

UNLOCK THE VALUE OF MOBILITY FOR ALL





The previous sections describe strategies related to building complete streets with clear priority and pursuing impactful Big Moves. While these are important strategies, they alone are not enough to support all of Downtown’s growth in line with the City’s values.

One of the primary reasons is that driving appears much more cost and time competitive to people who own cars. Because most of the driving cost is the sunk cost of owning a vehicle, the more a person drives, the lower the per-mile cost of investment. Unless a person is ready to get rid of his or her car, riding transit can cost more than driving or does not generate enough

cost savings to be seriously considered. Because of this dilemma, the City and its partners should implement programs and policies to increase the value of other transportation means by making transfers more convenient, providing easier access to destinations, and using subsidies where appropriate.

FIGURE : KEY STRATEGIES CHECKLIST

Strategy	Primary Benefits	Magnitude of Benefits	Cost	Phasing	
11	Implement mobility hubs to improve access to and transfer of shared mobility services	Climate, People-First,	High	\$\$	Mid-term (before BART opening)
12	Explore demand-based pricing policy as a means of allocating public parking	Place	Medium	\$	Long-term (after BART opening)
13	Incentivize Downtown development to right-size, unbundle, and/or share parking for efficient use of spaces	Climate, Economy	Medium	\$	Short-term (2023-2027)
14	Complement complete streets with proactive curb management	Climate, Economy	Medium	\$	Mid-term (before BART opening)
15	Explore a neighborhood delivery hub near regional truck routes	Climate, Economy	Medium	\$	Short-term (2023-2027)
16	Explore free shuttle service for low-income neighborhoods to improve access to local destinations	Climate, Equity, Place	High	\$\$\$	Mid-term (before BART opening)
17	Explore a Parking and Transportation Management District to implement parking and TDM programs in Downtown	Climate, Economy	High	\$\$	Mid-term (before BART opening)



MOBILITY HUBS

STRATEGY 11

Implement mobility hubs to improve access to and transfer of shared mobility services

Mobility hubs are safe, comfortable, and convenient places where people can make seamless transfers from one type of transportation to another. Mobility hubs offer visibility to and connection between public transit, bike share, e-scooter share, car share, and other forms of mobility. In turn, mobility hubs encourage shared mobility uses, reduce dependence on private vehicles, and alleviate congestion. In addition, by bringing multiple modes together in one place, mobility hubs increase the resiliency of the transportation system emerging from the global COVID-19 pandemic. The design and accommodations at each mobility hub location will vary based on its unique transportation needs.

Strategy Implementation	
Primary Benefits	Climate, People-First, Place
Magnitude of Benefits	High
Cost	\$\$
Phasing	Mid-term (before BART opening)



The DTP recommends the following mobility hub types and locations:

TI TRANSIT WAYFINDING

- IMPROVEMENT CODE
- IMPROVEMENT ITEM
- LONG-TERM IMPROVEMENTS
- MID-TERM IMPROVEMENTS
- SHORT-TERM IMPROVEMENTS

UNLOCK THE VALUE OF MOBILITY FOR ALL MOBILITY HUBS

- Major Mobility Hubs
- Small-scale Hubs
- On-Street Primary Bike Facilities (bike priority)
- Diridon Station
- Caltrain Station
- BART Station (Future)



S1 REGIONAL TRANSIT HUBS

The Diridon integrated station, Downtown San José BART Station, and Downtown Transit Mall stations will be centers of economic and community activity surrounded by high residential and employment densities. Regional transit hubs will have a large footprint in the open plaza areas at these stations. They will be easy to access for people transferring from one transit service to another (e.g. BART to VTA bus) or transferring between transit and shared mobility services (e.g. car share, transportation network companies, bike share, and e-scooter share). These hubs will also offer place programming and amenities that serve the unique needs of the community and create a destination in and of itself.

S2 SOFA DISTRICT HUB

SoFA is the arts, cultural, and entertainment district in the Downtown core. Currently, SoFA is served by five bikeshare stations on Almaden Boulevard, San Carlos Street, First Street, and Pierce Avenue. A district hub would be implemented near the convention center or Cesar Chavez Plaza, potentially as part of the San Carlos and Market street improvements **T2** and **D4**. The hub would bring together shared mobility services in a place that allows for seamless transfers between modes and with the VTA light rail and bus service on San Carlos Street. Unlike regional transit hubs, the SoFA district hub would complement nearby destinations and focus less on place programming or activation of the public space.

S3 SJSU PULSE HUBS

SJSU is the largest trip generator in Downtown San José with more than 40,000 students, faculty, and staff currently. As the university is planning to upgrade its physical spaces to accommodate the needs of as many as 50,000 students by 2030, SJSU presents significant opportunities for a hub of bike share, scooter share, bike parking, bike pumps, electric charging stations, and a shuttle stop **S1** at or near the SJSU main and south campus entrances.

