SANTA CLARA
Valley Transportation Authority

TECHNICAL ADVISORY COMMITTEE

Thursday, July 14, 2011
1:30 PM

VTA Conference Room B-104
3331 North First Street
San Jose, CA

AGENDA

CALL TO ORDER

1. ROLL CALL

2. PUBLIC PRESENTATIONS:

This portion of the agenda is reserved for persons desiring to address the Committee on any matter not on the agenda. Speakers are **limited to 2 minutes**. The law does not permit Committee action or extended discussion on any item not on the agenda except under special circumstances. If Committee action is requested, the matter can be placed on a subsequent agenda. All statements that require a response will be referred to staff for reply in writing.

3. ORDERS OF THE DAY

4. Receive Committee Staff Report. (Verbal Report) (Ristow)

5. Receive Chairperson's Report. (Verbal Report) (Capurso)

6. Receive Reports from TAC Working Groups. (Verbal Report)

- Capital Improvement Program (CIP)
- Systems Operations & Management (SOM)
- Land Use/Transportation Integration (LUTI)

7. INFORMATION ITEM - Receive Verbal Report on High Speed Rail/Caltrain Project.

BUSINESS REFERRED TO COMMITTEE BY THE BOARD OF DIRECTORS/GENERAL MANAGER

CONSENT AGENDA

8. Approve the Regular Meeting Minutes of May 12, 2011.

REGULAR AGENDA

9. ACTION ITEM - Recommend that the Board of Directors adopt VTA's Sustainable Communities Strategy (SCS) Principles as Santa Clara County's position to ensure proper development of a viable Regional Transportation Plan.

10. ACTION ITEM - Recommend that the VTA Board of Directors accept the CMP Model Conformity Consistency findings for the City of San Jose Local Transportation Model.

11. ACTION ITEM - Direct the Chief CMA Officer to provide up to $51,000 in cash matching funds for the Grand Boulevard Initiative TIGER II planning grant from the FY2012 CMP Work Program.

12. INFORMATION ITEM - Receive an update on the approach for providing information on the "Existing plus Project Conditions scenario" upheld by the Courts for California Environmental Quality Act (CEQA) documents for use by Member Agencies in conjunction with their use of the Transportation Impact Analysis (TIA) Guidelines.

OTHER

13. Receive an update on MTC Activities and Initiatives. (Verbal Report) (Committee**)**

14. Receive an update from the Technical Advisory Committee (TAC) Subcommittee. (Verbal Report) (Capurso)

15. Review the TAC Committee Work Plan. (Ristow)

16. ANNOUNCEMENTS

17. ADJOURN

In compliance with the Americans with Disabilities Act (ADA), those requiring accommodations or accessible media for this meeting should notify the Board Secretary's Office 48 hours prior to the meeting at (408) 321-5680 or e-mail: board.secretary@vta.org, (408) 321-2330 (TTY only). VTA's Homepage is located on the Web at: http://www.vta.org/ or visit us on Facebook http://www.facebook.com/scvta.

All reports for items on the open meeting agenda are available for review in the Board Secretary's Office, 3331 North First Street, San Jose, California, (408) 321-5680, the Monday, Tuesday, and Wednesday prior to the meeting. This information is available on VTA's website at http://www.vta.org and also at the meeting.

SANTA CLARA
Valley Transportation Authority

Date: June 28, 2011
Current Meeting: July 14, 2011
Board Meeting: August 4, 2011

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
Technical Advisory Committee

THROUGH: General Manager, Michael T. Burns

FROM: Chief CMA Officer, John Ristow

SUBJECT: VTA Guiding Principles for the Sustainable Communities Strategy and Regional Transportation Plan

Policy-Related Action: Yes **Government Code Section 84308 Applies: No**

ACTION ITEM

RECOMMENDATION:

Recommend that the Board of Directors adopt VTA's Sustainable Communities Strategy (SCS) Principles as Santa Clara County's position to ensure proper development of a viable Regional Transportation Plan.

BACKGROUND:

As the Congestion Management Agency for Santa Clara County, VTA is responsible for preparing and adopting the countywide transportation plan, the Valley Transportation Plan (VTP). The passage of SB 375 introduced significant new complexities and challenges into the Regional Transportation Plan (RTP) planning process including the requirement for inclusion in the RTP of Sustainable Communities Strategies (SCS). The RTP sets a transportation planning framework for the entire nine-county Bay Area by establishing a regional "vision" for transportation policy issues, transportation program development and project funding. The VTP will provide county-level vision and input into the RTP. This memorandum is to present VTA's guiding principles for the development of the Regional Transportation Plan and the Sustainable Communities Strategy.

As one of the first steps toward crafting a Sustainable Communities Strategy for the region, the Regional Agencies released an unconstrained Initial Vision Scenario in March.

DISCUSSION:

In response to the Initial Vision Scenario for the Sustainable Communities Strategy (SCS), VTA, in collaboration with local planning directors, has developed a set of draft *Principles on Sustainable Communities Strategy and Plan Bay Area*. In May, VTA staff presented the draft principles to the Committees and received valuable input. The principles highlight the vision for future growth in this area and the strategies to accommodate and guide the growth. They present an advocacy platform for VTA and communities in Santa Clara County to guide the continuing discussions on the development of the SCS and the Regional Transportation Plan. In the next several months, through October 2011, the Regional Agencies will be developing alternative scenarios that will build upon input provided for the Initial Vision Scenario. The principles will be used to guide the development of our own VTP and will be used as an advocacy position for our County to forward to the Regional Agencies.

The principles are based upon three main points of discussion: funding, local decision making, and practical implementation of SCS. They also state that each city, town, or unincorporated center within Santa Clara County is different with its own unique character and that each is in the best position to decide how to develop a sustainable community. The VTA has been at the forefront in promoting the connection between land uses and the transportation system. Local General Plans are moving towards sustainable growth and reduction of greenhouse gases. The funding that comes through as part of the RTP must also follow where growth will occur. Over the next 25 years Santa Clara County is projected to grow by 25% in population and 28% in the number of jobs.

VTA intends to use these principles as Santa Clara County's guidance for the development of a reasonable and achievable SCS and will be used to advocate for more funding in Santa Clara County. After the development of the principles, VTA Staff will submit a letter to the Regional Agencies that will provide comment to the Initial Vision Scenario and the overall process of the development of the next RTP/SCS. As VTA develops our own long-range plan, the principles will serve as the focus of our Strategic Plan element and will guide our efforts in developing a local sustainable communities strategy.

Attachment A shows the list of guiding principles for adoption.

ALTERNATIVES:

The Board may choose to adopt additional or a different set of principles.

FISCAL IMPACT:

There is no financial impact as a result from this action.

Prepared by: John Sighamony
Memo No. 3121

Attachment A

FINAL DRAFT
Valley Transportation Authority (VTA) Principles for
Regional Transportation Plan (RTP) & Sustainable Communities Strategy (SCS)

VTA strongly supports the goals of SB 375 to better connect land-use and transportation planning, which compliment goals already established by the agency. VTA, in collaboration with local officials, offer the following principles for moving forward. These principles are intended to help VTA, Santa Clara County jurisdictions, and the Bay Area achieve the goals of (1) creating a balanced multimodal transportation system; (2) planning for sustainable and economically viable communities; (3) reducing Vehicle Miles Traveled; and (4) meeting the greenhouse gas reduction targets set by the California Air Resources Board.

1. Discretionary Funding Should Follow Projected Growth

- Assign a proportional amount of Regional Transportation Plan (RTP) discretionary transportation funding to counties willing to accept growth. It is vital for the success of the SCS that cities/regions accepting population and job growth have the necessary resources to implement the plan.
- Funding for transportation system maintenance and operation should remain a high regional priority.
- Delegate RTP funding and programming authority to the county Congestion Management Agency (CMA) level in flexible programs.
- Dedicate transportation funds only to transportation projects and programs.

2. Regional Vision Setting / Local Decision Making

- Regional agencies should outline the SCS vision and goals, and provide the tools and resources for local agencies to implement the plan.
- Local agencies should retain local land use and transportation decision-making authority.
- The SCS/RTP must be consistent with local and regional sustainability/climate actions plans and other planning efforts, as well as VTA polices.

