Parking and TDM Study: Public Review Draft

Prepared for the City of San Leandro

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Executive Summary

This report represents the City's efforts to address citywide parking challenges, update its parking regulations, and establish a Transportation Demand Management (TDM) framework that aligns with State laws, federal regulations, and local planning goals in San Leandro. The recommended parking and TDM reforms represent a shift toward a more market-driven approach to parking for new development, while emphasizing the efficient use of shared parking resources and incentivizing non-auto travel modes, and are intended to guide future updates to the City's Zoning Code.

This report is organized to present *Existing Parking and TDM Conditions*, followed by separate detailed *Recommendations for Parking Code Reforms* and *Recommendations for a new TDM Framework*, which are informed by observed existing conditions, stakeholder input, and best practices, which are also presented in this report and detailed in appendices. A TDM Strategy Toolkit and a TDM program Guidelines document are also included in the appendices, to provide developers and staff with the tools necessary to implement the recommendations.

The City has several tools at its disposal to address shortcomings in its current parking regulations that contribute to higher development costs, decreased housing affordability, and increased auto use. Recommendations for parking code reform are organized into three categories, off-street parking, shared parking, and on-street parking reforms. Specific Zoning Code modifications are delivered separately

In addition to parking reforms, the report outlines a framework for implementing Transportation Demand Management in San Leandro to support the use of walking, bicycling, transit, and other alternatives to driving. The recommended approach includes requiring developers to submit a TDM checklist that would require implementing certain TDM strategies, such as commute surveys and education, and one additional TDM strategy to be selected from an available menu of optional TDM strategies. The TDM framework introduces a streamlined process for submittal, and an annual monitoring and compliance process to ensure that TDM measures are implemented effectively over time.

Summary of Parking Code Reforms

This section summarizes eight recommended edits to the San Leandro Zoning Code, organized into three categories, off-street parking, shared parking, and on-street parking.

Off-Street Parking Code Reforms (A.1 - A.4)

A1. Adjust Parking Minimums

The general recommendation is to either (1) eliminate all minimum parking requirements, or (2) modify and simplify minimum parking requirements to align with peak demand, or (3) modify minimum parking requirements and allow reductions for implementation of TDM strategies.

Given the observed existing conditions, analysis of parking for recently entitled land use developments, and feedback during public and staff focus group sessions, **the most fitting option for San Leandro would be Option 2, to modify and simplify minimum parking requirements**.

To implement this recommendation the City would maintain existing parking ratios for single-family and two-family residential dwellings and Public and Semipublic land uses. However, the existing required parking ratios for Commercial, Industrial, and certain other Residential land uses would be adjusted and land use types with similar parking demand should be consolidated into fewer land use categories. Table 1 shows a summary of the proposed modifications to parking ratios in comparison to the existing requirements.

Table 1 – Proposed Minimum Vehicle Parking Requirements		
Land Use	**Current**	**Proposed**
Residential – Market-Rate (Multi-Family)	Studio/1-bedroom: 1.5/unit; 2-bedroom: 2.25/unit; 3+bedroom: 2.5/unit	Studio/1-bedroom: 1/unit; 2-bedroom: 1.5/unit; 3+bedroom: 2/unit
Residential – Below Market-Rate (Multi-Family)	Studio/1-bedroom: 1.5/unit; 2-bedroom: 2.25/unit; 3+bedroom: 2.5/unit	Studio/1-bedroom: 0.5/unit; 2-bedroom: 1/unit; 3+bedroom: 1.5/unit
Commercial, Office	Office: 3.3/ksf	2/ksf
Commercial, Services	Retail: 5/ksf for first 5 ksf; 4/ksf over 5 ksf Restaurant: 10/ksf for first 40 ksf; 20/ksf of seating area over 40 ksf	3/ksf
Hotel	1.1/room	0.5/room
Industrial	General: 1/ksf Warehouse: 0.67/ksf	0.5/ksf
Institutional	Cultural Institution: 3.3/ksf Hospitals: .67/ licensed bed	1.5/ksf
Other	Schools: As specified by use permit	Determined by parking study

Note: ksf = thousand square feet

A2. Unbundled Parking

"Unbundling" parking is the practice of keeping the price of parking separate from the price of purchasing or leasing property or units.

It is recommended that the City require unbundled parking for certain multi-family residential uses (i.e., three or more units) and non-residential projects greater than 10,000 square feet.

This requirement **would not apply** to the following residential uses:

- Uses with individual garages that are functionally part of the property or unit;
- 100-percent affordable housing projects
- Projects receiving low-income housing tax credits;
- Developments financed by tax-exempt bonds through the California Housing Finance Agency; or
- Units leased to tenants receiving federal housing assistance vouchers.

A3. Off-Street Electric Vehicle and Accessible Parking

The San Leandro Zoning Code should automatically reference the latest version of the *California Green Building Standards Code* (CALGreen). The Code should cite the requirements for off-street electric vehicle charging spaces and accessible parking spaces from CALGreen and the *California Building Code*.

A4. Bicycle Parking Requirements

The bicycle parking requirements shown in Table 2 are recommended for new uses and changes of use greater than 10,000 square feet.

Table 2 – Proposed Bicycle Parking Requirements

Land Use	Short-Term Spaces	Long-Term Spaces	Cargo & Adaptive	Electric Bicycles	Showers	Lockers
Residential	0.25 per unit	0.75 per unit	10% of required long-term spaces	1 outlet or other charging infrastructure changer per 5 required long-term spaces	N/A	N/A
Hotel	0.05 per room	0.05 per room				75% of required long-term bicycle parking spaces, minimum of 2
Commercial-Office, R&D & Institutional	0.167 per ksf	0.50 per ksf			1 unisex for first 40 ksf; 1 unisex for each additional 20 ksf, minimum of 1	
Commercial-Services	.375 per ksf	0.125 per ksf	5% of required long-term spaces		N/A	N/A
Industrial	0.025 per ksf	0.075 per ksf			1 unisex per 100 ksf, minimum of 1	75% of required long-term bicycle parking spaces, minimum of 2
Other	Determined by parking study					

Notes: A minimum of two short-term spaces and one long-term space shall be provided for each non-residential use; R&D = Research and Development; LT = long-term; sf = square feet; ksf = 1,000 square feet

Shared Parking Reforms (B.1 - B.2)

B1. Increase Distance Allowed for Off-Site Parking

Increase the distance allowed between a use and its off-site spaces, satisfying minimum parking requirements in accordance with AB 894.

B2. Require Shared Parking for Non-Residential Uses

In areas within one-half mile of major transit stops, apply AB 2097 to require that 100 percent of new vehicle parking supplied for non-residential uses be shared with the public during non-business hours.

On-Street Parking Code Reforms (C.1 - C.2)

C1. On-Street Accessible Parking

Reference federal standards for accessible on-street parking from the *Public Right-of-Way Accessibility Guidelines* (PROWAG) in the San Leandro Municipal Code.

C2. Daylighting

Reference AB 413, California's "Daylighting" law, in the San Leandro Municipal Code.

Summary of TDM Recommendations

The recommendation is that the City establish TDM Regulations for New Development, creating a TDM framework consisting of applicability thresholds, submittal of a TDM checklist, implementation of required TDM strategies, and annual monitoring and compliance

Applicability Thresholds and Exemptions

- Apply TDM requirements in the new ordinance to all **new non-residential developments or changes of use that are at least 50,000 square feet** of gross floor area or more, and to all **new residential developments or changes of use that are at least 25 units or more**.
- Establish requirements for a simplified list of five land use categories (general office, manufacturing, shopping/retail plaza, fine dining restaurant, multifamily residential).
- Exempt certain types of projects, including small non-residential developments (0 – 49,999 GSF), single-family residential projects, small residential developments (1-19 units), and 100 percent affordable housing projects. Even though fully affordable projects would be exempt from TDM requirements, the City could make them beneficiaries of TDM programs.

TDM Strategy Requirements

Maintain a list of **TDM Strategies** required for **both non-residential and residential developments**.

Three baseline **Required TDM Strategies** (each project must do all required measures) and nine **Optional TDM Strategies** (each project must do at least one measure from a flexible list) would be required as part of the development review process.

Baseline TDM strategies are focused on flexible, lower-cost efforts that can generate important valuable mode share information for City staff while increasing awareness and shifting local attitudes about non-driving transportation options.

Optional TDM strategies are intended to provide ample flexibility for developers and property managers to satisfy TDM requirements with strategies that support the specific needs of their project without creating new costs or barriers to development.

Submittal, Monitoring, and Reporting

- The City should create and maintain a simple TDM Checklist and require it to be submitted by developers at the time of development review and approval. All residential and non-residential projects subject to TDM requirements must complete and submit the TDM checklist, acknowledging understanding about required TDM Strategies and indicating which optional TDM Strategies will be implemented to satisfy TDM requirements.
- The City should require developers and property managers to complete an annual self-certification process to confirm that all TDM requirements continue to be fulfilled during the lifetime operation of the development.

Program Compliance , Monitoring, and Enforcement

- The City should follow the existing Zoning Code compliance process for enforcing TDM requirements to minimize the administrative effort needed to manage enforcement of the TDM program.

Prepared Materials for Implementation

To accompany these recommendations, this report includes specific materials to aide staff in implementing the recommendation.

- **Appendix E – TDM Program Guidelines**
    - **TDM Requirements in San Leandro** - A resource to help developers, public officials, and community stakeholders understand the TDM program requirements and how they shall be implemented.
    - **TDM Strategy Toolkit** - Sourced from best practices for TDM programs, the toolkit describes every required and optional TDM strategy. Each measure is fully detailed with guidance about related submittal and monitoring requirements, relative cost estimates and impacts, tips for successful implementation, indication abut possible dual compliance with MTC's Commuter Benefits Program, and where applicable, an estimate of the VMT-reducing impacts.
- **Modifications to the Zoning Code** to adopt the recommended parking code reforms and establish the recommended TDM framework (delivered separately).

Summary of Existing Conditions

Existing Parking Conditions

This chapter presents a summary of existing parking conditions within the City of San Leandro. The purpose of the analysis is to identify existing parking data and document the current policy and regulatory framework for on- and off-street parking. By summarizing current code requirements, parking management programs, development and parking supply data, local and regional policies, and area-specific planning documents, the existing conditions survey provides context upon which recommendations for parking code reforms are built.

Parking Inventory and Regulation

The City of San Leandro is comprised of more than 20 individual land use zones. Specific parking policies and requirements for off-street vehicle and bicycle parking are presently imposed by land use and based on location, using specific key zones, including the Downtown Area (DA), South Area (SA), Bay Fair Transit Oriented Development (B-TOD), Public and Semipublic Areas (PS). Other zones will be classified as General Areas (G) moving forward.

Parking inventory information for the City of San Leandro was only available for the downtown area and was based on the most recent data provided in the City's *Downtown Parking Management Plan,* CDM Smith, 2017. On-street parking spaces were inventoried into two categories: those within the downtown core and those within the downtown periphery. Across these two areas, 1,773 on-street and 1,153 off-street spaces are provided, for a cumulative 2,926 parking spaces downtown.

Current Approach to Managing Parking

- Currently, the San Leandro Zoning Code requires traditional minimum vehicle parking requirements throughout the City, sometimes requiring different parking ratios for the same land use based on location, where location is often referenced by zoning districts (DA, SA, B-TOD). The Zoning Code also prohibits most minimum parking requirements within one-half mile of BART stations and Bus Rapid Transit stops on East 14th Street (generally consistent with State law, AB 2097).

- The City currently does not have any shared parking agreements in place for meeting required off-street vehicle parking space requirements.

- Short-term and long-term bicycle parking is required for both residential and non-residential uses, and the required number of bicycle parking spaces varies between the Bay Fair Transit-Oriented District (TOD) and other parts of the city.

- The City of San Leandro currently operates employee parking permit programs in the Estudillo Parking Garage and Washington Plaza Lot, using a monthly fee system.

Recent Development Data (2019-2025)

Vehicle parking data from citywide developments approved during the past six years (between 2019 and 2025) were collected and analyzed.

Residential Developments

Residential development data analyzed consisted of seven multi-family rentals and owner-occupied condominiums and four owner-occupied townhomes.

The average number of spaces provided per unit was 1.24 for multi-family rentals and condominiums, and 2.04 for townhomes. Table 3 summarizes the residential data analyzed.

Table 3 - Vehicle Parking Supplied with Residential Developments (2019-2025)					
Type of Residential Project	**Multi-Family Rentals & Owner-Occupied Condominiums**				**Townhomes**
	Fully Market-Rate	**Partially Affordable**	**Fully Affordable**	**Total**	
Avg. spaces/unit	1.29 spaces/unit	1.18 spaces/unit	1.01 spaces/unit	1.24 spaces/unit	2.04 spaces/unit
Avg. spaces/ bdr	0.75 spaces/bdr	0.83 spaces/ bdr	0.57 spaces/bdr	0.76 spaces/ bdr	0.65 spaces/ bdr
Avg. bdr /unit	1.71 bdr/unit	1.43 bdr/unit	1.76 bdr /unit	1.63 bdr /unit	3.13 bdr /unit

Note: bdr = bedroom

Non-Residential Developments

In total, 18 non-residential developments built in the last five years were also analyzed, including ten industrial projects, six commercial projects, one office project and one institutional project (i.e., a music school).

The average amounts of parking supplied per thousand square feet were 1.26 for industrial projects, 2.11 for commercial projects, 2.39 for the office project, and 3.47 for the music school.

Table 4 provides a summary of the non-residential development data analyzed.

Table 4 – Vehicle Parking Supplied with Non-Residential Developments (2019-2024)				
Type of Non-Residential Project	**Industrial**	**Commercial**	**Office**	**Institutional**
Average spaces supplied per ksf	1.26 spaces/ksf	2.11 spaces/ksf	2.39 spaces/ksf	3.47 spaces/ksf

Note: ksf = 1,000 square feet

Land Use and Planning Regulatory Context

- The *San Leandro 2035 General Plan* (GP) and the 2023-2031 Housing Element include a set of goals, policies, and actions relating to off-street vehicle and bicycle parking.
- The City released the Downtown Transit-Oriented Development Strategy in 2007, establishing reduced parking ratios for uses in the DA zones.
- The Bay Fair TOD Specific Plan effort was adopted (and amended in 2020), establishing reduced parking requirements, bicycle requirements by land use, and general development standards to guide new development around the Bay Fair BART Station and Hesperian Boulevard, where new bicycle travel lanes are planned.
- Recently enacted California assembly bills (ABs) related to parking management include AB 413, AB 894, AB 1317, AB 2097, AB 2162, and AB 2345.[1]

[1] AB 413 is known as the "Daylighting" law and prohibits on-street vehicle parking near a crosswalk. AB 894 requires that property owners can share excess parking with nearby uses. AB 1317 mandates that parking be "unbundled" from the price of certain residential properties. AB 2097 prohibits minimum parking requirements within a half mile of a major transit stop. AB 2162 prohibits minimum parking requirements for supportive housing. AB 2345 makes changes to the parking provisions in the State's "Density Bonus law" and limits the minimum parking requirements that can be set for affordable developments.

- To be prioritized for regional funding from the Metropolitan Transportation Commission (MTC) One Bay Area Grant (OBAG) program, cities must be partially or fully consistent with MTC's Transit Oriented Communities (TOC) policy.

General Plan and Housing Element Policies

The *San Leandro 2035 General Plan, including the 2023-2031 Housing Element,* include goals, policies, and actions that relate to vehicle and bicycle parking, including:

- **Action 14.1**: Retain services of a third-party parking consultant to analyze the City's minimum parking standards and conduct stakeholder outreach to identify recommended reductions or eliminations of residential parking minimums to implement the 2021 Climate Action Plan, reduce identified constraints to housing production and make housing developments more financially feasible. Consider establishing a Transportation Demand Management (TDM) Ordinance to encourage reduction in vehicle trips and reliance on automobile parking. Stakeholder outreach shall include discussions with for-profit and nonprofit housing developers, housing advocates, and environmental groups. Recommend any necessary changes to the City's Zoning Code to the Planning Commission at a public hearing for a recommendation to the City Council by January 2025.

Parking Conclusions and Key Findings

- **Within the downtown there are a total of 2,926 vehicle parking spaces, including 1,773 on-street public spaces and 1,153 off-street parking spaces.** To manage parking, the City maintains parking meters for on-street parking spaces and an employee permit program exempting users from time restrictions at select locations, including the Estudillo Parking Garage and Washington Plaza Lot. A residential parking permit program is also available for residential neighborhoods to provide free parking for those living in the area.

- **The San Leandro Zoning Code includes minimum vehicle and bicycle parking requirements as well as separate maximum parking requirements for varying sub-areas** including the Downtown Area, South Area, and Bay Fair TOD district.

- **According to vehicle parking data from seven multi-family residential projects approved between 2019 and 2025,**

  - **Parking provision averaged 1.24 spaces per unit and 0.76 spaces per bedroom**.
  - **Data also indicate that the level of affordability affects parking provision**, with fully affordable units averaging roughly one space per unit and 0.57 spaces per bedroom. No correlation was established between the location of housing in proximity to transit and the number of parking spaces provided, nor between owner versus renter-occupied multi-family dwelling units.

- According to vehicle parking data from 18 non-residential developments, **the average amounts of parking supplied per thousand square feet were 1.26 for industrial projects, 2.11 for commercial projects**, 2.39 for an office project, and 3.47 for a music school.

- Several State Assembly Bills have been enacted in the past five years that affect a jurisdiction's ability to require and/or manage parking. **One of the most influential pieces of legislation, AB 2097, prohibits an agency from imposing most minimum parking requirements within one-half mile of a major transit stop**.

- To be consistent with its Transit Oriented Community (TOC) Policy and maintain eligibility for qualifying grants, the **Metropolitan Transportation Commission (MTC) requires that within one-half mile of the BART stations and AC Transit bus rapid transit stops in San Leandro, no minimum vehicle parking requirements may apply to new developments and maximum parking requirements are required** for residential and commercial developments based on station Tier status.

Existing TDM Conditions

The City of San Leandro currently does not have local TDM requirements for new development, creating an opportunity to establish a program that is calibrated to project size and type while remaining feasible to administer. This section presents a summary of the existing TDM conditions in the City of San Leandro, including the regulatory context that supports and provides resources for establishing a TDM Framework.

Statewide and Regional Plans, Policies and Programs

TDM policies are typically implemented through local or regional regulations. However, some statewide policies in California may influence how San Leandro approaches a local TDM framework or may create opportunities to integrate a TDM with related policies, such as parking requirements or street design standards. Some state laws that would influence a TDM policy include: AB 2097 (parking near transit), AB 894 (shared parking), AB 2206 (parking cash-out program), AB 2863 (bicycle parking standards for new development), SB 375 (Sustainable Community Strategy), SB 743 (vehicle miles traveled (VMT)), and SB 330.

As San Leandro considers options for adopting a local TDM framework, these regional TDM regulations and resources can provide opportunities to build on, augment, or compliment existing efforts. Some such programs are listed below.

- **Bay Area Commuter Benefits Program** - Employers with 50 or more full-time employees must register and offer commuter benefits to employees, such as pre-tax commuter benefits, commute subsidies, transit services, and telework policies.
- **Alameda County's TDM Strategy (2013)** - Focuses on incentivizing cities to implement more robust TDM programs by encouraging formation of Transportation Management Associations (TMAs), expanding resources to support TDM, and providing technical assistance to implement TDM programs
- **ACTC's Guaranteed Ride Home (GRH) Program** _- Guaranteed reimbursed rides home for people who do not drive to work, should they experience unforeseen travel disruptions. The GRH program is available to all permanent part-time or full-time employees who work in Alameda County, including San Leandro.
- **MTC Transit-Oriented Communities Policy** - To be eligible for certain grants and funding opportunities, MTC requires cities to adopt policies consistent with parking and TDM standards established in the Transit-Oriented Communities (TOC) Policy. Requirements vary based on Policy Area Tiers. In San Leandro, both BART stations are classified as Tier 2, and the AC Transit bus rapid transit stops are classified as Tier 3. MTC uses a point-based system that provides some flexibility to achieve compliance.
- **MTC Parking Policy Playbook** - The Parking Policy Playbook is a guide that supports cities with updating their parking management policies. It provides sample zoning code language, case studies, and best practices to help cities implement parking policy changes. The Playbook includes a policy brief on developing TDM requirements for new development.

San Leandro General Plan

While TDM is well-suited to support many of the themes and objectives articulated in the General Plan, there are few sections that outline a specific recommended policy approach for TDM in San Leandro.

- **Transportation Element (2016)**
  - **Policy T-1.3** - Identifies TDM as a key strategy for mitigating the impacts of new development. Includes Actions T1.3.B and T-4.8.A, which relate the using TDM as a strategy to offset vehicle trip generation associated with new development, and identify employer-sponsored TDM programs to support transit use for people who work in San Leandro.
- **Housing Element (2023-2031)**

- **Action 14.1**: Retain services of a third-party parking consultant to analyze the City's minimum parking standards and conduct stakeholder outreach to identify recommended reductions or eliminations of residential parking minimums to implement the 2021 Climate Action Plan, reduce identified constraints to housing production and make housing developments more financially feasible. Consider establishing a Transportation Demand Management (TDM) Ordinance to encourage reduction in vehicle trips and reliance on automobile parking. Stakeholder outreach shall include discussions with for-profit and nonprofit housing developers, housing advocates, and environmental groups. Recommend any necessary changes to the City's Zoning Code to the Planning Commission at a public hearing for a recommendation to the City Council by January 2025.

San Leandro Specific and Area Plans

Many City of San Leandro plans identify TDM as a key strategy for achieving the City's goals for mobility, safety, accessibility, sustainability, and economic vitality.

- **San Leandro Downtown TOD Strategy (2007)** - The TOD Strategy features an implementation matrix which lists several TDM strategies to help achieve the plan's vision, including: trip caps for new developments, forming a Transportation Management Association (TMA), and encouraging large employers to implement TDM strategies, among others.

- **Downtown Parking Management Plan (2017)** - The Plan references the TDM strategies identified in the 2007 TOD strategy and recommends implementing them to support the goals of the parking plan. The Plan also recommends that the City appoint a TOD and TDM "champion" who is responsible for advancing TDM and TOD policies in San Leandro and to establish a TMA.

- **San Leandro Climate Action Plan (2021)** - The Climate Action Plan (CAP) features multiple goals, strategies, and policies that highlight TDM, including requiring local employers to develop and implement TDM programs, encouraging mode shift through infrastructure improvements and educational programs for residents, recommending support for TOD-related parking standards, and recommending shared parking and parking maximums to manage demand and reduce vehicle miles traveled.

- **San Leandro Bicycle and Pedestrian Master Plan (2024)** - The Bicycle and Pedestrian Master Plan includes goals for enhancing the experience of bicyclists and pedestrians and improving safety outcomes for active transportation users. It also identifies opportunities to leverage supportive programs that would complement infrastructure improvements and investments.

  - **Policy 2.3** - Proposes establishing standards for new development that encourage walking and biking and provide bicycle and pedestrian connections to surrounding areas.
  - **Policy 3.2** - Recommends implementing and expanding educational and encouragement activities, such as bike workshops, Safe Routes to School Program, and a Bike Friendly Business program.
  - **Policy 3.3** - Encourages employers to develop programs that incentivize their employees to bike or walk to work.

San Leandro Shuttles and Public Transit

Existing transportation services offer residents, commuters, and visitors an ability to travel to, from, and within San Leandro without a car.

- **San Leandro LINKS Shuttle** - The LINKS Shuttle is a fixed route first/last mile shuttle that operates during peak commute hours (5:45am-10:30am and 3pm-7:20pm) Monday through Friday. The shuttles serve San Leandro BART station and run two routes through West San Leandro. The shuttle is free and open to the

public. Funding for LINKS comes from grants, the City of San Leandro, and the West San Leandro Business Improvement District.

- **FLEX RIDES** - The FLEX RIDES program serves adults over the age of 50 and people with disabilities who are East Bay Paratransit certified and reside within San Leandro city limits. It includes free, fixed route shuttles serving residential areas and popular locations throughout San Leandro, such as the Senior Community Center, Kaiser Hospital, both BART stations, and shopping centers. FLEX RIDES On-Demand provides subsidized Uber rides to cities across East Bay for seniors 70+ years old and people with disabilities.

- **BART** - San Leandro has two BART stations, one located near Downtown and one located at Bay Fair. With Orange, Green, and Blue Line service, BART connects San Leandro to the rest of East Bay, San Francisco, the Peninsula, and North San Jose.

- **AC Transit** - AC Transit operates 8 local bus lines in San Leandro, including one bus rapid transit line (AC Transit Tempo) that runs between San Leandro and Downtown Oakland. There is also one transbay bus line that serves Downtown San Leandro and goes to the Transbay Transit Center in San Francisco.

TDM Conclusions and Key Findings

The following are key takeaways from the TDM existing conditions review.

1. **There are no local TDM requirements in San Leandro**. As a result, there are very limited TDM programs and activities in the City today.

   The City's Zoning Code, which establishes standards for new development, does not include any TDM requirements. Many cities use the zoning code to require new developments to implement TDM programs that offset the cost of new development. Sometimes, such TDM requirements vary depending on how much parking new developments provide.

   San Leandro also lacks a local Commute Trip Reduction (CTR) policy, which is a policy tool that requires employers within the City to offer programs and benefits for employees that support and encourage non-driving commute options.

2. While San Leandro lacks local TDM requirements, **there are existing TDM requirements for large employers in San Leandro today through MTC's Commuter Benefits Program**.
   - Employers with 50 or more employees must implement minimum TDM requirements from a list of five potential TDM benefit options.
   - The program relies on employers to register with MTC, and registration is encouraged through regional outreach and marketing efforts.

3. **Regional and local policies highlight the essential connection between parking policy, traffic mitigation, and TDM requirements.**
   - MTC's Transit-Oriented Communities policy and Parking Policy Playbook both recommend local policy approaches that align and integrate parking requirements, management practices, and TDM standards.
   - Many of San Leandro's local plans, especially the TOD strategy and vision, recognize the potential for TDM to support denser, more sustainable development patterns by helping to offset traffic impacts of new development and reducing the need to build off-street parking.

4. **Many of San Leandro's adopted plans and policies highlight TDM as a key strategy** for achieving many of the City's core goals.
   - The Transportation Element of the General Plan recommends adopting a local TDM framework to help mitigate the potential transportation impacts of new developments.

- Adopted plans such as the Downtown TOD Strategy, Downtown Parking Management Plan, Climate Action Plan, and Bicycle and Pedestrian Master Plan all recommend TDM or related policies, actions, and programmatic efforts.

5. **San Leandro lacks dedicated funding and resources** to support local TDM management or implementation.
   - While the city requires a development impact fee to help fund street improvements, restrictions limit the use of fee revenue to fund TDM programs.
   - Several plans, including the Downtown TOD Strategy and the Downtown Parking Management Plan, recommend creating a Transportation Management Association (TMA) within the city, which is a non-profit entity that is typically membership-based organization that has resources to help the City, developers, and employers implement TDM programs. To date, a TMA has not been established in San Leandro.

Recommended Parking Reforms

This chapter presents recommendations for off-street parking code reforms, detailing associated edits to the San Leandro Zoning Code, including modified minimum parking requirements, "unbundled" parking pricing for new developments, revised bicycle parking requirements, and others. In addition, the report includes recommendations for updating the San Leandro Zoning Code, to be compliant with State laws and federal regulations pertaining to items such as accessible on-street parking and shared off-street parking.

The proposed code reforms and strategies were informed by the observation of current parking behavior, input from City staff, feedback received from the residents and business stakeholders, feedback from transportation advocates and local policymakers, and a review of best practices implemented by peer cities.

Key Parking Challenges

The following key parking challenges are addressed by the recommendations in this report.

- **Minimum vehicle parking requirements should be modified** as they increase the cost of development and housing affordability, and disincentivize the use of non-driving modes.
- **Bicycle parking requirements should be updated** to reflect the various kinds of bicycles available today and their corresponding space and charging needs.
- **Shared parking should be facilitated** to maximize the use of available current and future parking resources.
- **Policies to reduce new parking construction and discourage driving alone should be pursued** through "unbundled" parking pricing (i.e., wherein the price of parking is separate from the price of purchasing or leasing property). Unbundled parking would promote sustainability and affordability, especially as the costs of parking are often passed on in the rental or leasing costs of housing or non-residential space.
- **The City must comply with State laws and Federal regulations** in areas regarding general and accessible on-street parking and off-site shared parking opportunities.

Recommended Reforms and Strategies

Table 5 provides an overview of the recommended parking code reforms and strategies. Each reform and strategy is placed into one of three categories that reflect the three sections of this report.

Table 5 – Overview of Code Reforms and Strategies by Category

A. Off-Street Code Reforms	B. Shared Parking Reforms	C. On-Street Code Reforms
A1. Adjust Parking Minimums	B1. Increase Distance Allowed for Off-Site Parking	C1. On-Street Accessible Parking
A2. Unbundled Parking	B2. Require Shared Parking for New Non-Residential Uses	C2. Daylighting
A3. Off-Street Electric Vehicle and Accessible Parking		
A4. Adjust Bicycle Parking Requirements		

Recommended Off-Street Parking Code Reforms (A.1 – A.3)

A1. Adjust Parking Minimums

Eliminate remaining minimum parking requirements in the areas within one-half mile of major transit stops (i.e., AB 2097 zones) and amend the City's other minimum vehicle parking requirements in one of three ways: eliminate all minimums, establish lower minimums based on peak demand levels, or establish low minimums with the option to waive requirements through approved Transportation Demand Management (TDM) strategies.

Zoning Code Section

4.08.136; Minimum Requirements for Parking Spaces and Drive Aisle Dimensions

Description

Minimum vehicle parking requirements for both residential and non-residential uses can limit development potential and increase project costs, especially in areas where land is constrained or transit access is available. While parking minimums are intended to ensure adequate access for residents and visitors, they may not reflect actual demand (see Plate 1 for example), nor does the provision of off-street parking always result in its use or prevent spill-over (i.e., from motorists preferring to park on-street, off-street parking being used for storage, etc.). Affordable housing is one example of a land use which generally serves populations with lower car ownership rates, and where rigid parking requirements can reduce the number of units built and make projects financially unfeasible. Many residents in these developments rely on public transit, walking, or biking. By offering flexible parking standards and incorporating Transportation Demand Management (TDM) strategies, such as transit education or monthly Clipper card allowances, the City can support mobility needs while enabling more efficient land use.

Plate 1 Example of underutilized San Leandro parking lot

Proposed Standards

It is recommended that minimum vehicle parking requirements be revised for both the areas within one-half mile of major transit stops and areas in the rest of the city. For the areas affected by AB 2097, any minimum requirements still remaining from the law's implementation (i.e., hotels and event centers) should be eliminated entirely to help spur more transit-oriented development. For all other areas, the City should amend minimum parking requirements in one of three ways:

1. **Eliminate all minimum parking requirements.** This approach would remove minimum requirements citywide and would make the provision of off-street parking completely market-driven. Given the development context of San Leandro, most new developments would be anticipated to continue to provide parking to meet the needs of future residents, employees, and visitors, but the amount of parking would be better calibrated for actual anticipated demand. In some cases, developers may opt to provide little to no parking to reduce costs, which could necessitate better management of on-street parking resources to reduce parking spillover effects.