S4 SMALL-SCALE HUBS

Mobility hubs of a smaller footprint can be implemented in the street network to link the first and last mile trips from a larger hub. They are on-street corrals for bike share, scooter share, car share, passenger pickups and drop-offs. For example, to support the Primary Bikeways as the main thoroughfare for bicycles in Downtown, small scale hubs will be implemented at intersections of two Primary Bikeways (e.g. Empire and Seventh streets). Other applications will be at community centers, trailheads, and VTA bus stops near a Primary Bikeway (e.g. Keyes and Second streets).





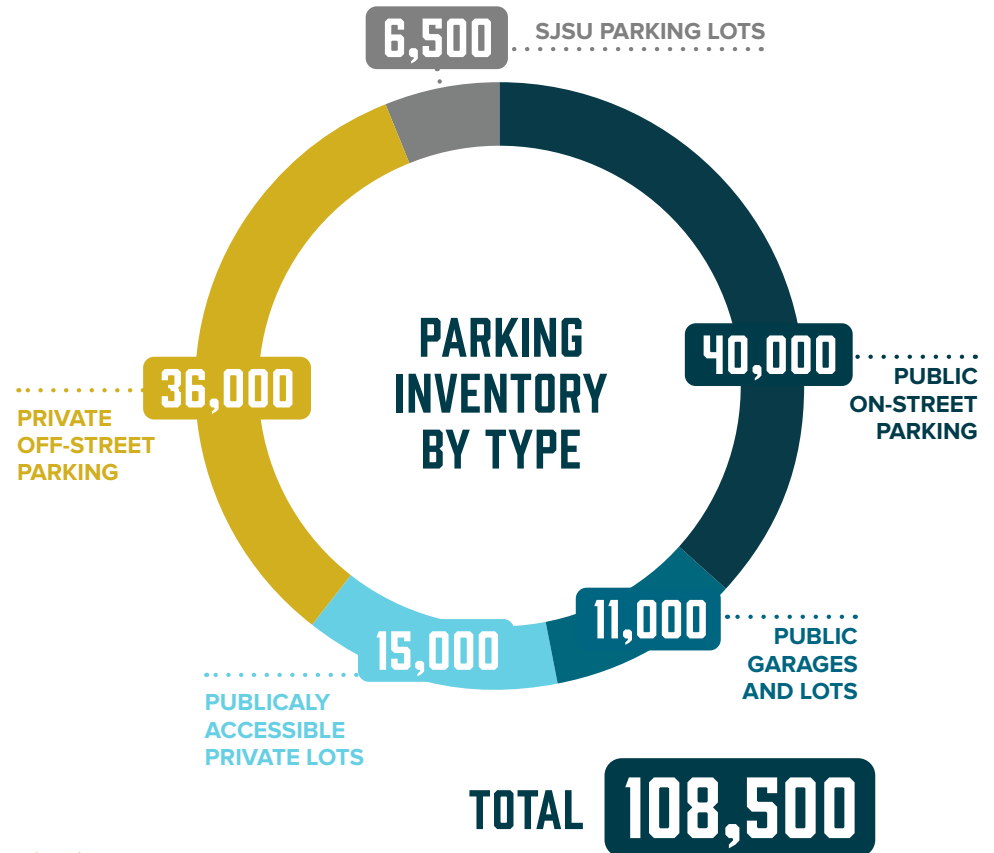
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DO MONTANA TRANSPORTATION PLAN

PARKING MANAGEMENT

Downtown San José has an abundance of parking spaces, including more than 60,000 on-street and off-street spaces that are accessible to the general public. Most of these parking spaces are free or undercharged with the intent to support businesses. During the economic recovery in the wake of the COVID-19 pandemic, the City has been supporting Downtown businesses by charging on-street meters and City-owned garages at rates less than those of the privately-owned garages with public access. The traditional notion is that having ample, low-cost parking can attract customers. Meanwhile, studies have shown that when parking is free or low-cost, people tend to drive more even for short trips, generating more traffic and parking demand in the urban center that is spatially constrained. Not being able to find a parking space can ruin an otherwise great experience with a business and deter prospective and existing customers. Hence, as the Downtown economy recovers, the City should consider active parking and curbside management strategies as means to help Downtown businesses while promoting environmental, health, and community benefits.