3. Sustainable Communities Strategy must be Practical & Implementable

- The SCS provides a unique opportunity to create a long-term vision for a sustainable Bay Area, and while the plan should be visionary, it is critical to success that it be financially and politically feasible.
- The SCS should serve as an advocacy platform for seeking new transportation funding sources, and to support housing-related infrastructure and other new efforts that may result from the SCS process. The SCS should clearly describe what can be reasonably accomplished with existing fund sources and what could be accomplished if new fund sources are secured.
- The SCS must embrace a balanced, multimodal transportation system.
- The SCS must include an economic analysis that demonstrates the costs and benefits of the plan to ensure that strategies resulting from the SCS process enhance and advance Silicon Valley/Santa Clara County, and the Bay Area's position as a world-wide economic leader.

SANTA CLARA Valley Transportation Authority

Date: June 29, 2011
Current Meeting: July 14, 2011
Board Meeting: August 4, 2011

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
Technical Advisory Committee

THROUGH: General Manager, Michael T. Burns

FROM: Chief CMA Officer, John Ristow

SUBJECT: City of San Jose Local Transportation Model Conformance Finding

Policy-Related Action: Yes **Government Code Section 84308 Applies: No**

ACTION ITEM

RECOMMENDATION:

Recommend that the VTA Board of Directors accept the CMP Model Conformity Consistency findings for the City of San Jose Local Transportation Model.

BACKGROUND:

VTA's Local Transportation Model Consistency Guidelines require that the CMP review and approve computer travel demand models used by local jurisdictions to determine the transportation impacts of land use decisions on the CMP system. The City of San Jose has recently completed the development of a local travel demand model used for the development of the Envision SJ2040 General Plan update. The VTA Countywide Model was used as the starting point for the development of the City of San Jose local model. San Jose staff and consultants implemented minor changes to the models to reflect more detail in the local roadway networks and to more accurately reflect local population and employment estimates for the model Traffic Analysis Zones (TAZs). The model was then validated to recent traffic count data before developing forecasts of travel demand testing different land use development scenarios from the Envision SJ2040 study.

DISCUSSION:

City of San Jose CMP modeling staff and the Service Operations and Management Subcommittee (SOMS) of the TAC have reviewed San Jose's model and find that the model meets the consistency tests established by the CMP. The methodologies used for estimating trip generation, trip distribution, mode choice and vehicle and transit assignments are essentially

identical to the VTA Countywide Models and are thus in conformance with the CMP Local Transportation Model Consistency Guidelines. In addition to overall modeling methodologies, the socioeconomic databases used by the City of San Jose for base year model validation 2008 are also within the consistency guidelines.

ALTERNATIVES:

The Technical Advisory Committee can refuse to accept the conformance finding recommended by staff and SOMS.

FISCAL IMPACT:

None.

Prepared by: George Naylor
Memo No. 3144

SANTA CLARA
Valley Transportation Authority

Date: June 30, 2011
Current Meeting: July 14, 2011
Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
Technical Advisory Committee

THROUGH: General Manager, Michael T. Burns

FROM: Chief CMA Officer, John Ristow

SUBJECT: Grand Boulevard Initiative TIGER II Grant Participation

Policy-Related Action: No **Government Code Section 84308 Applies: No**

ACTION ITEM

RECOMMENDATION:

Authorize the Chief CMA Officer to provide up to $51,000 in cash matching funds for the Grand Boulevard Initiative TIGER II planning grant from the FY2012 CMP Work Program.

BACKGROUND:

In October 2010, the San Mateo County Transit District (SamTrans) was awarded a TIGER II planning grant from the U.S. Departments of Transportation and Housing & Urban Development for a project called "Grand Boulevard Initiative: Removing Barriers to Sustainable Communities." This grant will fund three separate but interrelated projects that will effectively address some of the main barriers facing the Grand Boulevard Initiative (GBI). These projects include (1) Designing El Camino Real as a Complete Street; (2) Economic and Housing Opportunities (ECHO) Assessment Phase II, and (3) Infrastructure Needs Assessment and Financing Strategy. A copy of the successful grant application, which includes background information, the work plan, budget, and schedule, is provided in Attachment A.

DISCUSSION:

Over the past several months, SamTrans has been working with the Grand Boulevard Initiative partner agencies, including C/CAG (the City/County Association of Governments of San Mateo County), VTA, and cities along the corridor to determine how to organize participation in the grant efforts. Based on input from the GBI partners, SamTrans has moved ahead with the first component of the grant - Complete Streets case study design plans - focusing on the San Mateo County portion of the corridor. VTA's El Camino Real Bus Rapid Transit (BRT) Conceptual Engineering project is taking a comprehensive look at complete streets concepts in the Santa

Clara County portion of the corridor in partnership with the 6 cities from Palo Alto to San Jose.

SamTrans is in the process of confirming which agencies will participate in the other two components of the grant - ECHO Phase II, and the Infrastructure Needs Assessment. The budget for these two components together is approximately $1,134,000, which includes $734,000 in grant funds and $400,000 in matching funds and staff time. The proposed funding split would have San Mateo County (C/CAG) providing approximately $149,000 in cash match and Santa Clara County (VTA) providing up to $51,000 in cash match towards these two components of the project. Under this arrangement, one of four ECHO II case studies would be conducted in Santa Clara County, the ECHO II corridor-wide guidance would cover both counties, and the Infrastructure Needs Assessment would also cover both counties.

This item was discussed at the Land Use / Transportation Integration (LUTI) Working Group of the TAC in early May 2011. Five of the six cities along the Grand Boulevard corridor in Santa Clara County had representatives at this meeting. Of the five cities, one expressed definite interest in participating and another expressed tentative interest, and the other cities indicated that they would need to consider their involvement further.

At the July TAC meeting, staff will provide a brief overview of the TIGER II planning grant and solicit input and direction on participation in the efforts.

If approved, VTA staff would amend the CMP FY 2012 Work Program to add TIGER II grant support for the specified activities.

ALTERNATIVES:

The TAC could choose not to include participation in the Grand Boulevard Initiative TIGER II planning grant in the CMP Work Program. With this option, the TIGER II grant activities would only occur in San Mateo County. SamTrans and C/CAG would need to identify another source of matching funds to replace the funds requested from VTA, which might affect the schedule of the grant work. VTA would continue to participate in other Grand Boulevard Initiative work with staff efforts. VTA's El Camino Real BRT Conceptual Engineering project would continue to study complete streets concepts in the Santa Clara County portion of the corridor.

FISCAL IMPACT:

This action will direct the Chief CMA Officer to provide up to $51,000 in cash matching funds for the Grand Boulevard Initiative TIGER II planning grant from the FY2012 CMP Work Program. These matching funds would come from the Plans and Studies portion of the CMP Work Program but the overall budget will not change.

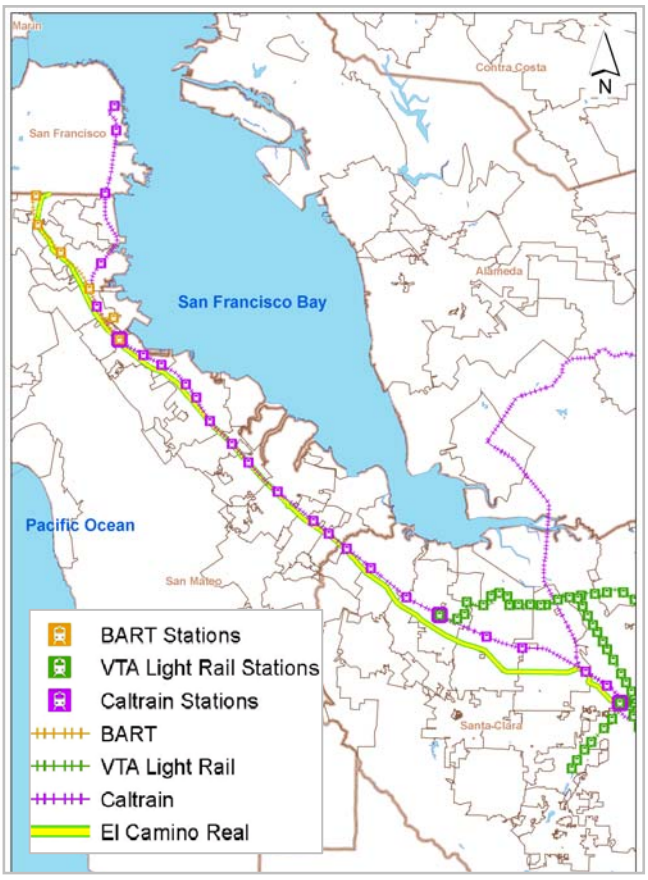
Prepared by: Robert Swierk
Memo No. 3122

Grand Boulevard Initiative: Removing Barriers to Sustainable Communities

Application for HUD Community Challenge Planning Grant & DOT TIGER II Planning Grant Funding

INTRODUCTION

The Grand Boulevard Initiative (GBI) is a coalition of 19 cities, San Mateo and Santa Clara counties, two transit agencies, two Congestion Management Agencies, the California Department of Transportation (Caltrans), and regional and local stakeholders. The vision of the coalition is that*: "El Camino Real will achieve its full potential as a place for residents to work, live, shop and play, creating links between communities that promote walking and transit and an improved and meaningful quality of life"(*see www.grandboulevard.net).



