area including:

    - Widening roadway shoulders for bicycle facilities (or adding bicycle lanes);
    - Installing and marking bike detection loops at traffic signals; and
    - Implementing the city's bicycle circulation plan.

2. The initial deficiency plan must include a schedule for constructing all bicycle facilities in the Bicycle Facilities Improvement Element. If there is no official bike plan for the deficiency plan area, a Bicycle Facility Improvement Element for the deficiency plan area must be developed as part of the initial deficiency plan.

3. All cities must develop an implementation program for their Citywide Bicycle Circulation Plan. (Cities that do not have a Citywide Bicycle Circulation Plan must develop a Citywide Bicycle Circulation Plan.[2])

Timing: The Deficiency Plan must include a bicycle facilities improvement element. This element must:

- List all locations where facilities will be improved;
- Outline the type of improvements that will be implemented; and
- Present an implementation plan that describes the funding sources and the schedule for the improvements.

Approval Criteria: The CMA will require that Member Agencies implement a program to strongly encourage bicycle use. Therefore, the Member Agency should include an aggressive implementation program for bicycle facility improvements.

For cities without Citywide Bicycle Circulation plans, the CMA will also require that these plans be completed within one year of deficiency plan approval.

[2] Note that all cities must have Citywide Bicycle Circulation Plan to receive funds from the State's Transit Development Act (TDA).

A-4: **Improve Pedestrian Circulation -- IMMEDIATE ACTION**

Description: This action consists of improving public sidewalks and pathways within existing commercial, employment and mixed-use centers located in the Deficiency Plan area. Improvements may include: constructing new sidewalks and pathways, providing lighting, improving landscaping, and adding signage.

Intent: To encourage walking between neighboring land uses and to support the use of alternative transportation by providing an integrated and functional pedestrian circulation system in major commercial, employment and mixed use centers.

Standards:

1. The deficiency plan must include a Pedestrian Facility Improvement Element for existing commercial, employment and mixed use centers in the Deficiency Plan area. The element may include:

    - ❖ Constructing new sidewalks between adjoining uses;
    - ❖ Constructing new sidewalks to transit stops in existing industrial areas;
    - ❖ Providing lighting for existing sidewalks and paths,
    - ❖ Improving landscaping;
    - ❖ Adding pedestrian phases/actuation for traffic signals;
    - ❖ Adding signage.

2. This Pedestrian Facility Improvement Element must include an implementation plan describing how and when the improvements will be made.

Timing: The Deficiency Plan must include a pedestrian facility improvement element. This element must:

- ❖ List all locations where facilities will be improved;
- ❖ Outline the type of improvements that will be implemented; and
- ❖ Present an implementation plan that describes the funding sources and the schedule for the improvements.

Approval Criteria: The CMA will require that pedestrian facilities in all existing activity centers within the deficiency plan area be upgraded.

The pedestrian circulation improvements in the Deficiency Plan's Pedestrian Facility Improvement Element should include as many improvements as possible and must be implemented consistent with the implementation plan.

B. TRANSIT

B-3: Shuttle Service to. Rail Transit Stations -- IMMEDIATE ACTION

Description: This action consists of providing shuttle transit service to rail transit stations and other locations or assisting in the financing of existing shuttle services.

Intent: To encourage transit use.

Standards:

1. The city must perform an initial rail station shuttle feasibility study as part of the deficiency plan. This study must include:

   - ❖ A list of all major employment centers in the deficiency plan area (defined as having over 750 employees or 300,000 gross square feet of building area) located over 2,500 feet from a rail transit station.
   - ❖ A description of all existing public or private shuttle services in the deficiency plan area.
   - ❖ A basic analysis for implementing new shuttle services from a rail station to each employment center. In the initial deficiency plan this analysis may be a relatively simple analysis evaluating the cost of providing shuttle service to each employment center, identifying the shuttle route, identifying the distance from the rail station to the employment center, identifying opportunities for serving multiple employment centers with the same shuttle route (including those with less than 750 employees), and estimating the number of potential shuttle passengers along the route. This basic analysis must also consider the feasibility of extending any existing shuttle services in the area to the employment center.