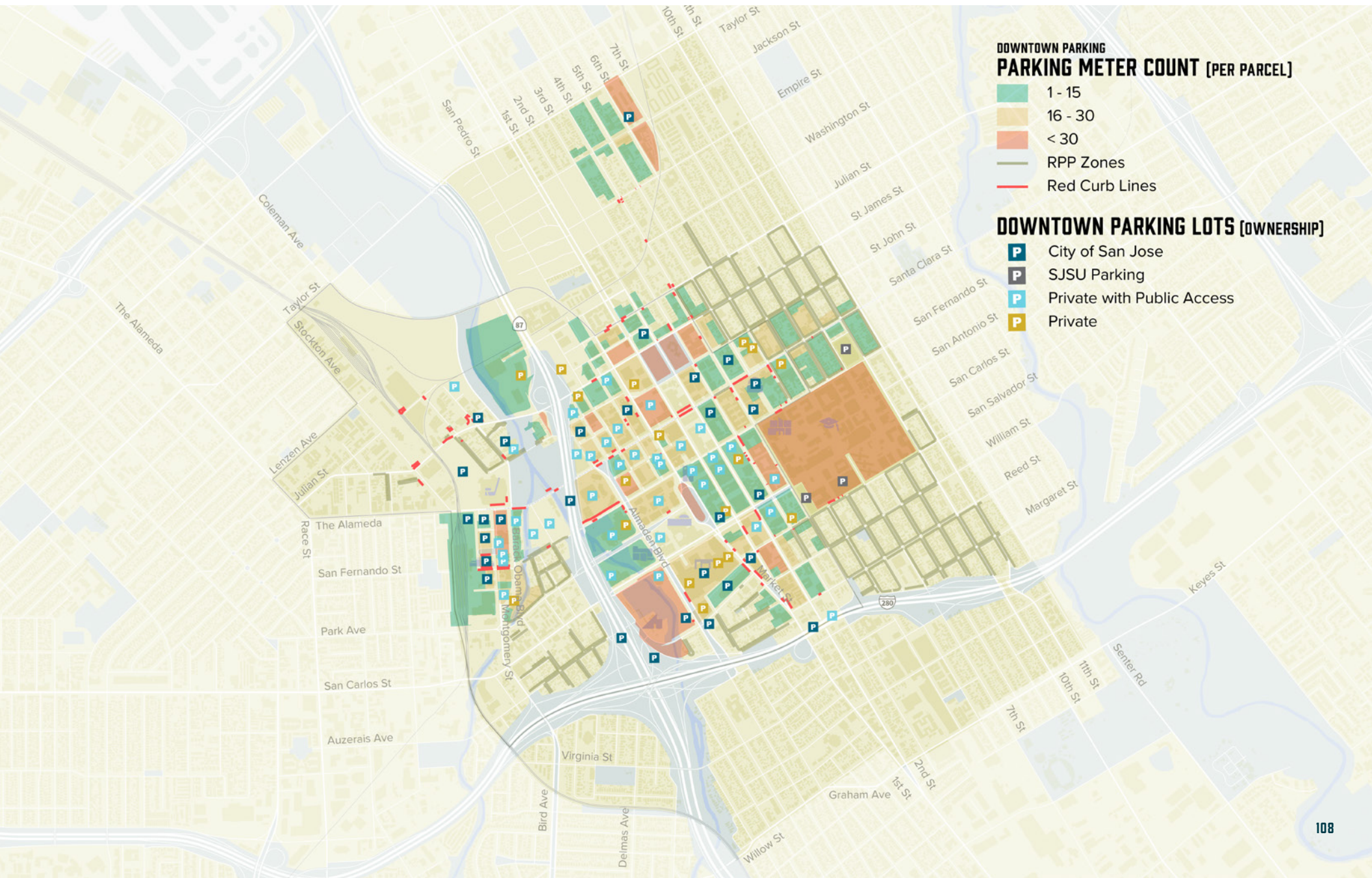
FIGURE : PARKING INVENTORY BY TYPE



“

Lack of available parking pushes me to go elsewhere for errands on days when time is limited.”

– DOWNTOWN RESIDENT



PARKING MANAGEMENT

STRATEGY 12

Explore demand-based pricing policy as a means of allocating public parking

SS DEMAND-BASED PARKING PRICING is a smart pricing strategy that allows drivers to quickly find an open space near their destination. Meter and public garage rates would be adjusted periodically based on demand. In areas where open spaces are plentiful, rates would decrease until most of the empty spaces fill. On the other hand, in areas where it is difficult to find a parking space, rates would increase. When the cost of parking approaches what the market is willing to bear, people begin to weigh their transportation choices more evenly. Some drivers are encouraged to park in underused areas, while some consider using non-driving modes for some of their trips. This would free up spaces in busy areas and reduce the need to circle the block or double-park.

The City applied this strategy in 2020. In response to the low parking demand in Downtown at the onset of the COVID-19 pandemic, the City introduced free parking everywhere and a 90-minute free parking program later. As Downtown grows and the transportation system improves, the City would continue to assess the parking demand and adjust the rates of on-street meters, garages, and lots according to the parking market.

Strategy Implementation	
Primary Benefits	Climate, Economy
Magnitude of Benefits	Medium
Cost	\$
Phasing	Long-term (after BART opening)

SFpark

SAN FRANCISCO, CA

In 2014, San Francisco Municipal Transportation Agency (SFMTA) conducted a demand-based parking pricing pilot, SFpark. The pilot found that this pricing strategy improved not only parking management but also other benefits. With meter rates set to achieve 60-80% target occupancy, drivers in the five pilot areas experienced 43% reduction in time required to find a parking spot. Double parking fell by 22%, helping speed buses by approximately 5% along the corridors. Additionally, VMT in the areas dropped 30%, traffic volumes fell 8%, meter compliance improved, and parking turnover increased. After a successful pilot, SFMTA officially adopted SFpark in 2017.