El Camino Real (SR-82) is located in the heart of the San Francisco Bay Area. It is a 43-mile north- south corridor that serves as the key transit spine on the west side of the bay between San Francisco and San Jose. Today, the corridor is an urban arterial highway that functions largely as a bland, featureless traffic funnel. Tomorrow, we envision the corridor transformed into a **Grand Boulevard** supported by sustainable mixed-use development with strong connections to public transportation, renewed economic vitality, and livable, walkable community centers.

Much progress has been made since our inception in 2006. In the beginning, the Initiative focused on movement building - forming partnerships and anchoring the growing coalition with a common vision and guiding principles. During the last two years, building on earned trust, we have focused on defining opportunities and barriers to achieve the vision. This has resulted in a solid understanding of the challenges and the magnitude of those challenges, which has prepared the GBI to transition into its next phase of work. We now need to focus on developing concrete strategies for removing the barriers to implementation of our vision, a necessary step for seizing the opportunities presented by the El Camino Corridor. We are submitting this request for funds in order to develop those strategies through case studies for corridor-wide application and the ultimate purpose of achieving the Grand Boulevard vision.

PURPOSE AND OUTCOMES

The GBI is unique in its collaborative approach to solving a shared problem. The need for housing and alternative forms of transportation continues to grow as our population increases. The proximity of El Camino Real to multiple forms of transportation offers great potential for sustainable, transit-oriented development. However, the evolution of El Camino Real as a TOD corridor has historically been hampered by the number of jurisdictions with purview over the corridor and the disjointed planning and fragmented development that results. What is needed for regional success is collaborative planning, and the success of the GBI has been predicated on the new paradigm it offers for regional planning. Rather than a top-down approach, this "coalition of the willing" was established and flourishes as a bottom-up regional planning effort that offers the strengths of collaboration where it is appropriate, as a complement to the unique knowledge which each jurisdiction has regarding the needs of its own community. The success of this approach has gained attention at national conferences and is evidenced by the continued funding and

support of partners such as the State Department of Transportation (Caltrans), the Metropolitan Transportation Commission (MTC), and the Association of Bay Area Governments (ABAG), and recognition through awards by the California Chapter of the American Planning Association and the San Mateo County Economic Development Association (SAMCEDA).

Although El Camino Real carries more cars and hosts more businesses and residences than any other street on the Peninsula, it has never had the benefit of an ongoing, coordinated planning process. Like many other urban highways throughout the United States, it functions more like a local street in places and an urban highway in others. Development is car-oriented and predominantly low density and strip-commercial, with few concentrations of both housing and jobs. The experience for pedestrians and bicyclists is not only poor, but dangerous along most of the corridor. However, despite its historical function, the roadway presents a substantial opportunity to develop mutually supportive transit infrastructure and land use patterns. Existing transit infrastructure and service on El Camino is significant. Two regional rail agencies and two county transit districts provide service within the corridor. All five San Mateo County BART rail stations are located on or in close proximity to the highway, with 52,000 average weekday boardings. Ten Caltrain rail stations lie within ¼ mile of El Camino Real and another five stations are within ½ mile of the roadway, accounting for over half of average weekday passenger boardings. Bus service on El Camino is the backbone of both the San Mateo County Transit District (SamTrans) and the Santa Clara Valley Transportation Authority (VTA) systems. However the use of commute alternatives to the car (17%) is only slightly higher by residents living within ¼ mile of the corridor than for the counties as a whole (15%), reflecting the low density and lack of mixed use development and pedestrian accessibility.

We are seeking funding for three separate but interrelated projects that will effectively address the main barriers facing the Grand Boulevard Initiative.

1. Designing El Camino Real as a Complete Street

Barrier: Lack of multi-modal street improvements. Largely due to its status as a State Highway, El Camino Real is often seen as more of a barrier to livability and walkability than as a community asset or opportunity for walkable development. The lengthy and complex process required by the Caltrans for approval of the design exceptions needed for pedestrian improvements is a challenge for many agencies. The Complete Streets project will facilitate the design of segments of El Camino Real in partnership with Caltrans to create a roadway that is integrated with proposed sustainable development and encourages pedestrian and transit activity and investment.

2. Economic and Housing Opportunities Assessment, Phase II (ECHO)

Barriers:

1. **Under-utilized parcels with TOD potential:** Due to small, irregularly-sized parcels and fragmented property ownership, turnover and redevelopment is less common on this Corridor compared to other areas. As a result, parcels generate less revenue and taxes relative to their land value, and it is challenging to develop higher density infill projects at a significant scale. *ECHO Phase I* demonstrates how infill development can help to accommodate regional growth, showing communities the potential fiscal and economic benefits of change; Phase II will identify the barriers relating to the development of parcels and will provide real-world implementation strategies to help cities reach their TOD potential.

2. **Limited supply of housing near employment centers:** San Mateo and Santa Clara counties contain major employment centers in the San Francisco Bay Area, but housing development has not kept pace with the rapid growth in employment. As a result, jobs and housing are not in balance, and many employees commute from a great distance to jobs within these two counties. San Mateo County has a 1.4:1 jobs-to-

households ratio and Santa Clara County has a 1.6:1 jobs-to-housing ratio. The jobs/housing imbalance is projected to worsen by year 2030 to 1.7:1 for San Mateo County and 1.8:1 for Santa Clara County. Census LEHD data for 2008 shows that 59.3% of employees in San Mateo County and 39.4% of employees in Santa Clara County commute from outside of the respective counties. The *San Mateo County TOD Opportunity Study* (2007) found that through the year 2030 there will be a demand for approximately 13,400 housing units and 24.4 million square feet of office near San Mateo County's 18 rail stations, 16 of which are along the El Camino Real corridor, as well as a growing interest among prospective buyers in transit proximity and a strong demand for condominiums and town homes. ECHO Phase II will provide cities with the tools and concepts to overcome barriers in order to implement sustainable housing.

3. **Lack of integration of an urban arterial with TOD:** In most communities on the Corridor, land use policies and roadways design policies have been developed separately and without regard for their long-term coordination. However, with funding from Caltrans, the San Mateo County Transit District (SamTrans), the Santa Clara Valley Transportation Authority (VTA), and the City/County Association of Governments of San Mateo County (C/CAG) have completed the Multimodal Access Strategy and Context Sensitive Design Guidelines as part of the *El Camino Real Multimodal Transportation Corridor Plan*. These guidelines demonstrate how El Camino can be redesigned to accommodate multimodal travel, with different design guidelines recommended for different land use types. ECHO Phase II will utilize these guidelines through four case studies to demonstrate how to successfully integrate high-density development with SR-82, addressing potential impacts and barriers to implementation, such as traffic, public services, facilities, building setbacks, and a constrained right of way.

4. **Under-utilization of public transit**: El Camino Real is unique in its close proximity to multiple modes of public transportation; however, the mode share of transit is not dramatically higher along the Corridor than for the counties as a whole. Census data shows that 6% of residents along the Corridor use public transportation to get to work, compared with 7.4% for San Mateo County, 3.5% for Santa Clara County, and 9.7% for the Bay Area as a whole. Increasing TOD on El Camino Real will reduce rates of vehicle trip-making and automobile ownership and encourage the use of alternative travel modes.