2. **Modify and simplify minimum parking requirements to align with peak demand.** The City's current minimum parking requirements include standards for a wide variety of uses, many of which may not be supported by actual data, and which result in a variety of requirements, making the transitioning of one use to another potentially difficult. By reducing the number of uses listed and better matching their requirements

with actual peak demand observations (from the Institute of Transportation Engineers *Parking Generation, 6th Edition*), the City can help ensure a base minimum of parking is provided that will have less market disruption and allow for easier turnover of uses. The proposed standards do not prevent new developments from providing more parking than the minimums. Table 6 shows the City's current and proposed minimum parking requirements.

Table 6 – Proposed Minimum Vehicle Parking Requirements

Land Use	Current	Proposed
Residential – Market-Rate (Multi-Family)	Studio/1-bedroom: 1.5/unit; 2-bedroom: 2.25/unit; 3+bedroom: 2.5/unit	Studio/1-bedroom: 1/unit; 2-bedroom: 1.5/unit; 3+bedroom: 2/unit
Residential – Below Market-Rate (Multi-Family)	Studio/1-bedroom: 1.5/unit; 2-bedroom: 2.25/unit; 3+bedroom: 2.5/unit	Studio/1-bedroom: 0.5/unit; 2-bedroom: 1/unit; 3+bedroom: 1.5/unit
Commercial, Office	Office: 3.3/ksf	2/ksf
Commercial, Services	Retail: 5/ksf for first 5 ksf; 4/ksf over 5 ksf Restaurant: 10/ksf for first 40 ksf; 20/ksf of seating area over 40 ksf	3/ksf
Hotel	1.1/room	0.5/room
Industrial	General: 1/ksf Warehouse: 0.67/ksf	0.5/ksf
Institutional	Cultural Institution: 3.3/ksf Hospitals: .67/ licensed bed	1.5/ksf
Other	Schools: As specified by use permit	Determined by parking study

Note: ksf = thousand square feet; Residential – Below Market Rate includes Senior Housing, Group Housing, Supportive Housing, Transitional Housing, Residential Congregate Care, Convalescent Facilities; Commercial, Services includes Vehicle/Equipment Repair, Vehicle/Heavy Equipment Rentals Vehicle/Heavy Equipment Dealers New and Used; Commercial, Office includes Research and Development and Laboratories, and Studios and Clinics; Industrial includes Vehicle and Boat Storage, Industry, Utilities, Major; Institutional includes Detention Facilities, Assembly Uses, Hospitals, Park and Recreation Facilities, Public Safety Facilities, Other includes Schools, Public or Private.

3. **Modify minimum parking requirements and allow reductions for transportation demand management (TDM).** This option modifies minimum parking requirements in the same fashion as item 2 above, and allows developers to further reduce, or eliminate entirely, the minimum requirement by implementing approved TDM strategies. These strategies may include measures such as transit subsidies, a parking cash-out program, mobility education programs, and others. This approach allows developments to better align with actual parking demand while supporting sustainable transportation and increasing feasibility for housing and community-serving projects.

Discussion

Current minimum parking requirements in San Leandro may not reflect the diverse mobility needs of residents, employees, and visitors across different land use types. Maintaining high parking minimums can result in underutilized parking spaces, increased development costs, and reduced opportunities for housing and public-serving facilities. By allowing reduced parking ratios and incorporating TDM strategies, the City can better align its Code with real-world conditions. This supports more equitable and efficient development, encourages alternative transportation modes, and helps meet broader goals related to housing, sustainability, and community access.

Given the observed existing conditions, analysis of parking for recently entitled land use developments, and feedback during public and staff focus group sessions, **the most fitting option for San Leandro would be Option 2, to modify and simplify minimum parking requirements**.

A2. Unbundled Parking

Mandate unbundled parking for new residential and non-residential developments.

Zoning Code Section

4.08.104 Basic Requirements for Off-Street Parking and Loading.

Description

Typically, rental and purchase prices for residential units and leasing prices of commercial/office space include the cost of a parking space or spaces. Doing so encourages auto ownership since residents and tenants must pay for parking regardless of whether they are using it or not. Although the parking cost may be "hidden," it is eventually passed on to all users. By requiring that new development "unbundle" the cost of parking (i.e., keep the price of parking separate from the price of purchasing or leasing property or units), residents and tenants can opt to pay for parking based on their need, in turn encouraging households with fewer vehicles to locate to residential units with unbundled parking based on their affordability. Unbundled parking can reduce the demand for on-site parking, decrease housing or leasing costs, and allow those without cars to avoid paying for parking they do not use. Requirements for unbundled parking should typically be grouped with parking management strategies to ensure that residents and tenants cannot avoid paying for an on-site parking space by parking long term on the street for free. A jurisdiction must allow unbundled parking to comply with the Metropolitan Transportation Commission's (MTC) Transit-Oriented Communities (TOC) policy.

Proposed Standards

It is recommended that the following provisions for unbundled parking be added to Chapter 4.08.104 of the Municipal Code and apply to new developments Citywide. For a multi-unit residential project (i.e., three or more units) or a non-residential project greater than 10,000 square feet, the City shall require parking spaces to be leased or sold separately from the rental or purchase fees for the life of the project, such that the potential renters or buyers have the option of renting or buying a residential unit or non-residential space at a price lower than would be the case if there were a single price for both the land use and the parking space(s).

Per State law, the requirement for unbundled parking would not apply to residential uses with individual garages that are functionally part of the property or unit, 100-percent affordable housing projects, projects receiving low-income housing tax credits, developments financed by tax-exempt bonds through the California Housing Finance Agency, or units leased to tenants receiving federal housing assistance vouchers. Leases for parking spaces should have a maximum term of one year and the cost of the parking space should be included as a separate line item in the leasing agreement.

Discussion

The proposed standards resemble the requirements of AB 1317 (2023), which requires unbundled parking for certain new residential developments in ten California counties, including Alameda County. Like the standards from AB 1317, the proposed standards only apply to new developments above a certain size to avoid placing an unnecessary burden on smaller property owners. However, the proposed standards apply to more residential uses than AB 1317 (three or more units rather than 16 or more units) and apply to non-residential spaces above a 10,000 square-foot threshold. These standards would impact a greater portion of new developments than AB 1317 and, unlike AB 1317, which only applies to residential uses, benefit businesses that wish to lease a non-residential space for lower rent by forfeiting on-site vehicle parking.

The recommended provisions for unbundled parking would include the same exemptions as AB 1317, including for properties or units with individual garages that would be challenging to lease as parking spaces independent from the unit. By limiting parking space lease terms to one year, it would be relatively easy for residents or tenants

to stop paying for parking in exchange for cheaper housing or leasing costs, since they cannot be locked into a lengthy lease agreement for the parking space(s).

A3. Off-Street Electric Vehicle and Accessible Parking

Automatically reference the latest version of CALGreen standards for electric vehicle parking in the Building Code.

Municipal Code Section

Chapter 7-5-600 Green Building Code Adoption

Description

Currently, Chapter 7-5-600 of the City Building Code references the 2022 edition of the *California Green Building Standards Code* (CALGreen). For multi-family residential, hotel, and non-residential development types, CALGreen contains requirements for electric vehicle charging spaces in Sections 4.106 and 5.106 as a proportion of vehicle parking spaces provided.

Proposed Standards

Given that CALGreen is updated every three years, it is recommended that Chapter 7-5-600 automatically reference its latest version rather than the current version.

Discussion

By referencing the latest version and "each subsequent edition" of CALGreen, the Chapter 7-5-600 would always refer to the most up-to-date electric vehicle charging requirements and there would be no need to revise the Code each time CALGreen standards are changed.

A4. Bicycle Parking Requirements

Revise the existing bicycle parking requirements to be independent from the number of vehicle parking spaces required, consider newer and/or emerging bicycle types, and include more specificity in the design guidelines.

Zoning Code Section

4.08.128 Bicycle parking.

Description

Offering secure bicycle parking facilities for both short- and long-term use is essential to promoting bicycle travel and reducing dependence on private vehicles. The current Zoning Code requires short-term bicycle parking for residential, office, and non-residential uses in the B-TOD District at varying rates, such as one-half space per bedroom for residential and one space per 2,500 square feet for non-residential uses. In other districts, short-term bicycle parking must equal at least five percent of the required automobile parking spaces, with a minimum of one space per establishment, except for certain exempt uses. Long-term bicycle parking is required for multi-family residential developments at rates ranging from one space per bedroom to one space per two units depending on the district, and for office and non-residential uses in the B-TOD District at rates of one space per 5,000 or 10,000 square feet, respectively. These requirements support bicycle commuting and provide secure options for residents, employees, and visitors who stay at a site for extended periods.

The MTC TOC policy requires at least one secure bicycle parking space per new residential unit and one secure space per 5,000 occupied square feet of new commercial office development within one-half mile of BART stations. This requirement is higher than most zoning districts in San Leandro.

Proposed Standards

It is recommended that the bicycle parking requirements shown in Table 7 apply for new uses and changes of use greater than 10,000 square feet.

Table 7 – Proposed Bicycle Parking Requirements

Land Use	Short-Term Spaces	Long-Term Spaces	Cargo & Adaptive	Electric Bicycles	Showers	Lockers
Residential	0.25 per unit	0.75 per unit	10% of required long-term spaces	1 outlet or other charging infrastructure changer per 5 required long-term spaces	N/A	N/A
Hotel	0.05 per room	0.05 per room				75% of required long-term bicycle parking spaces, minimum of 2
Commercial-Office, R&D & Institutional	0.167 per ksf	0.50 per ksf			1 unisex for first 40 ksf; 1 unisex for each additional 20 ksf, minimum of 1	
Commercial-Services	.375 per ksf	0.125 per ksf	5% of required long-term spaces		N/A	N/A
Industrial	0.025 per ksf	0.075 per ksf			1 unisex per 100 ksf, minimum of 1	75% of required long-term bicycle parking spaces, minimum of 2
Other	Determined by parking study					

Notes: A minimum of two short-term spaces and one long-term space shall be provided for each non-residential use; R&D = Research and Development; LT = long-term; sf = square feet; ksf = 1,000 square feet; Residential – Below Market Rate includes Senior Housing, Group Housing, Supportive Housing, Transitional Housing, Residential Congregate Care, Convalescent Facilities; Commercial, Services includes Vehicle/Equipment Repair, Vehicle/Heavy Equipment Rentals Vehicle/Heavy Equipment Dealers New and Used; Commercial, Office includes Research and Development and Laboratories, and Studios and Clinics; Industrial includes Vehicle and Boat Storage, Industry, Utilities, Major; Institutional includes Detention Facilities, Assembly Uses, Hospitals, Park and Recreation Facilities, Public Safety Facilities; Other includes Schools, Public or Private.

Additionally, the following siting, design, and signage guidelines should be added to the Zoning Code.

- All bicycle parking shall:
  - Be well-lit during both daytime and nighttime hours.
  - Be identified by clear signage visible from all major building entrances.
  - Include at least five (5) feet of maneuvering space adjacent to bicycle parking (this would replace the existing requirement for two (2) feet of clearance between spaces and adjacent walls, poles, and other fixed objects).
  - Ideally include 45 and never fewer than 30 inches of space between side-by-side bicycle racks.
- Short-term bicycle parking shall:
  - Be located along the "desire line" or path most likely for people who are using a bicycle to travel.
  - Ideally be located less than 25 feet and never 50 feet or more away from major building entrances.
  - Be located in sheltered areas with weather protection, when possible.
- Long-term bicycle parking shall:
  - Be located in areas with controlled access, either through use of a key, smart card, keycode, or similar technology.

- Be easily navigable and accessible for people with less common bicycle types, including larger cargo bicycles and three-wheeled bicycles.
- Be located no lower than the first basement level or the first complete parking level below ground, and no higher than the first above-ground level.

Discussion

The proposed standards generally require more short- and long-term bicycle spaces and do so by number of residential units, hotel rooms, or square footage, rather than by number of vehicle parking spaces provided or required. New and emerging types of bicycles that take up more space than traditional bicycles, such as cargo bicycles and adaptive bicycles, are included in the proposed requirements. Charging equipment for E-bicycles is recommended to be included in the standards as E-bicycles are gaining popularity. Showers and lockers should also be required for certain uses that may have employees with longer bicycle commutes. The recommended siting, design, and signage guidelines would expand on the existing location, security, size, and accessibility requirements in the Zoning Code, offering greater specificity than the current code and meeting the space requirements of larger bicycle types.

Additionally, the proposed bicycle parking requirements include four non-residential land use categories, while the City's existing requirements generally maintain a single requirement for all non-residential uses. Maintaining distinct requirements for offices, hotels, industrial, and retail/dining uses reflects that demand for bicycling varies by type of use (for example, an office would have more bicycle commuters per square foot than a large industrial use with space dedicated to storage, manufacturing etc.) and that certain uses benefit more from short-term bicycle parking for visitors while others tend to rely on long-term bicycle parking for employees or residents.

Recommended Shared Parking Reforms (B.1 – B.2)

This section details proposed reforms to the San Leandro Zoning Code, related to shared parking, both in terms of facilitating shared parking agreements between private lot owners and for publicly-accessible parking in new non-residential development.

Description of Shared Parking

Shared parking is one of the most effective tools in parking management. Since many different land uses have different periods of peak parking demand (a bank and a bar or restaurant, for example), they can often share common vehicle parking facilities, thereby limiting the need to provide additional parking inventory for the entire area. Shared parking policies do not treat the parking supply as individual units specific to particular businesses or uses, but rather they emphasize the efficient use of the parking supply by including as many spaces as possible in a common pool of shared, publicly available spaces.

In this plan, shared parking refers to both the practice of making private parking spaces accessible for public use (i.e. a driver can park in a "shared" private space without visiting the land use associated with the space, see example in Plate 2) and agreements between multiple private property owners to make parking available for visitors of both uses but *not* the broader public.

Plate 2 Example of shared parking lot sign

Shared parking agreements present an opportunity to increase the supply of publicly available off-street parking. They can bring multiple benefits to both private parking lot owners (to maximize the use and value of their parking lots) and the City, particularly since the cost of constructing new

parking supply in most cases exceeds the costs of shared parking agreements. In addition, the agreements allow for better use of existing resources and elimination of opportunity costs of using parcels for parking instead of for active land uses. Shared parking agreements have the following benefits. They:

- Increase the supply of public parking that is easily accessible, especially during periods of peak demand;
- Create a more welcoming environment for customers and visitors because they do not have to worry about getting towed for parking at one business while visiting another;
- Reduce traffic associated with drivers searching for vacant parking spaces;
- More efficiently use the existing parking supply and increase the ability to manage this supply as a cohesive unit;
- Can be implemented in a short timeframe;
- Better distribute parking demand away from the most popular on-street spaces;
- Reduce the potential for parking "spillover" into adjacent residential neighborhoods;
- Reduce costs, as the cost associated with sharing parking is less than the construction of new supply; and
- Provide new and/or increased revenues for private property owners.

San Leandro has a limited number of existing shared parking agreements, some of which are framed as "parking easements" between two properties that share common parking facilities.

Elements of Agreements

A shared parking agreement between two parking lot owners typically stipulates the times during which outside users may park in the lot and terms of compensation and operation. Compensation for the use of private lots may be made in the form of lease agreements that also outline specific provisions related to liability, maintenance, operations, and security (see more details below).

Financial compensation: Some property owners may want to be compensated for the use of their property. While not free, the costs of such agreements would be far less than constructing an equivalent number of new spaces.

Liability: Liability issues often emerge as a potential concern, and these issues are typically addressed in standard liability coverage in any land use policy relative to property accessible to the public. In addition, liability can be more comprehensively addressed through well-written lease agreements that include provisions about requiring the lessor to maintain a good state of repair, meet Americans with Disabilities Act (ADA) access requirements, etc., and the lessee to provide adequate and appropriate signage for patrons and take actions to avoid overcrowding or other potentially hazardous situations.

Operation and maintenance: Ongoing costs associated with operation and maintenance (including cleaning the facilities) are also a common concern. These issues should be addressed as part of the shared parking agreement and would depend on the scope of the shared parking arrangement between users. Shared parking agreements should address the right to install signage and markings as well as hours and means of vehicle and pedestrian access to the private property.

Displacement of tenants: Displacement of current tenants' customers is often a key concern To address this issue, it is recommended that agreements only be pursued with land uses with peak demand that does not occur simultaneously, if there is a sufficient number of excess parking spaces available, or by restricting public use hours to those outside of the tenants' core hours.

B1. Increase Distance Allowed for Off-Site Parking

Increase the distance allowed between a use and its off-site spaces.

Zoning Code Section

4.08.104 (F) Basic Requirements for Off-Street Parking and Loading, Location and Ownership.

Description

AB 894, which became effective in January 2024, requires that property owners have the ability to share their excess or underutilized parking with other nearby uses. Property owners must submit a shared parking agreement to the public agency. The bill requires jurisdictions to count shared parking spaces towards parking requirements, provided that the shared parking agreement includes an adequate parking analysis. Entities sharing parking spaces can be no more than 2,000 feet apart by the shortest walking route or they must be connected by shuttle or similar means if separated by more than 2,000 feet.

Proposed Standards

Currently, projects generally must supply on-site vehicle parking to meet the City's parking requirements. With approval of a minor use permit, required parking spaces can be located up to 100 feet (measured along a pedestrian route) from a residential use and up to 400 feet from a non-residential use. To allow more sharing of parking and use of existing parking facilities, and put the City in compliance with AB 894, it is recommended that San Leandro Zoning Code, Section 4.08.104 (F), "Basic Requirements for Off-Street Parking and Loading Regulations, Location and Ownership," be revised such that off-site parking spaces within 2,000 feet of a residential or non-residential use are accepted to meet parking requirements, so long as there is a shared parking agreement in place. Allowing projects to more easily rely on off-site parking to meet parking requirements would offer greater flexibility for developers and make more efficient use of the existing parking supply.

B2. Require Shared Parking for New Non-Residential Uses

In areas within one-half mile of major transit stops, apply AB 2097 to require that 100 percent of new vehicle parking supplied with non-residential uses be shared with the public during non-business hours.

Zoning Code Section

4.08.104 Basic Requirements for Off-Street Parking and Loading

Description

In addition to eliminating most minimum parking requirements within one-half mile radius of major transit stops, AB 2097 allows public agencies to require that any parking provided within the half-mile radius be shared with the public, be priced, and/or include spaces for car sharing. While the City can pursue shared parking agreements with owners of *existing* private lots, this Zoning Code provision would give the City another tool to require that *new* parking that is constructed be shared with the public. Given that residential developers often show reluctance toward sharing parking with the public, this authority to require shared parking applies only to non-residential uses. Additionally, the requirement would apply only during non-business hours when the demand for the associated lot is low, so there would be minimal displacement of tenants wishing to park on-site. For example, parking spaces for a bar could be made publicly accessible during the daytime and early morning hours, while the parking facility for an office complex may be available during evenings and overnight.

Proposed Standards

Under AB 2097, the City should codify in Section 4.08.104 of the City's Municipal Code that all parking supplied with new non-residential developments in the one-half mile areas around major transit stops should be made publicly accessible outside of business hours.

Recommended On-Street Parking Code Reforms (C.1 - C.2)

This section details proposed reforms to the San Leandro Zoning Code, related to on-street parking, particularly regarding compliance with State law and Federal regulations.

C1. On-Street Accessible Parking

Reference federal standards for accessible on-street parking in the City of San Leandro Zoning Code.

Municipal Code Section

6-1-840 Parking – Parking for Disabled Persons.

Description

The *Public Right-of-Way Accessibility Guidelines* (PROWAG), United States, were adopted by the U.S. Department of Transportation in 2024 and codified in the Code of Federal Regulations Title 36, Chapter XI, Part 1190, Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way. It requires that any modification of on-street vehicle parking must include accessible parking spaces at the curb per Table R211. Compliance is required for new roadway facilities and existing roadway segments with modified on-street parking due to City projects or development projects. Offering accessible on-street parking would improve access to existing destinations and/or new buildings for people with disabilities as there would be convenient spaces available, even if off-street parking is not located nearby or supplied by the development.

Plate 3 Example of on-street accessible parking

Proposed Standards

The Code should include a provision that the Code of Federal Regulations Title 36, Chapter XI, Part 1190 is adopted by reference. Per PROWAG, the minimum number of on-street accessible spaces from Table R211 of PROWAG must be provided for (a) new roadway facilities with on-street vehicle parking or (b) existing roadway segments with any modification of on-street parking (see Plate 3 for example). Along the block perimeter, accessible spaces should be positioned close to any high-activity non-residential uses and near intersections with curb ramps.

Discussion

As the number of required spaces is measured by block perimeter, PROWAG offers flexibility about where to locate accessible on-street spaces. For example, accessible spaces for the block perimeter bounded by Washington Street, Parrott Street, West Juana Avenue, and East 14th Street could be entirely located on one of the four streets if the City desires. Encouraging accessible on-street spaces to be located close to high-activity non-residential uses maximizes the usefulness of the spaces since installing accessible spaces on Parrott Street would be considered a long distance for a person with disabilities visiting businesses on West Juana Avenue. If accessible spaces are located close to curb ramps at intersections, there is a shorter path for wheelchair users to reach the sidewalk from their vehicle.

C2. Daylighting

Reference California's "Daylighting" law in the San Leandro Municipal Code.

Municipal Code Section

6-1-500 No Parking.

Description

AB 413 (2023), or California's "Daylighting" law, prohibits on-street vehicle parking within 20 feet on the approach to an unmarked or marked crosswalk, or within 15 feet of a crosswalk where there is a curb extension. Applying parking prohibitions near intersections per AB 413 improves visibility between drivers and pedestrians in a crosswalk or waiting to cross.

Proposed Standards

It is recommended that the San Leandro Municipal Code reference AB 413, or the "Daylighting" law.

Discussion

By referencing AB 413, City staff and developers would be reminded of the requirements to prohibit parking near intersections when consulting the San Leandro Municipal Code.

Recommended TDM Framework

This chapter summarizes the recommended TDM framework for the City of San Leandro. It includes a description of proposed requirements and management practices, as well as the rationale for those recommendations. The recommendations included in this memo reflect a combination of:

- A review of existing local and regional TDM policies, programs, and practices
- An assessment of peer and "best practice" cities and their TDM policies and programs
- Collaborative discussion with City staff
- Input and feedback from stakeholders and members of the general public gathered through focus groups and a public workshop

The recommended TDM framework is organized as follows:

1. **TDM Context and Goals** contextualizes the role of TDM in San Leandro, including an overview of TDM benefits and a brief summary of existing TDM requirements and activities in San Leandro today.

2. **Recommended TDM Regulations** documents core TDM recommendations for San Leandro. Elements include:

    - **Thresholds for applying TDM requirements** by development size and land use
    - Required and optional **TDM strategy requirements** by type of development (non-residential vs. residential)
    - **Submittal, monitoring, and reporting procedures**
    - **Compliance, enforcement, and penalties**

3. **Complementary TDM Policies and Strategies** summarizes recommendations for long-term complementary strategies that would help San Leandro support and grow TDM efforts over time.

TDM Context and Goals for San Leandro

What is Transportation Demand Management?

Transportation Demand Management (TDM) refers to a broad range of policies, programs, and services that encourage people to choose sustainable transportation modes—including walking, biking, carpooling, and taking public transit—rather than driving alone. TDM strategies such as transportation information and educational resources, discounts for sustainable transportation modes, and investments in multimodal amenities can make it easier, safer, more convenient, and more affordable to get around without driving.

Many cities and counties in California have adopted requirements for new developments and/or large employers to implement TDM programs. Such requirements can help reduce or offset vehicle traffic that is generated by new developments as communities grow and change. Some of the benefits of TDM programs include:

- Reducing vehicle congestion and Vehicle Miles Traveled (VMT) on local and regional roadways
- Supporting affordability by making cheaper, more efficient transportation options more accessible, more convenient, and more competitive with driving and parking
- Supporting sustainability goals by reducing the generation of greenhouse gas emissions associated with personal vehicle use and ownership
- Expanding access to jobs, housing, and essential services for people who don't have access to a vehicle, cannot drive, or choose not to drive

How does TDM work in San Leandro today?

Currently, San Leandro does not have local TDM requirements for new developments. However, some local businesses are subject to existing regional TDM requirements, and some voluntary TDM programs and services have been implemented to support local transportation needs.

The Bay Area Commuter Benefits Program, which is mandated through the Bay Area Air Quality Management District (BAAQMD) and administered through the Metropolitan Transportation Commission (MTC), requires all businesses with 50 or more employees to offer TDM services for their employees. To fulfil the requirement, businesses must select and implement at least one of five TDM strategies:

- Offer pre-tax commuter benefits, which allow employees to exclude transit or vanpooling expenses from taxable income.
- Offer sustainable commute subsidies, which reduce or completely cover the monthly cost of public transit or vanpool for employees.
- Offer employer-provided transit services, including a free or low-cost transit service for employees such as a bus, shuttle or vanpool service.
- Provide other alternative commute benefits, that can be shown to be at least as effective at reducing single-occupancy vehicle commute trips as one of the three options above.
- Telework policies, which allow one or more days a week of remote work for employees whose duties can be performed without the need to be present on site.

While the Commuter Benefits Program requirements are managed regionally, employers are responsible for monitoring and self-certifying compliance through annual registration updates and reporting. Today, City staff in San Leandro have limited capacity to engage with businesses to ensure that the program requirements are being followed. Some local businesses may not be aware of the requirements or may lack resources and experience with TDM program implementation.

The San Leandro Transportation Management Organization (TMO) operates the LINKS shuttle, which augments the existing public transit network and provides an additional non-driving transportation option for some people who live or work in San Leandro. A TMO or a Transportation Management Association (TMA) is a not-for-profit entity that is tasked with supporting transportation needs within a certain geography. While the TMO in San Leandro is primarily focused on shuttle operation, some TMOs and TMAs in other communities provide a broader range of TDM services and programs. They can be a valuable partner for developers, employers, and City staff to fund, implement, and monitor TDM programs.

What are San Leandro's goals for TDM?

The City San Leandro seeks to meet its commitments to remove constraints to building new housing and providing clearer regulations for residential and non-residential developers, as identified in the 2023-2031 Housing Element, Action 14.1. Additionally, many of San Leandro's adopted plans identify TDM as a key strategy for achieving the City's long-term vision for a vibrant, accessible, and economically vibrant community. Therefore, to meet its commitments to reducing barriers to housing and achieve this vision, the City seeks to develop and adopt a forward-thinking TDM framework that is calibrated to current market conditions and staff resources but can be expanded and augmented over time. The TDM recommendations seek to achieve two core goals:

1. Establish meaningful but manageable TDM requirements for new development that do not create any new obstacles or barriers to growth and economic vitality

2. Begin to grow the City's capacity to manage, implement, monitor, and enforce a local TDM program

What are the core TDM recommendations for San Leandro?

Table 8 summarizes the core TDM strategy recommendations for San Leandro. Additional details and rationale for these recommendations are provided in the following sections.

Table 8 Summary of Recommended Required and Optional TDM Strategies for San Leandro

Strategy or Topic	Non-Residential Projects (50,000+ GSF)	Residential Projects (25+ Units)
Submittal, monitoring, and enforcement requirements:		
Submittals	TDM checklist	TDM checklist
Monitoring and reporting	Annual self-certification	Annual self-certification
Required TDM strategies (must do <u>all</u>):		
R.1: Commute mode survey	Distribute survey to employees once every 2 years	Distribute survey to residents once every 2 years
R.2: Commute education and information	Provide education/information, including at least one of: Distribute informational materials Provide travel trainings or workshops Designate a TDM coordinator Implement monthly promotional events Offer carpooling information and resources (i.e., 511)	Provide education/information, including at least one of: Provide "welcome packets" for new residents Provide travel trainings or workshops Designate a TDM coordinator Implement monthly promotional events
R.3: TDM-supportive parking management	Must do at least one of: Eliminate "bundled" parking requirements in leases Designate preferential spaces for carpools and vanpools	Must unbundle parking
Optional TDM strategies (must do <u>at least one</u>):		
O.1: Flexible work arrangements	Offer flexible work arrangements (i.e., telework, flexible schedules) for employees	N/A
O.2: Pre-tax transit benefits	Provide pre-tax transportation benefits for employees	N/A
O.3: Shuttles	Fund or operate shuttle service	N/A
O.4: End-of-trip amenities	Provide showers, lockers, and changing rooms for people who walk, bike, and roll	N/A
O.5: Real-time information	Install digital real-time transit information displays	Install digital real-time transit information displays
O.6: Bicycle repair station	Install a bicycle repair station with tools for basic fixes and maintenance	Install a bicycle repair station with tools for basic fixes and maintenance
O.7: Financial incentives	Provide parking cash-out option or offer subsidies for vanpool, transit, active transportation, or bike/e-bike purchase	Offer subsidies for transit, bike share and scooter share, bike/e-bike purchase, or car share membership
O.8: Delivery amenities	N/A	Provide on-site amenities that support delivery and package services

Recommended TDM Regulations

In City of San Leandro, the recommendation is that the City establish TDM requirements for new development. The new TDM framework would establish applicability thresholds, require implementation of certain required TDM strategies, establish submittal procedures for a TDM checklist, and establish procedures for annual monitoring and compliance.

Recommended Applicability Thresholds and Exemptions

In most municipal TDM programs, the applicability of TDM requirements typically varies based on development size, type, and location. Thresholds for applicability reflect a combination of:

- The local development context and market, including the type and size of development that is expected to occur within the city
- Overall TDM program goals and priorities, such as the specific types of trips intended to be mitigated with TDM programs and strategies
- Practical considerations and constraints for successful TDM implementation, such as the minimum project size for which sufficient resources are likely to be available to manage ongoing TDM programs

Exemptions from TDM requirements are often provided for certain types of projects, either because they provide other public benefits or because they would have unreasonable difficulty fulfilling the requirements (or both). Common examples of exempt projects include affordable housing developments and very small projects.

TDM requirements in San Leandro should apply to:

- All new **non-residential developments** or changes of use that are **at least 50,000 GSF or larger**
- All new **residential developments** or changes of use that are **at least 25 units or more**

These thresholds for applicability will ensure that TDM requirements in San Leandro are focused on larger development projects that generate a significant number of daily vehicle trips. The Institute of Traffic Engineers (ITE) Trip Generation Manual provides an industry-standard estimate for the number of vehicle trips that would be generated by different types of projects based on their size and use. An illustrative selection of trip generation estimates for common land uses that would meet the minimum TDM thresholds is provided in Table 9.