Recommendations for Successful Implementation:

- » Price on-street meters and public garage rates to achieve a target occupancy of 85% to ensure that there will always be some spaces, like (one or two per block), available for the next user.
- » Charge only hourly and daily rates. Shift away from monthly and longer-term permits.
- » Shift away from free and discounted parking.
- » Adjust prices at City-owned garages to provide an attractive alternative to meter parking.
- » Allow drivers to check parking availability and rates online, by push/pull notification, or by smart phone before heading to their destination.
- » Require all, including City employees and elected officials, to be subject to the same parking rules and prices.
- » Through the use of technology, remove physical on-street parking meters and adopt a virtual on-street parking program.
- » Consider use of parking fees to fund transit and other services provided by the future Downtown Transportation Management Association [S10](#).

PARKING MANAGEMENT

STRATEGY 13

Incentivize Downtown developments to right-size, unbundle, and/or share parking for efficient use of spaces

Strategy Implementation

Primary Benefits	Climate, Economy
Magnitude of Benefits	Medium
Cost	\$
Phasing	Long-term (after BART opening)

RIGHT-SIZE PARKING

Private parking enables access for residents and employees who need a car to get to and from Downtown. Driving is particularly critical for those traveling at hours and from locations that make taking transit or other non-auto options difficult, if not impossible. Simultaneously, too much parking in Downtown could lead to higher car ownership, traffic congestion, and cut-through traffic. San José's citywide parking reform, expected to be in effect by the end of 2022, will **remove the parking minimum requirements** and allow new developments to build parking to match supply and demand. Right-sizing parking supports more efficient land use, improves housing affordability, and reduces traffic congestion and air pollution.

UNBUNDLED PARKING

Private parking spaces in new residential development should be unbundled by **leasing or selling parking spaces separately** from the unit's rental or purchase fees. This allows residents to carefully consider if they would like to take on the expense of a parking space instead of that parking cost automatically being lumped into the lease or sale price. For new commercial development, employees should be charged market rates via daily or monthly permits to park. Despite not being mandated by the City to unbundle parking, new developments in Downtown are incentivized to charge their parking as part of their TDM plans for meeting the requirements of the citywide TDM ordinance.





SHARED PARKING

Shared parking is an arrangement between tenants, owners, and property managers to take advantage of different peak periods. For example, parking for transit and offices is most heavily used during the daytime on weekdays, while parking for residents, entertainment, and retail is most heavily used in evenings and on weekends. Implementing a shared parking strategy in Downtown will lower the overall parking demand, reduce the total parking footprint in Downtown, preserve land for development and open space, and reduce the cost of parking construction and operations. New developments are not mandated to share their parking, but they are incentivized to do so to earn “credits” towards meeting the requirements of the citywide TDM ordinance. Shared parking can be implemented in the following forms:

- » **Public access to sites:** Private developers or existing building owners are encouraged to open their parking to the public throughout the day or during specific times of lower demand. Agreements with the City can be facilitated by the future Downtown Parking and Transportation Management District **S11**.
- » **Shared between sites:** Private parking is encouraged to be shared among adjacent buildings and facilities at all times or during times of lower parking demand. Private agreements would not be subject to the oversight of the district.
- » **Public garages and lots:** Commercial developments are currently allowed to purchase monthly or multi-year permits for their employees to park at public facilities. This reduces the need to build expensive

subterranean parking, creating savings in construction cost that could otherwise be used for building denser development and funding more viable transportation options per the City’s TDM requirements. Shared parking should be accompanied by a demand-based parking pricing strategy **S5**, in which monthly and multi-year permits would be phased out in the long term so that more daily and hourly spaces would be available for existing and prospective visitors.

RESIDENTIAL PARKING PERMIT (RPP) PROGRAM

RPP zones are neighborhood streets that specifically limit on-street parking to residents in those areas with a permit. Unlike meters, the purpose of the RPP program is not to manage the supply and demand of parking availability in a neighborhood. Rather, it limits non-residents from parking in the neighborhood. Managing on-street parking in Downtown is critical to ensuring successful implementation of parking management strategies. There are currently seven RPP zones in Downtown – the Autumn-Montgomery, Parkside, Delmas Park, Market-Almaden, Horace-Mann, SUN, and Naglee Park-University neighborhoods.

SHARED PARKING LOT

- Bank employees and patrons **ONLY Mondays through Saturdays**

- Church attendees **ONLY Sundays and Holidays**

CURBSIDE MANAGEMENT

STRATEGY 14

Complement complete streets with proactive curb management

Strategy

Primary Benefits

Climate, Economy

Magnitude of Benefits

Medium

Cost

\$

Phasing

Mid-term (before BART opening)

The curb is the space where roadway users access the sidewalk and buildings. It supports both active and static uses – active spaces are used for a short period of time for transit boarding and passenger and commercial loading, whereas static spaces are reserved for a single use for extended periods of time, such as bike corrals and vehicle parking. Today, the parking-dominated curbs in Downtown are met with a growing need for reliable bus service, safe bikeways, efficient on-demand package and food deliveries, and enjoyable public places like parklets, outdoor dining, and green infrastructure. Without adequate spaces for these uses, delivery workers often double park and obstruct traffic, transit riders are delayed, pedestrians and bicyclists are put in danger by blocked bike lanes, people with disabilities are dropped off far away from their destination, and business activities are stymied. Supporting street design changes with proactive curbside management strategies about defining and allocating curb spaces is critical to creating reliable transit and vibrant public spaces.

