CHAPTER 6.

IMPLEMENT PLAN

This chapter describes the steps that the City of San José will undertake to implement or advance the 17 transportation strategies and the associated 56 improvements in Downtown.

Key performance indicators were used to identify the priority of all improvements.

Funding strategies and an implementation process are identified to assist the City in designing, securing funding, and delivering priority DTP improvements.

KEY PERFORMANCE INDICATORS

Chapter 2 introduces a list of 30 quantitative and eight qualitative KPIs to measure the Downtown's progress towards five goal areas – people-first, place, equity, economy, and climate.

The 30 quantitative KPIs were used to understand which Downtown neighborhoods would be ideal locations for implementing the DTP improvements. For example, let's say a neighborhood performs poorly in a specific goal area or shows the most significant gap between the existing condition and the target compared to other neighborhoods. In that case, the DTP would prioritize improvements associated with that goal area for the low-performing neighborhood. Only the quantitative KPIs were used in the initial prioritization of DTP improvements.

In addition, the DTP Equity Advisory Council identified eight qualitative KPIs to help track a set of fairness outcomes over time by neighborhood. These KPIs will be measured using qualitative methods such as intercept surveys, household travel surveys, perceived safety surveys, interviews, focus groups, and observations. While the DTP did not initially use the qualitative KPIs to prioritize improvements, both quantitative and qualitative KPIs will be used to monitor the DTP's progress over time and adjust the prioritization of future investments as appropriate.

TOP PRIORITY IMPROVEMENTS

Using the 30 quantitative KPIs, the DTP conducted a needs assessment to identify the greatest mobility and accessibility needs Downtown. All Downtown neighborhoods were grouped into 11 neighborhood areas for ease of evaluation. Based on where the most significant needs are, the DTP designated 18 of the 56 improvements as top priority improvements that the City should begin to prepare for implementation right away.

DOWNTOWN-WIDE NEEDS

For each DTP goal area, the KPIs that measure the goal area were first estimated for the 11 neighborhood areas in Downtown. Each KPI score was compared against a target. If at least six neighborhood areas have a KPI score that is worse than the target, the KPI is considered a low-performing metric for the entire Downtown. For example, the target on-time arrival rate of transit services is 92.5%. In all 11 Downtown neighborhood areas, transit services arrive on time just three-quarters of the time. Hence, transit reliability is considered a Downtown-wide need and should not be prioritized for only specific neighborhood areas.

For KPIs that do not have an established target, like the cost of transportation as a percentage of household income, the KPI scores were compared against a citywide average. For example, an average household in San José spends 9% of its income on transportation cost. The needs assessment found that 8 of the 11 neighborhood areas spend, on average, more than 15% of their household income on transportation. Hence, transportation affordability is also considered a Downtown-wide need.

DTP Goals	Downtown-wide Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» Bike stress level is higher than city average » 24 fatalities or severe injuries involving bikes (2017-2021) » 40 fatalities or severe injuries involving pedestrians (2017-2021) » Rate of emergency medical visits for asthma higher than Bay Area median	T1 TRANSIT WAYFINDING M1 ENHANCING SANTA CLARA STREET [BIG MOVE] P2 PEDESTRIAN AND BICYCLE WAYFINDING P3 PEDESTRIAN LIGHTING S6 CURB MANAGEMENT
PLACE	» Average transit speed is lower than city average » % transit on-time arrival (74%) is less than target (92.5%) » % longer in transit travel time vs. driving is higher than city average	
EQUITY	» Cost of housing and transportation as % of household income is higher than city average » Cost of transportation as % of household income is higher than city average	
ECONOMY	» Fewer transit-accessible jobs than jobs within 30-minute drive	
CLIMATE	» Bike non-commute mode share is lower than city average » Carpool mode share is lower than city average » Driving mode share (55%) is higher than target (25%) » Diesel particulate matter is the worst 10% in CA » All but the Gardner neighborhood (3.4%) have an electric vehicle market penetration rate of 1.3%, lower than city average (2.2%)	

NEIGHBORHOOD-SPECIFIC NEEDS

If a neighborhood area has the worst KPI score of all neighborhood areas in Downtown, the KPI would be considered the worst-performing metric for the specific neighborhood. Additionally, if a KPI score for another neighborhood area is not the worst in Downtown but is lower than a citywide average or a target, the KPI would also be highlighted as a low-performing metric for the neighborhood. However, strategies to improve that KPI will be prioritized for the worst-performing neighborhood area.

NORTH SAN PEDRO AND RYLAND

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» Pedestrian stress level is higher than city average » 1 fatality or severe injury involving a bike (2017-2021) » 2 fatalities or severe injuries involving pedestrians (2017-2021)	P5 SAN PEDRO STREET PEDESTRIAN PRIORITY IMPROVEMENTS P14 SAN PEDRO STREET PASEO
PLACE	» Average transit speed in AM is the lowest in Downtown » Average transit travel time in AM is 51% longer than driving » 26% completion of bike network is the lowest in Downtown » Complete street index is the lowest in Downtown	
EQUITY	» Bike connectivity is lower than city average	
ECONOMY		
CLIMATE	» Bike commute mode share is 1.1%, the lowest in Downtown » Driving non-commute mode share is 61%, the highest in Downtown	