Table 9 Illustrative Examples of Project Types and Vehicle Trip Generation

Land Use (ITE Code)	Project Size	Est. Average Daily Vehicle Trips (Total)	Est. Morning Peak Hour Vehicle Trips
General Office (ITE code 710)	50,000 GSF	542	76
Manufacturing (ITE code 140)	50,000 GSF	238	34
Shopping/Retail Plaza (ITE code 821)	50,000 GSF	4,725	177
Fine Dining Restaurant (ITE code 931)	50,000 GSF	4,192	37
Multifamily Residential (ITE code 221)	25 dwelling units	114	9

Exemptions should be provided to ensure that new TDM requirements do not impede local housing development goals or overburden small projects that have limited resources for TDM. Exemptions to all TDM requirements should be provided for the following types of development:

- Small non-residential developments (0 – 49,999 GSF)
- Small residential developments (1-24 units)
- Affordable housing developments which are 100% deed-restricted affordable housing
- Single-family residential developments, including townhomes (1-24 units)

TDM requirements for mixed-use projects that include both residential and non-residential components should be applied based on the size of each respective component. For example:

- A hypothetical project that includes 100,000 GSF of office space and 30 residential units would be subject to both residential and non-residential TDM requirements.
- A hypothetical project that includes 40 residential units and 15,000 GSF of ground-floor retail would be subject to residential TDM requirements but would be exempt from non-residential requirements.
- A Hypothetical project that includes 20 residential units and a 10,000 GSF restaurant would be exempt from both residential and non-residential requirements.

TDM Requirements by Location are Not Recommended

San Leandro should not vary TDM applicability based on project location within the City. Citywide zoning regulations as well as neighborhood planning efforts such as the Bayfair TOD Specific Plan and the Downtown TOD Strategy provide a development framework that already aligns the type and size of developments with the local context. Variability in TDM requirements by zone or neighborhood would likely be redundant with these existing planning efforts and would increase the complexity of the TDM program for minimal benefit.

Recommended TDM Strategy Requirements

TDM Strategy Requirements specify which strategies must be implemented by each project that is subject to the program. These requirements can be structured and applied in variety of different ways with varying levels of flexibility and complexity. Some cities define exactly which strategies must be implemented to satisfy the requirements. Other cities provide a flexible "menu" of TDM options from which developers must select a subset of strategies they wish to implement. Many cities use a combination of these approaches with a combination of required and optional measures. The right structure for each City depends on the specific goals of the program, as well as the level of staff resources available to manage the program and review applications.

San Leandro should use a balanced approach that provides sufficient flexibility for developers while minimizing the burden on staff to review applications and monitor active TDM programs.

- **For both non-residential and residential developments, San Leandro should establish both required measures** (each project must do all required measures) and **optional measures** (each project must do at least one measure from a flexible list).
- **Recommended required measures for residential and non-residential projects are focused on flexible, lower-cost efforts** that can generate important valuable mode share information for City staff, while increasing awareness and shifting local attitudes about non-driving transportation options. Recommendations for parking management policies that help achieve TDM goals by minimizing incentives to drive and park are also included.
- **Recommended optional measures are intended to provide ample flexibility for developers and property managers to satisfy TDM requirements** with strategies that support the specific needs of their

project, without creating new costs or barriers to development. Some optional measures, such as shuttle service and financial incentives, would have a high impact on employee and resident travel behavior and could help reduce the need to build off-street parking for the project. Others, such as bicycle repair stations and real-time information displays, are low-cost amenities that can satisfy TDM requirements while minimizing the burden for developers.

- **San Leandro should also structure TDM requirements such that any project which fulfills these requirements also satisfies MTC's Commuter Benefits Program requirements for any project tenants**. By aligning local requirements with MTC's regional policy, City staff can take a more active role in monitoring compliance with that policy while consolidating overlapping requirements to reduce confusion for developers and employers.

TDM Strategies for Residential Projects (R.1 - R.3 and O.5 - O.9)

Required TDM measures (must do all) (R.1 - R3)

Three required TDM measures are recommended for residential projects in San Leandro:

R.1 – Distribute a Commute Survey. Every two years, each project must distribute a commute survey to all on-site residents. The survey will be provided in a digital format by City staff to ensure that questions are consistent across all projects and to minimize effort for developers and residential property managers.

R.2 – Provide Commute Information and Education. Information about residents' transportation options must be provided in the form of educational materials or programming. Materials should explain the importance of reducing vehicle trips and should include informational resources about how to locate and use commute alternatives to driving (such as transit schedules or bike maps). Educational resources should also highlight the benefits and amenities available to residents that support their use of alternative modes. To fulfill this requirement, each project must implement at least one of the following:

- Provide "welcome packets" for new residents that include information and promotional materials to learn about alternative transportation options
- Provide travel training or educational workshops that support alternative transportation use, such as bicycle safety and repair workshops
- Designate a TDM coordinator who is available to help residents access information, plan commutes, and address transportation-related challenges
- Implement monthly promotional events to support alternative travel modes, such as raffles or contests

R.3 – Unbundled Parking. If off-street parking is provided, parking must be leased separately from the residential unit, and residents must not be obligated to lease any parking if they do not wish to.

Optional TDM measures (must do at least one) (O.5 - O.9)

Five optional TDM measures are recommended for residential projects in San Leandro, from which each project must select and implement at least one:

O.5 – Provide Real Time Information Displays. Provide on-site real-time travel information displays, such as a digital screen that shows when the next bus, shuttle, or train departs. Real-time information makes it easier for residents to plan their daily travel when relying on public transit.

O.6 – Provide a Bicycle Repair Station. Provide an on-site bicycle repair station within a designated, secure area of the building, such as a bicycle storage room. A bicycle repair station should include, at a minimum, any tools and supplies that are necessary for fixing a flat tire, adjusting a chain, and performing other basic bicycle

maintenance. To maximize the impact of this strategy, it is recommended (but not required) to offer periodic training programs to teach residents basic maintenance and repair skills.

O.7 – Provide Financial Incentives for Alternative Modes. Provide subsidies or financial rewards to employees who use alternative modes of travel including any of the following:

- Transit subsidies to reduce the cost of commuting by public transportation.
- Bicycle and e-bike purchase subsidies that help residents purchase a bicycle or e-bike that they will use for commuting purposes.
- Car share discounts or memberships that reduce the cost for residents to participate in a car share service such as Zipcar.

O.8 – Provide Delivery-Supportive Amenities. Include on-site amenities that support delivery services and make it easier for residents to choose a car-free or car-light lifestyle, such as consolidated parcel delivery or refrigerated grocery delivery lockers.

O.9 – Provide On-Site Car Share Service. Include at least one on-site car share vehicle, either operated independently or in partnership with a car share service provider.

TDM Strategies for Non-Residential Projects (R.1 – R.3 and O.1 – O.7)

Required TDM measures (must do all) (R.1 – R.3)

Three required TDM measures are recommended for non-residential projects in San Leandro:

R.1 – Distribute a Commute Survey. Every two years, each project must distribute a commute survey to all on-site employees. The survey will be provided in a digital format by City staff to ensure that questions are consistent across all projects and to minimize effort for developers and business owners.

R.2 – Provide Commute Information and Education. Information about employees' transportation options must be provided to all employees through educational materials or programming. Materials should explain the importance of reducing trips and should include informational resources about how to locate and use commute alternatives to driving (such as transit schedules or bike maps). Educational resources should also highlight the benefits and amenities available to employees that support their use of alternative modes. To fulfill this requirement, each project must implement at least one of the following:

- Distribute digital and print information about alternative commute options to all on-site employees on an ongoing basis
- Provide travel training or educational workshops that support alternative transportation use, such as bicycle safety and repair workshops
- Biannually designate a TDM coordinator who is available to help employees access information, plan commutes, and address transportation-related challenges
- Implement monthly promotional events to support alternative travel modes, such as raffles or contests
- Promote carpooling/ridesharing resources, such as those available through MTC's 511.

R.3 – TDM-Supportive Parking Management. If off-street parking is provided, parking management policies that help achieve San Leandro's TDM goals must be implemented. To fulfill this requirement, at least one of the following parking policies must be implemented:

- Eliminate "must take" parking space requirements in leases. Where elimination of "must-take" parking requirements is selected, lease agreements shall explicitly state that parking is optional and separately priced.

Documentation of lease language shall be maintained for compliance verification. Properties should not require tenants to commit to or pay for a minimum number of parking spaces in their lease agreement.

- Designate preferential parking spaces for carpools/vanpools. Offering reserved parking spaces for carpools and vanpools, often located near an entrance or other desirable location, incentivizes ridesharing while efficiently managing parking demand.

Optional TDM measures (must do at least one) (O.1 - O.7)

Seven optional TDM measures are recommended for non-residential projects in San Leandro, from which each project must select and implement at least one:

O.1 – Offer Flexible Work Arrangements. Flexible work arrangements help reduce peak-period commute travel and make it easier for people who live and work in San Leandro without a vehicle. Examples of flexible work arrangements include flextime policies (employees have a flexible daily work schedule), compressed work week (employees work fewer, but longer days), staggered shifts (employees work at different times of the day), and remote or telework options for employees with work responsibilities that can be done remotely.

O.2 – Offer Pre-Tax Transit Benefits. Provide pre-tax transportation benefits for employees to use for public transit fares and passes.

O.3 – Fund or Operate Shuttle Service. Contribute funding to the San Leandro TMO to support the San Leandro LINKS shuttle or provide stand-alone shuttle service for on-site employees. Promote shuttle services to employees to connect to San Leandro BART and to commute without driving and parking.

O.4 – Provide End-of-Trip Amenities. Provide on-site facilities that make it easier for employees to commute using active transportation modes, such as biking, walking, or rolling. Examples of end-of-trip amenities include showers, changing rooms, and storage lockers.

O.5 – Provide Real-Time Information Displays. Provide on-site real-time travel information displays, such as a digital screen that shows when the next bus, shuttle, or train departs. Real-time information makes it easier for employees to plan their daily travel when relying on public transit.

O.6 – Provide a Bicycle Repair Station. Provide an on-site bicycle repair station within a designated, secure area of the building, such as a bicycle storage room. A bicycle repair station should include, at a minimum, any tools and supplies that are necessary for fixing a flat tire, adjusting a chain, and performing other basic bicycle maintenance. To maximize the impact of this strategy, it is recommended (but not required) to offer periodic training programs to teach employees basic maintenance and repair skills.

O.7 – Provide Financial Incentives for Alternative Modes. Provide subsidies or financial rewards to employees who use alternative modes of travel, including any of the following:

- Vanpool incentives that compensate employees for organizing and utilizing a vanpool with other on-site employees.
- Transit subsidies to reduce the cost of commuting by public transportation.
- Active transportation subsidies that provide benefits or rewards for commuting by walking or biking.
- Bicycle and e-bike purchase subsidies that help employees purchase a bicycle or e-bike that they will use for commuting purposes.
- Parking cash-out options that offer a financial reward equivalent to the cost of parking for employees who opt out of employer-provided parking.

Recommended Submittal, Monitoring, and Reporting Procedures

In addition to required and optional TDM strategies, successful TDM frameworks should include requirements that specify how projects and city staff will review and monitor TDM activities to ensure all projects remain compliant. These requirements typically fall into three categories:

- **Submittal requirements** specify what developers must do during the development review and approval process. This may include checklists, fees, TDM plans, contact information, and other materials that help City staff review applications and understand how projects will satisfy overall TDM program requirements.
- **Monitoring requirements** specify how and when TDM programs will be monitored to ensure that projects are compliant with all aspects of the program. This may include annual reports, surveys, data collection, audits, and photographic information that can be used to verify ongoing TDM activities.
- **Reporting requirements** specify what information each project must provide to City staff as part of ongoing TDM compliance. While similar to monitoring requirements, reporting requirements include additional information that is valuable to City staff for overall TDM program management but does not directly relate to enforcement of TDM requirements at the project level. This may include informational surveys that help City staff understand mode choice, program participation, and program cost.

TDM Plans are Not Recommended

Drafting and reviewing TDM plans and monitoring reports takes considerable time and effort. While these steps can help city staff, developers, and property managers understand the health and impact of TDM programs, they offer little value if staff and stakeholders do not have sufficient time or resources to prepare, submit, review, or reference them. The level of effort that is required for TDM submittal, monitoring, and reporting requirements must be realistically calibrated to local capacity. Standardized templates, such as checklists or example reports, can help streamline this process for both project applicants and reviewers alike.

TDM Fee is Not Recommended

Some jurisdictions require developers to pay a submittal and/or annual review fee that helps fund TDM program management and ensures that staff can effectively monitor and enforce TDM requirements. In the long run, this strategy may help San Leandro grow it's TDM program and expand management capacity. However, in alignment with the City's goals of minimizing cost and burden on new development, it is not recommended that the City include a TDM fee at this stage of program implementation.

Submittal Requirements

San Leandro should create and maintain a simple TDM Checklist to be submitted at the time of development review and approval.

All residential and non-residential projects subject to TDM requirements must complete and submit the TDM Checklist. The checklist should be made available to applicants via the City website alongside other development review information and resources. It should include, at a minimum:

- An indication of whether the project is subject to TDM requirements (residential and/or non-residential)
- An acknowledgement of understanding about required TDM measures
- An indication of which optional TDM measures will be implemented to satisfy TDM requirements
- The name, phone number, and email address for a TDM point of contact for the project

Requirements for developers to prepare and submit a TDM plan are not recommended. Today, the time and effort needed to prepare and review such plans is likely to exceed the capacity of developers and city staff. In the long term, if San Leandro increases TDM requirements to achieve greater mode shift impacts, requiring detailed TDM

plans for large projects may be a valuable tool for ensuring that developers and TDM implementation partners have a realistic strategy for achieving success. Pairing TDM plan requirements with a TDM submittal fee would help ensure that city staff have sufficient time and resources to properly review and approve TDM plans.

Monitoring and Reporting Requirements

San Leandro should require developers and property managers to complete an **annual self-certification process** to confirm that all TDM requirements continue to be fulfilled. City staff should create and maintain a simple self-certification letter template that must be completed and submitted alongside the most recent approved TDM checklist for the project. Projects shall retain documentation demonstrating compliance with TDM measures for a minimum of three years and make such documentation available upon request. The self-certification letter should include, at a minimum:

- The date, time, and name of responsible party who completed the TDM self-certification
- A summary of the current project uses including the size of non-residential spaces, current non-residential tenants, number of residential units, and current residential unit occupancy rate and type of uses
- A summary of the amount of off-street parking that is available on site, including a description of access to parking is managed (i.e., monthly permits, daily pricing, free at all times, etc.)
- A summary of self-certification findings that either (a) confirms that each individual TDM measure continues to be implemented as required and defined in the San Leandro Zoning Code, or (b) identifies which TDM measures are not fully compliant with City requirements and describes remedial steps that will be taken to regain compliance before the next self-certification process occurs
- During years for which a commute survey was distributed (required every other year), a description of how the survey was distributed to employees and/or residents

Requirements for performance-based monitoring and reporting are not recommended for San Leandro. The City reserves the right to conduct periodic audits of TDM compliance, including site visits or documentation review, to verify implementation of required and optional measures. While tracking key performance metrics such as daily vehicle trips or parking occupancy levels can help TDM managers manage TDM program requirements, doing so takes considerable time and resources for both developers and city staff. In the near-term, a low-cost self-certification process will better meet San Leandro's core TDM program goals and priorities. In the long run, more thorough monitoring and reporting methods would help city staff evaluate TDM performance and adjust TDM program requirements accordingly over time.

Recommended Compliance and Enforcement

TDM compliance enforcement rules and procedures are vital for ensuring that all applicable projects consistently adhere to TDM requirements. Many cities use a compliance and enforcement approach that provides an opportunity for projects to **correct noncompliance or take non-punitive remedial actions** before any penalties are incurred. Examples of non-punitive remedial actions may include submitting revised TDM plans, participating in a working group with city staff or implementation partners, or conducting additional monitoring efforts to verify performance. When defining and applying penalties for projects that are consistently noncompliant with TDM requirements, cities can take three different approaches:

- **Establish a financial TDM penalty for noncompliant projects.** The penalty may be a flat fee (i.e., $10,000 annually) or may scale relative to the level of noncompliance (i.e., $2,000 per year per missing TDM measure).
- **Establish a non-financial TDM penalty for noncompliant projects.** Examples may include withholding a certificate of occupancy or business license for a property or a business.
- **Deferring to other fines and penalties maintained by the jurisdiction.** Rather than creating stand-alone penalties for TDM violations, some cities rely on existing processes. An example of this approach would be treating a TDM violation as a zoning or building code violation and applying fees or penalties accordingly.

It is recommended that San Leandro enforce TDM requirements through the applicable existing enforcement mechanisms, such as conditions of approval or permit compliance processes, as appropriate to the specific situation. Following this existing process will minimize the administrative effort needed to manage enforcement of the TDM program. Typical enforcement processes include steps that include a courtesy notification and a period during which corrective action can be taken before any financial penalties are applied.

In the long term, as San Leandro grows its TDM program and expands requirements for new development, creating a stand-alone TDM enforcement process and penalty structure may be beneficial for San Leandro. Such a structure should:

- Continue to provide an opportunity for noncompliant projects to remedy any issues before punitive measures are applied
- Minimize the amount of staff time and resources needed to verify compliance or remedy issues through extra meetings or review processes
- Include financial penalties that are sufficient for incentivizing projects to comply with requirements rather than ignoring requirements and just "paying the ticket"
- If quantitative TDM goals are established (i.e., mode share or trip reduction targets), include performance-based compliance that enforces compliance based on measurable outcomes

Complementary TDM Policies and Strategies

Building a robust and successful TDM program takes time, resources, and policy coordination between different city teams and departments. Adopting focused TDM requirements that are easy to understand and calibrated to the current development climate will give San Leandro a solid foundation for growing and evolving the TDM program over time. As more resources become available and local economic conditions change, complementary policies and initiatives may help San Leandro achieve its TDM goals and fulfill its community vision.

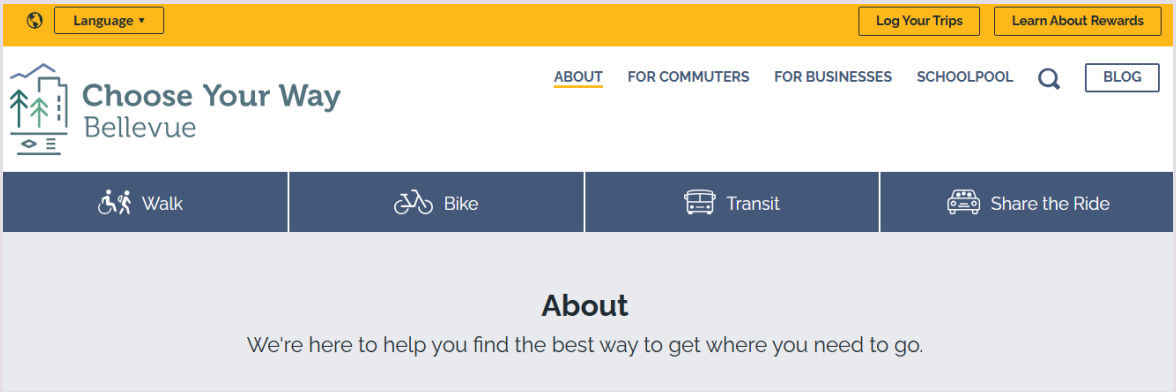
Create Detailed TDM Resources for Developers

While many cities throughout the Bay Area and California have TDM requirements for new development, not all developers have experience planning and managing TDM programs. Even developers who are eager to leverage the benefits of TDM for their developments may not know how to select the most effective measures or how to implement them in line with best practices. Over time, San Leandro City staff should **create and maintain resources and reference materials** that help developers navigate TDM requirements and implement programs successfully. Resources and materials could include:

- Robust TDM guidelines that explain relevant technical information in accessible, easy-to-understand language and include visuals, diagrams, and examples
- A "help desk" service through which city staff or partners are available to assist developers and program managers with questions as they arise during planning and implementation
- Trainings or workshops that teach TDM practices and connect potential developers with key TDM partners such as community-based organizations and mobility service providers.

Best Practice Spotlight:
Choose Your Way Bellevue (Bellevue, WA)

The City of Bellevue operates a TDM information and resource service called Choose Your Way Bellevue. Choose Your Way Bellevue offers as-needed "help desk" TDM assistance for developers, businesses, and TDM implementation partners as well as commute and trip planning information for people who live and work in Bellevue. The website includes helpful TDM resources including adopted plans and policies, published research, and TDM best practices.



Adopt Optional Incentives that Reward Developers who Invest in TDM

In addition to TDM requirements, some cities use incentives to encourage developers to voluntarily implement TDM strategies. These approaches reward developers with valuable rewards that offset the cost of TDM programs. Examples of incentives could include:

- Additional development density or other building allowances
- Exemption from related approval process steps or fees, such as traffic fees or impact analyses
- Exemption from other requirements, such as minimum parking requirements or traffic mitigation measures

Over time, San Leandro could consider incorporating incentives that encourage developers to implement additional TDM or to select optional measures that are higher cost but also higher impact, such as providing free or subsidized transit passes. Incentives should be balanced between the value proposition they represent to the developer (i.e., make sure they are worth the effort) and the cost to the city (i.e., the rewards or allowances offered do not adversely impact other city programs or priorities).

Allocate Funding and Resources for TDM

TDM programs thrive when they are well resourced, both in terms of staff time available for program management as well as funding available for programs and services. Today, San Leandro does not have any dedicated funding or staff resources to manage TDM efforts. As the City seeks to grow the TDM program over time, it should allocate dedicated funding and staff resources to support the TDM program. Potential funding sources could include:

- Revenue from public paid parking programs, including parking payments as well as citations
- Revenue from existing impact fees or other development fees
- Grants offered through regional agencies and organizations, including MTC and the Alameda County Transportation Commission (ACTC)

- New TDM fees to be paid as part of the submittal and approval process or as part of annual monitoring
- Allocations from the general fund or departmental resources

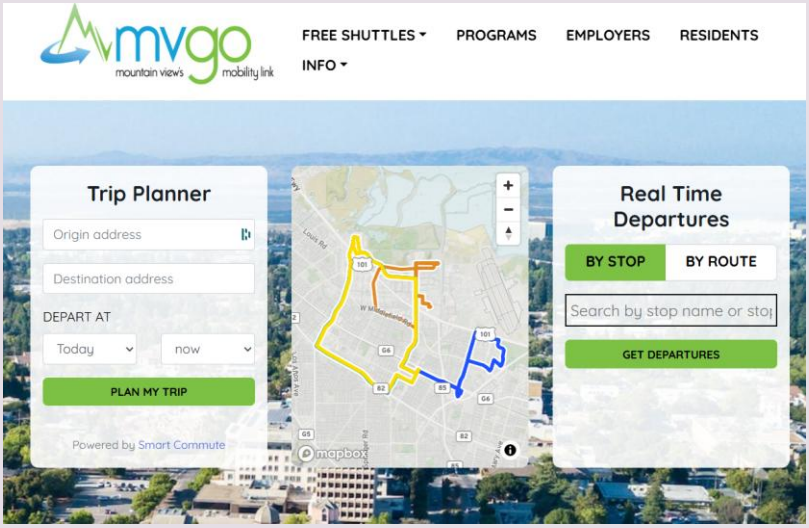
Invest in and Expand the San Leandro TMO

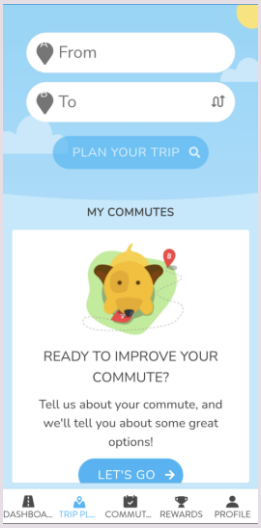
Today, the San Leandro TMO has a focused mission of operating the LINKS shuttle. As a non-profit entity focused on meeting local mobility needs, the organization would be well positioned to offer additional TDM services if sufficient resources were available. Opportunities to expand the TMO should be identified and evaluated through partnership and coordination with TMO board members. Resources for TMO expansion could include allocations from the City's general fund, new local assessments or fees, membership dues for businesses or developers wishing to participate in TMO activities, or regional grant programs.

Best Practice Spotlight:
Mountain View TMA (Mountain View, CA)

Operating under the MVgo brand, The Mountain View TMA (MTMA) is a non-profit membership-based organization in Mountain View, CA that provides shuttle services and TDM programs. MTMA is similar in structure to the San Leandro TMO, and includes a board of directors to oversee and manage its programs and operations. Funding for the MTMA comes from dues paid by member businesses and organizations. In the North Bayshore district of Mountain View, TMA membership is required as a condition of development as part of TDM requirements that were established in the North Bayshore Precise Plan.

MVgo operates four shuttle routes that connect to Caltrain, major employers, and downtown, and are free to ride for any members of the public. In addition to shuttle service, TMA programs available for TMA members include discount transit passes, a guaranteed ride home partnership with VTA, a last mile reimbursement program, and a reimbursement for Uber, Lyft, and taxi rides taken between 10 a.m. and 3 p.m.





Summary of Stakeholder Outreach

This chapter summarizes the community engagement process conducted during Summer 2025, which informed the recommended parking code reforms and recommended TDM framework.

In total, six focus groups and one general public workshop were held in August and September, 2025. The City also maintained a project webpage to keep the public informed and allow them to subscribe to a mailing list for updates.

Schedule

- The first set of three focus group sessions were held in early August 2025.
- A public workshop was held on August 27, 2025.
- The second set of three focus group sessions were held in early and mid September 2025.

Focus Groups

Invitations for the focus groups were sent to various groups of stakeholders, including large local employers, the San Leandro Chamber of Commerce, affordable housing developers, the City Bicycle and Pedestrian Advisory Committee, the San Leandro Transportation Management Organization that manages the SL Links Shuttle, the City Senior Commission, City staff members from relevant departments, and members of the general public who provided public comments on the 2023-2031 Housing Element.

Public Workshop

In August 2025, a virtual public workshop was held virtually to seek public sentiments and opinion on parking and other methods of transportation within the City. Advertisements were posted on the project webpage, posted at City Hall, and published on the City's social media platforms.

Other Public Engagement Efforts

The City utilized existing online platforms and methods to provide other opportunities for the members of the public to provide comments.

- **http://www.SanLeandro.org/ParkingStudy** - Project webpage.
- **https://www.sanleandro.org/list.aspx** - The project webpage hosts a link to the City of San Leandro "Notify Me" webpage, to allow members of the general public to sign up for mailing list updates.
- **Contact Form** - A contact form was also published on the project webpage, to ensure any members of the public could provide comment without requiring mailing list subscription.

Meeting notes from the focus groups and the public workshop included in Appendix F, along with copies of the advertisements published for the public workshop.

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Appendix A

Existing Parking Conditions

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Existing Parking Conditions

This report presents a detailed survey and analysis of existing parking conditions within the City of San Leandro. The purpose of this analysis is to identify existing parking data and document the current policy and regulatory framework for on- and off-street parking. By summarizing current code requirements, parking management programs, development and parking supply data, local and regional policies, and area-specific planning documents, the existing conditions report provides context upon which recommendations for parking code reforms are built.

Key Parking Challenges and Opportunities

From a parking perspective, the key parking challenges and opportunities include the following:

- Current minimum vehicle parking requirements contribute to higher development costs, reduce housing affordability, and discourage the use of non-driving travel modes.
- As new development occurs, there is a need to encourage lower vehicle ownership and reduce reliance on single-occupant vehicles.
- Existing bicycle parking standards do not fully reflect the range of bicycle types in use today or their associated space and design needs.
- There are strategies available, such as "unbundled" parking pricing, to limit excess new parking and discourage driving alone for future development.
- Opportunities exist to better utilize the existing parking supply through shared parking arrangements and more flexible off-site parking provisions, including those enabled by State law such as AB 894.
- In areas within one-half mile of major transit stops, there is an opportunity to better utilize parking in new non-residential developments by requiring that it be shared during non-business hours.
- The City must ensure consistency with State and federal requirements related to accessible on-street parking and other parking regulations.

Parking Inventory and Regulation

Parking inventory information for the city was only available for the downtown area and was based on the most recent data provided in the City's *Downtown Parking Management Plan,* CDM Smith, 2017. On-street parking spaces were inventoried into two categories, those within the downtown core and the downtown periphery. Across these two areas, 1,773 on-street parking spaces and 1,153 off-street spaces are provided, for a cumulative 2,926 parking spaces downtown. Table 1 provides a summary of the parking inventory.

Table 1 – Parking Inventory by Location		
Location	**Total Spaces**	**Percent**
On-Street		
Downtown Core	608	21%
Downtown Periphery	1,165	40%
Total On-Street	**1,773**	**61%**
Off-Street		
Washington Plaza Lot (North)	128	4%
Washington Plaza Lot (South)	356	12%
Pelton Center Lot	75	3%
Main Library Parking Lot	153	5%
Best Building Parking Lot	57	2%
Estudillo Parking Garage	384	13%
Total Off-Street	**1,153**	**39%**
Total	**2,926**	**100%**

Source: *Downtown Parking Management Plan*, CDM Smith, 2017

Current Approach to Managing Parking

The City of San Leandro is comprised of more than 20 individual land use zones. As required in the San Leandro Zoning Code, specific parking policies and requirements for off-street vehicle and bicycle parking are imposed based on land use and based on location, using specific key zoning district, including the Downtown Area (DA), South Area (SA), and Bay Fair Transit Oriented Development (B-TOD) zones. Other zones will be classified as General Areas (G) moving forward.

The City currently maintains parking meters for downtown on-street parking. Residential street parking is free citywide, though permit and time restrictions apply to public parking on certain streets in particular neighborhoods.

Current Parking Code Requirements

Off-Street Vehicle Parking Requirements

The San Leandro Zoning Code requires different minimum vehicle parking requirements on the bases of both land use classification and location, using the zones described above (DA, SA, B-TOD, G).

Section 4.08.108 of the City Zoning Code presents the required number of parking spaces in a complex table that lists four major land use categories with several subcategories. The Commercial major land use category contains more than 50 land use classifications. The table also contains sub-columns that list the requirements that apply when certain land uses are located in the DA, SA, and B-TOD zones.

Table 2 below shows the minimum required vehicle parking ratios for some of the most common land uses, which also have different parking ratios when located within DA, SA, and B-TOD zones.

Table 2 – Current Vehicle Parking Requirements within the DA, SA, and B-TOD Zones

Land Use	Required Parking Spaces		
	DA	SA	B-TOD
Multi-Family Residential			
Studio or One-Bedroom Unit	0 spaces/unit (within 0.50 miles of BART)	1.5 spaces/unit	Maximum 1 space/unit*
Two-Bedroom Unit	1.5 spaces/unit (greater than 0.25 miles of BART)	1.75 spaces/unit	Maximum 1 space/unit*
Three- or More Bedroom Unit	1.5 spaces/unit (greater than 0.25 miles of BART)	2 spaces/unit	Maximum 1 space/unit*
Nonresidential			
Bars/Cafes/Restaurants	1 space/500 sf**	1 space/200 sf for first 4,000 sf; 1 space/100 sf over 4,000 sf	1 space/500 sf**
Offices (Business & Professional)	1 space/500 sf	1 space/333 sf (ground floor); 1 space/500 sf (upper floors)	B-TOD-1: Maximum 1 space/400 sf; B-TOD-2,3: Minimum 1 space/1,000 sf; maximum 1 space/400 sf;
Retail Sales	1 space/500 sf**	1 space/333 sf for first 5,000 sf; 1 space/250 sf over 5,000 sf	1 space/500 sf**

Note: sf = square foot; DA = Downtown Area; SA = South Area; B-TOD = Bay Fair Transit Oriented Development; * = B-TOD-1: maximum 1.0 space/unit, B-TOD-2 and B-TOD-3: minimum 0.50 spaces per unit for studios/1 bedroom units and 0.75 spaces per unit for two or more bedroom units, maximum 1.0 space per unit; ** = If over 5,000 sf of gross floor area (Exempt if under 5,000 sf)

Table 3 contains current parking requirements for some of the most common land uses (applicable in locations not within one-half mile of a major transit stop). The entire list of minimum vehicle parking requirements is codified in Section 4.08.108 of the San Leandro Zoning Code.