Downtown's limited curb space needs to be more flexible, dynamic, and responsive to its diverse users in this era of urban growth and new technology. The DTP recommends **proactive curb management** [56](#) – a strategic and equitable approach to managing a mix of curb uses – with a goal to meet the competing demands and reduce conflicts between uses.





**DOWNTOWN SAN JOSE
STREET TYPES**

- Grand Boulevard (transit priority)
- On-Street Primary Bike Facilities (bike priority)
- Main Streets (pedestrian priority)
- Paseos/Trails (pedestrian and bike only)
- City and Local Connector Streets
- Residential Streets

Grand Boulevards

To enable reliable bus service, the curb should be dedicated first for uses like bus/public service lanes and bus boarding islands per the City’s Transit-First Policy. Next, business-supportive activities like deliveries, pickups and drop-offs, and short-term parking – uses that have conventionally been placed in front of shops along transit corridors – should be prioritized to support local businesses and prevent bus blockages by these uses. These uses can often be moved around the corner on a cross street and still be within a short walk to the shops.

Main Streets

To draw people to businesses and the street, the curb should be activated for high turnover uses, as these uses bring the most people and needed goods to local retailers. The curb in front of ground-floor retail should be dedicated first for accessible parking and loading zones, pickups and drop-offs (e.g. carpooling, ride sharing, ride hailing, and taxis), commercial loading (e.g. truck on-demand deliveries), short-term parking meters (e.g. 15-minute time limit for all green zones, including motor scooter and moped parking), street food vendors, and outdoor dining. The curb in front of residential buildings should include space for accessible parking and passenger and commercial loading. Parklets and more short-term meters can be assigned next to inactive building facades.

Primary Bikeways

To make an attractive bike route for people of all ages and abilities, the curb should be dedicated first for critical uses like raised or protected bike lanes, bike and scooter corrals, shared mobility stations, and planters and green infrastructure that further separate bikes from traffic. In front of ground-floor retail and residential buildings, bike amenities can be located on the frontage zone of the sidewalk in lieu of bike corrals to free up the curb for loading activities and short-term parking. In front of single-family homes with many curb cuts and driveways, where protected bike lanes may not be feasible, the curb should be designed to make sure visual and physical barriers do not impede driving and biking.

City and Local Connector Streets

To improve pedestrian and bicycle safety on high-traffic corridors, the curb should be designed to balance the needs for bike facilities, accessible parking and loading zones, pickups and drop-offs, commercial loading, and vehicle parking (including mopeds and motor scooters) based on the land use and transportation context of each street. As these streets are generally farther away from the Downtown core, they are ideal for longer-term parking meters (one or two hours), car share stations, and on-street electric vehicle charging stations.

Residential Streets

To enable safe access to homes, the curb, which mostly fronts single-family homes in a neighborhood, should be dedicated for parking spaces for residents and visitors. With increasing needs for online purchasing and on-demand services (e.g. food delivery, package delivery, cargo bikes, etc.), these streets can assign specific spot(s) on each block for “park once” delivery activities where appropriate to prevent double parking. Car share stations and on-street electric vehicle charging stations can be considered at locations where feasible and visible to the neighborhood as well.

TOP-PRIORITY CURB USES BY STREET TYPE

Curb Use		Grand Boulevards	Main Streets	Primary Bikeways	City/Local Connectors	Residential Streets
Movement of People and Goods	Bus/Public Service Lanes	✓				
	No Stopping (Red Curb)	✓				
	Queue Jump Lanes	✓				
	Raised or Protected Bike Lanes	✓		✓	✓	
	Separated Right-turn Pocket from Bus Lanes (high volume)	✓				
People Arriving or Transferring	Accessible and Paratransit Loading		✓	✓	✓	✓
	Bike Corrals/Share/Charging			✓		
	Bus Boarding Islands	✓				
	Bus Bulb-outs	✓				
	Car Share Stations			✓	✓	✓
	Curb Extensions	✓	✓			
	Far-side Bus Stops	✓				
	Passenger Loading (White Zones)		✓	✓	✓	✓
	Scooter Corrals/Share			✓		
	Short-term Meters (Green Zones) (including moped and motor scooter spaces)		✓	✓		
Delivery of Goods	Commercial Loading (Metered Yellow Zones)		✓		✓	✓
Vibrant	Bike Lane Planters			✓		
	Bioretention Rain Garden		✓	✓		
	Outdoor Café and Restaurant Seating		✓			
	Parking Lane Planters		✓			
	Parklets		✓			
	Street Food Vendors		✓			
Car Storage	Electric Vehicle Charging Stations				✓	✓
	Longer-term Parking Meters (including moped and motor scooter spaces)				✓	