2. The city must develop a prioritized list of potential shuttle routes based upon the initial feasibility study. During the first year, the city must complete a more detailed feasibility study on the three highest priority shuttle routes. The feasibility study shall examine potential strategies for implementing and sustaining the operation of shuttle services. This feasibility study should include an implementation plan for any routes that are found to be cost effective. This detailed feasibility study must be submitted to the CMA with the city's monitoring report.

3. In future years, the city must perform detailed feasibility studies on the other routes identified on the priority list. These studies must be included in future monitoring reports.

4. The city must encourage implementation of the shuttle services found to be most effective in the feasibility study.

Timing: The Member Agency must include the initial rail station shuttle feasibility study as part the of list of employment centers and the feasibility study the original deficiency plan.

The city must include the more detailed shuttle feasibility studies in the future year deficiency plan monitoring reports.

The city must make a clear effort to develop innovative schemes to implement private shuttle service from existing employment centers during the next several years.

Approval Criteria: The CMA will require that cities include the list and initial feasibility study with their original deficiency plan. The city must include the more detailed shuttle feasibility studies, as well

as a brief report documenting its progress at implementing and sustaining shuttle service in the future year deficiency plan monitoring reports.

B-8: Transit Stop Improvements -- IMMEDIATE ACTION

Description: This action consists of improving transit stops to encourage transit use as well as' improving adjoining roadways to improve traffic flow and/or reduce delays to transit vehicles entering the traffic flow.

Intent: To improve traffic LOS and increase the efficiency and the safety of the public transit system.

Standards:
Member Agencies must work with SCCTD to prepare a transit stop improvement element for transit stops in the deficiency plan area. This element must include the following:

1. A list of all transit stops in the deficiency plan area
2. An evaluation of each transit stop on the list in terms of its need for:

    - Relocation;
    - Elimination;
    - Traffic flow improvements (to assist the transit vehicle in entering the stream of traffic);
    - Passenger amenities including: shelter, seating, lighting, maps, schedules, pay telephone, and landscaping.

3. A program for implementing the improvements identified in the element.

Timing: The original Deficiency Plan must include the Transit Stop Improvement Element. Within one year after CMA approval of the Deficiency Plan, the Member Agency must begin implementation of the Transit Stop Improvement Element.

Approval Criteria: The CMA will require that all transit stops in the Deficiency Plan area be upgraded to include all feasible passenger amenities and traffic flow improvements. This program must be implemented according to the schedule included in the Deficiency Plan.

C. CARPOOLING, BUSPOOLING, VANPOOLING, AND TAXIPOOLING (All actions on Deferred List)

D. HIGH OCCUPANCY VEHICLE (HOV) FACILITIES (All actions on Deferred List)

E. TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAMS

E-2: Public Information Programs - IMMEDIATE ACTION

Description: This action consists of providing public information on availability and benefits of transportation alternatives to the single occupant automobile as well as the air and water quality impacts of transportation decisions.

Intent: To encourage using alternatives to the single occupant automobile by including agencies such as municipal libraries and public schools, as well as employers, in the distribution of this type of information.

Standards:

1. The deficiency plan must include a plan for increasing the distribution of alternative transportation information developed by the SCCTD, the Commuter Network, MTC, Santa Clara Valley Non-point Source Program and the Air District—beyond employers included in the Air District's Trip Reduction Ordinance—within the county. Information could include:

   - ❖ Health effects of air pollution and traffic congestion;
   - ❖ Air pollution effects of older vehicles and poorly tuned vehicles;
   - ❖ Benefits of trip linking;
   - ❖ Benefits of compact/mixed-use development, especially near transit;
   - ❖ Educational materials designed for use in schools.