DIRIDON STATION AREA, AUTUMN–MONTGOMERY, ST. LEOS, CAHILL PARK

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE–FIRST	» Bike stress level is the highest in Downtown » Pedestrian stress level is the highest in Downtown » 3 fatalities or severe injuries involving bikes (2017-2021) » 4 fatalities or severe injuries involving pedestrians (2017-2021)	P5 SAN FERNANDO STREET BIKE PRIORITY IMPROVEMENTS
PLACE		
EQUITY	» Bike connectivity is lower than city average	
ECONOMY	» Fewest middle- and low-skill jobs within 30 min using transit	
CLIMATE	» Carpool non-commute mode share is 4.9%, the lowest in Downtown » Walking non-commute mode share is 16%, the lowest in Downtown	

DOWNTOWN HISTORIC DISTRICT, DELMAS PARK, LITTLE ITALY, PARKSIDE

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE–FIRST	» Pedestrian stress level is higher than city average » 4 fatalities or severe injuries involving bikes (2017-2021) » 5 fatalities or severe injuries involving pedestrians (2017-2021) » 197 emergency medical visits for asthma per 10,000 residents per year (2015-2017), the worst 1% neighborhoods in CA	P8 THIRD STREET PEDESTRIAN PRIORITY IMPROVEMENTS P13 POST STREET PASEO
PLACE		
EQUITY		
ECONOMY		
CLIMATE	» Bike non-commute mode share is 1.4%, the lowest in Downtown » Diesel particulate matter is the worst 3% neighborhoods in CA	

UNIVERSITY

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» 4 fatalities or severe injuries involving bikes (2017-2021) » 7 fatalities or severe injuries involving pedestrians (2017-2021)	P6 FOURTH STREET PEDESTRIAN PRIORITY IMPROVEMENTS (Same for SUN) S9 NEIGHBORHOOD SHUTTLES (Same for Japantown, Washington-Guadalupe, Spartan-Keyes, SUN)
PLACE		
EQUITY	» Cost of transportation is 29% of household income » 25% of households do not own a car, the highest in Downtown	
ECONOMY	» Transit-accessible jobs are 55% fewer than those within 30-min drive, the highest discrepancy in Downtown	
CLIMATE	» Carpool commute mode share is 4.7%, the lowest in Downtown	

HORACE MANN AND HENSLEY

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» 2 fatalities or severe injuries involving bikes (2017-2021) » 2 fatalities or severe injuries involving pedestrians (2017-2021)	D2] JULIAN-ST. JAMES "LIVABLE STREETS" COUPLET CONVERSION
PLACE		
EQUITY	» 9% of population are seniors 75 years and older, the highest in Downtown » 15% of population have a disability, the highest in Downtown	
ECONOMY		
CLIMATE		

JAPANTOWN

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» 1 fatality or severe injury involving a pedestrian (2017-2021)	S9 NEIGHBORHOOD SHUTTLES (Same for University, Washington-Guadalupe, Spartan-Keyes, SUN)
PLACE	» 66% transit on-time arrival is the lowest in Downtown	
EQUITY	» Transit access time (average walk and wait time) of 22 minutes is the highest in Downtown	
ECONOMY		
CLIMATE		

JULIAN-ST. JAMES

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» 4 fatalities or severe injuries involving bikes (2017-2021)	B3 ST. JOHN STREET BIKE PRIORITY IMPROVEMENTS
PLACE		
EQUITY	» Bike connectivity is lower than city average	
ECONOMY		
CLIMATE		

SUN

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» 3 fatalities or severe injuries involving bikes (2017-2021) » 5 fatalities or severe injuries involving pedestrians (2017-2021)	P6 FOURTH STREET PEDESTRIAN PRIORITY IMPROVEMENTS (Same for University) S9 NEIGHBORHOOD SHUTTLES (Same for Japantown, Washington-Guadalupe, University, Spartan-Keyes)
PLACE		
EQUITY	» Transit access time (average walk and wait time) of 22 minutes is the highest in Downtown » 32% of families are single-parent, the highest in Downtown	
ECONOMY		
CLIMATE	» Transit commute mode share is 3.2%, the lowest in Downtown » CalEnviroScreen score ranks in the 85th percentile across CA	

WASHINGTON-GUADALUPE, SOFA

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» 2 fatalities or severe injuries involving bikes (2017-2021) » 5 fatalities or severe injuries involving pedestrians (2017-2021)	T3 WILLOW-KEYES CORRIDOR TRANSIT PRIORITY IMPROVEMENTS (Same for Spartan-Keyes) B4 SECOND STREET BIKE PRIORITY IMPROVEMENTS S9 NEIGHBORHOOD SHUTTLES (Same for Japantown, Spartan-Keyes, University, SUN)
PLACE	» Average transit speed in PM is the lowest in Downtown » Average transit travel time in PM is 41% longer than driving » 47% completion of bike network is lower than city average	
EQUITY	» Cost of housing and transportation is 72% of household income » 87% of population are Black, Indigenous, and people of color, the highest in Downtown » 21% of population 5 years and over have limited English proficiency, the highest in Downtown » 53% of population live in low-income households (less than 200% of federal poverty level), the highest in Downtown » 32% of households have severe rent burden, the highest in Downtown	
ECONOMY		
CLIMATE		

GARDNER

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» Transit stress level is the highest in Downtown » 1 fatality or severe injury involving a pedestrian (2017-2021)	M4 BIRD AVENUE/I-280 AND PEDESTRIAN CONNECTION (BIG MOVE)
PLACE	» Physical condition of streets (trees, lighting, pavement) is the worst in Downtown	
EQUITY	» Bike connectivity is the lowest in Downtown	
ECONOMY	» Fewest middle- and low-skill jobs within 30-minute walk	
CLIMATE	» Transit non-commute mode share is 1.1%, the lowest in Downtown » Walking commute mode share is 2.1%, the lowest in Downtown » 2.2 cars per household, the highest in Downtown	