FREIGHT DELIVERY

STRATEGY 15

Explore a neighborhood delivery hub near regional truck routes



Neighborhood delivery hubs are central locations for residents and businesses in the same neighborhood to pick up and drop off goods. Typically set up at underused surface lots, stores and shopping malls, these hubs allow trucks to drop off all packages headed for the neighborhood at the site and eliminate the need for multiple trips within the same neighborhood. By consolidating freight trips, a neighborhood delivery hub reduces delivery emissions and congestion caused by heavy trucks in an urban area. Furthermore, it facilitates walking and cargo-bikes for the last mile of delivery. Residents can either come to pick up their packages or allow a delivery carrier to make the last-mile delivery using electric cargo bikes or electric delivery vans. Neighborhood delivery hubs have been implemented in cities such as Seattle, WA and Montreal, Canada with great success. Studies have found that not only do neighborhood delivery hubs reduce congestion and greenhouse gas emissions caused by freight in urban areas, but they also improve the overall delivery efficiency for freight operators.

Strategy	
Primary Benefits	Climate, Economy
Magnitude of Benefits	Medium
Cost	\$
Phasing	Short-term (2023-2027)

Neighborhood Delivery Hub

SEATTLE, WA

In 2021, the City of Seattle partnered with the University of Washington Urban Freight Lab and other mobility operators and delivery companies to create a [neighborhood delivery hub](#) in Seattle's dense Uptown neighborhood. The delivery hub is in an underutilized surface parking lot in the neighborhood and consolidates several delivery-related services for the nearby residents. Services include common carrier lockers to allow customers to complete the last mile of their delivery on their own, an electric-assist cargo bike fleet to complete last-mile deliveries, and a neighborhood kitchen to facilitate food preparation for mobile application delivery orders. The project resulted in a 30% reduction in CO2 emissions per package delivered and reduction of 0.65 truck-miles per package delivered. In addition, the project proved the viability of e-cargo bikes as a replacement for trucks and the potential for greater CO2 emission reduction through an expanded neighborhood delivery hub network.



Cargo bikes are manual or electric bicycles specifically designed for transporting goods or passengers. Cargo bikes have existed for a long time, but their popularity in the United States has increased recently. The COVID-19 pandemic created a surge in online shopping and on-demand food delivery. Since much of these online purchases have resulted in on-road delivery, traffic, and greenhouse gas emissions, many cities like Boston, MA, and Seattle, WA have started pilot testing cargo e-bikes to determine the feasibility and effectiveness of these bicycles for last-mile delivery. Electric cargo bikes can carry loads around 300 pounds and are well suited as zero-emission last-mile delivery solutions for purposes such as mail and parcel delivery services, restaurant delivery, and retail delivery services. Cargo bikes reduce the dwell times for trucks and the need to circulate for parking or to double-park illegally, thereby reducing greenhouse gas emissions and congestion.



Cargo e-Bike Delivery Pilot

SEATTLE, WA

In fall 2018, the United Parcel Service (UPS) piloted a [cargo e-bike delivery](#) system in Downtown Seattle. UPS used electric assisted tricycles with removable cargo boxes that could hold up to 400 pounds of cargo to perform deliveries and pickups. Goods from the Seattle UPS depot were delivered to a parking lot in Downtown Seattle, which served as a neighborhood delivery hub. From there, the cargo e-bikes completed the final leg of the delivery. Initially, the cargo bikes resulted in slower deliveries due to their lower speed and carrying capacity relative to heavy trucks. The electric cargo bikes delivered at a rate of about five establishments per hour, approximately 30% of the truck delivery rate in the same area. However, over the course of the pilot program, cargo e-bike deliveries became faster and more efficient. This suggests the potential for improved efficiency of the cargo e-bikes with experience.

UNLOCK THE VALUE OF MOBILITY FOR ALL
POTENTIAL NEIGHBORHOOD DELIVERY HUBS

- Potential Neighborhood Delivery Hubs
- City and Local Connector Streets



NEIGHBORHOOD DELIVERY HUB IN SEATTLE
 Source: www.seattleneighborhoodhub.com

FREIGHT DELIVERY



TRANSIT WAYFINDING

IMPROVEMENT CODE: **TI 119**

- LONG-TERM IMPROVEMENTS
- MID-TERM IMPROVEMENTS
- SHORT-TERM IMPROVEMENTS

IMPROVEMENT ITEM

57 MILLIGAN LOT NEIGHBORHOOD DELIVERY HUB

This City-owned property will replace the existing buildings with a surface parking lot with more than 300 spaces. The future lot aims to replace existing parking serving events at the SAP Center (Arena Management Agreement) that will be lost due to construction of nearby transit and development. Adjacent to the SR-87 interchange at Julian Street which serves approximately 3,000 truck trips per day, the site could present an opportunity to be used as a neighborhood delivery hub during midday outside of event periods. Cargo e-bikes can access the hub via St. John Street, which is a slow, low-traffic bike boulevard **B3**.