2. The Commuter Network and the Santa Clara Valley Non-point Source Program will assist their member cities in this effort.

Timing: The original deficiency plan must include a description of the Member Agency's plan for implementing this action. The Member Agency must begin implementation upon CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that a comprehensive implementation program be developed by each Member Agency for this action. The CMA will require that this action be implemented immediately.

F. TRAFFIC FLOW IMPROVEMENTS

F-2: Peak-period Parking and Delivery Restrictions -- IMMEDIATE ACTION

Description: This action consists of restricting curbside parking and deliveries during peak periods to improve traffic flow.

Intent: To improve traffic flow thereby reducing vehicle emissions.

Standards:

1. Member Agency must evaluate the feasibility of this action on all CMP Roadway System arterials within the Deficiency Plan area (whether or not the Member Agency is responsible for operating the arterial). Member Agencies may extend this plan to non-CMP arterials within the Deficiency Plan area.

2. In locations where it is feasible to restrict curbside parking and deliveries during peak periods, the Member Agencies must evaluate whether implementing this action will improve traffic flow. For locations where traffic flow can be improved by implementation of parking and delivery restrictions (and the restrictions are feasible) the Member Agency must include an implementation plan describing how and when Se restrictions will be made.

3. Member Agency must implement feasible and effective parking restrictions.

Timing: The original Deficiency Plan must include a study of the feasibility and effectiveness of these parking and delivery restrictions. If the restrictions are found to be effective, the Deficiency Plan must also indicate when feasible projects will be implemented.

The Member Agency must implement the parking and delivery restrictions identified in the Deficiency Plan according to the schedule set forth in the Deficiency Plan.

Approval Criteria: The CMA will require that parking and delivery restrictions during the peak hour are implemented at all feasible locations where a traffic evaluation shows that they will be effective at improving traffic flow and reducing vehicle emissions.

F-3: Traffic Signal Timing and Synchronization Program -- IMMEDIATE ACTION

Description: This action consists of optimizing the timing of traffic signals to reduce vehicle delay and vehicle emissions at intersections.

Intent: To reduce vehicle idling and traffic delay at intersections.

Standards:
Member Agency must develop a program for optimizing traffic signal timing at all CMP Roadway System intersections within the Deficiency Plan area (whether or not the Member Agency is responsible for operating the traffic signal). Member Agencies may extend this plan to non-CMP arterial intersections within the Deficiency Plan area.

The program must include an implementation plan describing how and when the improvements will be made. Improvements could include: synchronizing sets of traffic signals on an arterial through an interconnection program, simply improving individual traffic signal timing, or other similar improvements.

Timing: The Deficiency Plan must include a Traffic Signal Timing Optimization Program. This program must:

- List all locations where traffic signal timing will be improved;
- Outline the type of improvements to be implemented (e.g. timing changes, interconnection projects, or synchronization); and
- Present an implementation plan that describes the funding sources and the schedule for the improvements.

Approval Criteria: The CMA will require that traffic signal timing at all traffic signals on CMP Roadway System facilities within the deficiency plan area be improved.

The Traffic Signal Timing Optimization Program must be implemented consistent with the schedule included in the Deficiency Plan.

Note: In general, traffic signals should be re-timed on a regular basis to ensure optimum operation. The deficiency plan should recognize this need and require a regular analysis of traffic signal timing in the deficiency plan area. (This analysis could be done by the city traffic engineering staff in conjunction with the annual CMP Traffic LOS Monitoring program.)

F-4: **Urban Area Traffic Flow Improvements -- IMMEDIATE ACTION**

Description: This action consists of making traffic flow improvements within congested urbanized areas to control traffic flows rather than to add capacity. These improvements may include items such as the following:

- Additional Turn lanes at intersections;
- HOV lanes;
- Turning two-way streets into one-way streets;
- Computerized traffic & transit control and management on arterials;
- Turn restrictions at intersections (peak period and all day);
- Designating reversible lanes to serve peak direction traffic flows.