Table 3 – Summary of Existing Vehicle Parking Requirements in General Use Areas	
Land Use	**Required Parking Spaces**
Single-Family Residential	2 spaces/unit
Two-Family Residential	2 spaces/unit
Multi-Unit Residential	
Studio or One-Bedroom Units	1.5 spaces/unit
Two-Bedroom Unit	2.25 space/unit
3 or more Bedroom Unit	2.5 spaces/unit
Bars/Cafes/Restaurants	1 space/100 sf of gross floor area up to 4,000 sf; 40 spaces plus 1 space/each 50 sf of seating area over 4,000 sf
Convenience Stores	1 space/200 sf
Hotels and Motels[3]	1.1 spaces/guest room; plus 1 space/50 sf of banquet seating area
Offices (Business & Professional)	1 space/300 sf
Offices (Medical & Dental)	1 space/200 sf
Retail Sales (General)	1 space per 200 sf up to 5,000; 1 space per 250 sf over 5,000 sf
Industry (Custom & General)	1 space/1,000 sf
Research and Development	1 space/400 sf
Warehousing, Distributions and Storage Facilities	1 space/1,500 sf

Note: sf = square foot; Current requirements are minimums

Reductions in Vehicle Parking Requirements

Section 4.08.116 notes that development projects may have their vehicle parking requirements reduced through a Major Site Plan Review approval. The Zoning Enforcement Official would make a decision based on the existence of certain conditions exist that will reduce parking demand at the site, or because existing development precludes the addition of parking spaces; and that the use will adequately be served by the proposed parking.

The Zoning Code was updated in 2022 establish this Major Site Plan Review process, in lieu of the former Parking Exception process, which required approval by the Planning Commission. The public notification requirements remained the same. Required findings were modified, including removing a requirement that required developers to provide parking demand data. This change was part of a suite of Zoning Code amendments adopted in in 2022 to establish more measurable and clear objective development standards for multi-family and mixed use residential developments.

Vehicle Parking Near Major Transit

As discussed in the "State Laws" section below, California Assembly Bill (AB) 2097 prohibits most minimum vehicle parking requirements within one-half mile of an existing or planned major transit stop. In San Leandro, Zoning Code Section 4.08.108(A)(1) requires compliance with AB 2097, and is applied to known major transit stops (i.e., the San Leandro and Bay Fair BART Stations and the AC Transit bus rapid transit stations along East 14th Street and Davis Street). More detailed technical advice for implementing AB 2097 has been published since the adoption of 4.08.108(A)(1).

Shared Parking Agreements

Shared Parking Agreements are allowed pursuant to Section 4.08.112 of the San Leandro Zoning Code. The City of San Leandro does not currently have any formal shared parking agreements in place for required off-street vehicle parking.

Bicycle Parking Requirements

Section 4.08.128 of the San Leandro Zoning Code establishes minimum off-street bicycle parking requirements for developments as well as requirements and standards for the design and location of bicycle parking facilities.

Short-Term Bicycle Parking

The Code requires different bicycle short-term parking requirements for the B-TOD area and other districts, requiring developments which are not public or semi-public, located in other districts, to provide short-term parking spaces equal to five percent of the number of vehicle parking spaces required, while a minimum of one short-term space must be offered per establishment.

For the B-TOD district, short-term bicycle parking requirements are, based on land use, as follows:

- *Residential Use Classifications*. A minimum of one-half space per bedroom.
- *Offices, Business and Professional and Offices, Medical and Dental*. A minimum of one space per 20,000 square feet.
- *Non-Residential Uses Other than Office*. A minimum of one space per 2,500 square feet

Short-term bicycle parking must meet specific dimensions and be located within 100 feet of the main entrance to the building they serve. Additional requirements for the size and accessibility of short-term bicycle spaces are listed in Zoning Code Section 4.08.128(C).

Long-Term Bicycle Parking

Per the San Leandro Zoning Code, requirements for long-term bicycle parking spaces are based on a subdistrict and land use type basis, as follows.

- Multi-Family Residential
  - *Within B-TOD Sub-Area 1, DA-6 District, and PS District*. A minimum of one long-term bicycle parking space shall be provided per bedroom.
  - *Within the SA and DA Districts (other than the DA-6 District)*. A minimum of one long-term bicycle parking space shall be provided per unit.
  - *Other Areas*. In areas other than the B-TOD Sub-Area 1, DA Districts, SA Districts, and PS District, a minimum of one long-term bicycle parking space shall be provided for every two units.
- Offices, Business and Professional; Offices, Medical and Dental
  - *Within B-TOD District*. A minimum of one bicycle parking space shall be provided per 5,000 square feet
- Non-Residential Use Other than Office
  - *Within B-TOD District*. A minimum of one bicycle parking space shall be provided per 10,000 square feet

Long-term bicycle parking is required to be safe and lockable, also located within 100 feet of a main entrance, and meet specific dimensions. Additional requirements for the size, location, and accessibility of long-term bicycle spaces are listed in Zoning Code Section 4.08.128.

Residential and Employee Parking Permits

Downtown Employee Parking Permits

The City currently offers employee parking permits in the Estudillo Parking Garage and the Washington Plaza Lot, providing designated parking spaces for employees using a monthly fee system. Permit costs range from $20 to $45 per month.

Residential Parking Permits for On-Street Parking

Pursuant to Municipal Code Chapter 6-2, Article 3, a Residential Parking Permit program is available for residential neighborhoods to provide free parking for those living in the area.

Recent Development Data (2019-2025)

Vehicle parking data from citywide developments approved during the past six years (between 2019 and 2025) were collected and analyzed.

Residential Developments

Residential development data analyzed consisted of seven multi-family rentals and owner-occupied condominiums and four owner-occupied townhomes, including major projects.

Of the seven multi-family/condominium projects, two contained only market-rate units, four were partially affordable (5 to 15 percent of units), and one was 100-percent affordable units.

- **Parking supply rates varied from an average 1.29 spaces per unit for fully market-rate developments, to 1.18 spaces per unit for partially affordable developments, to 1.10 spaces per unit for the fully affordable development; townhomes supplied an average of 2.04 spaces per unit.** The number of spaces provided per bedroom ranged from 0.57 to 0.83 spaces.

- **Data indicate that, for fully-market rate and partially affordable units, as the number of bedrooms per unit declines, the number of parking supplied per bedroom increases** (e.g., one-bedroom units being supplied with one space per unit while two-bedroom units having less than two spaces per unit).

- **Data also indicate that the level of affordability affects parking provision, with fully affordable units averaging roughly one space per unit** and 0.57 spaces per bedroom. Separately, two single-room occupancy (SRO) units were approved during this period with 0.07 spaces per unit and bedroom provided.

- **No correlation was established between the location of housing in proximity to transit and the number of parking spaces provided, nor between owner versus renter-occupied multi-family dwelling units.**

Table 13 summarizes the residential data analyzed.

Table 4 - Vehicle Parking Supplied with Residential Developments (2019-2025)					
Type of Residential Project	**Multi-Family Rentals & Owner-Occupied Condominiums**				**Townhomes**
	Fully Market-Rate	**Partially Affordable**	**Fully Affordable**	**Total**	
Number of sites	2	4	1	7	4
Total units	972 units	444 units	72 units	1,488 units	97 units
Total bedrooms	1,660 bedrooms	635 bedrooms	127 bedrooms	2,422 bedrooms	304 bedrooms
Total parking supplied	1,252 spaces	526 spaces	73 spaces	1,851 spaces	198 spaces
Average spaces supplied per unit	1.29 spaces/unit	1.18 spaces/unit	1.01 spaces/unit	1.24 spaces/unit	2.04 spaces/unit
Average spaces supplied per bedroom	0.75 spaces/bedroom	0.83 spaces/bedroom	0.57 spaces/bedroom	0.76 spaces/bedroom	0.65 spaces/bedroom
Average bedrooms per unit	1.71 bedrooms/unit	1.43 bedrooms/unit	1.76 bedrooms/unit	1.63 bedrooms/unit	3.13 bedrooms/unit

Non-Residential Developments

In total, 18 non-residential developments built in the last five years were analyzed, including ten industrial projects, six commercial projects, one office project and one institutional project (i.e., a music school).

The average amounts of parking supplied per thousand square feet were

- 1.26 for industrial projects,
- 2.11 for commercial projects,
- 2.39 for the office project, and
- 3.47 for the music school.

Table 14 provides a summary of the non-residential development data analyzed.

Table 5 – Vehicle Parking Supplied with Non-Residential Developments (2019-2024)				
Type of Non-Residential Project	**Industrial**	**Commercial**	**Office**	**Institutional**
Number of sites	10	6	1	1
Total square feet/rooms	1,032 ksf	308.1 ksf	23.43 ksf	4.33 ksf
Total parking supplied	1,296 spaces	649 spaces	56 spaces	15 spaces
Average spaces supplied per ksf	1.26 spaces/ksf	2.11 spaces/ksf	2.39 spaces/ksf	3.47 spaces/ksf

Note: ksf = 1,000 square feet

Future Development

To demonstrate the scale of future development that could occur within San Leandro, the existing built land uses and development planned to occur by 2030 were researched. The Kaiser North, Shoreline, Fairmont Square, PACE Center, Crown Chicago/Northpoint, and ACCO Engineering projects are all underway or are undergoing the development review process by the City. The Fairmont Square project will be reusing the existing parking supply on site.

Land Use and Planning Regulatory Context

General Plan and Housing Element

The *San Leandro 2035 General Plan, including the Housing Element,* includes goals, policies, and actions that relate to vehicle and bicycle parking, including:

- **Action 14.1 of Housing Element Program 14**: Remove Barriers to Housing by Updating Development Standards and Development Review Process
    - **Action 14.1**: Retain services of a third-party parking consultant to analyze the City's minimum parking standards and conduct stakeholder outreach to identify recommended reductions or eliminations of residential parking minimums to implement the 2021 Climate Action Plan, reduce identified constraints to housing production and make housing developments more financially feasible. Consider establishing a Transportation Demand Management (TDM) Ordinance to encourage reduction in vehicle trips and reliance on automobile parking. Stakeholder outreach shall include discussions with for-profit and nonprofit housing developers, housing advocates, and environmental groups. Recommend any necessary changes to the City's Zoning Code to the Planning Commission at a public hearing for a recommendation to the City Council by January 2025.

Below are additional goals, policies and actions, that relate to vehicle and bicycle parking.

- **Goal T-1** Coordinate land use and transportation planning.
    - Policy T-1.7 Off Street Parking Standards. Implement variable parking standards that reflect factors such as proximity to transit, type of occupancy (seniors, etc.), number of bedrooms (for housing), and the expected level of parking demand. Parking requirements should reflect the City's goal of reducing vehicle miles traveled.
    - Policy T-1.8 Shared Parking. Promote the concept of parking areas which are "shared" by multiple uses with different peak demand periods as a means of reducing the total amount of parking which must be provided.
- **Goal T-2** Design and operate streets to be safe, attractive, and accessible for all transportation users whether they are pedestrians, bicyclists, transit riders or motorists, regardless of age or mobility.
    - Policy T-2.7 Special Transportation Needs. Incorporate the special mobility needs of seniors, children, and persons with disabilities in planning for complete streets. The City recognizes that not all segments of the population can easily walk or bicycle to their destinations and will strive to reduce barriers to mobility through provisions such as disabled parking, larger street sign lettering, accessible pedestrian signals (APS), well-illuminated streets and well-maintained sidewalks, wheelchair ramps, improved para-transit, and other amenities to accommodate those who are less mobile.
- **Goal T-3** Promote and accommodate alternative, environmentally-friendly methods of transportation, such as walking and bicycling.

    - Policy T-3.5 Accommodation of Bicycles and Pedestrians. Require new development to incorporate design features that make walking, bicycling, and other forms of non-motorized transportation more convenient and attractive. Facilities for bicycles and pedestrians, including secured bicycle parking, clearly marked crosswalks, well-lit streets and sidewalks, landscaping, and street furniture should be provided within new employment areas, shopping destinations, multi-modal transportation facilities, and community facilities.
- **Goal T-4** Ensure that public transportation is safe, convenient, and affordable and provides a viable alternative to driving.
    - Policy T-4.9 BART Station Provisions for Bicycles and Pedestrians. Ensure that all BART stations and major bus routes are served by the bicycle and pedestrian systems. Bicycle and pedestrian connections between the Downtown San Leandro and Bay Fair BART stations and the surrounding neighborhoods, business districts, and community institutions should be improved, with special attention to the at-grade railroad crossings and connections through the parking lots.
- **Goal T-5** Improve major transportation arteries for circulation in and around the city.
    - Policy T-5.7 Technology and Roadway Efficiency. Use technology, including smartphone applications, roadway sensors, and real time data on congestion, travel time, and parking supply to create a more efficient transportation system, and to maximize the benefits of the existing road system before investing in its expansion.
    - Policy T-5.8 Electric and Low Emission Vehicles. Plan for a substantial increase in the number of electric vehicles and other low-emission or zero-emission vehicles on city streets. This should include the development of electric vehicle charging stations at the BART stations, in large parking structures and parking lots, at City facilities (including City parking facilities), in high-employment workplaces, and at other destinations around the city.
- **Goal T-7** Improve traffic safety and reduce the potential for collisions on San Leandro streets.
    - Policy T-7.4 Public Education Increase public awareness of laws relating to parking, circulation, speed limits, right-of-way, pedestrian crossings, and other aspects of transportation safety in the City.

Specific and Area Plans

The City of San Leandro has completed multiple local long-range planning efforts, including the Bay Fair Transit-Oriented Development (TOD) Specific Plan, the Downtown TOD Strategy, the North Area Specific Plan, and the East 14th Street South Area Development Strategy. Several of these plans have established reduced, geographically based parking ratios that were eventually codified in the Zoning Code, leading to the complexity of the off-street parking requirements table. Some of the plans also called pedestrian improvements in the public right-of-way, some of which have been built throughout the City since the adoption of the plans. Each plan and their impact to parking is described in greater detail below.

Bay Fair TOD Specific Plan

The Bay Fair TOD Specific Plan effort was amended in 2020 with a goal of creating a vision, policies, and standards to guide new development around the Bay Fair BART Station and TOD area. The plan includes several parking and transportation demand management (TDM) guidelines and strategies aimed at revitalizing the area, increasing access to jobs, and reducing traffic congestion and environmental impacts.

Maximum parking requirements of one space per unit for studio and one-bedroom units and 1.5 spaces per unit for units with two or more bedrooms are included. Minimum bicycle parking requirements are included for office, residential, and retail uses.

Downtown TOD Strategy

The City released the Downtown Transit-Oriented Development Strategy in 2007 with intentions to bring more housing, retail, and jobs to the downtown area. The guiding principles for the plan includes minimizing auto dependence to access Downtown, attracting users and shopping to Downtown, and creating distinctive character and identity unique to San Leandro.

The Strategy included recommended parking maximums of two spaces per thousand square feet (2 ksf) for office and retail (with retail less than 5,000 square feet exempted) and 1.5 spaces per residential unit (one space per unit for developments adjacent to the BART station and east of Carpentier Street).

North Area Specific Plan

The North Area Specific Plan, adopted in 1991, establishes a vision, policies, and standards to guide revitalization and development along key corridors in the North Area, including MacArthur Boulevard. The plan is intended to support reinvestment, improve physical conditions, and direct growth to areas where change is appropriate, but it has remained largely undeveloped on private properties and is now considered outdated.

Within Revitalization District #2, identified as the Transition District, zoning allows for community commercial (CC) uses, and housing is now permitted by right through a ministerial site plan review process.

The corridor is also served by AC Transit bus rapid transit, which qualifies the area as a major transit stop under AB 2097, reducing or eliminating minimum parking requirements that have historically constrained residential development in this area.

East 14th Street South Area Development Strategy

In 2004, the City adopted the East 14th Street South Area Development Strategy, an area plan that identified five mixed use districts, each with their own distinct character. The South Area Strategy presented a District Land Use table that listing the preferred uses for each district. The plan envisioned a pedestrian-friendly environment on this portion of East 14th Street, along with the future development of multi-family housing. It contains design guidelines for new development and alternative parking standards and parking strategies, which were eventually codified into Zoning Code Section 4.08.108.

State Laws

Recently enacted California assembly bills (ABs) relating to parking requirements and management include AB 413, AB 894, AB 1317, AB 2097, AB 2162, and AB 2345 which prohibit on-street vehicle parking near crosswalks, require that select shared parking agreements be accepted, mandate unbundled parking costs for larger residential rental developments, largely eliminate minimum parking requirements near major transit stops, remove minimum parking requirements for supportive housing near transit, and set a cap on the amount of vehicle parking that can be required for developments with affordable housing.

Assembly Bill (AB) 413

AB 413, known as California's "Daylighting" law, effective January 1, 2025, prohibits on-street vehicle parking within 20 feet on the approach to any unmarked or marked crosswalk, or within 15 feet of a crosswalk where a curb extension is present.

Assembly Bill (AB) 894

AB 894, which became effective in January 2024, requires that property owners have the ability to share their excess or underutilized parking with other nearby uses. Property owners must submit a shared parking agreement to the public agency. The bill requires jurisdictions to accept shared parking spaces as satisfying parking requirements, provided that the shared parking agreement includes an analysis of parking adequacy. Entities sharing parking spaces can be no more than 2,000 feet apart by the shortest walking route or they must be connected by shuttle or similar means if separated by more than 2,000 feet.

Assembly Bill (AB) 1317

AB 1317 became effective in January 2024 and requires that parking be "unbundled," or separated, from the rental price of certain residential properties in parts of California. Qualifying residential properties include residences with a certificate of occupancy issued in 2025 or later, consisting of 16 or more dwelling units, and located within a subset of California counties (ten counties in total, including Alameda County). Fully affordable residential properties are exempt from the requirement as well as properties with individual garages for each unit.

Assembly Bill (AB) 2097

AB 2097, which took effect in January 2023, prohibits a public agency from imposing minimum parking requirements on most developments within one-half mile of a major transit stop.

Sections 21155 and 21064.3 of the *Public Resources Code* define a major transit stop as a site containing an existing or planned rail or rapid bus station, a ferry terminal served by either a bus or rail transit service, or the intersection of two or more major bus routes with service intervals of 15 minutes or less during the morning and evening peak commute periods. A 2025 update increased the intervals to 20 minutes or less during the morning and evening peak commute periods.

AB 2097 allows public agencies to require that any parking provided within the half-mile radius be shared with the public, priced, and/or include spaces for car sharing.

Plate 4 shows the areas of San Leandro within one-half mile of a major transit stop, which cover the majority of the subareas analyzed in this study.

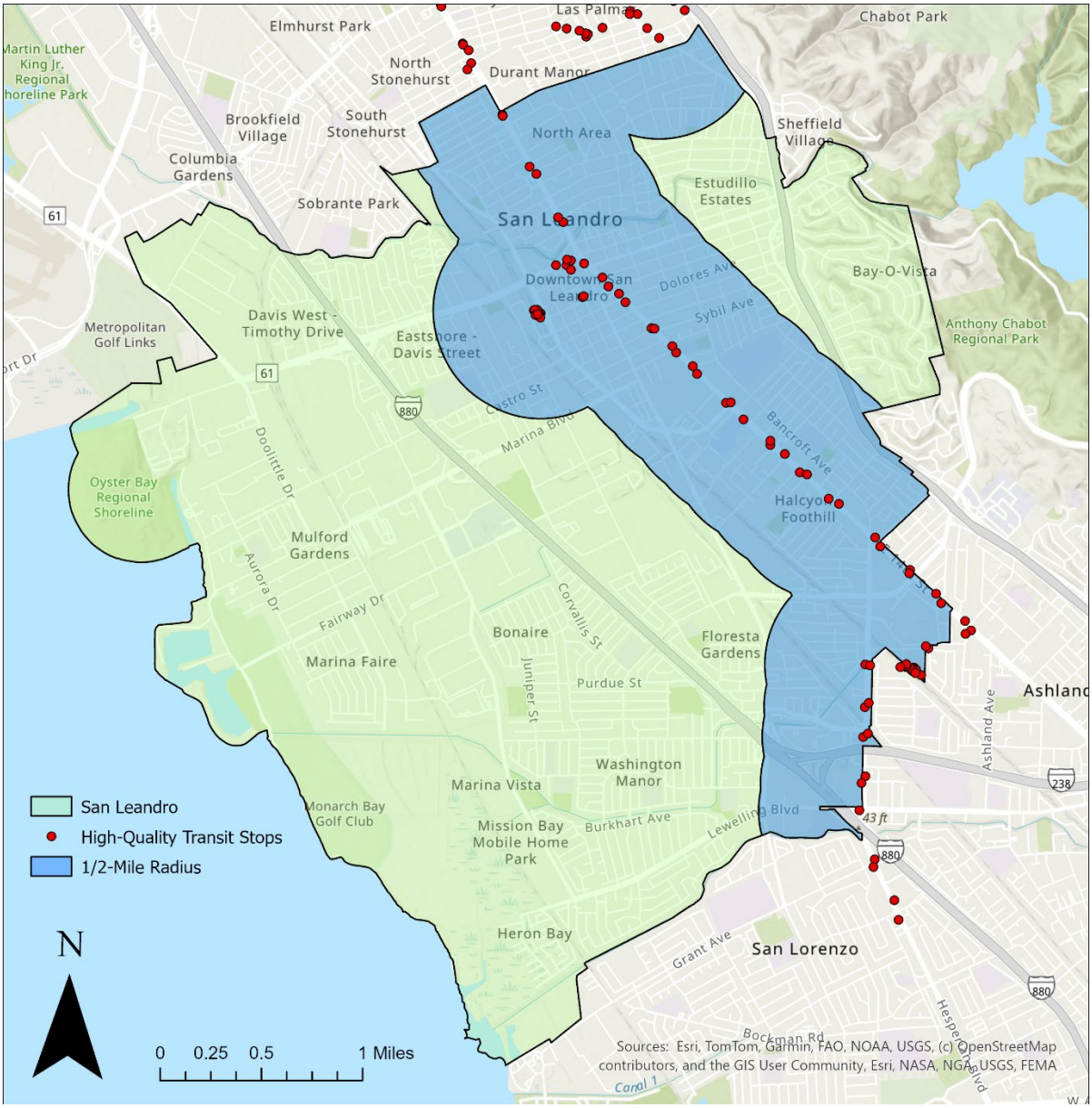

Plate 4 Areas Influenced by AB 2097

Assembly Bill (AB) 2162

AB 2162 became effective in 2018 and includes a provision that prohibits minimum vehicle parking requirements for units occupied by supportive housing residents within one-half mile of any public transit stop. While this provision is largely redundant due to AB 2097, which removes minimum requirements within one-half mile of major transit stops, AB 2162 still applies to supportive housing developments within one-half mile of any type of transit stop (not only major stops).

Assembly Bill (AB) 2345

Per the "Density Bonus law," California currently requires that developments meeting certain affordability thresholds be eligible for incentives, including increases in allowed density, to encourage the construction of

affordable housing. AB 2345, signed in September 2020, made changes to the parking provisions of the Density Bonus law.

- For projects eligible for density bonuses, a jurisdiction cannot require more than 1.5 spaces per two- or three-bedroom unit, and no more than 2.5 spaces per unit can be required for units with four or more bedrooms. The minimum parking ratio cap of one space per studio or one-bedroom unit still applies.

- Additionally, no more than 0.5 spaces per unit can be required for a housing development with at least 11 percent very-low-income units or at least 30 percent low-income units within one-half mile of a major transit stop (with unobstructed access to the stop).

- No parking can be required for projects that have 100 percent low-income units and are either within one-half mile of a major transit stop or serve exclusively senior citizens (and have access to transit or paratransit). Regardless of AB 2345, it is noted that no parking can be required within one-half mile of major transit stop per AB 2097.

Regional Policy

The Metropolitan Transportation Commission (MTC) is the Metropolitan Planning Organization (MPO) for the San Francisco Bay Area and provides funding for transportation projects and plans in the San Francisco Bay Area region.

According to Resolution 4530, a City must be partially or fully consistent with its Transit Oriented Community (TOC) Policy to receive regional discretionary capital funding or endorsement for transit project extensions. Some flexibility is allowed in the interpretation of standards (e.g., maximum spaces per bedroom may be used instead of spaces per unit).

The San Leandro and Bay Fair BART stations are classified as Tier 2 stations, and the AC Transit bus rapid transit lines along East 14th Street are classified at Tier 3 stations.

Within one-half mile of a Tier 2 station, MTC requires that no minimum vehicle parking requirements apply to new developments, a parking maximum of 0.5 space per unit or lower is set for residential developments, and a parking maximum of 1.6 spaces per 1,000 square feet or lower is set for commercial developments. Additionally, at least one secure bicycle parking space per new residential unit and one secure space per 5,000 occupied square feet of new commercial office development must be required.

Similarly, within one-half mile of a Tier 3 station, MTC requires that no minimum vehicle parking requirements apply to new developments, a maximum of 1.0 parking space per unit or lower is set for residential developments, and a maximum of 2.5 parking spaces per 1,000 square feet or lower is set for commercial developments. One or more secure bicycle parking spaces are also required per each new residential unit as well as one secure space per 5,000 occupied square feet of new commercial office development.

All jurisdictions must allow unbundled parking (i.e., separating the cost of leasing a parking space from the sale or rental price of residential or commercial uses) and shared parking between different land uses.

To comply with the TOC policy, one policy or program from the MTC/ Association of Bay Area Governments (ABAG) *Parking Policy Playbook* must be implemented, which could include requiring TDM for new developments, prioritizing curb access based on need, investing parking revenues into a Parking Benefit District (PBD), implementing demand-responsive parking pricing, or pricing parking spaces where it was previously free. Plate 5 shows the areas where Tier 2 and 3 TOC requirements apply within the City of San Leandro.

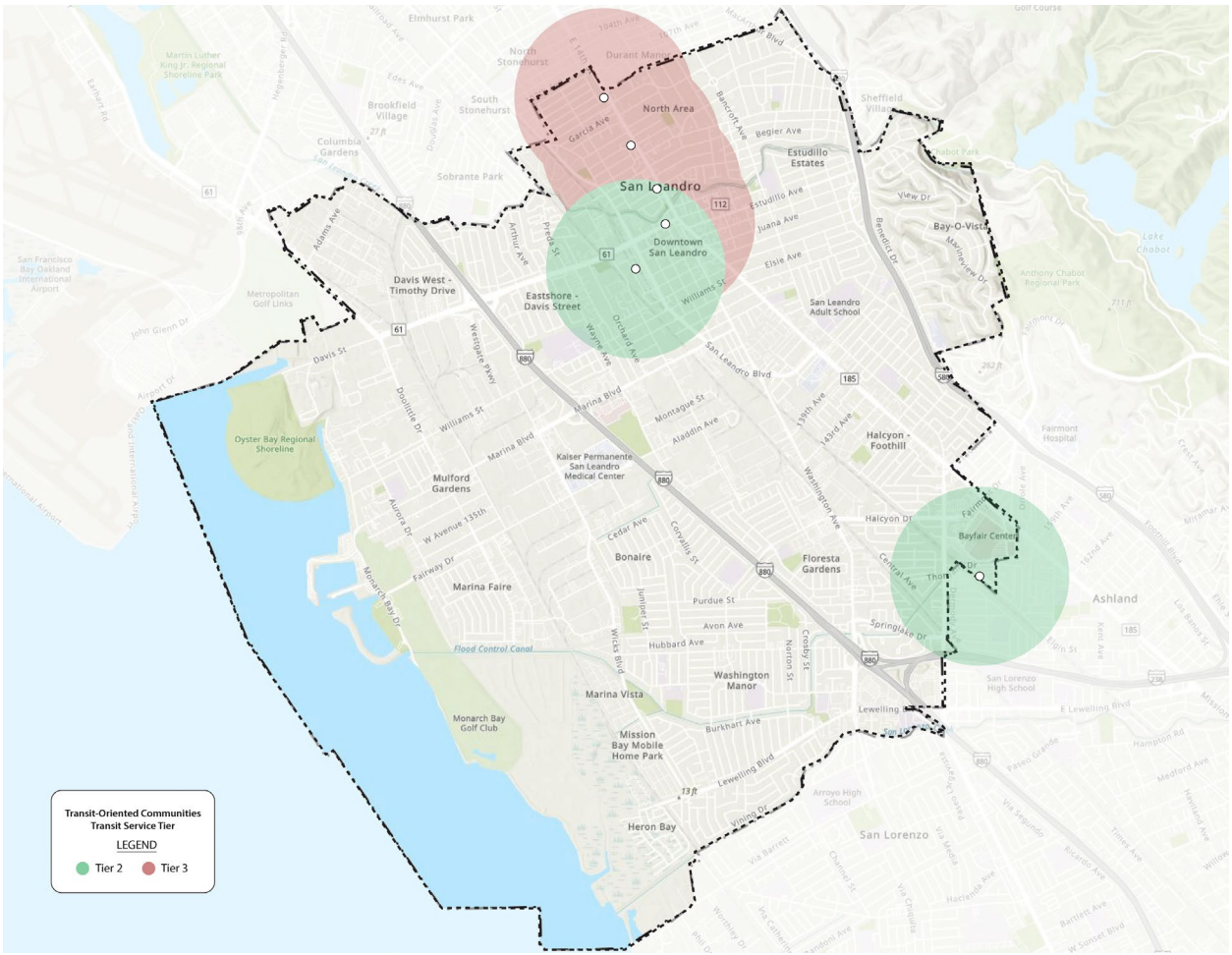

Plate 5 MTC TOC Transit Service Tier Areas

Federal Law

In early 2025, the U.S. Department of Transportation officially adopted the recently updated *Public Right-of-Way Accessibility Guidelines* (PROWAG), United States Access Board, 2023, to require that any modification of on-street vehicle parking must include adding accessible spaces to the curb per Table R211. Per the requirement from PROWAG, development projects altering on-street parking would be required to add accessible parking spaces along their frontage. The requirement also applies to City projects that redesign a roadway segment and change its on-street parking.

Parking Conclusions and Key Findings

- **Within the downtown there are a total of 2,629 vehicle parking spaces, including 1,773 on-street public spaces and 1,153 off-street parking spaces**. To manage parking, the City maintains parking meters for on-street parking spaces and an employee permit program exempting users from time restrictions at select locations, including the Estudillo Parking Garage and Washington Plaza Lot. A residential parking permit program i also available for residential neighborhoods to provide free parking for those living in the area.

- **The San Leandro Zoning Code includes complex minimum vehicle and bicycle parking requirements** as well as separate maximum parking requirements for varying sub-areas including the Downtown Area, South Area, and Bay Fair TOD district.