SPARTAN-KEYES

DTP Goals	Neighborhood-specific Needs / Challenges	Top Priority Improvements
PEOPLE-FIRST	» 1 fatality or severe injury involving a bike (2017-2021) » 4 fatalities or severe injuries involving pedestrians (2017-2021)	T3 WILLOW-KEYES CORRIDOR TRANSIT PRIORITY IMPROVEMENTS (Same for Washington-Guadalupe) M5 I-280 RAMP CONSOLIDATION (BIG MOVE) S9 NEIGHBORHOOD SHUTTLES (Same for Japantown, Washington-Guadalupe, University, SUN)
PLACE	» 37% completion of the bike network is lower than city average	
EQUITY	» Pedestrian connectivity is the lowest in Downtown	
ECONOMY	» Fewest high-, middle-, and low-skill jobs within 30 min using bike » Fewest high-skill jobs within 30 minute using transit » Fewest high-skill jobs within 30-minute walk	
CLIMATE	» Driving commute mode share is 80%, the highest in Downtown	

IMPLEMENTATION PHASING

The DTP recommends an implementation timeline as a starting point for the City of San José, new development, and communities to prioritize resources to design, construct, operate, and maintain specified improvements. This estimated timeline divides the 56 improvements into short-, mid-, and long-term phases:

Short-term Improvements (2023-2027): Within six months of the adoption of DTP, the City should begin prioritizing funding opportunities and efforts for the 16 short-term improvements, with the goal to complete them within the next five years. Nine of them are top priority improvements which are relatively small in scale. In addition, improvements that are not defined as a top priority but are already in progress with partial or complete funding are also included.

Mid-term Improvements (before BART opening): The City should aim to complete 22 mid-term improvements by the time when the VTA's BART Silicon Valley Phase II Extension is complete. Eight of them are top priority improvements which require more effort. These improvements should align with the timing of the BART opening to improve access to transit and destinations when Downtown residents, employees, and visitors will be ready to experience the new service and evaluate their travel options.

Long-term Improvements (after BART opening): The rest of the improvements include certain Big Moves that require more time to complete. Within 12 months of the DTP adoption, the City or another lead agency should begin a more detailed planning process to inform design and funding. In addition to Big Moves, other improvements that will help advance the Downtown transportation goals but are lower in priority will be implemented over a longer period.

IMPLEMENTATION PHASING BY STRATEGY

Strategy	Short-term (2023-2027)	Mid-term (before BART opening)	Long-term (after BART opening)
Build Complete Street Networks			
1. Enable reliable transit by introducing transit priority and supporting features ($$$)	T1 TRANSIT WAYFINDING	T2 San Carlos St T3 WILLOW-KEYES	
2. Support vibrant street life and economy with pedestrian priority features ($$)	P1 Montgomery St P2 PED-BIKE WAYFINDING P3 PEDESTRIAN LIGHTING P4 Post St P5 SAN PEDRO ST	P6 FOURTH ST P7 Jackson St P8 THIRD ST	P10 Martha St P11 New “Fourth St”
3. Create communal gathering places by transforming select streets into pedestrian- and bike-only paseos ($$)	P12 Parque de los Pobladores P13 POST ST P14 SAN PEDRO ST P15 St. James Park	P16 Del Monte Park	P17 Cinnabar St P18 Delmas Ave P19 Diridon Station P20 Lenzen Ave P21 Light Rail Track P22 New “Fourth St” P23 Linear Park under I-280
4. Create bike thoroughfares for all ages and skill levels with bike priority features ($$)	B1 SAN FERNANDO ST B2 Empire St B3 ST. JOHN ST	B4 SECOND ST B5 Seventh St B6 Virginia St B7 San Salvador St	
5. Simplify the street grid and create livable streets ($$$)	D1 Barack Obama Blvd D2 JULIAN-ST.JAMES	D3 Almaden Blvd D4 Market St	D5 10th-11th D6 Almaden-Vine D7 Coleman Ave
6. Take a proactive approach to traffic calming on neighborhood streets ($)			
Make Big Moves for Public Infrastructure			
7. Enhance Santa Clara Street to be Downtown’s most prominent street for transit and commercial activities ($$$)		M1 SANTA CLARA ST [BIG MOVE]	

Strategy	Short-term	Mid-term	Long-term
8. Invest in bike superhighways or car-free connections across Downtown ($$$)			**M3** Diridon Rail Corridor Paseo (Big Move)
9. Realign the Light Rail system in Downtown for faster service ($$$)			**M2** Light Rail Realignment (Big Move)
10. Reconnect Downtown communities by transforming freeway access to Downtown ($$$)		**M4 I-280 (BIG MOVE)**	**M5 I-280 RAMP CONSOLIDATION (BIG MOVE)**
Unlock the Value of Mobility for All			
11. Implement mobility hubs to improve access to and transfer of shared mobility services ($$)		**S1** Regional Transit Hubs **S2** SoFA District Hub **S3** SJSU Hubs **S4** Small-scale Hubs	
12. Explore demand-based pricing policy as a means of allocating public parking ($)			**S5** Demand-based Parking Pricing Policy
13. Incentivize Downtown developments to right-size, unbundle, and/or share parking for efficient use of spaces ($)	Parking and TDM Policy		
14. Complement complete streets with proactive curb management ($)		**S6 CURB MANAGEMENT**	
15. Explore a neighborhood delivery hub near regional truck routes ($)	**S7** Woz/SR-87 Lot Hub		**S8** Milligan Lot Hub
16. Explore free shuttle service for low-income neighborhoods to improve access to local destinations ($$$)		**S9 NEIGHBORHOOD SHUTTLES**	
17. Explore a Parking and Transportation Management District to implement parking and TDM programs in Downtown ($$)		**S10** Transportation Management Association **S11** Parking and Transportation Management District	

* **Bold** and colored text denotes top priority improvements.