Intent: The intent of these improvements is to improve traffic flows and reduce emissions in urbanized areas. These traffic flow improvements should be used to encourage infill development in urbanized areas.

Standards: The Member Agency must evaluate the benefit of these types of traffic flow improvements in the Deficiency Plan area.

Timing: Cities will be responsible for planning and financing these traffic flow improvements. New development projects located within the Deficiency Plan area or impacting deficient facilities may be required to help fund the improvements. The improvements should be implemented concurrent with development. Member Agencies are encouraged to evaluate the potential for these actions at improving traffic flow when they complete transportation analyses for Specific Plan areas and General Plan revisions. The original deficiency Plan must include an Urban Area Traffic Flow Improvement Plan. This plan must:

- List all locations where facilities will be improved;
- Outline the type of improvements that will be implemented; and
- Present an implementation plan that describes the funding sources and the schedule for the improvements.

Approval Criteria: The CMA will require that all feasible and desirable traffic flow improvements consistent with this action be made to the deficiency plan area's CMP Roadway System.

The original Deficiency Plan must include an implementation plan for all urban area traffic flow improvements included in the Deficiency Plan.

G. SITE DESIGN GUIDELINES for NEW DEVELOPMENT and ADDITIONS The Deficiency Plan actions included in the Site Design Guidelines category are intended to be implemented by all new development that takes place within the Member Agency's jurisdiction. Implementation will be required by Member Agencies as a condition of project approval.

Many Deficiency Plan Site Design Guideline actions are currently required by CMA Member Agencies; the intent of placing these actions within the Deficiency Plan is to ensure that these actions be applied to all new development project in Santa Clara County. Finally, it should be noted that these standards are minimums; Member Agencies may require additional actions as part of their own development regulations.

The Deficiency Plan Site Design Guideline actions apply to all new development projects with the following minimum gross square footages[3]:

• Office	30,000 gross square feet
• R&D	30,000 gross square feet
• Industrial	40,000 gross square feet
• Warehouse	85,000 gross square feet
• Residential	100 PM peak hour trips
• Retail Centers[4]	50,000 gross square feet

Site Design Guideline actions will also apply to major additions to existing development. Major additions are defined as either (1) additions of at least 10,000 gross square feet which, when added to the existing building area that will bring the facility up to the square footage threshold defined above; or (2) as additions of at least 10,000 gross square feet to facilities that already meet the applicable square footage threshold.

[3] Unless local occupancy standards vary significantly, these square footages for employment purposes house approximately 100 employees.
[4] Only action items F-4, F-7, F-8, and F-2 (storage only) will apply to retail centers

G-1: Parking Preference for HOVs -- IMMEDIATE ACTION

Description: This action consists of providing preferential parking for high occupancy vehicles (HOVs) at employment and activity centers.

Intent: To encourage ridesharing.

Standards:

1. All new development projects subject to the Deficiency Plan must designate at least 10% of their parking spaces closest to the employee building entrances for exclusive use of employees who are ridesharing.

2. All new buildings subject to the Deficiency Plan must provide drop-off areas convenient to main employee building entrances in order to encourage ridesharing. Drop-off areas should have direct access to the street.

Timing: The Member Agency must begin implementing these actions in all appropriate development immediately.

These actions must be applied to all new development projects subject to the Deficiency Plan under the jurisdiction of the Member Agency within one year after CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that these actions be implemented immediately on all projects requiring discretionary review. Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require these actions to apply to all development projects subject to the Deficiency Plan.

G-2: Bicycle Facilities at Development Projects -- IMMEDIATE ACTION

Description: This action consists of requiring bicycle storage facilities and showers / changing areas for all new employment centers that have 100 or more employees. This action also must be implemented for additions for facilities when the total number of employees is over 100.

Intent: To facilitate the use of bicycles for commute trips.