- **According to vehicle parking data from seven multi-family residential projects approved between 2019 and 2025,**

  - **Parking provision averaged 1.24 spaces per unit and 0.76 spaces per bedroom**.
  - **Data indicates that the level of affordability affects parking provision**, with fully affordable units averaging roughly one space per unit and 0.57 spaces per bedroom.

- According to vehicle parking data from 18 non-residential developments, **the average amounts of parking supplied per thousand square feet were 1.26 for industrial projects, 2.11 for commercial projects**, 2.39 for an office project, and 3.47 for a music school.

- Several State Assembly Bills have been enacted in the past five years that affect a jurisdiction's ability to require and/or manage parking. **One of the most influential pieces of legislation, AB 2097, prohibits an agency from imposing most minimum parking requirements within one-half mile of a major transit stop**.

- To be consistent with its Transit Oriented Community (TOC) Policy, the **Metropolitan Transportation Commission (MTC) requires that within one-half mile of the BART stations and AC Transit bus rapid transit stops in San Leandro, no minimum vehicle parking requirements may apply to new developments and maximum parking requirements are required** for residential and commercial developments based on station Tier status.

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Appendix B

Existing TDM Conditions

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Existing TDM Conditions

This report summarizes the key findings and information related to TDM programs, policies, and regulations in San Leandro. Today, San Leandro does not maintain any local TDM requirements for new developments or existing employers within the City.

Nonetheless, there are still some active TDM programs and services in the City today through regional requirements and through programs operated by other Bay Area agencies. Furthermore, some existing local regulations provide key potential points of connection for new TDM requirements in the City.

The summary information in this report is intended to serve as a roadmap for identifying these policy opportunities and helping the City to make strategic decisions about how best to advance a local TDM framework for San Leandro.

TDM Key Findings

1. **There are no local TDM requirements in San Leandro**. As a result, there are very limited TDM programs and activities in the City today.
    - The City's Zoning Code, which establishes standards for new development, does not include any TDM requirements. Many cities use the zoning code to require new developments to implement TDM programs that offset the cost of new development. Sometimes, such TDM requirements vary depending on how much parking new developments provide.
    - San Leandro also lacks a local Commute Trip Reduction (CTR) policy, which is a policy tool that requires employers within the City to offer programs and benefits for employees that support and encourage non-driving commute options.
2. While San Leandro lacks local TDM requirements, **there are existing TDM requirements for large employers in San Leandro today through MTC's Commuter Benefits Program**.
    - Employers with 50 or more employees must implement minimum TDM requirements from a list of five potential TDM benefit options.
    - The program relies on employers to register with MTC, and registration is encouraged through regional outreach and marketing efforts.
3. **Regional and local policies highlight the essential connection between parking policy, traffic mitigation, and TDM requirements.**
    - MTC's Transit-Oriented Communities policy and Parking Policy Playbook both recommend local policy approaches that align and integrate parking requirements, management practices, and TDM standards.
    - Many of San Leandro's local plans, especially the TOD strategy and vision, recognize the potential for TDM to support denser, more sustainable development patterns by helping to offset traffic impacts of new development and reducing the need to build off-street parking.
4. **Many of San Leandro's adopted plans and policies highlight TDM as a key strategy** for achieving many of the City's core goals.
    - The Transportation Element of the General Plan recommends adopting a local TDM framework to help mitigate the potential transportation impacts of new developments.

- Adopted plans such as the Downtown TOD Strategy, Downtown Parking Management Plan, Climate Action Plan, and Bicycle and Pedestrian Master Plan all recommend TDM or related policies, actions, and programmatic efforts.

5. **San Leandro lacks dedicated funding and resources** to support local TDM management or implementation.
    - While the city requires a development impact fee to help fund street improvements, restrictions limit the use of fee revenue to fund TDM programs.
    - Several plans, including the Downtown TOD Strategy and the Downtown Parking Management Plan, recommend creating a Transportation Management Association (TMA) within the city, which is a non-profit entity that is typically membership-based organization that has resources to help the City, developers, and employers implement TDM programs. To date, a TMA has not been established in San Leandro.

Statewide TDM Regulations

TDM policies are typically implemented through local or regional regulations. However, some statewide policies in California may influence how San Leandro approaches a local TDM framework or may create opportunities to integrate a TDM with related policies, such as parking requirements or street design standards.

Table 1 summarizes key requirements which are established by statewide policies as well as the potential relevance for developing and adopting a TDM framework in San Leandro.

Table 6 Summary of California State Policies and Relevance for San Leandro

Table 1 Summary of California State Policies and Relevance for San Leandro		
Policy	**Description**	**Relevance for San Leandro**
AB 2097	Prohibits minimum vehicle parking requirements for new development projects located within one-half mile of a "major" transit stop. Major transit stops include an existing rail or bus rapid transit station, a ferry terminal served by either a bus or rail transit service, and the intersection of two or more major bus routes with a frequency of service interval of 20 minutes or less during the morning and afternoon peak commute periods (PRC Section 21064.3). AB 2097 allows cities the discretion to require shared and/or priced parking for any parking built within an AB 2097 zone.	San Leandro and Bay Fair BART stations, as well as AC Transit bus rapid transit stops in Downtown San Leandro and along E. 14th St., are considered major transit stops due to their proximity to rail and bus rapid transit. The City cannot enforce parking minimums for most development in or near those areas, **but it does have the option to require shared or priced parking**.
AB 894	Mandates that local agencies allow shared parking if parking is "underutilized," and a shared agreement is provided. Local agencies must count shared parking spaces toward local parking requirements for existing or proposed uses and development if parking meets certain locational requirements.	San Leandro can leverage shared parking to prevent an oversupply of parking, which induces demand and undermines TDM efforts.

Table 1 Summary of California State Policies and Relevance for San Leandro		
Policy	**Description**	**Relevance for San Leandro**
AB 2206	Requires employers with 50 or more employees in nonattainment air districts to offer a parking cash-out program if they provide a parking subsidy (for non-employer owned parking).	Some employers in San Leandro may not be compliant with AB 2206. The law aims to ensure non-driving modes are incentivized as much as, or more, than driving.
AB 2863	Instructs state agencies to develop mandatory bicycle parking standards for new residential and non-residential uses.	New development in San Leandro will need to comply with bicycle parking standards.
SB 375	Regional transportation plans must include a Sustainable Community Strategy to reduce greenhouse gas (GHG) emissions.	San Leandro should prioritize TDM and parking management strategies that support GHG mitigation.
SB 743	Requires public agencies to utilize vehicle miles traveled (VMT) as the primary measure of a development's transportation impact.	Depending on project location and details, some new developments in San Leandro will need to mitigate VMT to comply with CEQA.
SB 330	Allows for a residential density bonus if project thresholds for size and affordability are met. Includes reduction in parking requirements and allows for maximum parking requirements for qualifying projects.	Law allows for voluntary reduction in parking, but San Leandro may be able to establish parking maximums for certain development to control the parking supply, regardless of whether or not developer takes the incentive.

Regional Plans, Policies, and Programs

While San Leandro does not have any policies today that include TDM requirements for new developments or employers, several regional TDM plans, policies, and programs provide resources and, in some cases, requirements for TDM. As San Leandro considers options for adopting a local TDM framework, these regional TDM regulations and resources can provide opportunities to build on, augment, or compliment existing efforts.

Bay Area Commuter Benefits Program

Under the requirements of the Bay Area Commuter Benefits Program, all employers with 50 or more full-time employees within the Bay Area Air District's 9-county geographic jurisdiction must register and offer commuter benefits to their employees. The program is implemented through a partnership between the Metropolitan Transportation Commission (MTC), the Bay Area Air Quality Management District (BAAMQD), and 511 Bay Area.

Qualifying employers must select at least one of five commuter benefit options to offer their employees:

- **Pre-tax commuter benefits**, which allow employees to exclude transit or vanpooling expenses from taxable income
- **Commute subsidies**, which reduce or completely cover the monthly cost of transit or vanpool for employees
- **Employer-provided transit services**, including operating a free or low-cost transit service for employees, such as a bus, shuttle or vanpool service
- **Other alternative commute benefits**, which may include any benefit that is as effective in reducing single-occupancy commute trips as one of the three options above

- **Telework policies**, which allow one or more days a week of remote work for all employees whose assignments can be performed remotely

Alameda County Transportation Commission TDM Strategy and Programs

Alameda County's TDM Strategy (2013) is a countywide plan that provides an inventory of existing Alameda County Transportation Commission (Alameda CTC) TDM programs, as well as TDM programs at other jurisdiction levels (state, region, city, organization). While it identifies opportunities for the County to expand its TDM efforts, the Countywide TDM Strategy mainly focuses on incentivizing cities to implement more robust TDM programs by:

1. Encouraging formation of Transportation Management Associations (TMAs)

2. Expanding informational resources to support TDM

3. Providing technical assistance to cities and employers to implement TDM programs

Today, Alameda CTC operates two major TDM programs: the Guaranteed Ride Home (GRH) program and the Safe Routes to School (SRTS) program.

Alameda CTC Guaranteed Ride Home (GRH) Program

The GRH program helps support alternative commute modes by making it easier for people to choose non-driving options without the fear of getting "stranded" at work if their planned mode of travel is unavailable or infeasible. The program, which is funded through a partnership with BAAQMD, is a reimbursement-based program that helps defray the cost of a taxi ride, rental car, car share service, public transportation, or use of a Transportation Network Company (TNC) service such as Uber or Lift to make an unscheduled trip between work and home due to unforeseen travel disruptions.

The GRH program is available to all permanent part-time or full-time employees who work in Alameda County, including San Leandro. Participants must register for the program using an online form, and are eligible for reimbursement for qualifying trips for up to $125 per trip and up to $600 within a calendar year.

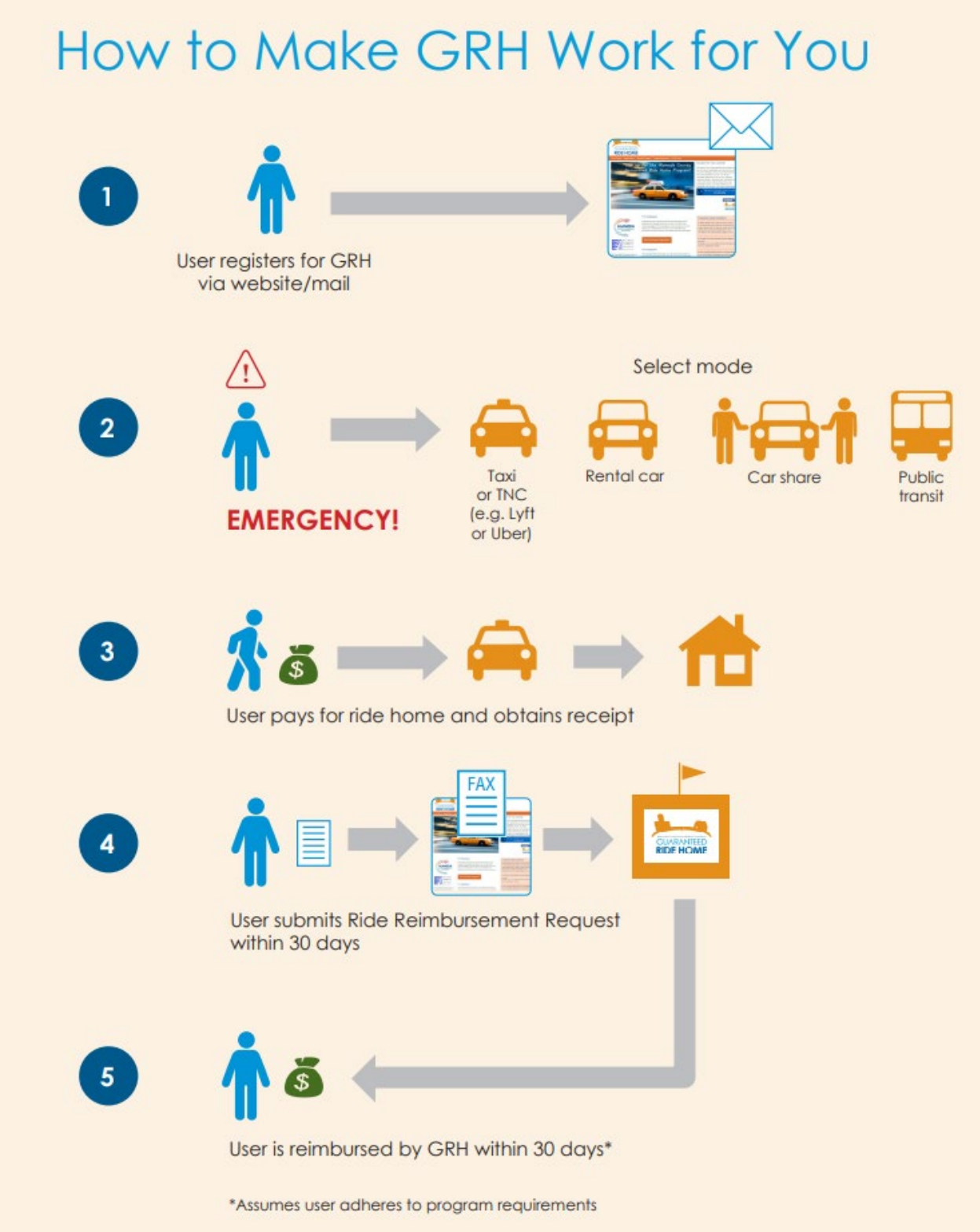


Figure 1 Alameda CTC GRH Program Overview
Source: Alameda CTC

Alameda CTC Safe Routes to School (SRTS) Program

The SRTS program promotes walking, biking, and carpooling to school for parents and students throughout Alameda County. Efforts include organized "walking school buses" and "bike trains," workshops to help parents and students learn about safe biking and walking, audits to identify barriers to non-driving transportation options, and carpool and ride-matching activities to help people find shared rides to school.

As of 2024, there were 11 schools in the San Leandro Unified School District that participated in programming through the SRTS program.

	Elementary	Middle	High
Education Activities			
Pedestrian Safety Activities			
Pedestrian Rodeos	●	●	
Walk and Roll Concert	●	●	
Songwriting Workshop			●
Bicycle Safety Activities			
Bike Rodeos	●	●	
Drive Your Bike		●	●
Alameda County BikeMobile	●	●	●
Other Education Activities			
Rail Safety Training	●	●	●
Travel Training		●	●
Transportation Storytime	●		
Go Green	●	●	●
Encouragement Activities			
Countywide Encouragement Events			
International Walk and Roll to School Day	●	●	●
Golden Sneaker Contest	●	●	
Reboot Your Commute			●
Bike to School Day	●	●	●
Ongoing Events			
Ongoing Walk and Roll Days	●	●	●
Walking School Bus / Bike Train	●	●	
Equity Activities			
Equity Program	●	●	●
Engineering Activities			
School Safety Assessment	●	●	●
Engineering Technical Assistance	●	●	●

Figure 2 Alameda County SRTS Programs Offered During the 2023-34 School Year
Source: Alameda CTC

MTC Transit-Oriented Communities Policy

MTC requires local jurisdictions to adopt policies that are consistent with parking and TDM standards established in the Transit-Oriented Communities (TOC) Policy to be eligible for certain regional grants and funding opportunities. The TOC policy applies to areas within one-half mile of existing and planned major transit stops, and some TOC requirements vary based on the level of transit service available at each station (Tier 1 – 4 Policy Areas). San Leandro has both Tier 2 and Tier 3 areas: San Leandro and Bay Fair BART stations are classified as Tier 2, while the East 14th Street corridor with AC Transit bus rapid transit stops are Tier 3.

MTC uses a point-based system that gives local jurisdictions some flexibility in how they achieve TOC compliance. Each TOC policy requirement across the four TOC policy areas (density, housing, parking, and station access) is awarded a certain number of points, and jurisdictions must achieve at least 85 points (out of a possible 100 points) to achieve TOC consistency. Parking policy requirements are summarized in Figure 3 and Figure 4.

5 Document Vehicle Parking Standards

TOC Policy Required Vehicle Parking Standards for New Residential Development

Transit Tier	Parking Minimum Requirement	Parking Maximum Requirement
Tier 1	Not allowed	0.375 spaces per unit or lower
Tier 2	Not allowed	0.5 spaces per unit or lower
Tier 3	Not allowed	1.0 spaces per unit or lower
Tier 4	–	1.5 spaces per unit or lower

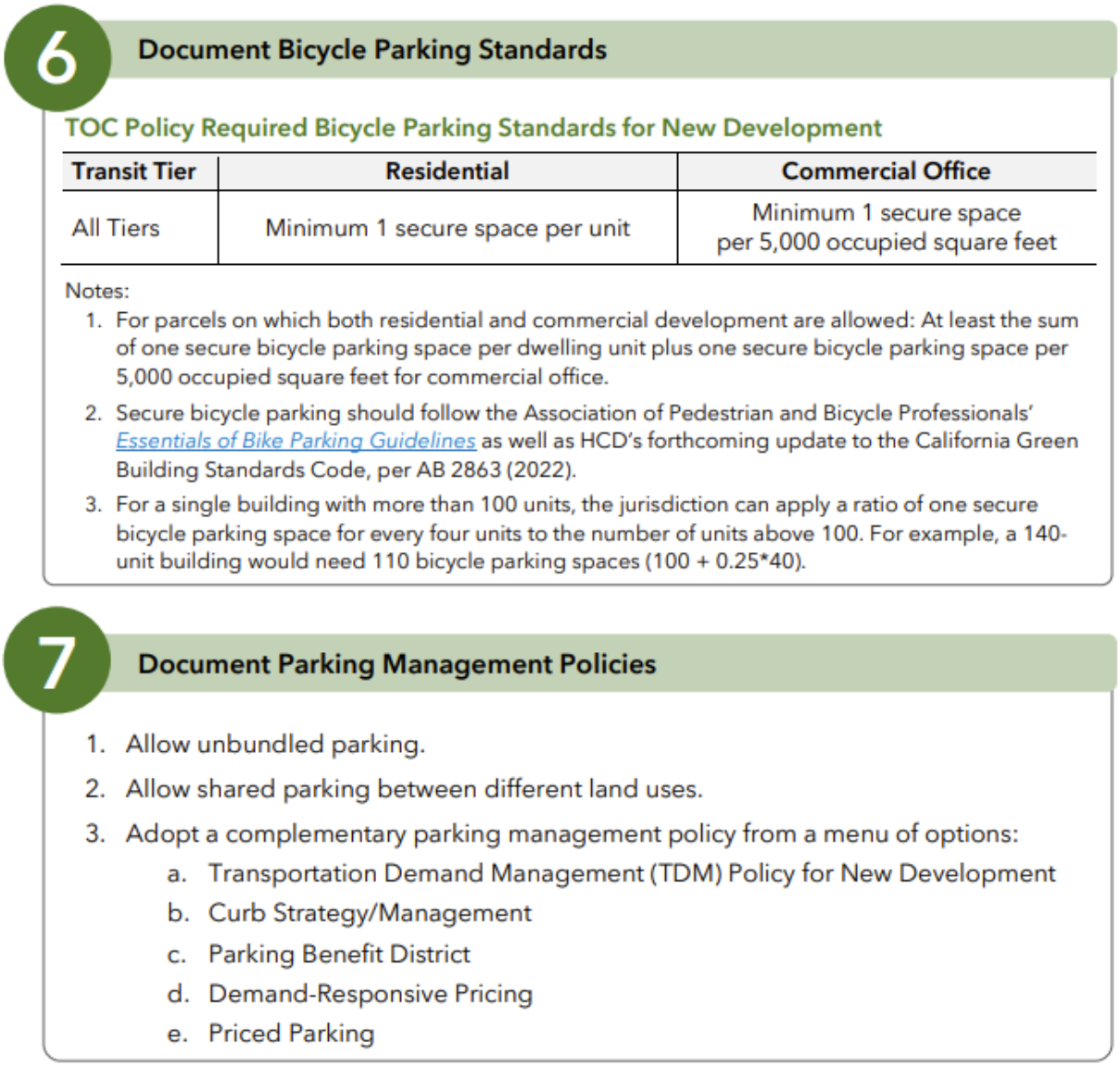
TOC Policy Required Vehicle Parking Standards for New Commercial Development

Transit Tier	Parking Minimum Requirement	Parking Maximum Requirement
Tier 1	Not allowed	0.25 spaces per 1,000 square feet or lower
Tier 2	Not allowed	1.6 spaces per 1,000 square feet or lower
Tier 3	Not allowed	2.5 spaces per 1,000 square feet or lower
Tier 4	–	4.0 spaces per 1,000 square feet or lower

Notes:

1. There is no requirement related to minimum parking for Tier 4 TOCs. However, jurisdictions must comply with applicable state law prohibiting parking minimums, such as AB 2097.
2. For parcels on which both residential and commercial development are allowed: the sum of the applicable maximum automobile parking per dwelling unit and the applicable maximum automobile parking per 1,000 square feet.
3. There are two approaches for meeting the TOC Policy's maximum parking standards, described in more detail in the TOC Policy Administrative Guidance:
   a. Adopt an overlay zone or updates to a parking use table or chapter
   b. Adopt a parking district, station area cap or other methods that limit parking so the amount of new off-street parking is equivalent to or less than the TOC Policy requirements.

Figure 3 MTC TOC Parking Standards: Vehicle Parking Standards



6 Document Bicycle Parking Standards

TOC Policy Required Bicycle Parking Standards for New Development

Transit Tier	Residential	Commercial Office
All Tiers	Minimum 1 secure space per unit	Minimum 1 secure space per 5,000 occupied square feet

Notes:

1. For parcels on which both residential and commercial development are allowed: At least the sum of one secure bicycle parking space per dwelling unit plus one secure bicycle parking space per 5,000 occupied square feet for commercial office.
2. Secure bicycle parking should follow the Association of Pedestrian and Bicycle Professionals' *Essentials of Bike Parking Guidelines* as well as HCD's forthcoming update to the California Green Building Standards Code, per AB 2863 (2022).
3. For a single building with more than 100 units, the jurisdiction can apply a ratio of one secure bicycle parking space for every four units to the number of units above 100. For example, a 140-unit building would need 110 bicycle parking spaces (100 + 0.25*40).

7 Document Parking Management Policies

1. Allow unbundled parking.
2. Allow shared parking between different land uses.
3. Adopt a complementary parking management policy from a menu of options:
    a. Transportation Demand Management (TDM) Policy for New Development
    b. Curb Strategy/Management
    c. Parking Benefit District
    d. Demand-Responsive Pricing
    e. Priced Parking

Figure 4 MTC TOC Parking Standards: Bicycle Parking and Parking Management
Source: MTC

MTC Parking Policy Playbook

The Parking Policy Playbook is a policy guide that supports local jurisdictions with updating their local parking management policies. It provides sample zoning code language, case studies, and best practices to help staff implement parking policy changes. Though the Playbook mostly focuses on parking policy, it includes a policy brief on developing TDM requirements for new development. TDM benefits identified in the policy brief include expanding travel options for commuters, reducing the cost of sustainable travel modes, reducing parking demand and associated costs, reducing traffic congestion and associated greenhouse gas (GHG) emissions, and supporting employee retention by providing a benefit and supporting access to work.

#	Policy	Description	Level of Difficulty	Impact	Coordination with Other Policies
1	Reduced Parking Minimums	Reduce or eliminate requirements for building a minimum number of parking spaces.	●●●	●●●	2, 3, 4, 6, 7, 11, 12
2	Parking Maximums	Institute a cap on the number of parking spaces that can be built.	●●●	●●●	1, 5
3	Reduced Parking for Affordable Housing	Lower or eliminate parking minimums for affordable housing developments.	●●○	●●●	1, 4, 10
4	Reduced Parking for Transit Proximity	Lower or eliminate parking minimums for developments nearby high-quality transit.	●●○	●●●	1, 3
5	Shared Parking	Allow and encourage businesses to meet minimum parking requirements by sharing parking facilities.	●○○	●●○	2, 7, 10
6	Unbundled Parking	Separate the cost of parking from rental and sale fees of residential and commercial uses.	●○○	●●●	1, 12
7	Parking In-Lieu Fees	Allow developments to pay a fee 'in-lieu' of building parking to meet minimum parking requirements.	●○○	●●○	1, 7
8	Priced Parking	Adding priced parking where it used to be free.	●●●	●●●	9, 10
9	Demand-Responsive Pricing	Price parking according to level of convenience and demand.	●●●	●●●	8, 10
10	Parking Benefit District (PBD)	Invest parking revenues into a PBD to fund streetscape, safety, and downtown TDM program.	●●○	●○○	3, 5, 8, 9
11	Curb Strategy	Prioritize curb access based on variable need.	●●○	●●○	1
12	TDM Policy for New Development	Require provision and enforcement of transportation demand management (TDM).	●●●	●●●	1

Figure 5 MTC Parking Policy Playbook Summary
Source: MTC

511 Bay Area Services and Programs

511 Bay Area is a platform that is managed by MTC which offers a range of services, tools, and programs to support alternative commutes throughout the Bay Area. Services vary by participating counties, and include:

- Ride-matching services to help people find a carpool opportunity. While six Bay Area counties currently share ride-matching opportunities through a unified carpool network, Alameda County is not a participating member.
- Vanpool resources and benefits to incentivize the creation of vanpool groups and help people gain access to a vehicle for shared rides. Currently Alameda County does not offer vanpool benefits.
- Informational resources about biking, transit, and regional express lanes.

Local Plans, Policies and Programs

Today, San Leandro does not require new developments to implement TDM programs through either the zoning code, the municipal code, or any other local regulation. However, many City plans identify TDM, either explicitly or implicitly, as a key strategy for achieving the City's goals for mobility, safety, accessibility, sustainability, and economic vitality.

San Leandro Zoning Code and Municipal Code

The San Leandro Zoning Code, the San Leandro Administrative Code, and the San Leandro Municipal Code provide the rules and regulations that dictate requirements for new development within the city including parking standards and development fees. Today, there are no requirements for TDM in any of the codes. Still, some sections of the code could provide opportunities to incorporate new policies or modify existing policies to better support TDM in San Leandro:

Zoning Code, Chapter 4.08: Off-Street Parking and Loading Requirements

- Off-street parking is not required for development located within a one-half mile of a major transit stop (in accordance with AB 2097).
- Where off-street parking is required, collective or shared parking may be allowed under certain conditions to reduce the total number of off-street spaces provided.

Zoning Code, Chapter 6.04: Inclusionary Housing

- Section 6.04.136 identifies parking requirements as a potential area of flexibility in applying zoning standards as a way to incentivize and support inclusionary housing by reducing project cost.

Municipal Code, Chapter 7.11: Development Fee for Street Improvements on New Development Projects (and related updates in the Administrative Code)

- Establishes a fee to fund street improvements which are needed to support new development or mitigate resulting impacts to traffic.
- Exemptions from the fee are granted for projects which are public buildings and facilities, rehabilitation projects, accessory uses, and small projects.
- Revenues from collected fees can only be used to fund traffic improvements which are identified in the Master Plan of City Streets or the Capital Improvement Plan

San Leandro General Plan

The San Leandro General Plan establishes a comprehensive vision and set of goals for growth in San Leandro. Each element of the plan identifies specific policy goals for the City as well as key action steps for achieving those goals. While TDM is well-suited to support many of the themes and objectives articulated in the General Plan, there are few sections that outline a specific recommended policy approach for TDM in San Leandro.

Transportation Element (2016)

The Transportation Element is a blueprint for improving mobility throughout San Leandro. Many goals and themes in the plan highlight the need to pivot away from an emphasis on single-occupancy vehicle travel and instead take a more balanced approach to all transportation modes. Relevant policy content for TDM includes:

- Policy T-1.3 identifies TDM as a key strategy for mitigating the impacts of new development.
- Action T-1.3.B identifies revisions to traffic analysis requirements as a key tactic to ensure development policies can help mitigate impacts to the local transportation network. Mitigation could include TDM as a strategy to offset vehicle trip generation associated with new developments.
- Action T-4.8.A identifies employer-sponsored TDM programs including transit vouchers, transit passes, and other financial incentives to support transit use for people who work in San Leandro.

Housing Element (2023)

The Housing Element outlines a strategy for meeting the city's housing needs. It addresses all the factors affecting housing demand and supply, including transportation and land use. Relevant policy content for TDM includes:

- Action 14.1: Retain services of a third-party parking consultant to analyze the City's minimum parking standards and conduct stakeholder outreach to identify recommended reductions or eliminations of residential parking minimums to implement the 2021 Climate Action Plan, reduce identified constraints to housing production and make housing developments more financially feasible. Consider establishing a Transportation Demand Management (TDM) Ordinance to encourage reduction in vehicle trips and reliance on automobile parking. Stakeholder outreach shall include discussions with for-profit and nonprofit housing developers, housing advocates, and environmental groups. Recommend any necessary changes to the City's Zoning Code to the Planning Commission at a public hearing for a recommendation to the City Council by January 2025.

San Leandro Downtown TOD Strategy (2007)

The Downtown TOD Strategy outlines an approach for making transit, walking, and bicycling the primary transportation modes in Downtown San Leandro, mostly through a mix of infrastructure and design improvements and parking management that better connect all modes. Although the Strategy focuses primarily on TOD-supportive infrastructure, applying TDM strategies to both commercial and residential developments would complement the plan's circulation and parking management efforts by incentivizing the adoption of alternative modes.

While the plan has not been updated since 2007, many of the strategies identified in the plan may still be relevant for advancing TDM goals today. The TOD strategy features an implementation matrix which lists several TDM strategies to help achieve the plan's vision, including:

- Establishing trip caps for new developments
- Forming a Transportation Management Association (TMA) and requiring participation
- Encouraging existing large employers to implement TDM strategies
- Requiring new development to charge for parking (combined with free transit passes)
- Encouraging car-sharing
- Encouraging employer-sponsored incentives.

Downtown Parking Management Plan (2017)

The Downtown Parking Management Plan outlines a strategy for prioritizing parking management enhancements as a means of improving access to Downtown San Leandro. It identifies strategies to make parking easier for different stakeholders to support downtown businesses. The Plan references the TDM strategies identified in the 2007 TOD strategy and recommends implementing those strategies to support the goals of the downtown parking plan.

The Parking Management Plan also recommends that the City appoint a TOD and TDM "champion" who is responsible for advancing TDM and TOD policies in San Leandro. Responsibilities of the champion would include conducting outreach to create a TMA in San Leandro and begin enrolling members.

San Leandro Climate Action Plan (2021)

The Climate Action Plan (CAP) outlines the City's plan for greenhouse gas emissions reductions across different sectors and climate change adaptation. It features multiple goals, strategies, and policies that highlight the potential for TDM to reduce GHG emissions, including:

- **Strategy AT-1**, which recommends requiring local employers to develop and implement TDM programs with the goal of reducing drive-alone mode share by 10%.
- **Strategies AT-2 through AT-7,** which aim to encourage mode shift through infrastructure improvements and programs that educate residents about their alternative options.
- **Strategy AD-2,** which recommends continuing to reduce reliance on private vehicles by supporting transit-oriented development that include TOD-supportive parking standards.
- **Strategy AD-4,** which recommends shared parking and establishing parking maximums to manage demand and reduce vehicle miles traveled.