FUNDING STRATEGY

Several grant funding options could support the implementation of the DTP improvements. Local, state, federal, new development, and other funding opportunities are detailed below.

Strategy	Local and Regional Funding	State and Federal Funding			New Development Projects	Other Funding Mechanisms
Build Complete Street Networks						
1. Enable reliable transit by introducing transit priority and supporting features	TFCA	ATP AHSC STEP TCC UG	ATII CR CRP HS OBAG	SB1 SToP TA Set-Aside	TA TDM	CBF
2. Support vibrant street life and economy with pedestrian priority features	TDA3	ATP AHSC STEP TCC UG	ATII CR CRP HS OBAG	SB1 SToP TA Set-Aside	TA TDM	CBF
3. Create communal gathering places by transforming select streets into pedestrian- and bike-only paseos ($$)	TDA3	ATP AHSC STEP TCC UG	ATII CR HS OBAG SB1	SToP TA Set-Aside	TA TDM	CBF
4. Create bike thoroughfares for all ages and skill levels with bike priority features	TFCA TDA3	ATP AHSC CMO STEP TCC	UG CMAQ ATII CR CRP	HS OBAG SB1 SToP TA Set-Aside	TA TDM	CBF
5. Simplify the street grid and create livable streets	TDA3	ATP AHSC STEP TCC UG HSIP	INFRA ATII CR CRP HS SS4A	SToP OBAG SB1 ATII TA Set-Aside	TA TDM	CBF

Strategy	Local and Regional Funding	State and Federal Funding				New Development Projects	Other Funding Mechanisms
6. Take a proactive approach to traffic calming on neighborhood streets	TFCA TDA3	ATP TCC	UG HSIP	CRP HS	SB1 OBAG	TA TDM	CBF
Make Big Moves for Public Infrastructure							
7. Enhance Santa Clara Street to be Downtown's most prominent street for transit and commercial activities	TFCA	ATP AHSC	TCC UG	HS OBAG	RAISE TA Set-Aside	TA TDM	CBF
8. Invest in bike superhighways or car-free connections across Downtown		CRISI UG MEGA		RCE RAISE TA Set-Aside			
9. Realign the Light Rail system in Downtown for faster service		TIRCP CIG CRISI		MEGA RCE RAISE			
10. Reconnect Downtown communities by transforming freeway access to Downtown		INFRA MEGA		RCP RAISE			
Unlock the Value of Mobility for All							
11. Implement mobility hubs to improve access to and transfer of shared mobility service	TFCA	CMO TCC CMAQ		CR OBAG SB1		TA TDM	CBF
12. Explore demand-based pricing policy as a means of allocating public parking		SMART		OBAG			PTMD
13. Incentivize Downtown development to right-size, unbundle, or share parking for efficient use of spaces						TA TDM	PS
14. Complement complete streets with proactive curb management		CMO TCC CMAQ CR		CFI SMART OBAG SB1		TA TDM	PTMD
15. Explore a neighborhood delivery hub pilot near regional truck routes		CMO TCC		CMAQ CRP			PS
16. Explore free shuttle service for low-income neighborhoods to improve access to institutions	TFCA	AoPP CMO STEP		TCC CR ICAM`			CBF PS
17. Explore a Parking and Transportation Management District to implement parking and TDM programs in Downtown	TFCA	TCC		OBAG		TA TDM	PTMD CBF PS

DEFINITIONS:

Local and Regional Funding: TFCA: Transportation Fund for Clean Air; TDA3: Transportation Development Act Article 3

State and Federal Funding: ATP: Active Transportation Program; AoPP: Areas of Persistent Poverty Program; AHSC: California Climate Investments Affordable Housing Sustainable Communities Program; CCI: California Climate Investments; CMO: CCI Clean Mobility Options Program; STEP: CCI Sustainable Transportation Equity Project Program; TCC: CCI Transformative Climate Communities Program; TIRCIP: CCI Transit and Intercity Rail Capital Program; UG: CCI Urban Greening Program; CIG: Capital Investment Grants Program; CMAQ: Congestion Mitigation and Air Quality Improvement Program; CRISI: Consolidated Rail Infrastructure and Safety Improvement; HSIP: Highway Safety Improvement Program; INFRA: Infrastructure for Rebuilding America Program; IIJA: Infrastructure Investment and Jobs Act (IIJA); ATII: IIJA Active Transportation Infrastructure Investment Program; CR: IIJA Carbon Reduction Program; CRP: IIJA Congestion Relief Program; CFI: IIJA Discretionary Grant Program for Charging and Fueling Infrastructure; HS: IIJA Healthy Streets Program; MEGA: IIJA Megaprojects Program; RCE: IIJA Railroad Crossing Elimination Grant Program; RCP: IIJA Reconnecting Communities Pilot; SS4A: IIJA Safe Streets & Roads for All Program; SMART: IIJA Strengthening Mobility and Revolutionizing Transportation; ICAM: Innovative Coordinated Access and Mobility Pilot Program; OBAG: One Bay Area Grant; RAISE: Rebuilding American Infrastructure with Sustainable and Equity Program; SB1: Senate Bill 1; TA Set-Aside: Transportation Alternatives Set-Aside