Standards:

1. Bicycle Storage: All bicycle storage shall be secure and sheltered.

   First 900 Employees .....1 bike space for every 20 auto spaces
   Over 900 Employees .....1 bike space for every 40 auto spaces
   Minimum .....5 bike spaces
   Retail Centers .....1 bike space for every 20 auto spaces

2. Showers & Changing Rooms: Showers and changing rooms must be accessible for all employees working at the site.

   100 to 150 Employees .....1 shower
   151-to-225 Employees .....2 showers
226-to-300 Employees 3 showers, -one additional shower shall be provided for every 200 employees.

Note: This requirement is not applicable to retail centers.

Timing: The Member Agency must begin implementing these actions in all appropriate development immediately.

These actions must be applied to all new development projects subject to the Deficiency Plan under the jurisdiction of the Member Agency within one year after CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that these actions be implemented immediately on all projects requiring discretionary review. Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require these actions to apply to all development projects subject to the Deficiency Plan.

G-3: Building Placement on Site -- IMMEDIATE ACTION

Description: This action consists of placing new buildings on their sites in a manner designed to encourage alternative forms of transportation.

Intent: To encourage transit use, ridesharing, bicycling, and walking by placing buildings on their sites to make it convenient and attractive to use these alternatives to the automobile.

Standards:

1. All new development projects must include an analysis of the building orientation with respect to transportation as part of the project's Transportation Impact Analysis.[5]

2. All new buildings must have entrances oriented to adjoining transit stop(s) and/or sidewalks. They must also have direct pedestrian routes from the building entrance to the street or transit stop (see Action F-4).

3. All new buildings located within 2,000 feet of an existing or proposed rail transit station must be located within 150 feet of the street curb. Parking for these buildings should be limited in the area between the street and new buildings. Instead, parking should be provided at the sides and backs of new buildings. Member Agencies may modify this requirement for selected buildings in campus developments.

Timing: The Member Agency must begin implementing these actions in all appropriate development immediately.

These actions must be applied to $_{f,}$ new development projects subject to the Deficiency Plan under the jurisdiction of the Member Agency within one year after CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that these actions be implemented immediately on all projects requiring discretionary review. Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require these actions to apply to all development projects subject to the Deficiency Plan.

[5] This requirement is included as Section 2.17 of the CMA's Transportation Impact Analysis Methodology (1991 CMP - Exhibit C).

G-4: **Pedestrian Circulation System: New Development -- IMMEDIATE ACTION**

Description: This action consists of building safe, attractive, and useful public sidewalks and pathways in all new development projects.

Intent: To encourage walking between neighboring land uses and to support the use of alternative transportation by providing an integrated and functional pedestrian circulation system.

Standards:

1. All new development projects must include a pedestrian circulation system that provides direct access from building entrances to transit stops, adjoining public sidewalks, neighboring land uses, nearby commercial areas, and to important locations within the project site.

2. All pedestrian paths and sidewalks must be designed with adequate lighting, landscaping, and signage for convenience and security. Where paths or sidewalks cross internal streets or parking lots, the pedestrian way shall be designated using special paving or other indication that it is a pedestrian way. Pedestrian paths through parking must provide adequate buffer between sidewalks and parked cars. All pedestrian paths must be fully accessible to the disabled.

Timing: The Member Agency must begin implementing these actions in all appropriate development immediately.

These actions must be applied to all new development projects subject to the Deficiency Plan under the jurisdiction of the Member Agency within one year after CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that these actions be implemented immediately on all projects requiring discretionary review. Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require these actions to apply to all development projects subject to the Deficiency Plan.

G-5: Bicycle Facilities at New Residential Development -- IMMEDIATE ACTION

Description: This action consists of requiring secure bicycle storage facilities at all new residential development projects that do not have private garages.

Intent: To facilitate bicycle use by occupants of new multi-family structures for all types of trips.