5. **Lack of understanding of the overall GBI Vision:** While individual GBI member municipalities have embraced the Grand Boulevard Vision and its Guiding Principles, a local understanding of the intended outcome of the Grand Boulevard is generally limited to the development pattern and street conditions within each individual city's corridor extents. When looked at together, these outcomes often have a different basis of description, making comparisons between neighboring cities' treatment of their respective corridor segments and an integrated picture of the whole of the Grand Boulevard's effects difficult to discern and describe. This project will create a common basis for understanding existing conditions and intended effects of individual cities' adopted corridor policies in terms of corridor-wide development pattern and streetscape enhancement, such that shared and complementary elements between cities may be seen, and that an overall understanding of the Grand Boulevard will be enhanced.

3. Infrastructure Needs Assessment and Financing Strategy

Barrier: Inadequate infrastructure to support future development: Forward-thinking elected officials and public agency staff in 14 of the 19 cities along the corridor are developing or have adopted land use plans that support TOD in the corridor. However, many cities cite lack a long-term infrastructure strategy, posing a major barrier to implementation of these plans. In addition, severe budget cuts by most local municipalities in California have led to lack of funding for infrastructure planning or improvements. This lack of coordinated planning presents an opportunity for infrastructure planning and funding across city boundaries.

How these Projects Align with the Livability Principles

Providing more transportation choices. A **Complete Streets** design for El Camino will ensure that the road works not only for drivers, but also for transit users, pedestrians, and bicyclists, as well as for older people, children, and people with disabilities. In addition, the GBI *Corridor Plan* found that increases in development density on El Camino Real are necessary before an enhanced bus service, such as BRT, can be successful. **ECHO Phase II** addresses this density deficiency by analyzing the obstacles to development at key locations on the Corridor.

Promote equitable, affordable housing. Concentrating housing on an existing transportation corridor will enhance affordability by reducing transportation costs. The Center for Neighborhood Technology's (CNT) Housing + Transportation Affordability Index measures the true affordability of housing by calculating the transportation costs associated with a home's location, and therefore provides a more complete picture of affordability. Their data shows that the El Camino Corridor has the potential for affordable housing due to the proximity of existing transportation infrastructure. However, San Mateo and Santa Clara Counties have two of the most expensive housing markets in the country. **ECHO Phase II** provides cities with the tools and development concepts to overcome barriers in order to provide housing accessible at all income levels.

Enhance Economic Competitiveness. **Complete Streets** makes economic sense and identifies the relationship between different transportation modes to eliminate future traffic calming issues. A balanced multimodal transportation system can bolster economic growth and stability by providing accessible and efficient connections between residences, schools, parks, offices, and retail destinations. **ECHO Phase II** directly addresses economic competitiveness by facilitating the creation of new jobs along an existing transportation corridor. **ECHO Phase II** will assess the overall market demand and location for housing and jobs and demonstrate the bottom-line economic viability of making these changes.

Support Existing Communities. Redesigning segments of an existing, aging roadway through **Complete Streets** will spur reinvestment in the area, leading to new development around the existing infrastructure. **ECHO Phase II**, in turn, supports the implementation of new development near transit. Strategically investing in existing **infrastructure** will also support existing communities.

Coordinate Policies and Leverage Investment. The Grand Boulevard Initiative offers the unprecedented opportunity to coordinate policies among the multiple agencies with jurisdiction over this 43-mile roadway. A multi-city **Infrastructure Needs Assessment and Financing Stategy** will secure the long-term success of TOD on the Corridor.

Value Communities and Neighborhoods. Designing a **Complete Street** enhances the unique character of a neighborhood by creating a livable community, where all people feel safe and welcome on the roadways.

Outcomes

Travel Changes. **ECHO Phase II** will identify the types of infrastructure improvements (such as widened sidewalks and bike lanes) needed to allow residents and workers to bike and walk to nearby services and amenities in a TOD district, and reduce auto trips. This work combined with the **Complete Streets** plans should translate into an outcome of localized mode shift away from the auto and towards transit, walking, and biking.

Impact on Affordability and Accessibility. An expected outcome of the **ECHO Phase II** process will be city acceptance and integration of the findings of into local policy documents, e.g. changes in city codes or plans.

Economic Development. An expected outcome of **ECHO Phase II** will be city acceptance and integration of the findings of ECHO II into local policy documents, e.g. changes in city codes or plans. The expected outcome of the **Infrastructure Needs Assessment and Funding Strategy** would be the creation of new infrastructure plans and financing mechanisms.

Improvement to the State of Repair of Infrastructure. Expected outcomes of the **Infrastructure Needs Assessment and Funding Strategy** process will be (1) incorporation of the Plan findings into local infrastructure planning documents; (2) consideration of a multi-agency infrastructure funding mechanism for the Corridor; and (3) long-term tangible improvements to the infrastructure needed to support projected growth**.**

Environmental Benefits. An expected outcome of **ECHO Phase II** and **Complete Streets** will be reduced auto trip generation and a shift to non-auto modes, due to compact, walkable development, leading to reduced GHG emissions.

Increased Participation. One outcome of **ECHO Phase II** will be an increase in broad-based public support to implement smart growth.

WORK PLAN

The comprehensive work plan for developing strategies for removing barriers to livable communities includes five focus areas: (1) street design, (2) economic development and housing, (3) infrastructure, (4) multimodal transportation and (5) civic engagement. Federal funding is requested to conduct planning, community outreach and project management for the first three focus areas only. Local funding will be used to address the last two focus areas which will be briefly described at the end of this section for context only.

1. COMPLETE STREETS DESIGN PLANS

In a collaborative effort led by the San Mateo Transit District (SamTrans), a multi-agency task force comprised of Caltrans and the two Congestion Management Agencies (San Mateo County's City/County Association of Governments and Santa Clara County's Valley Transportation Authority) developed a manual of design guidelines for the Grand Boulevard -- *Grand Boulevard Initiative Multimodal Access Strategy & Context-Sensitive Design Guidelines*. The guidelines, part of the *Multimodal Transportation Corridor Plan*, demonstrate how to transform the Grand Boulevard into a "complete street" consistent with the State's design process--using current design standards or using the design exception process. Often perceived as a barrier to implementing complete streets on state highways, the design exception process allows for a reasonable range of variation from the state's design standards when constraints limit the ability to accommodate all users. The manual establishes a process, and provides general guidance for meeting California's Complete Streets legislation and Caltrans' Complete Streets and Context Sensitive Solutions directives in a Corridor where urban form and development generate significant activity and multi-modal travel. The goal of the design guidelines is to assist local agencies in expediting the approval of multimodal improvements using the State's project development process.

The Complete Streets Design Plans will apply these guidelines to the design of key intersections and roadway segments in walkable urban nodes within the Corridor which represent common Grand Boulevard "typologies" such as Main Street, Commercial Corridor, and Transit Node. The designs also will serve as case study guidance and a resource for other communities in the Corridor and the State. This strategy will document a collaborative process taking the user from a complete street concept to preliminary engineering design and demonstrate how to address the challenges common to transforming auto-dominated state highways into balanced multi-modal facilities. The main tasks are as follows:

A. **Select case studies for complete street design plans.** This task establishes a subcommittee of the Grand Boulevard Working Committee; the Working Committee includes representatives of cities, counties and agencies with purview over the Corridor. The subcommittee will be comprised of staff from Caltrans, regional agencies, and representative municipalities, for the purpose of developing criteria that will be used to select case study locations, and identifying indicators used to measure the success (or failure) of the resulting complete street designs. Case studies will be selected through the application of the criteria to the potential case study areas. It is anticipated that between 6 and 10 case study areas will be selected.

B. **Mobilize case studies and develop a GBI Corridor-specific "complete streets design process."** Working with Caltrans and the municipality in which each case study is located, we will review plans that define the vision for the urban node or segment selected and establish design parameters or concepts consistent with the Grand Boulevard vision and the local vision or plan specifically. If the municipality does not have a vision for the selected area, a generalized vision consistent with the Grand Boulevard initiative will be used. Baseline or "before" conditions for comparing evaluation indicators will be established, including traffic counts, level of service, and multi-modal performance. From illustrative concepts, working sessions with Caltrans and local municipalities will facilitate development of the approach and process for design. While the GBI *Multimodal Access Strategy & Context-Sensitive Design Guidelines* provide tools for designing multi-modal facilities and summarize the State's current design process, this task formulates a "complete street design process" emphasizing the issues and challenges most relevant to multi-modal design in an auto-dominated project development and regulatory environment. This task establishes the Project Development Team (PDT) for the case studies, defines schedules, and finalizes design parameters.