New Development Projects: TA: Transportation Analysis Policy; TDM: Transportation Demand Management Ordinance

Other Funding Mechanisms: PTMD: Downtown Parking and Transportation Management District; CBF: Community Benefits Funds; PS: Partnerships

LOCAL AND REGIONAL FUNDING

» **Transportation Fund for Clean Air (TCFA):** Distributed by the Bay Area Air Quality Management District (BAAQMD), TCA funds are awarded to Air Districts through the TCFA Regional Fund. TFCA is funded through a $4.00 surcharge imposed on motor vehicles registered within the Bay Area. 60% of TFCA funds is awarded by BAAQMD through a grant program named the Regional Fund, and 40% is managed by Valley Transportation Authority and called the County Program Manager Fund. Eligible project types include ridesharing, shuttles, bicycle parking, bikeways, bike share, traffic calming, transit signal priority, clean air vehicles and infrastructure, arterial management, and engine replacement (repower) and retrofit, etc.

» **Transportation Development Act Article 3 (TDA3):** Distributed by MTC, TDA3 provides funding annually for bicycle and pedestrian projects in Santa Clara County, using 2% of the Transportation Development Act (TDA) funds collected for the county. The primary funding source for TDA is the general sales tax collected.

STATE AND FEDERAL FUNDING

» **Active Transportation Program (ATP):** Distributed by the State and the Metropolitan Transportation Commission (MTC), the ATP uses state and federal funds to support programs for active transportation such as walking and biking. Approximately $220 million is available each year for bike and pedestrian projects across California. Eligible projects include building bicycle/pedestrian paths, installing bike racks, and projects that will make active transportation easier, safer, and more convenient. In the 2021 cycle, the largest ATP funding request for a project was approximately $32 million.

» **Areas of Persistent Poverty Program (AoPP):** The Areas of Persistent Poverty program through the Federal Transit Administration provides grants for areas experiencing long-term economic distress. It provides funding for planning, engineering, technical studies, or financial plans that will result in improved public transportation, new routes and facilities, and innovative technologies in communities experiencing a high poverty rate. It also supports coordinated human service transportation planning to improve transit service or provide new services, including paratransit.

» **California Climate Investments (CCI):** CCI is a statewide initiative that supports reducing greenhouse gas emissions, strengthening the economy, improving public health, and improving environmental conditions, with a focus on disadvantaged communities. This program uses greenhouse gas cap-and-trade proceeds to invest in projects that will reduce greenhouse gas emissions. The following grant opportunities are funded through the CCI initiative:

- **CCI Affordable Housing Sustainable Communities Program (AHSC):** Distributed by the California Strategic Growth Council (SGC), the AHSC program aims to make California residents less reliant on driving by ensuring that

housing, jobs, and other destinations are more accessible by walking, biking, and transit. As of 2021, Approximately $1.2 billion has already been invested across the state on 111 projects. The San José Market – Almaden TOD project was awarded approximately $19 million in funding from AHSC. The project would support affordable housing for artists in downtown San José and would include transportation components such as key bike and pedestrian gap closures, protected bikeways that would connect neighborhoods south to the convention center, and urban greening improvements to a proposed active transportation corridor.

- **CCI Clean Mobility Options Program (CMO):** Distributed by California Air Resources Board (CARB), the CMO program funds a variety of zero-emission mobility options including car share, bike share, vanpool, and ridesourcing projects in California's historically underserved communities. Under CARB, the program is administered by a collaboration between CALSTART, the Shared Use Mobility Center, GRID Alternatives, and Local Government Commission.

  As of 2021, 51 projects across the state have been implemented through the CMO program for a total of $30.3 million. For example, the City of Richmond was awarded $1 million to implement the City's first citywide, on-demand shuttle program. Other examples of funded projects in Northern California include the Oakland Department of Transportation $1 million grant for an Oakland E-bike Library. Oakland also received approximately $500,000 for an on-demand Oakland Unified Student Transportation program.

- **CCI Sustainable Transportation Equity Project Program (STEP):** Distributed by CARB, the STEP program seeks to address community transportation needs for access to important destinations such as schools, grocery stores, workplaces, medical facilities, community facilities and more while reducing greenhouse gas emissions. The overall purpose of STEP is to increase transportation equity within disadvantaged communities and low-income communities through two grant types (1) Planning and Capacity Building Grants and (2) Implementation Grants.

  As of 2021, 11 projects across the state have been implemented through the STEP program for a total of $19.5 million. For example, the City of El Monte received approximately $200,000 in funding for the Rush Street Corridor Enhancement Plan, a plan to improve the safety of Rush Street, which is a multi-modal corridor that connects to schools, business, and other destinations.

- **CCI Technical Assistance Program:** Distributed by SGC, this program supports communities in applying to the CCI funding programs including application assistance, partnership development, and capacity building activities. The program aims to level the playing field for applicants that may

lack the capacity to successfully access these funds, particularly those in that live in the state's most disadvantaged communities. As of 2021, 30 projects across the state have been implemented through the program for a total of $8 million.

- **CCI Transformative Climate Communities Program (TCC):** Distributed by SGC, the TCC program supports communities impacted by pollution to choose their own goals, strategies, and projects to reduce greenhouse gas emissions. The program funds community-led infrastructure projects that accrue environmental, health, and economic benefits to disadvantaged communities.