58 WOZ/SR-87 LOT NEIGHBORHOOD DELIVERY HUB

This Caltrans-owned, 267-space surface lot could make a viable delivery hub because of its proximity to three major truck routes – SR-87, I-280, and Monterey Road. Situated on the corner of a SR-87 off-ramp, the parking facility does not have parking demand as high as some of the other lots in the Downtown core despite being next to the Children’s Discovery Museum. Additionally, protected bike lanes will run on Woz Way and connect with the rest of the biking network, providing safe and access to the hub for electric cargo bike users. The hub can also offer an attractive design and community amenities to activate the public space under the huge freeway structure and bring communities bisected by the freeways together.





NEIGHBORHOOD SHUTTLE

STRATEGY 16

Explore free shuttle service for low-income neighborhoods to improve access to local destinations

Strategy	
Primary Benefits	Climate, Equity, Place
Magnitude of Benefits	High
Cost	\$\$\$
Phasing	Mid-term (before BART opening)

S9 NEIGHBORHOOD SHUTTLES also referred to as microtransit, are smaller buses or vans that provide publicly available transit service. Shuttle routes are designed to serve specific markets, such as SJSU or specific neighborhoods. Though there may be concerns about creating competition for VTA bus services, a neighborhood shuttle service aims to fill gaps and coverage in service rather than compete for existing ridership. Relative to VTA buses that connect from more regional areas to Downtown, shuttles can provide targeted service for low-income neighborhoods that may be encouraged to travel around Downtown with the availability of free shuttle service. Shuttle service can also be particularly effective to serve remote parking lots near the edges of Downtown, allowing visitors to park only once and use a frequent shuttle to get around Downtown.

The VTA once operated the Diridon Area Shuttle, or DASH, a free bus service that ran at 10-minute intervals during peak hours from Diridon Station along San Fernando Street to SJSU and then looped back along San Carlos Street to Diridon. In 2017, the DASH service ended and was replaced by the VTA Rapid 500 which runs a longer route between the Berryessa BART Station and Diridon. Since then, many Downtown residents have advocated for the return of a DASH-like neighborhood shuttle especially for SJSU students, senior citizens, low-income residents, and zero-car families to get around Downtown.

The DTP recommends a new, free shuttle service for four low-income neighborhoods that are more than one mile apart from one another – Diridon, SJSU main campus, Spartan-Keyes-SJSU south campus, and Japantown. The shuttles could run on short loop routes between two key destinations on weekdays. The shuttles should be all-electric, small buses or vans equipped with wheelchair-accessible features, exterior bike racks, and real-time arrival information. When technology allows, they could also be autonomous to reduce operating costs. The service could be funded and provided by the future Downtown Transportation Management Association in partnership with the City of San José, VTA, SJSU, business associations, and private entities.

“

I wish DASH hadn't been discontinued... having a free, frequent option to get from the train station to areas in downtown was really handy.

– DOWNTOWN RESIDENT WHO WORKS IN THE SAN MATEO COUNTY

**UNLOCK THE VALUE OF MOBILITY FOR ALL
POTENTIAL SHUTTLE ROUTES**

- Japantown / SJSU / Spartan-Keys / Washington-Guadalupe / Downtown Core
- Diridon / SJSU
- Other Transit Corridors





TRANSPORTATION DEMAND MANAGEMENT

STRATEGY 17

Explore a Parking and Transportation Management District to implement parking and TDM programs in Downtown

Transportation demand management (TDM) programs will help Downtown meet its mobility goals. In addition to building complete streets, pursuing big moves, and managing parking and the curb, the DTP seeks to encourage walking, biking, taking transit, ridesharing, and using shared mobility services through an effective TDM program. TDM is the application of policies, services, policies, and tools that complement the street system. It aims to understand how people make transportation decisions and provide them more competitive means to travel than driving alone through subsidies, easy access to transit tickets, and marketing.

The DTP recommends a Downtown-wide TDM approach which consists of three components:

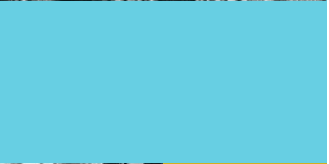
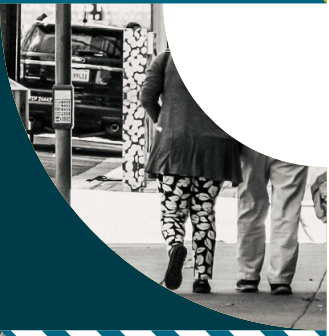
- » Downtown Transportation Management Association
- » Downtown Parking and Transportation Management District
- » TDM requirements for new developments

“

There are many lower income folks and those with mobility issues who have difficulties with high fares and limited routes so I would recommend prioritizing their experience.