C. **Demonstrate the "complete street design process" through an initial case study.** This task tests the complete street design process on one case study – a case study with above average challenges and constraints in order to test the limits of the process. The PDT will work expeditiously to design and gain "mock" approval of a complete street design through two parallel processes, 1) using the state's current project development and design exception process, and 2) using the alternative complete streets process. The complete streets design process will not vary significantly from the current project development process, but it will emphasize the state-of-the-practice in a process of considering all users and maximizing the use of local mandates and tools. The initial case study will work through the design process up through 65% preliminary engineering and uses the PDT to collaboratively address issues as they arise. The process will be documented to identify successful and unsuccessful elements, how they were or might be resolved, and lessons learned as to how the process can be improved.

D. **Prepare remaining case studies using the refined complete street design process**. The number of case studies and the level of design will vary, with an average of about 25% to 30%. depending on the complexity of the design, the extent, and the number of issues and challenges.

2. ECONOMIC & HOUSING OPPORTUNITIES ASSESSMENT – PHASE II (ECHO II)

ECHO ties together local planning efforts and enhances the process to address regional issues of sustainability and equity, while remaining sensitive to local conditions. Phase I, which began in late 2009, examines market trends and uses parcel-based data to demonstrate the Corridor's capacity to accommodate significant increases in jobs and housing, provides examples of "transformational" projects at a variety of densities that would be appropriate for specific segments of the Corridor, and estimates the fiscal and economic benefits of infill development.

Phase II will help cities "implement change" by:

- Conducting four city case studies that address development scenarios and potential barriers, assess urban design strategies to achieve revitalization and redevelopment, and analyze multi-modal access and circulation;
- Creating a common basis for understanding the effects of a corridor-wide development pattern and streetscape enhancements, such that shared and complementary corridor policies may be seen through diagrams of the existing and future urban transect structure; and,
- Developing *Corridor Guidance to Cities* that addresses the "how to" of transforming the Corridor and creating the "Grand" that will strengthen regional identity and advantage.

Public participation and stakeholder outreach is a critical component for ECHO, as realistic scenarios will be required in order to properly inform and shape the analysis of key challenges and opportunities for each case study city. A detailed outreach strategy will be molded to fit the needs, unique aspects, and existing planning processes of each case study city. The main tasks are as follows:

A. **Conduct Economic Development Case Studies**

1) **Identify and select case study participants.** This task establishes the ECHO Phase II Technical Advisory Committee (TAC), which will include representatives of Caltrans, ABAG, MTC, VTA, C/CAG, SAMCEDA, Joint Venture: Silicon Valley Network, SamTrans and each case study city. Meetings of the TAC will be held to kick-off the Project and prior to initiating and at the conclusion of each Task. Interim products also will be presented and guidance will be sought from the GBI Working Committee. The GBI member cities and counties will be invited to submit a request to be a case study community. Four finalists will be selected that represent an array of conditions to reflect the variety of implementation challenges along the Corridor. Final work scopes will be developed for each Case Study participant, including data requirements and a tailored Outreach Program.

2) **Conduct ongoing outreach to a broad range of stakeholders, including traditionally hard to reach populations.** Stakeholder Committees will be created for each case study city, including property owners, developers, chambers of commerce, affordable housing developers, and advocates for affordable housing and sustainable communities. The Stakeholder Committee will vet all aspects of the case study work, including implementation solutions. The Stakeholder meetings will follow an educational process that enables everybody involved to learn and gain a better understanding about the "transformational process," and all information and suggestions from Stakeholder meetings will be included in the Case Study analyses. Additional outreach activities include conducting convenings in each city around: 1) affordable housing, 2) economic development and workforce issues; and 3) seniors and mobility issues, creating city web site links to ECHO project information, and holding Community Town Hall Meetings to vet the project, implementation solutions, impacts and benefits.

3) **Perform Individual Case Studies.** Possible development scenarios will be defined by analyzing parcel and existing project data collected in ECHO Phase I and the findings from the GBI Multimodal Transportation Corridor Plan. Scenarios will be compared to GBI and local development goals. Potential impacts (e.g., development brings need to provide more public services and facilities) and any barriers to implementing each scenario will be identified by analyzing traffic, transportation, land use, housing, development, and local government elements as they pertain to each development scenario. Urban design strategies to achieve revitalization and redevelopment will be assessed, advising on streetscape/street design opportunities, developing prototypical building types, and developing conceptual sketches to illustrate the potential for transformation, including the creation of high quality graphic materials to communicate the impact of transformation. Analysis of existing circulation will identify issues, opportunities and constraints to improve access and mobility,

including input on issues such as capital improvements, circulation, access, parking strategies, and other actions to incent private investment, and to improve multimodal access and circulation. Implementation strategies will be formulated based on the findings. Reports for each individual case study will summarize the case specific data collected, impacts, barriers, and implementation strategies.

4) **Collectively Analyze Case Studies.** The results of the case studieswill be analyzed for possible trends, themes, and connections between implementation barriers, transportation, land use, and economics.

B. **Define and Depict the "Grand" in the Boulevard Corridor and Develop Tools to Align City Plans and Policies**

1) **Represent Corridor-wide existing development patterns and functions.** Based on existing development, prepare a diagram illustrating the existing urban transect structure along the length of the El Camino Real Corridor. In tandem, diagram existing Corridor segments with existing streetscape consistency. Build on ECHO Phase I findings to identify the pattern of activity/intensity centers in and near the Corridor, including walking radii and trade areas. Use GBI cities' current zoning codes, General Plans, Specific Plans, etc. to establish a common descriptive basis of planned uses, intensities, and improvements.
2) **Represent the planned future Grand Boulevard Corridor.** Using the common descriptive basis of planned uses established above, create a single diagram which illustrates GBI cities' plans and policies. Diagram the existing urban transect structure of the Planned Future Corridor.
3) **Summarize the relationships between the overall corridor analysis and individual plans/policies.** Apply the ECHO I analysis framework to the Planned Future Corridor Map/Diagram and summarize (including individual examples of greater continuity or synergy) for GBI discussion and use.
4) **Assess/identify correlations between the Planned Future Corridor (diagrams) and Community Desires.** Utilize input from the ECHO city Stakeholder committees, Complete Streets design work, GBI Working Committee and Task Force, and GBI Advocacy TAC.
5) **Identify planned extents of continuous streetscape improvements and corridor-wide tools for comparison with existing streetscape consistency.** The final diagrams and tools developed will summarize existing Corridor development and streetscape conditions alongside city policies and provide the tools to align adopted plans and policies throughout the corridor.

C. **Prepare the "Guidance to Grand Boulevard Cities: Implementation Action Guide."**
This document will include guidance to all GBI communities on the "how to" of transforming the El Camino Real Corridor, including expanded information about where, when and how to deploy each tool, real world examples to demonstrated the outcomes that can be expected, as well as high-quality graphics and illustrations. It also will include diagrams summarizing existing Corridor-wide development and streetscape conditions alongside the mosaic of cities' policies to provide a basis for shared understandings, approaches and tools toward "making it Grand" and providing a basis for describing the regional advantage.

3. INFRASTRUCTURE NEEDS ASSESSMENT AND FINANCING STRATEGY

This project will evaluate the state of readiness of infrastructure to accommodate transit-supportive development in the El Camino Real Corridor and develop a strategy to provide and finance the infrastructure to accommodate the desired density and intensification. Emphasizing collaboration with utility districts and municipalities, we will review and assess existing and planned capacity for sewer, water, power, waste

management, and stormwater to accommodate the increase in development density and intensity anticipated in the vision for the Grand Boulevard. The assessment will summarize long-range plans and expansion projects within the corridor, the growth and technology assumptions that form the basis for infrastructure planning, constraints that limit the expansion of infrastructure, and an analysis of the gap between older planning and current corridor growth forecasts. The first part of the resulting strategy will identify strategic infrastructure-expansion needs based on updated planning and technology assumptions, prioritize intensification-ready areas in the corridor, and identify constrained areas where growth will be limited. The second part of the strategy will include an infrastructure financing strategy combining local, sub-regional, and regional (corridor-wide) mechanisms. The financing plan will address the wet and dry utilities described above as well as the reconfiguration, streetscape and multi-modal enhancements required to achieve the vision of the Grand Boulevard.