  As of 2021, 209 projects across the state have been implemented through this program for a total of $207.8 million. For example, in 2018, the City of Fresno received approximately $70 million through the TCC program to support a variety of community benefits including bicycle pathways, active transportation and complete streets components, electric vehicles, vanpool, and bike share programs, and more.

- **CCI Transit and Intercity Rail Capital Program (TIRCP):** Distributed by California State Transportation Agency (CalSTA) through Caltrans, the TIRCP funds Transformative capital improvements that will modernize and significantly reduce GHG emissions, vehicle miles traveled, and congestion from California's intercity or commuter rail service, urban rail transit, or bus or ferry service. As of 2021, 38 projects across the state have been implemented under TIRCP for a total of $556.1 million.

- **CCI Urban Greening Program (UG):** Distributed by the California Natural Resources Agency, the Urban Greening Program funds the establishment, enhancement, and expansion of community spaces and parks, tree planting, green infrastructure in streets and alleys. It also funds the construction of active transportation infrastructure. As of 2021, 91 projects in California have been implemented through this program for a total of $139.9 million.

» **Capital Investment Grants Program (CIG):** Distributed by the Federal Transit Administration (FTA), the CIG program funds transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit. The program is one of the primary funding sources for the VTA's BART Silicon Valley Phase II Extension project. The 2021 Infrastructure Investment and Jobs Act (IIJA) guarantees $8 million and authorizes additional $15 billion over five years in future appropriations.

» **Congestion Mitigation and Air Quality Improvement Program (CMAQ):** Distributed by the Federal Highway Administration (FHWA) through Caltrans, the CMAQ program provides a flexible funding source to state and local governments for projects and programs to reduce traffic congestion and improve air quality, particularly in areas of the country that do not attain national air quality standards. Since 1991, the program

has provided $22.7 billion to fund more than 16,000 projects across the nation. The program has been expanded to include funding from the IIJA passed in 2021 for a total amount of $13.2 billion over five years.

» **Consolidated Rail Infrastructure and Safety Improvement (CRISI):** Distributed by the Federal Railroad Administration, the CRISI program funds projects that improve the safety, efficiency, and reliability of intercity passenger and freight rail. In 2021, over $368 million was awarded to 46 projects across the nation. For example, the City of San José received up to $7.5 million to plan for grade separations at three existing at-grade rail crossings in South San José. The 2021 IIJA will provide the program an additional $5 billion over five years.

» **Highway Safety Improvement Program (HSIP):** Distributed by FHWA, the HSIP program provides states with critical safety funding that is used to save lives and prevent serious injuries on all public roads. HSIP is based on a performance-driven process that identifies and analyzes highway safety problems and advances highway safety improvement projects that have the greatest potential to reduce fatalities and serious injuries. From 2016 to 2020, the program invested in a total of $11.6 billion. The 2021 IIJA has provided the program an additional $15.6 billion over five years.

» **Infrastructure for Rebuilding America Program (INFRA):** Distributed by U.S. Department of Transportation (USDOT), the INFRA program was authorized by the FAST Act to fund multimodal freight and highway projects of national or regional significance to improve the safety, efficiency, and reliability of the movement of freight and people in and across rural and urban areas. The program has been expanded to include funding from the IIJA passed in 2021 for a total amount of $7.25 billion over five years

In 2021, a total of $905.25 million has been awarded to 24 projects in 18 states under INFRA. For example, the Los Angeles Department of Transportation received $18 million to put toward a Safe Streets Infrastructure project which included adding approximately 26 new traffic signals and leading pedestrian-level signal enhancements to approximately 90 intersections.

» **Infrastructure Investment and Jobs Act (IIJA):** Also known as the Bipartisan Infrastructure Law, IIJA includes approximately $550 billion in new federal investments in America's roads and bridges, water infrastructure, resilience, internet, etc., from 2022 to 2026. The following programs are adopted elements of the recently passed legislation.

- **IIJA Active Transportation Infrastructure Investment Program (ATII):** The bill authorizes a new program where eligible projects include those that connect walking and biking infrastructure into accessible, affordable, and safe active transportation networks that allow people to reach destinations within a community, as well as travel between communities, without needing a car. A total of $1 billion funding is subject to future appropriations.

- **IIJA Carbon Reduction Program (CR):** A new formula program that will distribute approximately $6.4 billion over 5 years to states for investment in projects that will help reduce transportation emissions. Eligible projects include transportation electrification, EV charging, public transportation, infrastructure for bicycling and walking, infrastructure that support congestion pricing, diesel engine retrofits, port electrification and intelligent transportation systems (ITS) improvements. Approximately 65% of this funding will be allocated by population to projects in local communities.
- **IIJA Congestion Relief Program (CRP):** Distributed by FHWA, this new program will invest $250 million over five years to advance innovative, integrated, and multimodal solutions to congestion relief in the most congested metropolitan areas.
- **IIJA Discretionary Grant Program for Charging and Fueling Infrastructure (CFI):** Distributed by FHWA, this new program will invest $2.5 billion over five years to strategically deploy publicly accessible electric vehicle charging infrastructure and other alternative fueling infrastructure along designated alternative fuel corridors.
- **IIJA Healthy Streets Program (HS):** The bill authorizes a new Healthy Streets program where eligible projects include those that mitigate urban heat islands, improve air quality, and reduce stormwater runoff. The grant will prioritize low-income communities and disadvantaged communities. A total of $500 million funding is subject to future appropriations.
- **IIJA Megaprojects Program (MEGA):** Distributed by USDOT, MEGA is a new program that will fund large, complex highway, bridge, freight intermodal, railway, and intercity passenger rail projects that are difficult to fund by other means and likely to generate national or regional economic, mobility, or safety benefits. The bill provides $5 billion over five years.
- **IIJA Railroad Crossing Elimination Grant Program (RCE):** Distributed by the Federal Railroad Administration (FRA), this new program will fund highway-rail or pathway-rail grade crossing improvement projects that focus on improving the safety and mobility of people and goods. The bill provides approximately $3 billion over five years.
- **IIJA Reconnecting Communities Pilot (RCP):** Distributed by FHWA, this new program will improve community connectivity by identifying and removing or mitigating infrastructural barriers that create obstacles to mobility or economic development or expose the community to pollution and other health and safety risks. Potential projects could include building over or around highways or capping highways. The bill provides approximately $1 billion over five years.
- **IIJA Safe Streets & Roads for All Program (SS4A):** Distributed by USDOT, this new program invests $5 billion over five years to support Metropolitan