San Leandro Bicycle and Pedestrian Master Plan (2024)

The Bicycle and Pedestrian Master Plan identifies infrastructure projects and programs that would better support biking and walking throughout the City. Goals identified in the plan include enhancing the experience of bicyclists and pedestrians and improving safety outcomes for active transportation users.

The plan also identifies opportunities to leverage supportive programs that would complement infrastructure improvements and investments. Specific policies and programs identified in the plan include:

- **Policy 2.3**, which proposes establishing standards for new development that encourage walking and biking and provide bicycle and pedestrian connections to surrounding areas.
- **Policy 3.2**, which recommends implementing and expanding educational and encouragement activities, such as bike workshops, Safe Routes to School Program, and a Bike Friendly Business program.
- **Policy 3.3,** which encourages employers to develop programs that incentivize their employees to bike or walk to work.

San Leandro Shuttles and Public Transit

Existing transportation services offer residents, commuters, and visitors an ability to travel to, from, and within San Leandro without a car.

Shuttles

- The LINKS Shuttle is a fixed route first/last mile shuttle that operates during peak commute hours (5:45am-10:30am and 3pm-7:20pm) Monday through Friday. The shuttles serve San Leandro BART station and run two routes through West San Leandro. The shuttle is free and open to the public. Funding for LINKS comes from grants, the City of San Leandro, and the West San Leandro Business Improvement District.

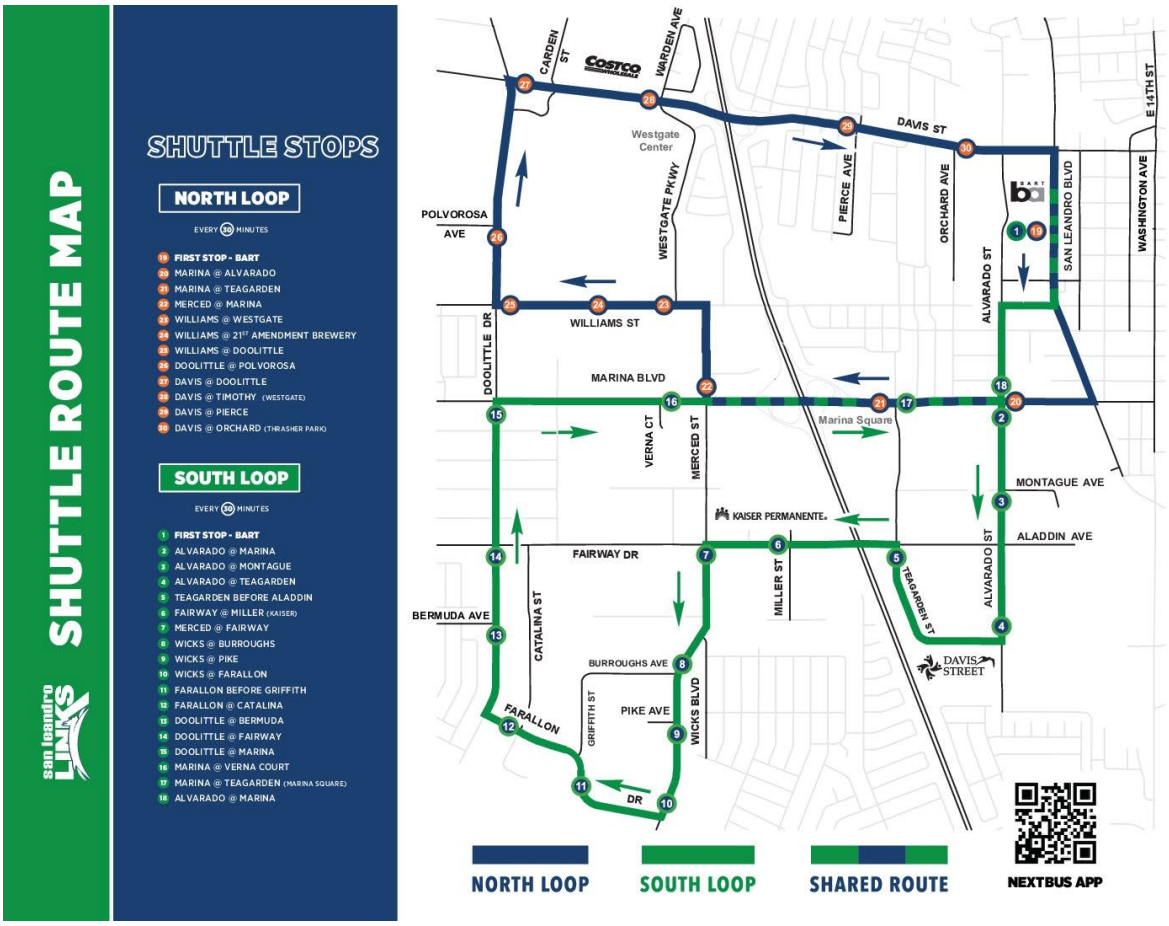


Figure 6 San Leandro LINKS Routes
Source: San Leandro LINKS

- The FLEX RIDES program serves adults over the age of 50 and people with disabilities who are East Bay Paratransit certified and reside within San Leandro city limits. It includes free, fixed route shuttles serving residential areas and popular locations throughout San Leandro, such as the Senior Community Center, Kaiser Hospital, both BART stations, and shopping centers. FLEX RIDES On-Demand provides subsidized Uber rides to cities across East Bay for seniors 70+ years old and people with disabilities.

Public Transit

- BART: San Leandro has two BART stations, one located near Downtown and one located at Bay Fair. With Orange, Green, and Blue Line service, BART connects San Leandro to the rest of East Bay, San Francisco, the Peninsula, and North San Jose.
- AC Transit: AC Transit operates 8 local bus lines in San Leandro, including one bus rapid transit line (AC Transit Tempo) that runs between San Leandro and Downtown Oakland. There is also one transbay bus line that serves Downtown San Leandro and goes to the Transbay Transit Center in San Francisco.

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Appendix C

Best Practices for Parking Code Reforms

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PARKING BEST PRACTICE CASE STUDIES

San Leandro Parking Requirements and TDM Standards

City of San Leandro | July 2025

PARKING CASE STUDIES: OVERVIEW

- W-Trans conducted best practice case studies of five cities using the following focus areas:

  - Adoption of parking maximums, often paired with the elimination of parking minimums
  - Minimum long-term and short-term bicycle parking requirements
  - Residential parking permit programs designed to minimize spillover parking into residential areas
  - Shared parking programs for existing or new land uses

PARKING CASE STUDIES: OVERVIEW

- Case study 1: Alameda, CA
- Case study 2: Redwood City, CA
- Case study 3: Fremont, CA
- Case study 4: Sacramento, CA
- Case study 5: Hayward, CA

City	Population	Primary Transit Services	Relevance/Key Features
San Leandro, CA	86,571	BART, AC Transit, San Leandro LINKS	
Alameda, CA	78,795	AC Transit, Ferries and Water Shuttles	• Parking maximums • Bicycle parking minimums
Redwood City, CA	82,982	Caltrain, SamTrans buses	• Parking maximums • 4 Residential Permit Parking (RPP) zones
Fremont, CA	228,192	BART, AC Transit, Altamont Commuter Express, Amtrak	• Parking maximums • Weekend/holiday RPP zone
Sacramento, CA	535,798	SacRT light rail and buses	• 20 RPP zones and pilot “SPP” program • Shared parking program
Hayward, CA	158,440	BART, AC Transit, Union City Transit, Dumbarton Express, Amtrak	• Parking maximums • Bicycle parking minimums

CASE STUDY 1: ALAMEDA, CA

ALAMEDA

ALAMEDA, CA

Elimination of Parking Minimums, Parking Maximums

- The City of Alameda removed parking minimums in 2021 and has established a maximum number of allowable parking spaces
- Maximums include:
  - Residential: 1.5 spaces/unit, or 1 space/unit in select districts
  - Office: 2.5 spaces/1,000 square feet
  - Retail: 3 spaces/1,000 square feet
  - Restaurant: 7 spaces/1,000 square feet
- Maximums can be exceeded through an Administrative Use Permit if criteria met

Land Use	Maximum Number of Spaces	Per
Accessory dwelling unit	1	unit
Dwelling unit	1.5	unit
Dwelling unit in the C-C, Community Commercial and NP-G, North Park Street Gateway Zoning Districts	1	unit
Shared living and similar uses	0.5	unit or room
Hotel, motel	1	guest room
Offices, research and development, life sciences, banks, financial services, institutional uses, community care facilities, hospitals, personal services, health clinics, industrial, distribution and other similar uses	2.5	1,000 square feet (s.f.) of floor area
Retail uses, grocery stores, commercial recreation	3	1,000 s.f.
Restaurants, bars, cafes, theaters and similar uses	7	1,000 s.f.

Alameda Municipal Code Section 30-7.3

ALAMEDA, CA

Residential Permit Parking

- City Council can designate preferential parking zones
  - Requires petition signed by 55%+ of residences and business in area, or signed by 40%+ with a paid deposit
  - Short- (1 day) and long-term (1-4 weeks) guest permits available
  - Number of permits per residence determined by Council for each zone
- One existing preferential parking zone near Harbor Bay Ferry Terminal

12-17.7 - Criteria to be Used When Designating a Preferential Parking Zone.

The criteria for designation as a preferential parking zone shall include, but not be limited to, the following determinations:

a. Whether a proposed zone is of sufficient size to support the ongoing operation, maintenance and enforcement costs so that no subsidy by the City's General Fund is required;
b. The proximity of the proposed preferential parking zone to parking generator(s);
c. The proposed zone's on-street parking occupancy during peak hours;
d. Whether the proposed zone is predominantly residential with at least eighty-five (85%) percent of the addresses designated as residential dwelling units except as provided under [subsection] 12-17.6g;
e. Whether the alternative solutions are not feasible or practical; and
f. Whether the area includes both sides of the street in any block.

(Ord. No. 3031 N.S., § 1, 5-3-2011; Ord. No. 3171 N.S., § 1, 12-21-2016)

[Alameda Municipal Code Section 12-17.7]

[Harbor Bay Isle]

ALAMEDA, CA

Bicycle Parking Requirements

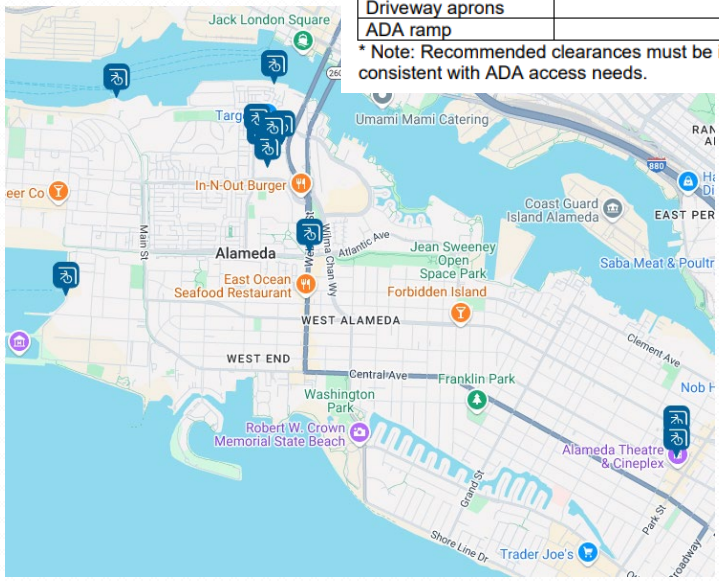
- Short-term and long-term bicycle parking spaces are required
- Where there are more than 10 long-term spaces:
  - At least 10% must accommodate nontraditional bicycles such as cargo bikes, E-bikes with wider tires etc.
  - No more than 30% of long-term spaces requires user to manually lift bicycle 2 or more feet off the ground
- Developers must follow *City of Alameda Bicycle Facility Design Guidelines*
- Long-term BikeLink lockers throughout the City including 16 lockers in the public Civic Center Garage

TABLE 4

MINIMUM CLEARANCES FOR BICYCLE RACK PLACEMENT IN THE PUBLIC-RIGHT-OF-WAY*

Item	Minimum Clearance
Face of curb	2.5' minimum, recommended 3' if space available
Crosswalk	5'
Red/blue/white/yellow curb	Based on site-specific evaluation of operational issues
Fire hydrant	6'
Bus stop	Minimum 8' setback from curb face
Utility vault	3'
Parked vehicles	3' from the arc of the approximate location of the passenger side door.
Newsrack	3'
U.S. Mail box	3'
Traffic signal controller box	6' from the door opening side of the box
Utility pole	3'
Tree well	3'
Trash can	3'
Storm drain inlet	To be determined based on staff field review
Building wall	Rack parallel to wall: 3' Rack perpendicular to wall: 2'
Light pole	3'
Signal pole	3' (while maintaining pedestrian push button access)
Sign pole	3'
Driveway aprons	10'
ADA ramp	4'

* Note: Recommended clearances must be implemented so that they are consistent with ADA access needs.



BikeLink

[City of Alameda Bicycle Facility Design Guidelines]

CASE STUDY 2: REDWOOD CITY, CA

REDWOOD CITY, CA

Parking Maximums, Shared Parking

- Both minimum and maximum parking requirements in the “Downtown Parking District.” Maximums include:
  - Residential: 1.5 spaces/studio, 2 spaces/1-bedroom unit, and 3 spaces/2+ bedroom unit
  - Commercial: 6 spaces/1,000 square feet GFA
- AB 2097 prohibits minimum parking requirements within a half mile of a high-quality transit stop, includes Downtown
- Historically, non-residential, Downtown developers providing shared parking could receive a 50% reduction of parking minimums

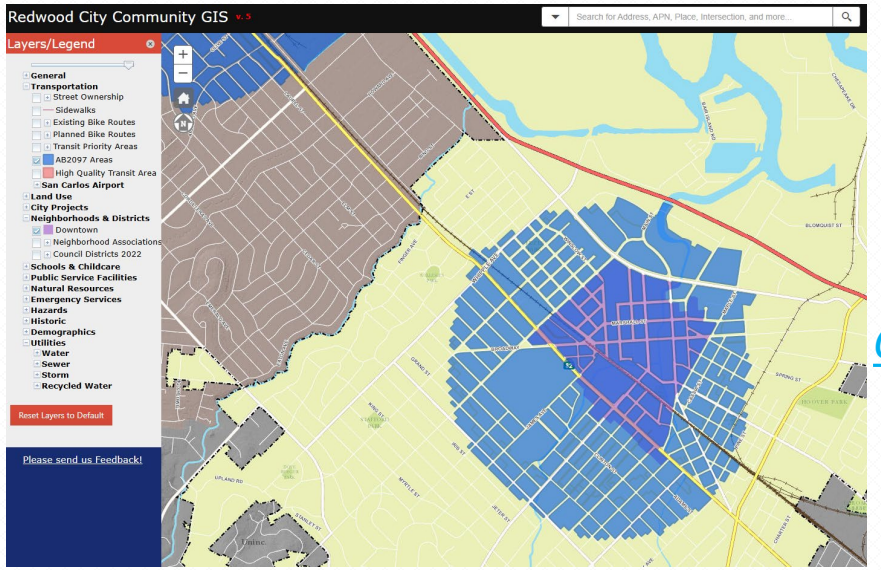
30.2 - Required Number of Parking Spaces—Downtown Parking Zone.

In all zoning districts in connection with every use of property and for each building site located within the area which shall be known as the Downtown Parking Zone as established by resolution of the City Council, and which is delineated on the map entitled "Downtown Parking Zone," on file in the office of the City Clerk available for public inspection, there shall be provided off-street parking spaces for vehicles according to the following schedule:

(Wherever square feet of floor area is indicated, it shall mean gross square footage.)

A. **Residential Uses.**

1. Dwellings, containing two (2) bedrooms or more:
   a. Minimum Required: one and a half (1.5) parking spaces per dwelling unit;
   b. Maximum Allowed: three (3) parking spaces per dwelling unit.
2. Dwellings, containing one (1) bedroom:
   a. Minimum Required: one (1) parking space per dwelling unit;
   b. Maximum Allowed: two (2) parking spaces per dwelling unit.
3. Dwellings, studio apartments:
   a. Minimum Required: three-quarters (0.75) of a parking space per dwelling unit;
   b. Maximum Allowed: one and a half (1.5) parking spaces per dwelling unit.



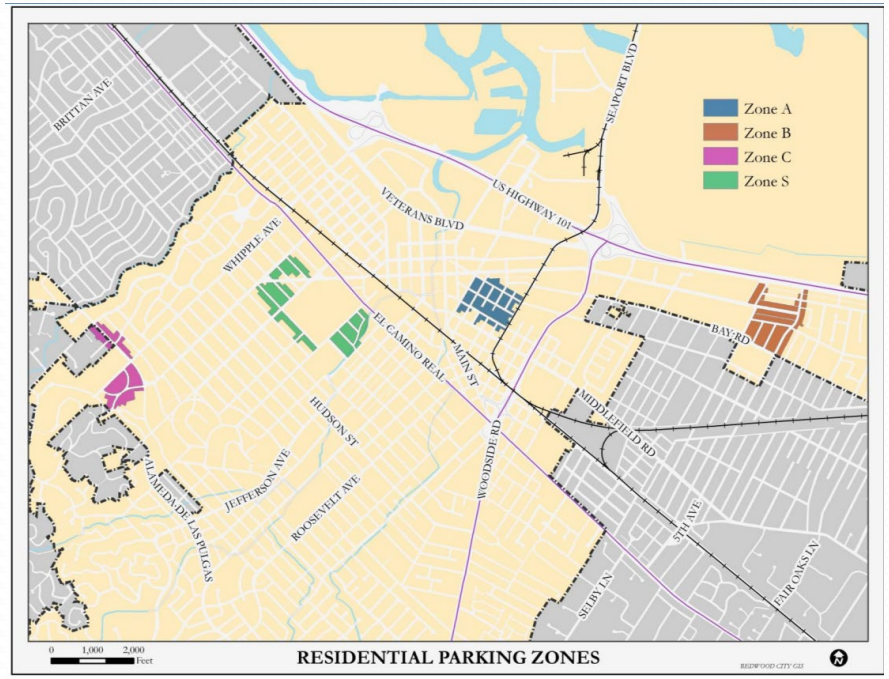
[Redwood City Zoning Code Section 30.2]

[Redwood City Community GIS]

REDWOOD CITY, CA

Residential Permit Parking

- 4 Residential Permit Parking (RPP) zones, first area adopted in 1985
  - Sequoia Hospital
  - Sequoia High School
  - Stumbaugh/Heller Neighborhood
  - Friendly Acres Neighborhood
- Typically, 2-hr parking from 7 a.m. to 6 p.m. without a residential permit
- Limit of 3 permits per address and must renew annually
- Short- (1 day) or long-term (14 days) visitor permits available
  - Max of 10 total visitor parking permits per dwelling unit per year



[Redwood City RPP Program]

REDWOOD CITY, CA

Bicycle Parking Requirements

- City requires 1 bicycle parking space/5,000 square feet of floor area in select districts
  - C, I, PO, and PF districts
  - No requirements for less than 5,000 square feet
- Bicycle parking requirements for mixed-use districts, generally as follows
  - Residential: 1 secure space/3 dwelling units
  - Commercial with more than 10 tenant-occupants: bicycle parking at 5% of vehicle parking capacity
  - Visitor bicycle parking within 100’ 5% of vehicle parking capacity

D. Bicycle Parking.

1. In all "C" Districts, "I" Districts, "PO" Districts, and "PF" Districts, there shall be no less than one (1) bicycle parking space per five thousand (5,000) square feet of floor area. For those uses which require carpool parking, two (2) carpool spaces may be eliminated for every off-street bicycle parking area that allows for the storage of five (5) bicycles. However, no more than twenty percent (20%) of designated carpool parking spaces shall be eliminated and substituted for bicycle parking.
2. In "CN" zones, two (2) off-street parking spaces may be eliminated for every off-street parking area that allows for the storage of at least five (5) bicycles. However, no more than ten percent (10%) of the required parking shall be eliminated and substituted for bicycle parking.
3. All designated bicycle parking areas shall be clearly marked and equipped with facilities necessary for protecting and securing bicycles.

Redwood City Zoning Code Section 30.6

Acceptable Types of Secure Bicycle Parking per Zoning Code Section 54.6

a. Covered, lockable enclosures with permanently anchored racks for bicycles; and/or
b. Lockable bicycle rooms with permanently anchored racks; and/or
c. Lockable, permanently anchored bicycle lockers.

CASE STUDY 3: FREMONT, CA

CITY OF Fremont

FREMONT, CA

Parking Maximums

- Maximum and minimum parking requirements in the Downtown District. Maximums include:
  - Residential: 2/unit
  - Commercial: 5/1,000 square feet
  - Assembly: 1/3 seats
- AB 2097 prohibits minimum parking requirements within a half mile of a high-quality transit stop, includes Downtown

Table 18.47.100

Required Off-Street Parking Spaces by Land Use

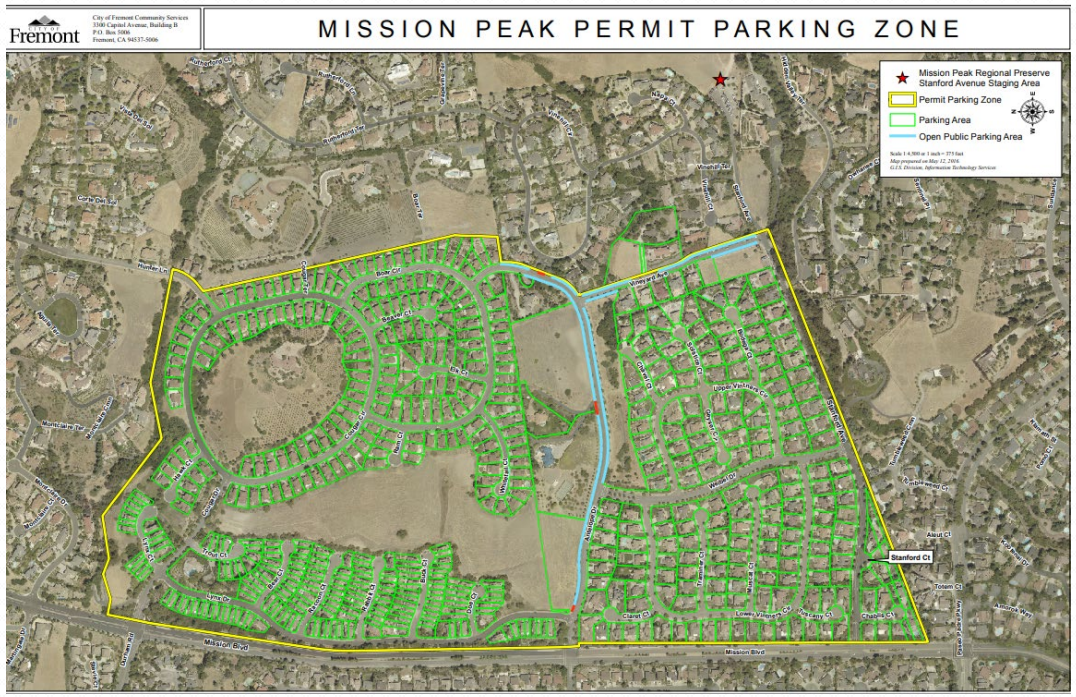
Parking Requirements by Land Use ("KSF" shall mean 1,000 square feet of gross floor area)			
Type of Use	**Minimum (Nonexclusive Use)**	**Minimum (Exclusive Use)**	**Maximum**
Assembly uses	1 per 5 seats	1 per 4 seats	1 per 3 seats
Commercial uses, except D-CA Priority Private Development Sites[1] on ground level (nonmedical)	2.25 per KSF	3.3 per KSF	5 per KSF
Commercial uses, D-CA Priority Private Development Sites[1] on ground level (nonmedical)	1.5 per KSF	1.75 per KSF	5 per KSF
Medical uses	3.3 per KSF	4 per KSF	5 per KSF
Residential uses	0.75 per dwelling unit	1 per dwelling unit	2 per dwelling unit

Fremont Municipal Code Section 18.47.100

FREMONT, CA

Residential Permit Parking

- Mission Peak Parking Permit Area
  - Began in 2016 for neighborhood near Mission Peak Regional Preserve
  - Limited to 1 non-transferable ($3) resident permit per household + 2 guest permits ($4)
  - 72-hour temporary permits
  - Permit marking enforced weekends and holidays
    - Limited non-permit parking available



[Fremont Mission Peak RPP Program]

FREMONT, CA

Bicycle Parking Requirements

- City Code requires short- and long-term bicycle parking for all residential and non-residential land uses that require vehicle parking
- Multifamily (without private garages) requirement
  - Long-term: 2 plus 0.5/unit
  - Short-term: 4 plus 1/10 units
- Non-residential requirement
  - Long-term: 1 plus 5% of vehicle requirement for tenants or occupants
  - Short-term: 4 plus 5% of vehicle requirement for visitors

Fremont Municipal Code Section 18.183.0135

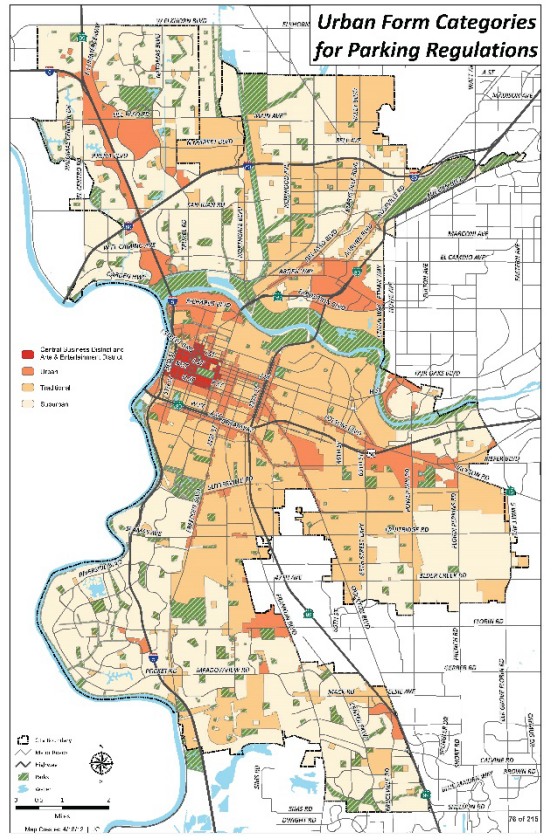
CASE STUDY 4: SACRAMENTO, CA

SACRAMENTO, CA

Elimination of Parking Minimums, Parking Maximums

- No minimums and existing maximums in Central Business District. Maximums include:
  - Multi-unit residential: 1 space/unit
  - Restaurant, retail, office, hotel: 2.5 spaces/1,000 square feet
- Citywide maximums:
  - Office: 4 spaces/1,000 square feet
  - Warehousing and manufacturing: 2 spaces/1,000 square feet
- Revisions to Vehicle & Bicycle Parking Requirements project to eliminate all parking minimums and add parking maximums along existing transit corridors

[Sacramento Parking Revisions]

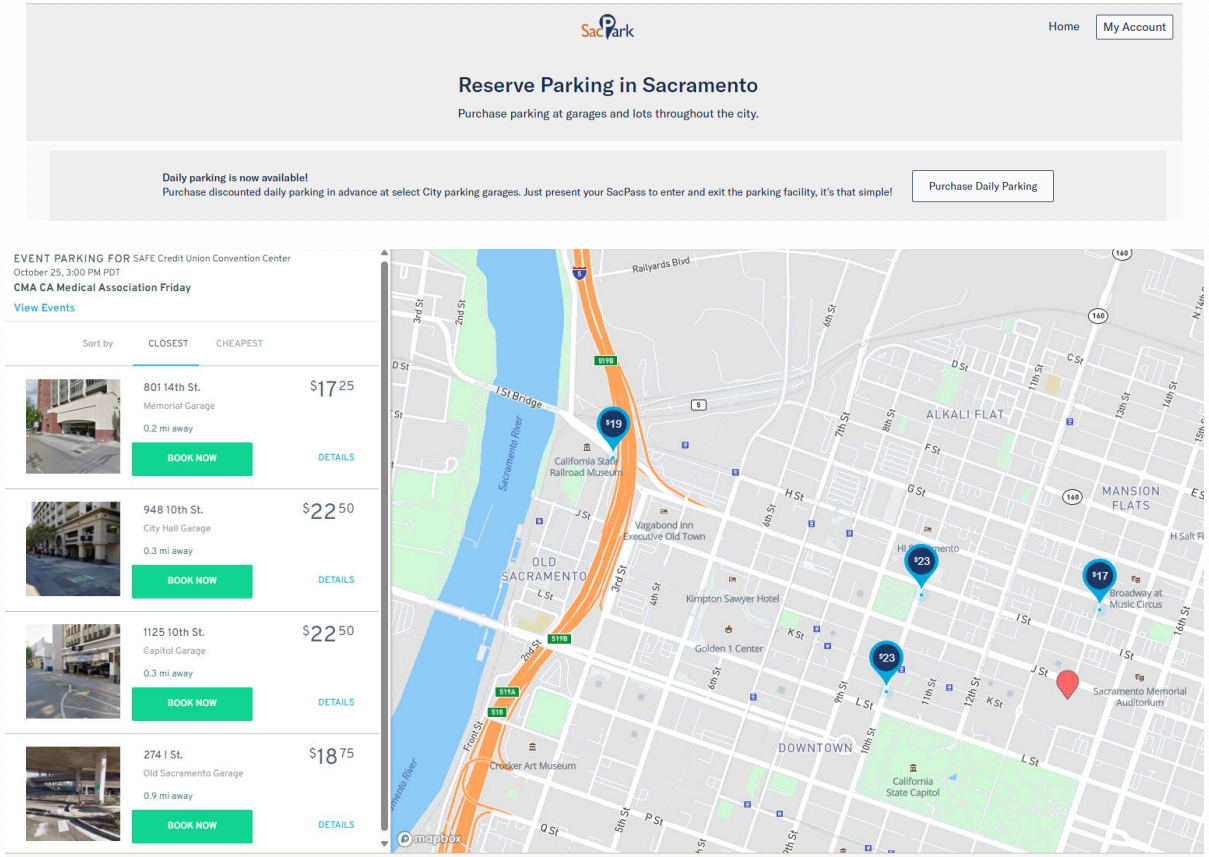


[Sacramento City Code Chapter 17.608]

SACRAMENTO, CA

Shared Parking

- SacPark is the City's online parking reservation platform
  - Customers view prices and reserve spaces at daily or monthly rates in City managed garages, including privately-owned shared facilities
- Certified Partner program: City markets and sells private spaces on SacPark platform
  - Ex. City collects 15% of parking fees, charges $200/month marketing fee and $0.07 transaction fee
- Managed Parking Solutions program: payment, operations, or enforcement support to private lot owners who share parking with the public