Standards:

1. All new residential development projects that do not provide separate garages for each unit shall provide secure and sheltered parking for bicycles. Projects must provide at least 1/2 space per dwelling unit.

Timing: The Member Agency must begin implementing this action in all appropriate development immediately.

This action must be applied to all new development projects subject to the Deficiency Plan under the jurisdiction of the Member Agency within one year after CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that this action be implemented immediately on all projects requiring discretionary review. 'Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require this action to apply to all development projects subject to the Deficiency Plan.

G-6: Shuttle Service -- IMMEDIATE ACTION

Description: This action consists of providing shuttle transit service to rail transit stations and other locations.

Intent: To encourage transit use.

Standards:

1. All new employment center development projects with either a minimum of 750 employees or 300,000 gross square feet must provide shuttle service to and from a rail transit station, unless the city has performed a feasibility study and determined that this action is infeasible for a particular development project. The shuttle service operating plan must be described in the development project's Transportation Impact Analysis Report and should be reviewed with SCCTD staff. The employment center may contribute to an existing shuttle service in the area or extend an existing shuttle into the area if such a service exists.

2. New employment center development projects with a size from 100-to-750 employees may be required to contribute to existing shuttle services (if they exist) in the deficiency plan area on a pro-rata basis.

3. New employment centers located within 2,500 feet of an existing transit station may construct safe, convenient, and attractive pedestrian walkways from their site to the transit station in-lieu of providing the shuttle service. (If there is an existing pedestrian way, the Member Agency may require the project to make improvements to the facility to make it safer and more attractive.)

Timing: The Member Agency must require shuttle transit service in all appropriate development upon building occupancy.

The shuttle service must be provided until such time as it is no longer required. The CMA must approve discontinuing any shuttle service included in an approved Deficiency Plan. An acceptable reason for discontinuing shuttle service is that a transit station is constructed within 2,500 feet of the development project.

Approval Criteria: The CMA will require that these actions be implemented immediately on all projects requiring discretionary review. Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require these actions to apply to all development projects subject to the Deficiency Plan.

G-7: **Transit Stop Improvements -- IMMEDIATE ACTION**

Description: This action consists of improving transit stops to encourage transit use as well as improving adjoining roadways to improve traffic flow and/or reduce delays to transit vehicle entering the traffic flow.

Intent: To improve traffic LOS and increase the efficiency and the safety of the public transit system.

Standards:

1. Member Agencies must work with SCCTD to require new development projects to assist in provision of roadway improvements (including bus turnouts and bus bulbs) at bus stops affected by the development project. (Bus-bulbs are extensions of the sidewalk into the traffic lane; bus bulbs reduce the difficulty buses have in re-entering the stream of traffic thereby reducing delays to transit passengers.)

2. Member Agencies must work with the SCCTD to require new development projects to assist in provision of transit station amenities (such as shelters, signs, maps, schedules, public telephones, and lighting) at transit stops affected by the development project.

Timing: The Member Agency must begin implementing these actions in all appropriate development immediately.

These actions must be applied to all new development projects subject to the Deficiency Plan under the jurisdiction of the Member Agency within one year after CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that these actions be implemented immediately on all projects requiring discretionary review. Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require these actions to apply to all development projects subject to the Deficiency Plan.

G-8: Multi-tenant Complex TDM Program -- IMMEDIATE ACTION

Description: This action consists of requiring all businesses in new employment complexes with over 500 employees to participate in the Commuter Network's Transportation Demand Management (TDM) program (even those businesses not currently covered by the Air District's Trip Reduction Rule or Commuter Network TDM ordinance).

Intent: To encourage using alternatives to the single occupant automobile for travel to and from work.

Standards:

1. Member Agencies must ensure that all new multi-employer complexes with over 500 total employees in the deficiency plan area participate in the TDM program.

2. The Commuter Network will assist its member cities in the planning and implementation of this action.

Timing: The Member Agency must begin implementing these actions in all appropriate development immediately.