Planning Organizations (MPOs) and local governments to develop and implement safety plans to prevent fatalities on streets. The program will fund state and local "vision zero" plans and other initiatives to reduce crashes and fatalities.

- **IIJA Strengthening Mobility and Revolutionizing Transportation (SMART):** Distributed by USDOT, SMART is a new program set up to provide grants to conduct demonstration projects focused on advanced smart community technologies and systems in order to improve transportation efficiency and safety. The bill provides $500 million over five years.

» **IIJA Stopping Threats on Pedestrians (SToP):** Distributed by FHWA, SToP is a new program set up to provide grants for bollard installation projects designed to prevent pedestrian injuries and acts of terrorism in areas used by large numbers of pedestrians. A total of $25 million is subject to future appropriations over five years.

» **Innovative Coordinated Access and Mobility Pilot Program (ICAM):** Distributed by FTA, this program funds innovative projects to improve coordination and enhance access and mobility to vital community services for older adults, people with disabilities, and people of low income. For FY21 and FY22, the program provided $8.4 million to support 17 projects across the nation. The 2021 IIJA has provided an additional $25 million over five years for the program.

» **One Bay Area Grant (OBAG):** The MTC established the OBAG program to distribute federal transportation funding from the Federal Highway Administration to projects and programs that improve safety, spur economic development and help the Bay Area meet climate change and air quality improvement goals. The program runs on a 5-year cycle and is divided into a Regional Program, managed by MTC, and a County & Local Program, managed by MTC in partnership with VTA for the Santa Clara County. In its third round (OBAG3), more than $750 million in federal funding would be available for projects from 2023 to 2026.

» **Rebuilding American Infrastructure with Sustainable and Equity Program (RAISE):** Distributed by USDOT, the RAISE program is focused on investment in roads, bridges, rail, transit, port and intermodal transportation projects that would support national objectives. Previously known as the Better Utilizing Investments to Leverage Development (BUILD) and Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants, Congress has dedicated approximately $8.9 billion for 12 rounds of National Infrastructure Investments funding projects that will have a significant local or regional impact. The 2021 IIJA has provided an additional $7.5 billion over five years for the program.

» **Senate Bill 1 (SB1):** Also called the Road Repair and Accountability Act of 2017, SB1 dedicates $54 billion to state highway maintenance, local streets and roads, transit agencies, and bicycle and pedestrian

projects. The funding pots available through SB1 that are applicable to DTP strategies include improvements to transit access, local planning grants, and matching funds for local agencies through Caltrans Sustainable Transportation Planning Grants.

» **Transportation Alternatives Set-Aside (TA Set-Aside):** Distributed by FHWA, The TA set-aside from the FAST Act Surface Transportation Block Grant (STBG) provides funding for a variety of transportation projects such as pedestrian and bicycle facilities; construction of turnouts, overlooks, and viewing areas; community improvements such as historic preservation and vegetation management; environmental mitigation related to stormwater and habitat connectivity; recreational trails; safe routes to school projects; and vulnerable road user safety assessments. The 2021 IIJA has provided an additional $7.2 billion over five years for the program.

NEW DEVELOPMENT PROJECTS

» **Transportation Analysis Policy (TA):** New development projects that are subject to the City's TA Policy (2018) are required to identify, publicly disclose, and mitigate transportation impacts under the California Environmental Quality Act (CEQA). They are also required to address site access and local transportation conditions. Project applicants should use the DTP as a reference when working with the City on their package of mitigation measures and local transportation improvements. For example, if a development project is located on or near a Main Street, the project applicant should work with City staff to select from the menu of pedestrian priority features as identified in the DTP for that Main Street or a nearby street, such as protected intersections and sidewalk pocket parks, etc. The development project is committed to the package of selected mitigation measures and local transportation improvements to meet their CEQA and local transportation requirements.

» **Transportation Demand Management Ordinance (TDM):** Under the City's TDM Ordinance Update (anticipated Fall 2022), new development projects that are subject to the TDM Ordinance are required to meet a TDM Points Target by committing to a package of TDM measures such as street improvements and a transit subsidy program. Using the City's menu of TDM measures, project applicants will work with the City to select from the menu a list of measures that would satisfy their TDM Points Target. The DTP should be used as a reference to define the scopes of selected measures, such as membership to the Downtown Transportation Management Association and protected bike lanes on an adjacent street in Downtown.

» **Diridon Station Area Basic Infrastructure Impact Fee:** This is a one-time payment paid by new development projects located in the Diridon Station Area to fund transportation improvements. The collected fees may be targeted to the strategies and associated improvements as identified in the DTP to serve the new development and the Diridon Station Area.