SacPark

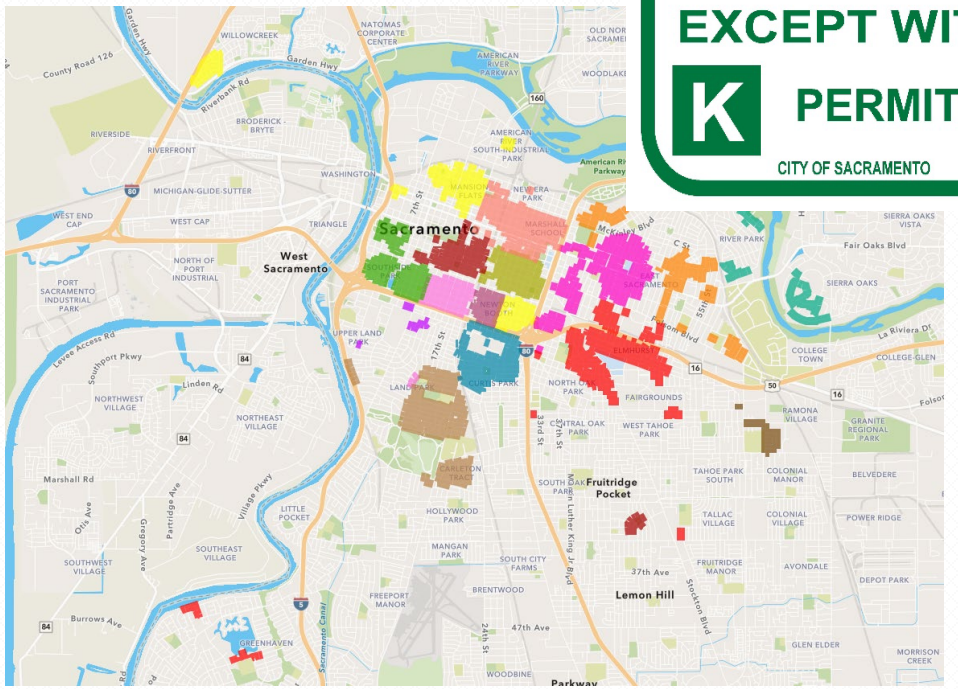
SACRAMENTO, CA

Residential and Supplemental Permit Parking

- 20 Residential Permit Parking (RPP) zones
  - Allows permit holders to park for up to 72 hours within 3 blocks of registered address
  - Unlimited permits per household free of charge, comes at large cost to City
  - 1 Visitor Permit placard
- Supplemental Permit Parking (SPP) program
  - Pilot initiated in Spring 2024
  - Residents of new developments can buy a permit at 120% of market parking rates
  - Exemption from on-street meters and hourly time limits
  - Reduces likelihood new developments will rely on free street parking to address tenant needs

City of Sacramento RPP

Sacramento Parking Map



CASE STUDY 5: HAYWARD, CA

CITY OF
HAYWARD
HEART OF THE BAY

HAYWARD, CA

Parking Maximums

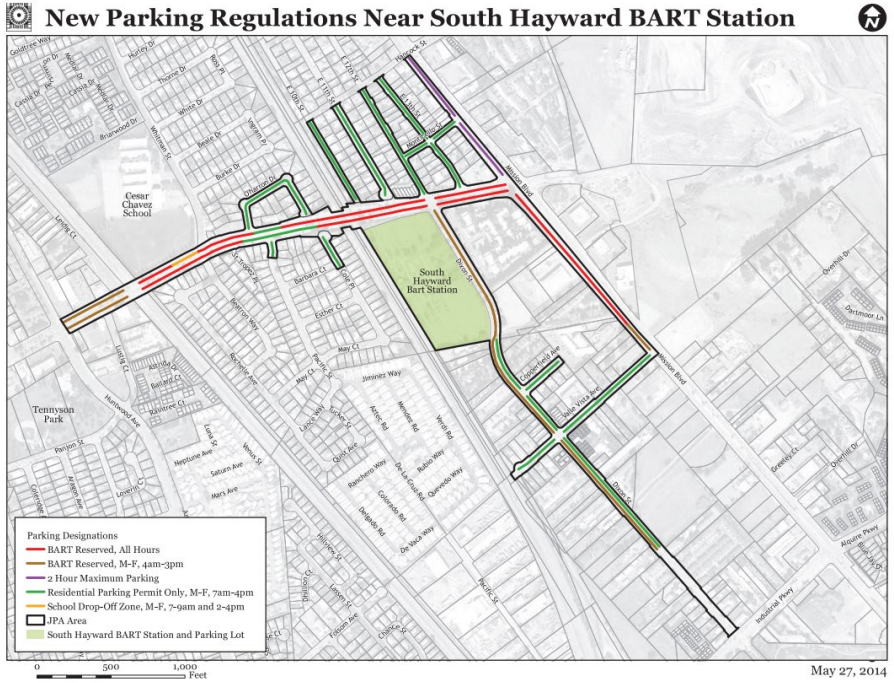
- Maximum parking requirements and no minimums in the Mission Boulevard Form Based Code. Maximums include:
  - Residential: 2/unit; 1/unit within ½ mile of BART
- Maximums may be exceeded given:
  - The request is consistent with the General Plan and Form Based Code policies
  - A quantitative justification from the applicant is provided demonstrating that demand for additional parking exists
  - Additional parking will not impede bicycle and pedestrian circulation and safety

Hayward Mission Boulevard Code

HAYWARD, CA

Residential Permit Parking

- Residential Parking Permit Program (RPPP) currently available in 8 areas of the city
- Instituted through resident petition (representing minimum 55% of addresses)
  - Minimum 75% of on-street spaces must be occupied during two daytime one-hour periods
- Initial first residential or visitor permit and biennial renewal fee - $50
- Additional resident or visitor permits - $25 each



[Hayward RPP Program]

HAYWARD, CA

Bicycle Parking Requirements

- Mission Boulevard Form Based Code requires short- and long-term bicycle parking for residential and non-residential land uses
- Residential
  - Long-term: 1/4 units; minimum of 2
  - Short-term: 1/10 units; minimum of 2
- Office & Retail
  - Long-term: 1/10,000 SF, minimum of 2
  - Short-term (office): 1/15,000 SF, minimum of 2
  - Short-term (retail): 1/5,000 SF, minimum of 2

Hayward Municipal Code Section10-24.3.2.050

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Appendix D

Best Practices for TDM Policies

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TDM BEST PRACTICE CASE STUDIES

San Leandro Parking Requirements and TDM Standards

City of San Leandro | July 2024

NELSON NYGAARD

INTRODUCTION

Best Practice Case Study Cities

City	Population	Transit Access	TDM Best Practice Relevance
San Leandro, CA	**85,000**	• Bus (AC Transit) • Rail (BART) • Shuttles (FLEX, Links)	*(N/A)*
Brisbane, CA	4,500	• Bus (SamTrans) • Rail (Caltrain) • Shuttles (Commute.org/SMCTD)	• Uses a simple, tier-based system to apply TDM requirements for new developments
East Palo Alto, CA	30,000	• Bus (SamTrans) • Rail (VTA) • Express Bus (Dumbarton Express)	• Includes TDM requirements that apply to existing businesses over a certain size • Requirements vary based on proximity to transit
Redwood City, CA	85,000	• Bus (SamTrans) • Rail (Caltrain)	• TDM program sets ambitious drive-alone mode share targets (varies by land use)
San Jose, CA	1,013,000	• Express Bus (Altamont Corridor) • Rail (Caltrain, VTA, BART) • Bus (VTA)	• TDM program is closely aligned with citywide parking requirements (recently reformed)
South San Francisco, CA	66,000	• Bus (SamTrans) • Rail (BART, Caltrain) • Shuttles (South City Shuttle) • Ferry (SF Bay Ferry)	• Example of a point-based TDM system • TDM requirements are closely aligned with City's traffic/TIA requirements

INTRODUCTION

Three TDM Best Practice Areas of Interest:

1. Structure and Applicability
2. TDM Requirements
3. Implementation and Enforcement

INTRODUCTION

Three TDM Best Practice Areas of Interest:

1 **Structure and Applicability**

2 TDM Requirements

3 Implementation and Enforcement

- Where are the TDM requirements established and codified? Which details are **included in the municipal code/ordinance**, versus **program guidelines** or other supporting documents?
- Which projects or entities are subject to the TDM requirements? What are the project size thresholds? Which land uses are included? Is project location (such as **proximity to transit services**) a factor?
- Do requirements only apply to **new development**, or do they also apply to **existing projects/business**?
- Are there any **exemptions** for special circumstances (i.e. affordable housing)?

Three TDM Best Practice Areas of Interest:

1. Structure and Applicability
2. **TDM Requirements**
3. Implementation and Enforcement

- What **materials or documents** are required to be submitted as part of planning/approval process? TDM plan? Checklist? Other?
- What are the specific **TDM requirements**? Are there specific required measures/strategies, and/or flexibility for developers to choose strategies that work best for them?
- Do requirements **vary by type, size, or location**?
- Are there requirements for **participation in a Transportation Management Association (TMA)** or to retain an on-site coordinator?
- How do TDM requirements **integrate/align with parking requirements**?

INTRODUCTION

Three TDM Best Practice Areas of Interest:

1 Structure and Applicability

2 TDM Requirements

3 Implementation and Enforcement

- What data is collected to **measure performance**? How often? By whom? What are the specific measures of success (VMT? Trips? Mode share?)?
- How is **compliance** enforced? Are there steps or degrees of compliance (i.e. “three strikes,” remedial opportunities), or is it binary (“1-strike”)? What are the **penalties** for non-compliance?
- Who is responsible for **tracking and enforcing TDM programs over time**?
- What **resources are allocated to help City staff** manage and implement the TDM program (staff time, financial funding)? Are there **TDM fees** (recurring or one-time) to support the program?

Best Practice Cities At-A-Glance

City	1 Structure and Applicability	2 TDM Requirements	3 Implementation and Enforcement
Brisbane, CA	• Applies to new developments (residential and non-residential) • No program guidelines	• Specific required measures for each project tier (1 – 3)	• Self-certification system (minimal monitoring)
East Palo Alto, CA	• Applies to new developments and some existing non-residential uses	• Different systems for residential (point-based "menu") vs. non-residential (mode share target)	• Honor system for residential uses • Performance-based penalties for non-residential uses
Redwood City, CA	• Applies to new developments (residential and non-residential) • Guidelines clearly define roles/responsibilities for City, TMA, and developers	• Mix of required and optional measures • Must achieve a mode share target (varies by use and size)	• Developer leads data collection and reporting • Plan anticipates roles for TMA in implementation and monitoring
San Jose, CA	• Applies to new developments ("home-end" vs. "commute-end" land uses) • Integrated w/ parking reforms (removal of minimums)	• Point-based system • Escalating points awarded for reduced parking supply	• Annual compliance forms and monitoring reports
South San Francisco, CA	• Applies to new developments (residential and non-residential)	• Point-based system (menu for each of 4 project tiers)	• Annual compliance forms and monitoring reports (with standardized templates)

Case Study 1:
Brisbane, CA

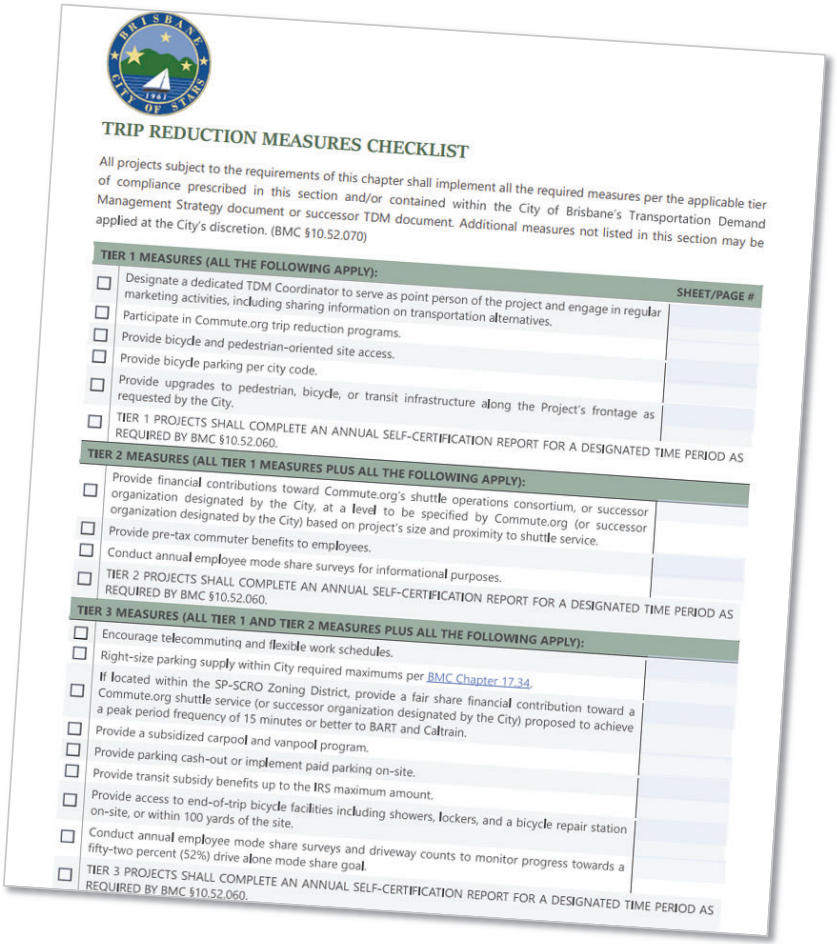
BRISBANE, CA

Highlights: Brisbane, CA

- Brisbane has adopted a **very simple TDM framework** which defines a set of specific TDM measures that each project must comply with (more measures for larger projects)
  - Benefits: Easy for developers to understand and comply with, and for City staff to manage
  - Trade-offs: Less flexibility for developers to choose measures that work best for them
- Brisbane uses a **self-certification process** to monitor TDM program compliance
  - Benefits: Minimizes the burden for developers
  - Trade-offs: Significantly increases the risk of noncompliance/scofflaws
- Brisbane uses **unique criteria to define project size tiers**, which includes the construction cost (in dollars) of new development
  - Benefits: May help the City calibrate requirements to certain types of projects
  - Trade-offs: Likely more difficult to manage/review during project applications

Structure

- New TDM requirements were adopted in 2023, building on regional requirements implemented through the City/County Association of Governments of San Mateo County (C/CAG)
  - City is currently seeking an exemption from C/CAG requirements
- TDM requirements are defined and documented directly in the City code/ordinance
  - Ordinance is located within Chapter 10 – Vehicles and Traffic, rather than the zoning/development chapters
- No program guidelines are currently available—all details (required measures, etc.) are defined directly within the code



TRIP REDUCTION MEASURES CHECKLIST

All projects subject to the requirements of this chapter shall implement all the required measures per the applicable tier of compliance prescribed in this section and/or contained within the City of Brisbane's Transportation Demand Management Strategy document or successor TDM document. Additional measures not listed in this section may be applied at the City's discretion. (BMC §10.52.070)

TIER 1 MEASURES (ALL THE FOLLOWING APPLY):	SHEET/PAGE #
☐ Designate a dedicated TDM Coordinator to serve as point person of the project and engage in regular marketing activities, including sharing information on transportation alternatives.	
☐ Participate in Commute.org trip reduction programs.	
☐ Provide bicycle and pedestrian-oriented site access.	
☐ Provide bicycle parking per city code.	
☐ Provide upgrades to pedestrian, bicycle, or transit infrastructure along the Project's frontage as requested by the City.	
☐ TIER 1 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	
TIER 2 MEASURES (ALL TIER 1 MEASURES PLUS ALL THE FOLLOWING APPLY):	
☐ Provide financial contributions toward Commute.org's shuttle operations consortium, or successor organization designated by the City, at a level to be specified by Commute.org (or successor organization designated by the City) based on project's size and proximity to shuttle service.	
☐ Provide pre-tax commuter benefits to employees.	
☐ Conduct annual employee mode share surveys for informational purposes.	
☐ TIER 2 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	
TIER 3 MEASURES (ALL TIER 1 AND TIER 2 MEASURES PLUS ALL THE FOLLOWING APPLY):	
☐ Encourage telecommuting and flexible work schedules.	
☐ Right-size parking supply within City required maximums per BMC Chapter 17.34.	
☐ If located within the SP-SCRO Zoning District, provide a fair share financial contribution toward a Commute.org shuttle service (or successor organization designated by the City) proposed to achieve a peak period frequency of 15 minutes or better to BART and Caltrain.	
☐ Provide a subsidized carpool and vanpool program.	
☐ Provide parking cash-out or implement paid parking on-site.	
☐ Provide transit subsidy benefits up to the IRS maximum amount.	
☐ Provide access to end-of-trip bicycle facilities including showers, lockers, and a bicycle repair station on-site, or within 100 yards of the site.	
☐ Conduct annual employee mode share surveys and driveway counts to monitor progress towards a fifty-two percent (52%) drive alone mode share goal.	
☐ TIER 3 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	

Applicability and Project Tiers

- Minimum threshold for TDM applicability:
  - All projects that generate 100 or more average daily trips (ADT)
  - Any non-residential project applying for a planning or building permit for improvements of more than $500,000 in construction costs, regardless of ADT
  - Any major additions or renovations completed within any 5-year period subject to building requirements
  - Some City discretion is allowed regarding trip gen rate and displacement of existing trips/VMT)
- For projects which exceed the minimum threshold, TDM requirements are based on project tier (1 – 3)
  - "Mixed use projects are subject to the highest applicable tier for any single project component"

TDM Tier	Definition
Tier 1	• All non-residential projects that do not meet the criteria for Tier 2 or Tier 3 • All non-exempt residential projects
Tier 2	• Office and Research and Development projects between 10,000 and 50,000 square feet of gross building square footage • All warehousing and trade commercial projects
Tier 3	• Office and Research and Development projects with greater than 50,000 square feet of gross building square footage

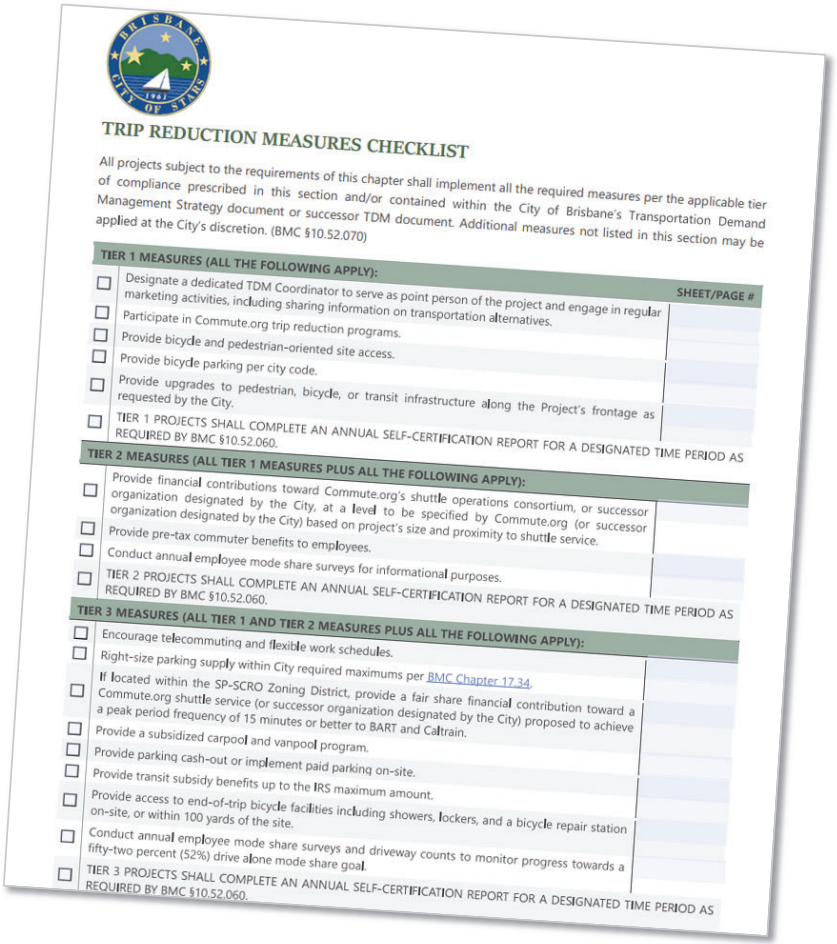
Exemptions

- Projects which are exempt from TDM requirements:
  - 100% affordable multifamily housing developments
  - Small residential projects:
    - Less than 20 multi-family dwelling units
    - Less than 10 single-family dwelling units
    - Less than 7 duplexes
  - Projects with environmental benefits, as determined by the community development director (some discretion)
- Note: Projects exempt from Brisbane's ordinance must still submit a C/CAG TDM checklist

TDM Tier	Definition
Tier 1	• All non-residential projects that do not meet the criteria for Tier 2 or Tier 3 • All non-exempt residential projects
Tier 2	• Office and Research and Development projects between 10,000 and 50,000 square feet of gross building square footage • All warehousing and trade commercial projects
Tier 3	• Office and Research and Development projects with greater than 50,000 square feet of gross building square footage

Submittal Requirements

- TDM submittal requirements with any discretionary planning permit application or building permit:
  1. TDM checklist (all tiers)
  2. TDM Plan including documentation of the project's proposed trip reduction measures; an annotated site plan showing design elements; and property owner certification that required measures will be implemented
  3. Tenant concurrence letter demonstrating acknowledgement and cooperation with proposed trip reduction measures
  4. Additional documentation requested at city discretion
- Applications are reviewed and approved by Community Development Director (and staff)



TRIP REDUCTION MEASURES CHECKLIST

All projects subject to the requirements of this chapter shall implement all the required measures per the applicable tier of compliance prescribed in this section and/or contained within the City of Brisbane's Transportation Demand Management Strategy document or successor TDM document. Additional measures not listed in this section may be applied at the City's discretion. (BMC §10.52.070)

TIER 1 MEASURES (ALL THE FOLLOWING APPLY):	SHEET/PAGE #
☐ Designate a dedicated TDM Coordinator to serve as point person of the project and engage in regular marketing activities, including sharing information on transportation alternatives.	
☐ Participate in Commute.org trip reduction programs.	
☐ Provide bicycle and pedestrian-oriented site access.	
☐ Provide bicycle parking per city code.	
☐ Provide upgrades to pedestrian, bicycle, or transit infrastructure along the Project's frontage as requested by the City.	
☐ TIER 1 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	
TIER 2 MEASURES (ALL TIER 1 MEASURES PLUS ALL THE FOLLOWING APPLY):	
☐ Provide financial contributions toward Commute.org's shuttle operations consortium, or successor organization designated by the City, at a level to be specified by Commute.org (or successor organization designated by the City) based on project's size and proximity to shuttle service.	
☐ Provide pre-tax commuter benefits to employees.	
☐ Conduct annual employee mode share surveys for informational purposes.	
☐ TIER 2 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	
TIER 3 MEASURES (ALL TIER 1 AND TIER 2 MEASURES PLUS ALL THE FOLLOWING APPLY):	
☐ Encourage telecommuting and flexible work schedules.	
☐ Right-size parking supply within City required maximums per BMC Chapter 17.34.	
☐ If located within the SP-SCRO Zoning District, provide a fair share financial contribution toward a Commute.org shuttle service (or successor organization designated by the City) proposed to achieve a peak period frequency of 15 minutes or better to BART and Caltrain.	
☐ Provide a subsidized carpool and vanpool program.	
☐ Provide parking cash-out or implement paid parking on-site.	
☐ Provide transit subsidy benefits up to the IRS maximum amount.	
☐ Provide access to end-of-trip bicycle facilities including showers, lockers, and a bicycle repair station on-site, or within 100 yards of the site.	
☐ Conduct annual employee mode share surveys and driveway counts to monitor progress towards a fifty-two percent (52%) drive alone mode share goal.	
☐ TIER 3 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	

TDM Requirements

Required TDM measures for all **Tier 1** projects:

	TIER 1 MEASURES (ALL THE FOLLOWING APPLY):	SHEET/PAGE #
☐	Designate a dedicated TDM Coordinator to serve as point person of the project and engage in regular marketing activities, including sharing information on transportation alternatives.	
☐	Participate in Commute.org trip reduction programs.	
☐	Provide bicycle and pedestrian-oriented site access.	
☐	Provide bicycle parking per city code.	
☐	Provide upgrades to pedestrian, bicycle, or transit infrastructure along the Project's frontage as requested by the City.	
☐	TIER 1 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	

TDM Requirements

Required TDM measures for all **Tier 2** projects:

(all TDM measures required for Tier 1 projects, plus…)

TIER 2 MEASURES (ALL TIER 1 MEASURES PLUS ALL THE FOLLOWING APPLY):		
☐	Provide financial contributions toward Commute.org's shuttle operations consortium, or successor organization designated by the City, at a level to be specified by Commute.org (or successor organization designated by the City) based on project's size and proximity to shuttle service.	
☐	Provide pre-tax commuter benefits to employees.	
☐	Conduct annual employee mode share surveys for informational purposes.	
☐	TIER 2 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	

TDM Requirements

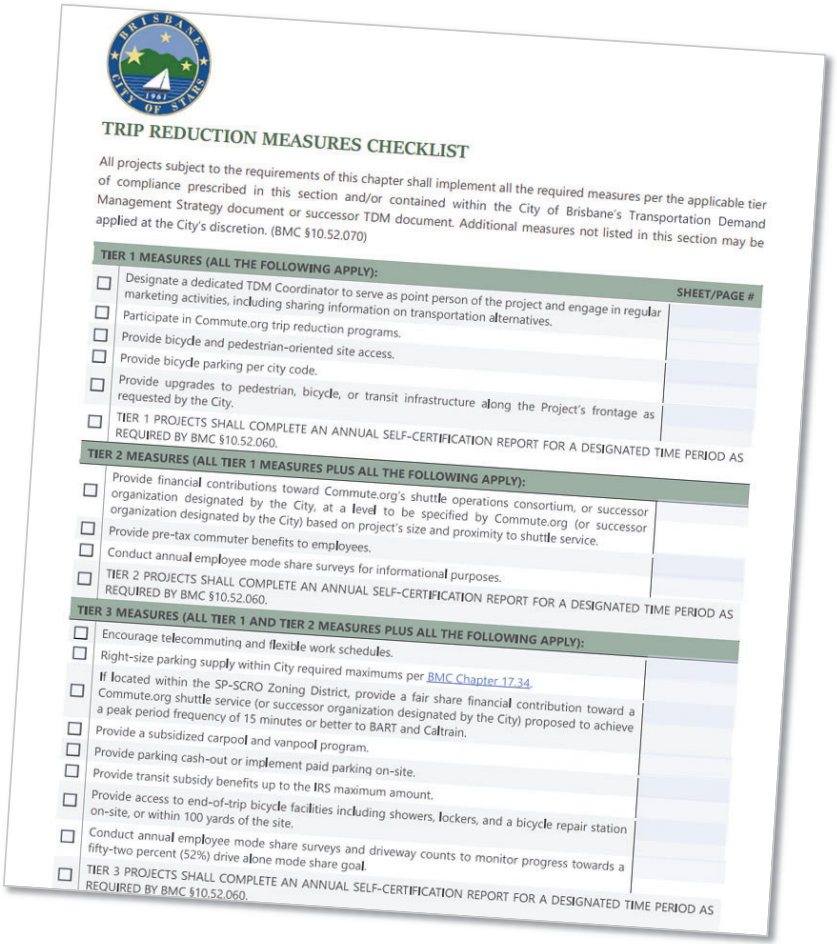
Required TDM measures for all **Tier 2** projects:

(all TDM measures required for Tier 1 and Tier 2 projects, plus…)

TIER 3 MEASURES (ALL TIER 1 AND TIER 2 MEASURES PLUS ALL THE FOLLOWING APPLY):		
☐	Encourage telecommuting and flexible work schedules.	
☐	Right-size parking supply within City required maximums per BMC Chapter 17.34.	
☐	If located within the SP-SCRO Zoning District, provide a fair share financial contribution toward a Commute.org shuttle service (or successor organization designated by the City) proposed to achieve a peak period frequency of 15 minutes or better to BART and Caltrain.	
☐	Provide a subsidized carpool and vanpool program.	
☐	Provide parking cash-out or implement paid parking on-site.	
☐	Provide transit subsidy benefits up to the IRS maximum amount.	
☐	Provide access to end-of-trip bicycle facilities including showers, lockers, and a bicycle repair station on-site, or within 100 yards of the site.	
☐	Conduct annual employee mode share surveys and driveway counts to monitor progress towards a fifty-two percent (52%) drive alone mode share goal.	
☐	TIER 3 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	

TDM Requirements

- Tier 3 projects must submit a TDM plan that includes:
  - A letter documenting the project's proposed trip reduction measures consistent with the requirements identified in Section 2.7 (10.52.070)
  - An annotated site plan that designates trip reduction design elements
  - Property owner certification that the required measures will be implemented and maintained per Section 10.52.060 and monitored per Section 10.52.090.3
- Some projects must submit a tenant concurrence letter demonstrating acknowledgement and cooperation with the proposed trip reduction measures, including:
  - Tenant certification that applicable trip reduction measures are identified in their lease
  - A summary of how the tenant is implementing applicable TDM measures



TRIP REDUCTION MEASURES CHECKLIST

All projects subject to the requirements of this chapter shall implement all the required measures per the applicable tier of compliance prescribed in this section and/or contained within the City of Brisbane's Transportation Demand Management Strategy document or successor TDM document. Additional measures not listed in this section may be applied at the City's discretion. (BMC §10.52.070)

TIER 1 MEASURES (ALL THE FOLLOWING APPLY):	SHEET/PAGE #
☐ Designate a dedicated TDM Coordinator to serve as point person of the project and engage in regular marketing activities, including sharing information on transportation alternatives.	
☐ Participate in Commute.org trip reduction programs.	
☐ Provide bicycle and pedestrian-oriented site access.	
☐ Provide bicycle parking per city code.	
☐ Provide upgrades to pedestrian, bicycle, or transit infrastructure along the Project's frontage as requested by the City.	
☐ TIER 1 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	
TIER 2 MEASURES (ALL TIER 1 MEASURES PLUS ALL THE FOLLOWING APPLY):	
☐ Provide financial contributions toward Commute.org's shuttle operations consortium, or successor organization designated by the City, at a level to be specified by Commute.org (or successor organization designated by the City) based on project's size and proximity to shuttle service.	
☐ Provide pre-tax commuter benefits to employees.	
☐ Conduct annual employee mode share surveys for informational purposes.	
☐ TIER 2 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	
TIER 3 MEASURES (ALL TIER 1 AND TIER 2 MEASURES PLUS ALL THE FOLLOWING APPLY):	
☐ Encourage telecommuting and flexible work schedules.	
☐ Right-size parking supply within City required maximums per BMC Chapter 17.34.	
☐ If located within the SP-SCRO Zoning District, provide a fair share financial contribution toward a Commute.org shuttle service (or successor organization designated by the City) proposed to achieve a peak period frequency of 15 minutes or better to BART and Caltrain.	
☐ Provide a subsidized carpool and vanpool program.	
☐ Provide parking cash-out or implement paid parking on-site.	
☐ Provide transit subsidy benefits up to the IRS maximum amount.	
☐ Provide access to end-of-trip bicycle facilities including showers, lockers, and a bicycle repair station on-site, or within 100 yards of the site.	
☐ Conduct annual employee mode share surveys and driveway counts to monitor progress towards a fifty-two percent (52%) drive alone mode share goal.	
☐ TIER 3 PROJECTS SHALL COMPLETE AN ANNUAL SELF-CERTIFICATION REPORT FOR A DESIGNATED TIME PERIOD AS REQUIRED BY BMC §10.52.060.	