While there is strong consensus among both elected officials and citizens that the Grand Boulevard Initiative is a very important endeavor for all of the participating communities, there is no understanding of how to go about implementing the overarching vision. Part of the implementation challenge is related to market conditions and to choices made by individual property owners; another part of the challenge is to create a comprehensive strategy for financing the transformational features of the corridor. If these improvements could be made, they will address many of the existing market challenges. Transformation features include three components 1) reconfiguration of the El Camino Real itself from a conventional arterial to a multi-modal street; 2) additional pedestrian enhancements and landscaping beyond the street reconfiguration; and, 3) upgrading the infrastructure to accommodate the anticipated development intensification along the corridor.

Typically, these types of improvements are financed through some form of “value capture mechanism” such as impact fees, assessment districts, tax increment financing, or exactions on a city by city basis and predicated on some amount of new development. However, not all parts of the Grand Boulevard corridor are going to experience the same level of redevelopment necessary to “fund” these value capture mechanisms; and much of the development that will occur will be too small in scale to support the total cost of the necessary improvements. Therefore, traditional municipal financing tools will be insufficient to fund the Grand Boulevard’s transformation.

This grant will provide the opportunity to both assess what the cost of these transformation improvements will be and to develop a strategy that includes some combination of local, sub-regional, and regional (referring to the entire corridor) financing strategies. Currently, there are no models to address this financing challenge anywhere in the United States, yet virtually every region in the Country has similar corridors requiring significant new investment to both facilitate “smart growth,” and create a robust and effective transit system. The following tasks would be undertaken:

A. **Inventory and assess the infrastructure “needs” to facilitate new infill development, reconfigure the El Camino Real, and provide appropriate supporting place-making improvements along the corridor.**

1) **Summarize the state of the corridor’s infrastructure**. Meet with responsible agencies and utility districts serving the Corridor (sanitation, water, power, waste management, and stormwater) and review their long-range plans if available for their respective districts and the Corridor itself. To the extent available, review growth assumptions used to develop the long-range plans, comparing with current growth projections for a transit-supportive corridor. Through discussions with agencies qualitatively assess existing deficiencies, gaps in planned infrastructure capacity to accommodate future development, and identify the types of upgrades needed to achieve the desired types and magnitude of development in the corridor.

This task will summarize the state of infrastructure in the corridor, identify known deficiencies and summarize and map current infrastructure expansion plans, identifying areas of potential future inadequacies. Identify places with the most constraints – deficiencies or lacking in capacity for growth, and identify the most "infrastructure-ready" places – that can accommodate growth.

2) **Develop case studies for testing the application of implementation strategies**. Collect information from municipalities with the highest intensification planned on the corridor to assess the municipal infrastructure needs and capacity for growth.

3) **Develop performance measures and prioritization criteria**. Working with utility providers, develop performance measures and prioritization criteria for areas of intensification. Performance measures will emphasize a sustainable balance between infrastructure needs for the desired level of development and the ability to finance the needs keeping pace with development as described below. Criteria for prioritizing areas for intensification will combine both the state of existing and planned infrastructure and the projected strength of the market for areas and types of transit-supportive development. Apply the criteria and identify areas in the corridor best suited for intensification in the near-term, mid-term and long-term based on existing and planned conditions.

4) **Develop planning framework and infrastructure implementation plan**. Develop generalized infrastructure needs that utilities and municipalities need to consider to eliminate deficiencies and expand capacity beyond what is planned to accommodate anticipated intensification. Use this information to develop a planning framework for updating long-range planning focusing on the corridor. This includes a menu of infrastructure needs and a toolbox of implementation actions and strategies (by responsible entity) that relate to the different contexts along the corridor.

B. **Prepare a Corridor-wide Infrastructure Improvement Cost Estimate.** Planning level order of magnitude cost estimates will be compiled for the infrastructure improvements identified in the previous task to bring the current state of planning up to the needs of an intensified transit-supportive corridor. The goal is to provide a reasonable and credible general cost estimate reflecting the order of magnitude for the transformation improvements, rather than to develop a precise cost for every project. Part of this exercise will be to break out costs that are typically borne by local municipalities, costs that are related to sub-regional utility providers, and costs related specifically to improving the El Camino Real into a multi-modal street. Each of these types of costs is associated with a different array of financing mechanisms and implementation strategies. By separating out the cost for improving the El Camino Real itself and looking at this as one cost, rather than a series of individual costs for each community, this sets the stage for creating a uniform approach to financing the improvements, while also creating the opportunity to establish uniform mobility performance standards for the entire corridor. Such standards are necessary because the benefits of creating a multi-modal corridor will only achieved if the entire Corridor, or substantial segments, is improved to the same standard, and performs the same mobility functions across its entire length. Further, this establishes equity and/or the nexus necessary for some types of financing mechanisms. One of the key strengths of this project is that it proposes to maintain these mobility standards across 19 jurisdictions and two counties, while allowing each jurisdiction to make its own choices about the adjacent land uses, and place making characteristics.

C. **Identify Existing Funding Sources and Funding Gaps.** Some of the proposed improvements along the corridor may already be funded through existing redevelopment plans, capital improvement plans, impact fees, etc. These funded facilities will be identified, as will major funding gaps. In situations where new financing mechanisms may be proposed, particularly in the case where a corridor wide mechanism

could be an option to pay for transforming the El Camino Real into a multi-modal street, outreach and discussion will be conducted with the constituent cities, or at least a representative sample of municipalities. To the extent necessary additional information will be generated to help citizens, local elected officials, and city staff understand the benefits they would receive related to the improvements they would be making.

D. **Identify Existing and Potential Funding Sources for Unfunded Improvements.** All of the facilities lacking a designated funding source will be grouped into categories based on the geographic area of the benefit they could provide. For example, sewer improvements may impact an area that extends across multiple jurisdictions, or within only a small area of a single city. Other improvements, including reconfiguration of the El Camino Real, will impact the entire corridor. Various funding alternatives will be explored for each type of improvement and each geographic scale. As necessary, new financing mechanisms, including some kind of a corridor wide taxing district, will be explored to understand how much money could potentially be raised, and how this matches with the actual cost or need.

E. **Prepare Final Financing Strategy.** This strategy will fulfill two main objectives. First, it will provide a comprehensive overview of the need for transformation infrastructure, and will prioritize the necessary investments to leverage other activities, including market momentum, and existing local investment programs. Second, it will provide a path forward for communities to begin making the transformation improvements necessary to ultimately implement the Grand Boulevard vision.

Supportive Planning Activities

The proposed planning activities outlined above for which funding is being requested will be complemented by and coordinated with the following parallel Grand Boulevard efforts.

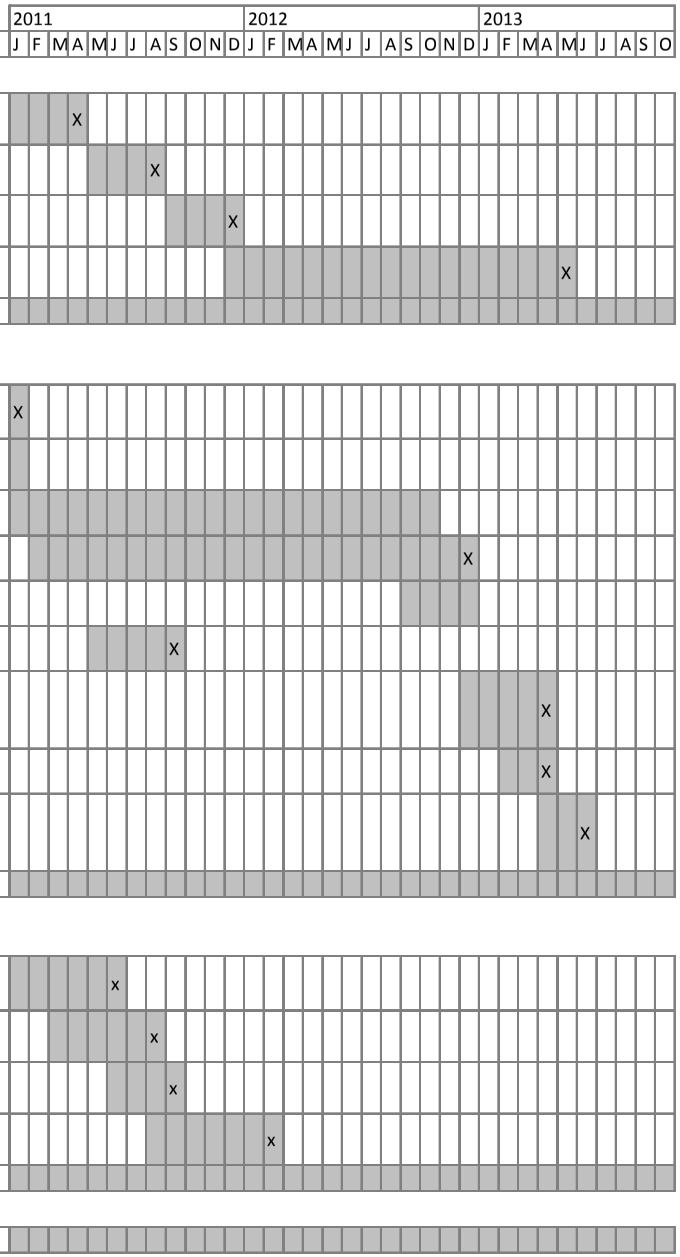
A. **San Mateo County Transit Planning.** The San Mateo County Transit District (SamTrans) recently kicked off a Comprehensive Operations Analysis (COA) of the bus, shuttle, and paratransit system. The COA will include an Express Bus/Bus Rapid Transit Phasing Plan for El Camino Real within San Mateo County. This work will complement the BRT planning currently underway by the Santa Clara Valley Transportation Authority (VTA) for El Camino Real within Santa Clara County. Plan goals include enhancing transit connections to existing job centers and improving access for low-income populations to jobs through implementation of “last mile” circulators, employer shuttles to rail stations, and TDM measures.