OTHER FUNDING MECHANISMS

» **Downtown Parking and Transportation Management District (PTMD):** AAs described in Strategy 17, this would be a public private partnership between the City and TMA. Portions of, or all. net revenue generated from on-street and off-street parking facilities would be provided to the district to finance TDM programs provided by the TMA and other transportation improvements. Key TDM programs that can be provided by the TMA would include a mobility wallet program and education and marketing on transportation options and benefits.

» **Community Benefits Funds (CBF):** A Community Benefit Fund is a fund established by a group of donors or through targeted fees to support a charitable cause. Often these funds are established by developers to benefit the community surrounding a large development project.

  For example, Google's Downtown West development (2021) and the City of San José established a $200 million Community Benefits Agreement. The City Council prioritizes for this agreement to focus on education and workforce development programs to avoid displacement.

» **Partnerships (PS):** Some strategies may be able to be accomplished, in part or in whole, through partnerships with organizations, companies, or programs that may have shared objectives and designated funding. In some cases, this may be limited to partnering on outreach or education initiatives to reach specific population. In other cases, planned projects or initiatives may be modified to incorporate strategies or aspects of strategies from the DTP. Some potential partners that may have a nexus with identified strategies include VTA, San José Downtown Association, SJSU, the SAP Center, community-based organizations, neighborhood associations, churches, hospitals, transportation agencies, transportation network companies, and more.

COMMUNITY ADVISORY BOARD

Building off the success of the DTP Equity Advisory Council's role in shaping this plan, the City has identified a need for a permanent Community Advisory Board (CAB) that would help shape and inform the City's transportation projects, programs, and policies downtown-wide, including those identified in the DTP. This CAB will be staffed both by city staff and community reprsentatives. The CAB members will partner with the City throughout the implementation process and hold the City accountable to accomplishing the DTP vision, goals, and priorities. After each project is implemented, the CAB and the City will review and discuss the effectiveness of the associated engagement process and adjust approach and plans for future engagement accordingly. The City will remain transparent about their engagement efforts to ensure that Downtown stakeholders are empowered to shape decisions and guide the project implementation processes going forward in ways that are appropriate for the specific project contexts and timelines.

IMPLEMENTATION PROCESS

Each DTP improvement would have a unique implementation process due to varying levels of scale, complexity, and funding opportunities. Some improvements include features that cannot be implemented all at once as a project or cannot be implemented by a single agency or City department. In that case, the improvements may need to be split into multiple projects and be built incrementally over time. Some improvements, like the Light Rail Realignment M2 as a Big Move, are outside of the City's jurisdiction and would require the City's close partnership with the lead agency, like the VTA, for successful implementation. Other projects like a neighborhood shuttle S9 would be appropriate for a public-private partnership involving collaboration between the City and a private-sector company or multiple companies to finance, build, operate, and maintain the project. As the DTP improvements are implemented, the City will explore additional and/or new ways of maintaining the infrastructure to accommodate the growing population and shifting land uses. While all projects will vary, in general, street improvement projects follow the process below to advance from planning, funding, design to implementation.

IMPLEMENTATION PROCESS

Project Planning:

Before funding opportunities arise, the City (or lead agency) will develop conceptual plan drawings based on the DTP recommendation. Feasibility studies and rough cost estimates of the project will also be developed. The City will engage with the public, the Community Advisory Board, and community groups in Downtown to refine draft conceptual plan drawings with tailor design features.

Access to Funding

The City (or lead agency) will constantly pursue funding opportunities from local, state and federal grants, new developments, and other sources. A funding opportunity is often not enough to implement all the improvements on a single street at once, or to fund the full planning, engineering, and construction processes at once. A collection of different funding sources will likely be required. In the interim, the City may pursue pilot projects using quick-build materials. To increase chances of securing funding, the City will seek to incorporate the DTP projects in the City's Traffic Capital Improvement Program and region-wide transportation programming documents such as the VTA's Santa Clara Valley Transportation Plan, the MTC's Plan Bay Area, and Caltran's statewide transportation plans, etc.

Preliminary Engineering

The City (or lead agency) will conduct preliminary engineering which includes detailed design drawings and further analysis of utility conflicts, topography, drainage requirements, soil conditions, and/or structural elements as appropriate.

Environmental Review

The City (or lead agency) will evaluate the effects of the project on the surrounding community under the California Environmental Quality Act (CEQA). It is anticipated that many of the DTP improvement projects would be categorically exempt and/or would not result in significant impacts as they would benefit multimodal transportation without impacting other modes or the environment. For projects requiring a more rigorous environmental analysis, CEQA impacts and mitigations, if any, will be identified.

Design Alternatives

Based on the outcomes of the previous steps, the City (or lead agency) may develop design alternatives or modifications to the proposed concept to be evaluated. The public and community groups will be engaged to review project alternatives before a preferred project alternative is selected.

Project Delivery

Depending on the complexity of a project, full designs and construction activities can occur in multiple stages. Design development (35%) and construction documents (65% and 95%) would be developed. When the project is shovel ready, the City (or lead agency) will engage with the public and affected stakeholders about the overall construction schedule and phasing sequence and mitigate any construction impacts to the extent possible.

Performance Monitoring

The City will perform a before-and-after study to measure the transportation outcomes before implementing a project, and then again afterwards. While it may be difficult to measure the effectiveness of an incremental change in achieving the DTP vision and goals, the DTP recognizes the importance of ensuring that the completed project serves the intended objectives and that it does not result in unintended safety issues. The DTP quantitative and qualitative KPIs will be used to monitor a project's performance.