– DOWNTOWN VISITOR FROM NORTH SAN JOSÉ

Strategy	
Primary Benefits	Climate, Economy
Magnitude of Benefits	High
Cost	\$\$
Phasing	Mid-term (before BART opening)



DOWNTOWN TRANSPORTATION MANAGEMENT ASSOCIATION (TMA)

The **SIO DOWNTOWN TMA** would be a non-profit that represents, coordinates, and administers TDM programs for members comprised of new developments, existing property owners, employers, and individual residents in Downtown. The objective of the TMA is to encourage members to travel by transit, bike, and on foot. The Downtown TMA would be expanded from the planned Diridon Station Area TMA to cover the entire Downtown. New developments would be required to join the TMA as part of their TDM plans to meet the City's TDM requirements. The TMA would work closely with VTA and the community to ensure the overall success of transportation in Downtown.

The DTP recommends that the potential Downtown TMA offer the following TDM programs and services:

- » **Mobility Wallet:** Provide each member with a mobility wallet, which is an electronic or card-based payment tool that offers passes, subsidies, and credits for use on VTA bus and light rail, BART, rail, bike share, e-scooters, car share, and ride share in one package. A mobility wallet is considered better than a subsidy program for a single option because it would give people many choices on how to get around Downtown. As the Bay Area is working towards fare integration between multiple transit systems, a mobility wallet program would make trip payment easier.
- » **Education and Marketing:** Provide TDM promotions using targeted messaging and communications campaigns, surveys, mobile applications, incentives, giveaways, and competitions. Welcome packets would be provided to members with

information on different transportation options for key destinations in Downtown and details on any transportation benefits offered.

- » **Partnerships and Advocacy:** Coordinate with the City and transit agencies on a regular basis to evaluate the effectiveness of the services offered and identify improvements in transportation infrastructure and services.
- » **Shared Parking:** Facilitate off-street shared parking deals between the City and private entities.
- » **Monitoring and Compliance:** Work with new developments to ensure compliance with their TDM plans and the City's TDM requirements. Also, conduct community surveys to determine how people are traveling and their level of interest in the services offered.



TMA

PLAYA VISTA, CA

Playa Vista, a neighborhood located in Los Angeles, adopted a TDM plan to reduce the number of anticipated trips to and from the neighborhood. A key component of the TDM plan includes establishing a Playa Vista transportation management association, Compass. Managed by UrbanTrans, Compass implements the Playa Vista Ability2Change program and created three mode-specific campaigns – transit, ridesharing, and cycling. The program targets commuters who have the potential to shift to these modes and provides custom services to overcome specific barriers. Examples of services include an interactive online transit map, free transit passes, ride share incentives, and a bike loaner program. Implemented in 2014, the TMA has proven successful at reducing drive alone trips. Between 2014 and 2016, the drive alone rate during the p.m. peak period decreased from 71.4% in 2014 to 67.9% in 2016. TDM programming has been critical to Playa Vista's parking management approach and allowed Playa Vista to avoid parking demand and management issues thus far.

DOWNTOWN PARKING AND TRANSPORTATION MANAGEMENT DISTRICT

The **S11 DOWNTOWN PARKING & TRANSPORTATION MANAGEMENT DISTRICT** (district) would be a public-private partnership between the City and the Downtown TMA. It would be expanded from the planned Diridon Station Area Parking and Transportation Management District to cover the entire Downtown. In concept, portions of, or all, net new revenue generated from on-street and off-street parking facilities, after operating, maintenance, and capital costs, financial obligations, and other allocated expenditures are factored, would be provided to the district to finance TDM programs provided by the TMA and other transportation improvements. The City would also operate a unified, shared parking system by managing public parking resources and exploring shared parking opportunities with private parking lots and garages.

The City would continue to be responsible for pricing, managing, marketing, and enforcing on-street meters and public garages. Any private off-street parking suppliers in Downtown that agreed to make their parking available to the public through the district would offer parking spots at market-rate pricing. The City would also support the TMA by overseeing the TMA's establishment and organizational development.

The district would use revenues from onstreet meters, public garages, and any privately owned, publicly accessible parking garages that participate in the district to fund a defined list of expenditures. Examples of expenditures include free neighborhood shuttles; TDM programs; and street improvements in Downtown. Other potential funding mechanisms to support the district include new on-street meters, a community facilities district, a propertybased improvement district, a parking in-lieu fee, a parking surcharge, and TMA membership fees. Exact roles, responsibilities, and governance between the City and TMA will be further defined at the time of the district's formation.

TDM REQUIREMENTS FOR NEW DEVELOPMENTS

San José's citywide TDM ordinance, expected to be in effect by the end of 2022, will ensure that new development projects are designed to make it an easier choice for new residents, tenants, employees, and visitors to get around by transit, walking, and biking. New development projects citywide will be required to develop a **TDM plan** comprising street improvements and programmatic measures. For new development projects in Downtown, membership in the future Downtown TMA **S10** would help meet the citywide TDM requirements. Development project applicants should work with the City to use the DTP as a reference to determine appropriate street improvements near the development site and programmatic measures for meeting the City's TDM and other development requirements.



SAN JOSE SHARKS; NYCHOS, 2019