B. **Santa Clara County Transit Planning. VTA** is currently conducting preliminary design for a Bus Rapid Transit (BRT) service in their 18-mile portion of the Grand Boulevard Corridor which extends from San Jose’s Diridon Station, a future High Speed Rail hub, and the City of Palo Alto

C. **Social Marketing and Community Engagement.** Each of the proposed TIGER/HUD strategies above will include a strong outreach component to advise the planning processes and advance the study findings. Additionally, the SamTrans will partner with the San Mateo County Health System and local advocacy organizations to conduct a multi-pronged public engagement program that will support the proposed activities and increase public support for the Grand Boulevard Initiative. The project includes identifying common messaging regarding development of the Corridor in coordination with a broad range of advocacy organizations to conduct a social marketing campaign.

Grand Boulevard Initiative: Removing Barriers to Livable Communities - BUDGET & SCHEDULE

Activity #	Sub Activity	Lead Entity	Supporting Entities	Cost	Milestones
1. Complete Streets Case Study Implementation					
1.1	Background and Case Study Selection	SamTrans and Consultant	Caltrans/CCAG/VTA/ GBI Working Committee	$40,000	Background and Design Parameters Report
1.2	Develop Complete Streets Design Process	SamTrans and Consultant	Caltrans/CCAG/VTA/ GBI Working Committee	$45,000	Design Process Report
1.3	Demonstrate Process - Initial Case Study	Consultant and SamTrans	Caltrans/CCAG/VTA/ Municipal Sponsor	$60,000	Demonstration Project Report
1.4	Apply Process and Design Remaining Case Studies	Consultant and SamTrans	Caltrans/CCAG/VTA/ Municipal Sponsor	$225,000	Final Report of Complete Street Designs
1.5	GBI Coordination & Staffing	SamTrans		$160,000	
			Subtotal	**$530,000**	
2. Economic Housing Opportunities Assessment Phase II					
2.1	Background	SamTrans and Consultant	Project TAC and GBI Working Committee	$29,626	Existing Conditions Summary Memo & Graphics
2.2	Identify and Select Participants	SamTrans and Consultant	Project TAC and GBI Working Committee	$10,000	Invitation; Final list of participants; Final Scope of Work / case study
2.3	Ongoing Stakeholder Outreach	Case Study City	Consultant and SamTrans	$80,000	Meeting list; Agendas; Minutes
2.4	Perform Individual Case Studies	Case Study City	Consultant and SamTrans	$160,000	Individual case study summaries
2.5	Collectively Analyze Case Studies	Consultant	Project TAC and GBI Working Committee	$75,000	Draft Summary of Themes and Commonalities
2.6	GBI Framework Analysis	Consultant	Project TAC and GBI Working Committee	$79,459	Analysis & Regional Advantage Presentation
2.7	Draft Implementation Action Guide	Consultant	Project TAC and GBI Working Committee	$30,000	Draft Guidance to GBI Cities: Implementation Action Guide and additional report(s)
2.8	Draft GBI Framework Report	Consultant	Project TAC and GBI Working Committee	$21,761	Draft GBI Framework Report + Diagrams
2.9	Final Product	Consultant	Project TAC and GBI Working Committee	$31,394	Final Guidance to GBI Cities: Implementation Action Guide and additional report(s)
2.10	GBI Coordination & Staffing	SamTrans		$120,000	
			Subtotal	**$637,240**	
3. Infrastructure Needs Assessment and Financing Strategy					
3.1	Inventory Need	Consultant and SamTrans	GBI Working Committee	$100,000	Inventory Need
3.2	Prepare Cost Estimates	Consultant and SamTrans	GBI Working Committee	$100,000	Prepare Cost Estimates
3.3	Identify Fund Sources and Gaps	Consultant and SamTrans	GBI Working Committee	$100,000	Identify Fund Sources and Gaps
3.4	Prepare Financing Strategy	Consultant and SamTrans	GBI Working Committee	$50,000	Prepare Financing Strategy
3.5	GBI Coordination & Staffing	SamTrans		$80,000	
			Subtotal	**$430,000**	
4. Project Administration				$100,000	
			Subtotal	**$100,000**	
			Total Project Cost	**$1,697,240**	
			Total Grant Request	**$1,097,240**	
			Total Matching Funds	**$600,000**	**35% (SamTrans $300,000 + C/CAG $300,000)**



Performance Measures

The table below shows the performance measures, as related to project outcomes and outputs that will be tracked and reported. Performance measures shown in italics are not likely to be available during the three year implementation planning period.

Outcomes	Outputs	Performance Measures
Complete Streets Design Plans		
• New street configuration for 43-mile GBI Corridor • Build Complete Streets supporting multi-modal transportation • Mode shift to transit and non-motorized • Increased safety and livability	• One design at 65% • 6 to 10 designs at 25-30% • Funding strategy • *Reduced VMT/GHG upon implementation* • *Increased transit ridership and walking and bike trips* • *Reduction in accidents*	• Schedule • Budget • # of Caltrans design exception approvals • Plans endorsed by City/County • *Incorporated in City and County CIPs*
Economic and Housing Opportunities Assessment Phase II		
• Higher density, sustainable development in Corridor • Additional affordable, work force, and senior housing • Mixed use development • Reduced pressure on open space development	• Development scenarios • Depictions of and tools to create the "Grand Boulevard" • Corridor Wide Guidance to "Make the Case" • *Reduced VMT/GHG upon implementation* • *Increased transit ridership and walking and bike trips*	• Schedule • Budget • Development scenarios Incorporated in City/County plans • Level of community and business involvement • *Increased densities and housing units in city/county plans* • *TOD approvals*
Infrastructure Plan and Financing Strategies		
• Infrastructure to support intensified development in the Corridor	• Current state assessment • Needs assessment (matched to ECHO) • List of capital infrastructure projects • Financing strategy • *Increased rate and level of development*	• Schedule • Budget • Incorporation of capital projects and financing into city/county CIPs • *Movement toward multi-agency financing to support smart growth*

Italics = Likely beyond the three year planning implementation phase

LEVERAGING AND COLLABORATION

Since its inception in 2006, the momentum of the GBI has only grown as it gains political support and funding from a number of member organizations. It is telling that in this time of economic uncertainty, participation and support for the GBI is higher than ever; member agencies recognize how fundamental the need for collaborative planning is for the region's success. The sponsoring agencies, the San Mateo County Transit District, Santa Clara Valley Transportation Authority (VTA), and the San Mateo County City/County Association of Governments (C/CAG), Joint Venture: Silicon Valley Network, and the San Mateo County Economic Development Association (SAMCEDA), have consistently dedicated both funding and staff time towards this effort. Each of these agencies has gone beyond their standard realm of concern by recognizing the complex links among of the planning decisions made by the multiple jurisdictions on the corridor.

Implementation of this project would be managed by staff at SamTrans in coordination with staff at VTA and C/CAG who work on Grand Boulevard Initiative projects.