These actions must be applied to all, new development projects subject to the Deficiency Plan under the jurisdiction of the Member Agency within one year after CMA approval of the Deficiency Plan.

Approval Criteria: The CMA will require that these actions be implemented immediately on all projects requiring discretionary review. Consistency with this requirement must be indicated in a development project's TIA Report.

Member Agencies must also include a schedule in the original Deficiency Plan for changing its development regulations to require these actions to apply to all development projects subject to the Deficiency Plan.

C. CARPOOLING, BUS POOLING, VARPOOLING, AND TAXIPOOLING

C-1: Enhanced Trip Reduction Program -- DEFERRED ACTION

Description: This action consists of implementing an enhanced trip reduction program.

Intent: To improve the effectiveness of the trip reduction programs required under the Air Quality Management District's Trip Reduction Rule.

Standards:
Member Agencies should work with CMA staff to develop an enhanced trip reduction program for the deficiency plan area. Implementation of this program should be coordinated with the Air District's Trip Reduction Rule.

Timing: The original deficiency plan must include a program for developing an enhanced trip reduction program for the deficiency plan area.

Approval Criteria: The CMA will require that all feasible enhancements be made to the deficiency plan area's trip reduction program. This program must be implemented according to the schedule included in the Deficiency Plan. This schedule should be coordinated with implementation of the Air District's Trip Reduction Rule.

D. HIGH OCCUPANCY VEHICLE (HOV) FACILITIES

D-1: Arterial HOV/Transit Lanes -- DEFERRED ACTION

D-2: Implement MTC 2005 HOV Plan -- DEFERRED ACTION

D-3: Construct HOV Support Facilities -- DEFERRED ACTION

D-4: Construct HOV to HOV Connections and Ramps - DEFERRED ACTION

D-5: Construct HOV Bypass Facilities -- **DEFERRED ACTION**

Description: These actions are major capital improvements for the regional HOV system.

Intent: These actions are intended to encourage the use of transit and ridesharing.

Standards: To be developed.

Timing: Deferred Action -- Sub-regional Deficiency Plan Element.

Approval Criteria: To be developed.

Reason for Deferral: Most of these actions consist of implementation of major transportation improvements. The CMA, working with Member Agencies must develop a comprehensive program for implementing individual actions in a coordinated and equitable fashion.

G. NEW DEVELOPMENT SITE DESIGN GUIDELINES

All New Development Site Design Guidelines Actions are on the immediate implementation list.

H. LAND USE ACTIONS -- DEFERRED ACTIONS -- (See Note)

The following actions all address land use planning and for purposes of Deficiency Plans are categorized as deferred. The CMA is developing a land-use planning study that will discuss specific implementation techniques for these actions. Until these techniques are approved, the CMA recommends that these actions be implemented by Member Agencies when they revise their General Plan or develop an areawide plan using commonly accepted transportation planning practice.

H-1: Mixed Use Development
H-2: Childcare Facilities near Transit & Employment Centers
H-3: Development of Affordable Housing Near Worksites
H-4: High Density Housing near Rail Transit
H-5: Establish Telecommuting Centers
H-6: Auto Free / Transit Only Zone

Description: These actions are land use measures designed to increase transit ridership, reduce vehicle miles traveled, improve overall air quality, and improve traffic LOS on the overall CMP roadway system. Where feasible and consistent with other community goals the Member Agency will implement these actions.

Intent: The intent of these actions is to improve overall CMP System transportation conditions.

Standards: Specific standards will be developed as part of the CMA's Land Use Element.

Timing: Deferred Action.

Note: These actions should be implemented by Member Agencies when they revise their General Plan or develop a Specific Plan. Member Agencies should use commonly accepted transportation and land-use planning practice in these situations.

Approval Criteria: To be developed.

Reason for Deferral: The CMA, working with Member Agencies, must develop specific implementation standards for land use actions.