As described above, the planning efforts proposed for funding will leverage significant work underway by GBI partners. The grant projects also will apply the Multimodal Access Strategies and Streetscape Prototypes in the *Grand Boulevard Multimodal Corridor Plan,* and complete the work initiated by Phase I of the *Economic & Housing Opportunities Assessment.* Importantly 14 of the 19 GBI cities have developed plans that emphasize TOD and densification of the Corridor. Finally, the Peninsula is the preferred route for High Speed Rail in California with three to four stations planned within the Corridor.

Attachment B includes funding commitment letters for a $300,000 cash match from the San Mateo County Transit District and a $300,000 cash match from the City/County Association of Governments of San Mateo County. Additionally, much of the work of the GBI and outreach to communities is provided by sponsor and member entities at the local and regional level.

Support Letters:

California Department of Transportation
Metropolitan Transportation Commission
Association of Bay Area Governments
Bay Area Air Quality Management District
Santa Clara Valley Transportation Authority
San Mateo City/County Association of Governments
Joint Venture: Silicon Valley
Mid-Peninsula Housing
Greenbelt Alliance
San Mateo County Health System
San Mateo County Department of Housing
San Mateo County Economic Development Association
Sierra Club
Stanford University
City of Belmont
City of Burlingame
City of Daly City
City of Los Altos
City of Menlo Park
City of Palo Alto
City of Redwood City
City of San Bruno
City of San Carlos
City of South San Francisco
City of Sunnyvale
Town of Colma

CAPACITY

Since its inception, the Grand Boulevard Initiative has primarily been staffed by the San Mateo County Transit District's Planning and Development Division. The District's Manager of Strategic Development, Corinne Goodrich, is the Program Manager for the Initiative and will be the project manager for this effort. Ongoing staff support is provided by District planning, communications, and government relations staff and the staff from the other sponsoring agencies. A consultant team will be selected to conduct the study, with consultant selection based on experience with corridor revitalization and intensification, smart growth and transit oriented development, using the District's on-call consultant contracts. Memoranda of Understanding will be executed with participating entities, similar to existing joint efforts.

Two major GBI multi-agency planning efforts are currently nearing completion under the leadership of the District's Manager of Strategic Development. The *El Camino Multimodal Transportation Corridor Plan* is a $534,000 joint effort by the District, the San Mateo County Congestion Management Agency (C/CAG) and the Santa Clara Valley Transportation Authority (VTA), funded by a $300,000 Caltrans Statewide Planning grant and in-kind contributions by the sponsoring agencies. Phase I of the *Economic & Housing Opportunities Assessment (ECHO)* is funded for $355,000 by C/CAG, the District, the Metropolitan Transportation Commission (MTC), and the Silicon Valley Community Foundation. Each of these planning efforts has the active participation of the GBI members.

The Manager of Strategic Development has over 25 years of experience in transportation project and planning management, including State planning grants for a *Senior Mobility Action Plan* (2006), *TOD Opportunities Study* (2007), and *Countywide Plan for Low Income Populations* (ongoing). Ms. Goodrich also has led the development of three *Community Based Transportation Plans* and the *San Mateo County Welfare-to-Work Plan* (2000), all of which have involved significant community outreach and participation.

The work of the Grand Boulevard Initiative is disseminated at a number of levels to promote capacity building and knowledge sharing of our cross-cutting policy work. Our Working Committee, which meets monthly, includes staff representatives of all 19 cities, both counties and agencies with purview over the roadway and surrounding uses. The Task Force, with 46 members, meets quarterly and includes elected and appointed officials of the aforementioned entities, as well as representatives for the environmental, labor and development communities. Our meetings are attended by many advocates and interested parties; staff makes frequent presentations to local and regional organizations; we have made presentations at national conferences (APTA, APA, Railvolution, upcoming New Partners for Smart Growth); and our web site hosts a broad range of plans and information about smart growth and TOD (www.grandboulevard.net). The Association of Bay Area Governments has agreed to promote and disseminate the work completed under this grant regionally and nationally should it be awarded.

ATTACHMENTS

A. Letters of Commitment:
San Mateo County Transit District
City/County Association of Governments of San Mateo County

B. Support Letters

C. Grand Boulevard Initiative Vision, Challenge, & Guiding Principles

D. Project Area Maps from ECHO Phase I
Project Area: Regional Employment Clusters
ABAG FOCUS and Grand Boulevard Initiative High Growth Nodes – Households
ABAG FOCUS and Grand Boulevard Initiative High Growth Nodes – Jobs

E. Federal Wage Rate Requirement

SANTA CLARA
Valley Transportation Authority

Date: June 29, 2011
Current Meeting: July 14, 2011
Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
Technical Advisory Committee

THROUGH: General Manager, Michael T. Burns

FROM: Chief CMA Officer, John Ristow

SUBJECT: Transportation Impact Analysis (TIA) Guidelines Advisory Technical Memorandum on Existing Plus Project Conditions Study Scenario

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FOR INFORMATION ONLY

VTA, as the Congestion Management Agency (CMA) for Santa Clara County, is responsible for developing uniform methods for evaluating transportation impacts of land use decisions on the Congestion Management Program (CMP) roadway system. These methods, as described in VTA's *Transportation Impact Analysis (TIA) Guidelines*, are periodically reviewed and updated.

In response to the recent ruling by the California 6th District Court of Appeal in *Sunnyvale West Neighborhood Association v. City of Sunnyvale City Council, December 2010* (later upheld in May 2011) where the issue in question was related to traffic analysis in accordance with the California Environmental Quality Act (CEQA), Member Agencies, through the Technical Advisory Subcommittee and Systems Operations and Management Working Group, requested VTA staff to document what this decision means to the TIA Guidelines.

Attached is an advisory technical memo prepared for the Member Agencies that provides additional information and clarification on the traffic study analysis requirements for VTA's TIA Guidelines.

Prepared By: Eugene Maeda and Ying Smith
Memo No. 3112

SANTA CLARA
Valley Transportation Authority

MEMORANDUM

Writer's Direct Telephone: (408) 952-4298

TO: VTA Member Agencies

FROM: VTA Congestion Management Agency Staff

DATE: June 21, 2011

SUBJECT: Transportation Impact Analysis (TIA) Guidelines Advisory Technical Memorandum on Existing + Project Conditions Study Scenario

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The current TIA Guidelines, adopted in March 2009, requires analysis of the following study scenarios:

- Existing Conditions – This study scenario evaluates current conditions as it exists today.
- Background Conditions (Existing + Approved Projects) – This study scenario evaluates backgrounds that are based on the sum of existing trips and trips from approved developments in the area.
- Project Conditions (Existing + Approved Projects + Project) – This study scenario evaluates the addition of estimated trips generated by the proposed new development to the background conditions.
- Cumulative Conditions - The following are options for this study scenario:
  - Near-Term Cumulative Conditions (Existing + Approved Projects + Project + Expected Growth) - This scenario evaluates the expected growth in addition to the Project Conditions until the proposed new development is expected to be available for final occupancy **or**,
  - Alternate Cumulative Conditions Analysis - The Lead Agency may substitute a long-term cumulative conditions analysis conducted as part of an environmental analysis in place of the near-term cumulative conditions analysis.

At the discretion of the Lead Agency, an additional scenario that describes an Existing + Project Conditions may be included in the study analysis as part of the TIA report. This scenario would evaluate the effects on the current existing conditions of the transportation system by the new development.

The Existing + Project Conditions scenario is not an alternative for the Project Conditions analysis. The Lead Agencies are responsible for having the TIA reports prepared in a format that is consistent with the methodologies described in VTA's current TIA Guidelines.

Background

VTA, as the Congestion Management Agency (CMA) for Santa Clara County, is responsible for developing uniform methods for evaluating transportation impacts of land use decision on the Congestion Management Program (CMP) roadway system. These methods, as described in VTA's TIA Guidelines, are periodically reviewed and updated.

Member Agencies have expressed a desire to add an option for including an Existing + Project study scenario as part of VTA's TIA Guidelines. This technical memorandum supports the Member Agencies' needs and provides clarification for including the Existing + Project Conditions in the TIA report.

The VTA TIA Guidelines is not intended to provide all information required for compliance with the California Environmental Quality Act (CEQA). VTA encourages Member Agencies to include any other pertinent information not outlined in the Guidelines to identify environmental impacts and to seek guidance from their respective legal counsels on matters related to CEQA.

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