Monitoring and Reporting Requirements

- All projects are subject to monitoring and compliance via self-certification, including:
  - Initial compliance reporting documenting trip reduction measures and implementation
  - Annual compliance reporting documenting continued implementation of TDM
- Requirements vary by TDM project tier

TDM Tier	Monitoring and Reporting Requirements
Tier 1	• Submit an initial self-certification report (year 1) • Submit an annual self-certification report (first 6 years after occupancy)
Tier 2	• Submit an initial self-certification report (year 1) • Submit an annual self-certification report (in perpetuity) • Conduct annual mode share surveys (first 20 years after occupancy)
Tier 3	• Submit an initial self-certification report (year 1) • Submit an annual self-certification report (in perpetuity) • Conduct annual mode share surveys (first 20 years after occupancy)

Monitoring and Reporting Requirements

- Penalties for non-compliance which apply to all projects subject to TDM requirements:
  - Failure to submit or submission of an incomplete required annual compliance report and/or failure to implement and maintain trip reduction measures
    - Subject to penalties including fines and misdemeanors; administrative citations; and administrative compliance orders
    - Chapter 1.14 – Code Enforcement outlines fines and misdemeanors
    - Chapter 1.16 – Administrative Citations outlines citations
    - Chapter 1.18 – Administrative Compliance Orders outlines other measures
- Additional penalties for non-compliance which apply to Tier 3 projects only:
  - Failure to implement and maintain trip reduction measures and/or not achieving target mode share:
    - **First violation:** TDM program modified to achieve compliance
    - **Second violation:** Property must coordinate with Commute.org or retain a consultant to identify additional program modifications to achieve compliance
    - **Third violation:** Brisbane assesses a fine, as set by City Council. Fines shall be assessed for each additional violation in subsequent years.

Case Study 2: East Palo Alto, CA

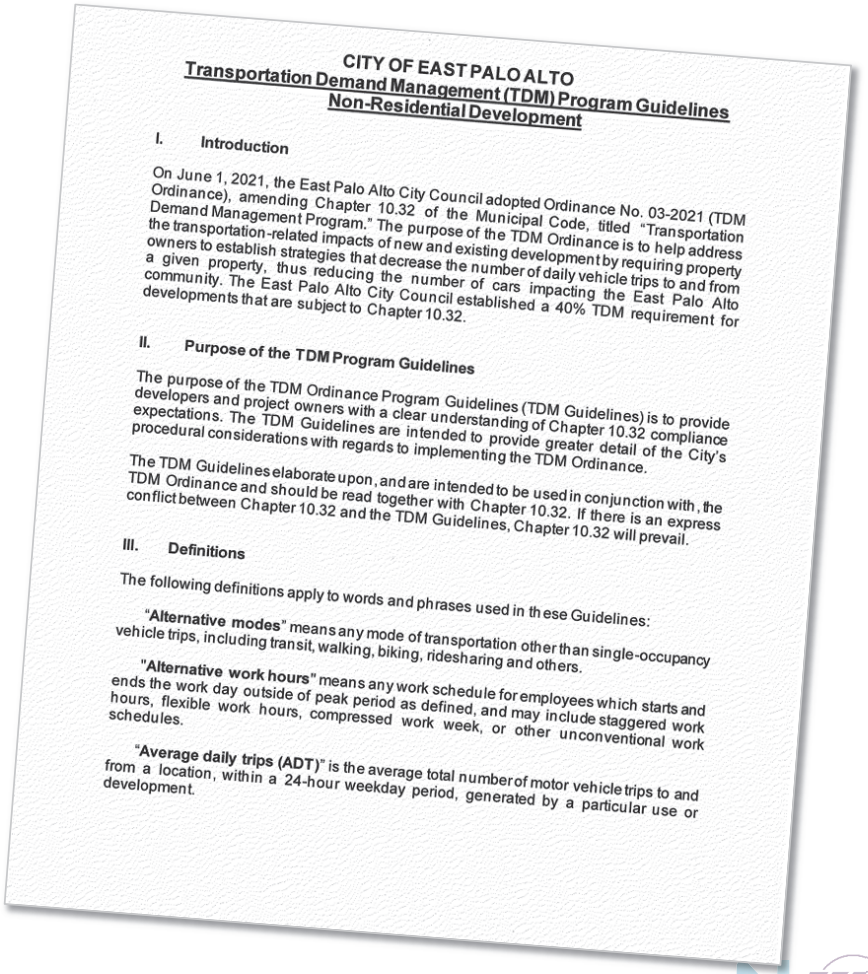
EAST PALO ALTO, CA

Highlights: East Palo Alto, CA

- East Palo Alto has adopted requirements that apply both to new development as well as **some existing developments** (though requirements for existing developments are less intensive)
  - Benefits: Brings more developments within the City "into the fold" of TDM
  - Trade-offs: Creates a new burden for existing businesses/employers
- East Palo Alto uses **two different approaches for monitoring and enforcing TDM**: residential projects must only demonstrate that they have implemented the measures in their TDM plan (no matter what impact those measures achieve), while non-residential developments must regularly collect data to demonstrate that their TDM program is achieving targets
  - Benefits: Avoids over-burdening housing developments while applying stringent monitoring requirements
  - Trade-offs: More complex for City staff to manage/mixed-use projects to comply with
- For non-residential projects, **financial non-compliance penalties scale** based on performance
  - Benefits: avoids overly-punitive consequences for instances of small non-compliance
  - Trade-offs: more complex for City staff to manage/review/apply

Structure

- TDM ordinance in the City Code of Ordinances (Vehicles and Traffic); last updated in 2021
- Includes program guidelines, which provide additional information and detail about requirements (can be updated without Council action)
- Slightly different structure for residential, commercial, and existing businesses:
  - New residential developments: Trip reduction requirements, but satisfied through point-based menu (not enforced based on performance; just need to implement the strategies)
  - New non-residential developments: Trip reduction requirements (enforced based on performance)
  - Non-residential (existing): Specific (limited) requirements for all applicable projects
- Program is managed by a city-designated TDM program administrator (who maintains the program guidelines)



CITY OF EAST PALO ALTO
Transportation Demand Management (TDM) Program Guidelines
Non-Residential Development

I. Introduction

On June 1, 2021, the East Palo Alto City Council adopted Ordinance No. 03-2021 (TDM Ordinance), amending Chapter 10.32 of the Municipal Code, titled "Transportation Demand Management Program." The purpose of the TDM Ordinance is to help address the transportation-related impacts of new and existing development by requiring property owners to establish strategies that decrease the number of daily vehicle trips to and from a given property, thus reducing the number of cars impacting the East Palo Alto community. The East Palo Alto City Council established a 40% TDM requirement for developments that are subject to Chapter 10.32.

II. Purpose of the TDM Program Guidelines

The purpose of the TDM Ordinance Program Guidelines (TDM Guidelines) is to provide developers and project owners with a clear understanding of Chapter 10.32 compliance expectations. The TDM Guidelines are intended to provide greater detail of the City's procedural considerations with regards to implementing the TDM Ordinance.

The TDM Guidelines elaborate upon, and are intended to be used in conjunction with, the TDM Ordinance and should be read together with Chapter 10.32. If there is an express conflict between Chapter 10.32 and the TDM Guidelines, Chapter 10.32 will prevail.

III. Definitions

The following definitions apply to words and phrases used in these Guidelines:

"**Alternative modes**" means any mode of transportation other than single-occupancy vehicle trips, including transit, walking, biking, ridesharing and others.

"**Alternative work hours**" means any work schedule for employees which starts and ends the work day outside of peak period as defined, and may include staggered work hours, flexible work hours, compressed work week, or other unconventional work schedules.

"**Average daily trips (ADT)**" is the average total number of motor vehicle trips to and from a location, within a 24-hour weekday period, generated by a particular use or development.

Requirements

Land Use	Minimum Project Size	Requirements
New Residential Developments	All projects with 10+ residential units that generate 110+ ADT	• Develop a **TDM plan** with the city's TDM program administrator that demonstrates compliance with TDM requirements and encourages mode shift • Submit a TDM plan that demonstrates how the development will support TDM strategies in the city and will achieve a **40% reduction** in average daily trips • If achieving the reduction target cannot be demonstrated, an **in-lieu fee** can be paid to adjust the mode shift target (paid prior to entitlement) • Developers can apply for exemption if they can demonstrate **significant hardship**
New Non-Residential Developments	All projects with 10,000+ non-residential square feet that generate 110+ ADT	• Submit a TDM plan that demonstrates how the site will achieve a **40% reduction** in average daily commute trips • All future employers/tenants must distribute alternative commute information • Developer TDM plans must be approved by the city TDM program administrator before entitlement
Existing Non-Residential Developments	100+ employees: all requirements 25 – 100 employees: commute information only	• Business owners with 100+ employees must submit a TDM plan annually • TDM plan must demonstrate how the site will achieve **a 40% reduction** in average daily trips across all trip types

Requirements

Land Use	Minimum Project Size	Requirements
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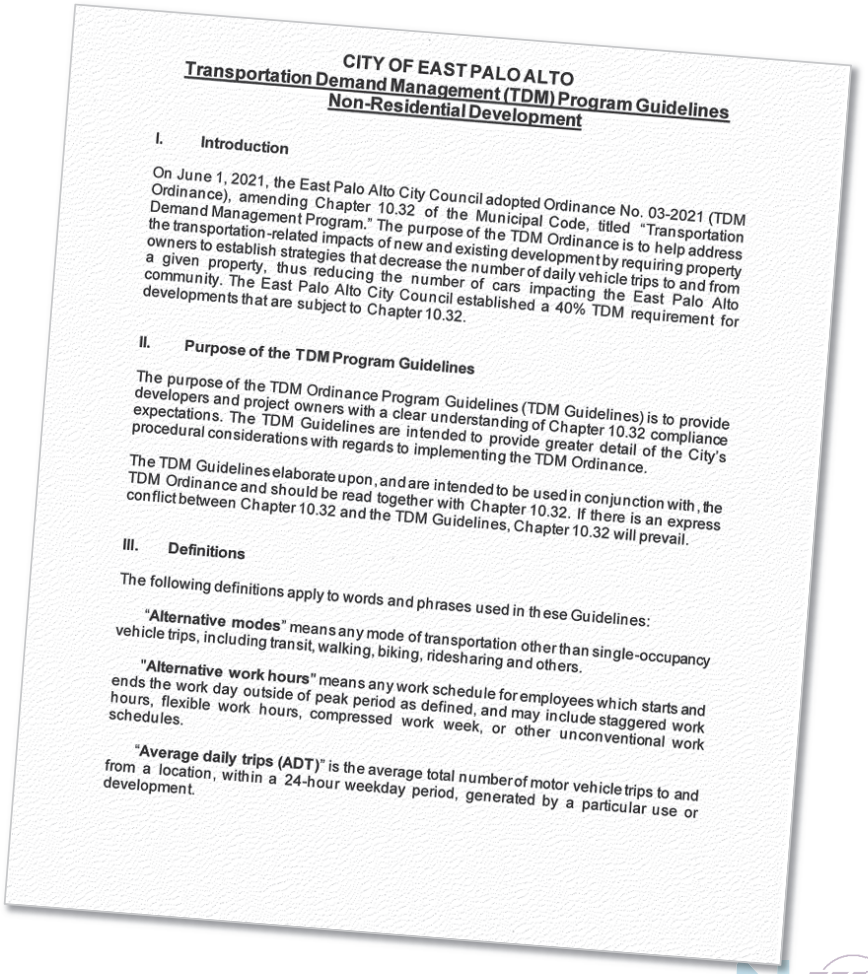
Requirements

Other requirements:

- All new developments:
  - "TDM Compliance Plan" (includes project details, TDM approach/measures)
  - "TDM Agreement" (formal agreement recorded against property)
  - Designated TDM coordinator (point of contact for City)
- Non-residential projects (new):
  - All applicable non-residential projects must submit an annual TDM fee, which is used to support review of TDM plans and performance monitoring reports (as of 2022, the fee is set at $5,527 per year)
- Non-residential projects (existing):
  - Annual TDM plans



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"**Average daily trips (ADT)**" is the average total number of motor vehicle trips to and from a location, within a 24-hour weekday period, generated by a particular use or development.

Requirements

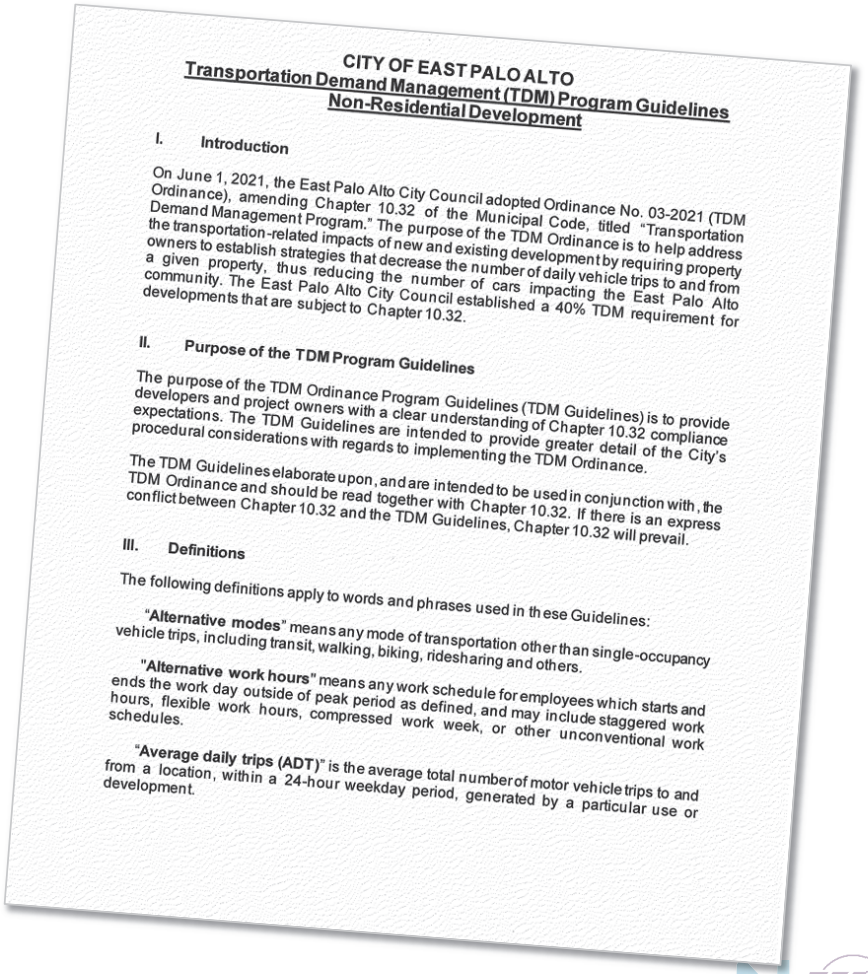
Point-based TDM strategy "menu" for residential developments:

Transportation Demand Management Strategies		Point Value
Affordable Housing	40% Affordable Housing Project	2
	60% Affordable Housing Project	3
	80% Affordable Housing Project	4
	100% Affordable Housing Project	5
TDM Communication	Orientation, education or materials distribution of transit, wayfinding and other TDM information and programs to new residents as they move in and annually to all residents.	0.25
TDM Coordinator	Designate a TDM coordinator or contact person throughout the life of the project. This may be an individual who is an employee of or at the development project; or may be contracted through a third-party provider.	0.25
Proximity to Transit	Less than 0.5 miles to a transit route (20-min headway).	0.5
	Less than 0.5 miles to a Caltrain/Light Rail/Rapid Transit/Ferry station[1].	2.5
Proximity to Commercial Uses	Less than 0.5 miles from: 1) A shopping center consisting of at least three tenant spaces, or 2) Three separate retail/restaurant/service/recreational uses.	0.5
	Less than 0.25 miles from: 1) A shopping center consisting of at least three tenant spaces, or 2) Three separate retail/restaurant/service/recreational types of uses.	1
	Include active, pedestrian-oriented commercial uses on the ground floor to create more walkable and inviting areas. Provide on-site amenities, such as cafés, gym, retail stores, or banks.	1
Participation in Commute. Org, or Transportation Management Association (TMA)	Certified participation in Commute.org, or equivalent program such as a TMA.	1
	Commute assistance and ride-matching.	0.25
	Shuttle Program/Shuttle Consortium/Fund Transit Service.	2.5
Transit Pass/ Subsidy Programs	Provide free transit passes or carpool/vanpool subsidies to tenants equivalent to 30% of the value of their monthly fare or at least $50 monthly. Transit passes and subsidies provided must be valid for public transportation options, including but not limited to BART, Caltrain, SamTrans, and ridesharing platforms and vanpool subscription (or costs). *Points of this measure are allowed to be prorated if Developer will provide this program to a portion of the residents. The prorated points shall be calculated by using the same percentage number of participated residents that Developer will agree to provide. EX: 20% of the residents will be provided this program. The points value shall be 2.5 x 20% = 0.5	2.5
Bicycle Facilities	Bicycle facilities in conformance with CALGreen minimum bicycle parking requirements.	0.25
	Bicycle repair station.	0.25
Access Improvements	Design street or roadways that provide multimodal travel choices and give people the option to avoid vehicular traffic congestion.	0.25
	Bus Pullout Space.	0.25
	Bus Shelter.	0.25
	Visual/Electrical Improvements (i.e., Lighting, Signage).	0.25
	Other (i.e., Micromobility Parking Zone, TNC Loading Zone).	0.25
	Establish new, or enhance the quality of, pedestrian and bicycle facilities or infrastructures to facilitate active transportation from a project site to existing trails, bikeways, or adjacent streets. Pedestrian improvements should be within 0.5 miles of project site (approx. 10-15 minute walk); bicycling improvements within 2 miles of site (approx. 15-min ride at 10mph).	2
Car Share Program	Provide private or public car share memberships to on-site residents.	0.5
Proximity to Car Share	Less than 0.5 miles from a car share hub with cars available to on-site residents.	0.25
Designated Car Share Parking Spaces	Provide curbside carpool/vanpool/rideshare loading zones.	0.5
Bicycle/Scooter Share Program	Provide private or public bicycle/scooter share memberships to on-site residents	0.25
Proximity to Bicycle Share	Site is less than 0.5 miles from a bicycle share hub with bicycles available to on-site residents.	0.25
Delivery Amenities	Offer delivery-supportive amenities, such as an area for receipt of deliveries, clothes lockers for laundry or dry cleaning, storage for package deliveries or temporary refrigeration for grocery deliveries. Delivery-supportive amenities can help reduce the need for individual vehicle ownership and vehicle trips by consolidating multiple trips at one central location.	0.5
Family-supportive Amenities	To address challenges that families face in making trips without a private vehicle, the property owner shall provide family-supportive amenities, such as on-site secure storage of personal car seats, strollers, cargo bicycles, or other large bicycles. Property owners can also provide shared building equipment, such as shopping carts or cargo bicycles for check out by residents.	1
Paid Parking at Market Rate	Motorists pay directly for using parking facilities. Parking rates should be at the market rate and not subsidized by property owners or employers.	6.25
Developer TDM Fee/TDM Fund	Impact fees can be collected from developers, generally on a per-unit or square footage basis, to fund the implementation of TDM programs. These TDM fees can be put in an escrow account for the developer or subsequent property manager to spend to implement programmatic elements of the TDM plan. NOTE: "Double dipping" with the already required "TMA Participation" measure (above) is not allowed. This measure cannot be given credit for TDM fund payment or developer fees already required by the fee nexus ordinance by the governing jurisdiction. Credit here may only be given for voluntary TDM fund payment or developer fee negotiated separately with the governing jurisdiction.	1

*Other proposed measures may apply if developer can justify the trip reduction impact upon the approval by the City.

Monitoring and Enforcement

- Residential projects (new):
  - No annual monitoring/reporting requirements
- Non-residential projects (new):
  - Monitoring of a given property starts when site reaches 50% occupancy
  - Annual report must be prepared and submitted in January; to specific guidance on methods/data required to demonstrate compliance with trip reduction target
  - City conducts “audits” via driveway counts: “The City will conduct the driveway counts, review for compliance, calculate any non-compliance penalties that may be identified, and then invoice the project owner for any non- compliance penalties. Project owners are required to pay within 45 -days of the invoice date. Projects not subject to any non- compliance penalties will receive docu mentation from the City designating the project as "in good standing" with the TDM Ordinance.”



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“**Average daily trips (ADT)**” is the average total number of motor vehicle trips to and from a location, within a 24-hour weekday period, generated by a particular use or development.

Monitoring and Enforcement

- If 40% reduction in average daily trips is not met, a penalty fee is assessed for the difference between actual and target trip reduction:

Non-Compliance Penalty	
Trip Reduction % Achieved	Per Trip Penalty
0% - 25%	$3,500
25.1% - 29.9%	$2,500
30% - 34.9%	$2,000
35% - 40%	$500

- Developers who do not comply with the ordinance after 30 days of written notice are guilty of an infraction and fined
  - After 90 days, this raises to a civil penalty, in addition to a fine
  - All fees and fines are determined by the East Palo Alto City Council
- Property owners and employers may be subject to periodic audits to confirm compliance

Monitoring and Enforcement

Example calculation of non-compliance penalty (from TDM program guidelines):

ASSUMED TRIPS TO/FROM BUILDING		
		Average Daily Trips
A.	Anticipated Trips Per ADT (103,000 sf office building)	1000
B.	40% Trip Reduction Per City TDM Ordinance	400
C.	**Final Allowable Trips (Assumed 40% Reduction)**	**600**

ACTUAL TRIPS TO/FROM BUILDING		
		Average Daily Trips
D.	Actual Trips Per Annual "Driveway Count"	675
E.	Actual Reduction (A - D)	325
F.	Actual Reduction as % (E / A)	32.50%
G.	Fee Per Trip Over Allowable Based on Actual Reduction % (F)	
	0-25% = $350	-
	25.1-29.9% = $250	-
	30-34.9% = $200	$200
	35-39.9% = $50	-
H.	Actual Trips Over Allowable Trips (D - C)	75
I	Penalty Calculation (H * G)	$15,000
TOTAL PENALTY		**$15,000.00**

Case Study 3:
Redwood City, CA

REDWOOD CITY, CA

Highlights: Redwood City, CA

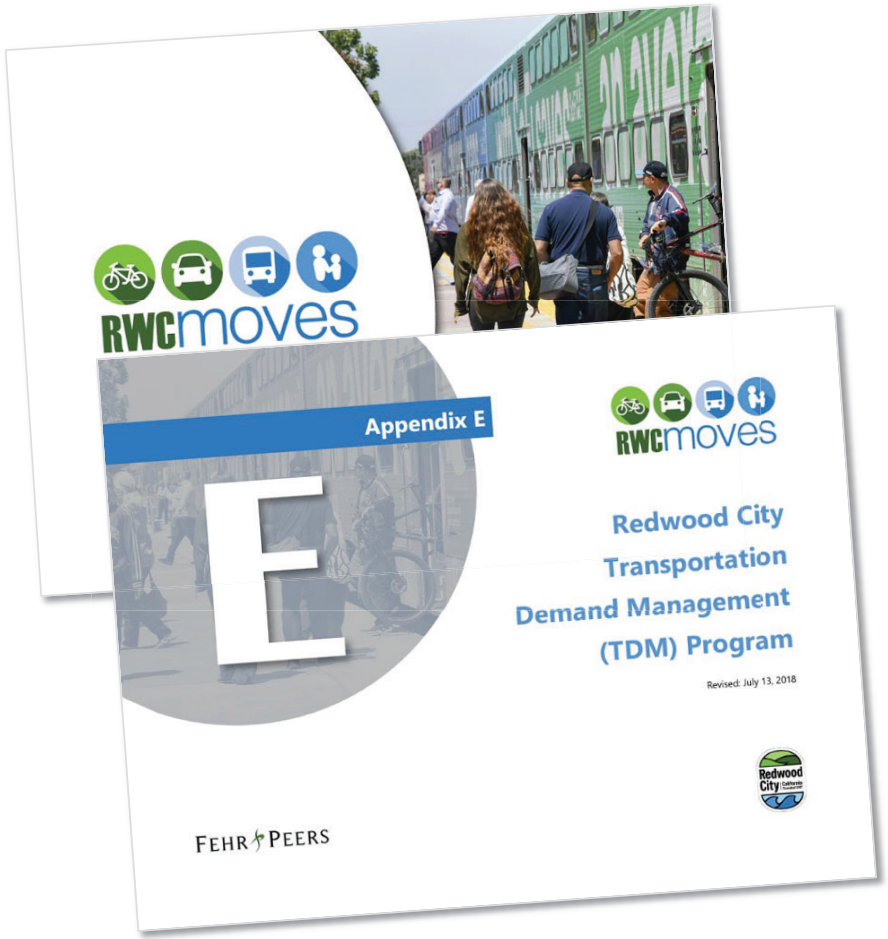
- Redwood City has adopted a TDM program that anticipates **key roles for TMAs** in setting TDM targets for local areas, implementing programs, and conducting TDM monitoring and reporting.
  - Benefits: If TMAs are formed, this approach would provide valuable resources for both developers and City staff
  - Trade-offs: No firm plans or requirements for TMA formation in the near-term
- The non-compliance and penalty structure provides "wiggle room" for **good-faith efforts** and for penalties to be waived at the discretion of the City
  - Benefits: Reduces the risk that TDM challenges will create undue hardship for developers or property owners
  - Trade-offs: Creates space for TDM requirements to be ineffective or for non-compliance to go unchecked

REDWOOD CITY, CA

Structure and Applicability | TDM Requirements | Implementation and Enforcement

Structure

- TDM ordinance approved in 2018; Originally created as part of the RWCmoves Citywide Transportation Plan
  - Citywide goal: reduce drive-alone trips by 50% by 2040
- Accompanying **administrative guidelines** support implementation, provide TDM requirement triggers describe individual measures, outline roles and responsibilities, and include information on compliance and monitoring
- The city reviews Site TDM Plans (as required for developments that meet the triggers below) before permits and certificates of occupancy can be provided
- The TDM program plans for future role of TMAs for TDM planning, implementation, and monitoring/evaluation



Applicability

- TDM Plans are required for:
  - New residential development with 25+ units for single and multi-family developments or 5+ units with a homeowner's association
  - New commercial, office, or industrial with 10,000 square feet or 10+ employees
  - Existing residential, commercial, or industrial development that meets requirements for new development and requests a permit for change in parking supply, change in use/density, and/or change in number of units or square footage.
- Projects must implement TDM to achieve a drive-alone mode share target based on project type and size
- Required and optional TDM Measures vary by project type and size (see following pages)

Table E-2: Target Drive-Alone Mode Share

Land Use	Size and Type	Target Mode Share
Residential	5 to 24 units*	N/A
	Downtown, 25+ units	33%
	Suburban, 25+ units	44%
Office and Commercial	10 to 49 employees	N/A
	Downtown, 50+ employees	33%
	Suburban, 50+ employees	52%

*Residential properties with 5 to 24 units are only required to participate if they have a homeowners' association.

Required and Optional Measures

Table E-4: Recommended TDM Measures

= Required = Recommended Options = Other Options = Not recommended

	Measure	Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share[1]
		10-49	50 -299	300 +	5-24[2]	25-50	51+	
	Preparation of Site TDM Plan							N/A
A Required for All Sites	Provide on-site information							1% to 1.5% (max 4% for all information improvements combined)
	Offer employees pre-tax deduction							1 to 5%
	Annual commute survey							N/A
	Participation in area- and city-wide monitoring and promotional activities							N/A
	Bike racks for customers or employees[3]							1 to 4% for residential 2 to 8% for non-residential
	Indoor bike parking for residents or employees[3]							2 to 5% for residential 4 to 10% for non-residential
	Well-lit pedestrian paths to transit[3]							0 to 2%

Required and Optional Measures

Table E-4: Recommended TDM Measures

= Required = Recommended Options = Other Options = Not recommended

	Measure	Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share[1]
		10-49	50 -299	300 +	5-24[2]	25-50	51+	
B Additional Requirements for Large Sites	New/improved bus service OR shuttle open to the public (can be met through participation in TMA-operated service)			Recommended			Recommended	0 to 2% for improved bus service 2 to 10% for new shuttle service
	Transit passes for TMA to distribute in TMA area			Required			Recommended	10 to 15% if provided to potential site visitors
	Land/facilities for transit stops, hubs, program administration, bike share, etc.			Required			Required	0 to 2% for pedestrian and bike connections 5 to 10% for new transit stops within 1 mile
	Ongoing real time displays in shared or public spaces			Required				1% to 1.5% (max 4% for all information improvements combined)
	On-site amenities that reduce trips i.e., café, ATM, childcare		Recommended	Required				1 to 12%, ATM at lower end, Café in the middle, Childcare at the high end
	Shared parking among multiple uses (If site is multi-use)		Recommended	Required		Recommended	Required	0 to 20%, depending on reduction in parking supply compared to required parking for each use
	Local hiring, housing subsidies or other incentives			Recommended				1 to 15% depending on percent of employees within five miles of site

Required and Optional Measures

Table E-4: Recommended TDM Measures

= Required | = Recommended Options | = Other Options | = Not recommended

	Measure	Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share[1]
		10-49	50 -299	300 +	5-24[2]	25-50	51+	
C Information and Marketing Measures	New employee/resident orientation							1% to 1.5% (max 4% for all information improvements combined)
	New tenant information							1% to 1.5% (max 4% for all information improvements combined)
	Designated on-site boards or kiosks with TDM and transit information							0.5% to 1% (max 4% for all information improvements combined)
	Real time transportation information							1% to 1.5% (max 4% for all information improvements combined)
	Info on website prioritizing directions via alt modes							0.5% to 1% (max 4% for all information improvements combined)
	Annual promotion							0.5% to 1% (max 4% for all information improvements combined)
	Quarterly promotion							0.5% to 1% (max 4% for all information improvements combined)
	Signage for TDM features							0.5% to 1% (max 4% for all information improvements combined)

Required and Optional Measures

Table E-4: Recommended TDM Measures

= Required | = Recommended Options | = Other Options | = Not recommended

	Measure	Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share[1]
		10-49	50 -299	300 +	5-24[2]	25-50	51+	
D Physical Facilities Measures	Preferred parking for carpools							1 to 3%
	Car-share spaces							0.5% to 2%
	Showers, lockers for cyclists							2 to 8% for non-residential
	Drop off area (TNC, pools, shuttles)							0 to 2%
	EV plug-in stations							N/A
	Reserve parking for occasional drivers (instead of permit holders)							1 to 5% if free or very low cost 5 to 10% if priced based on market rates
E Programs and Policies	Flex time/telecommuting							0.5% to 7%
	Transit subsidies							10 to 15%
	Transit passes for all employees/households							15 to 20%
	Car/bikeshare memberships or subsidies							0 to 2%
	Unbundled parking							2 to 20%
	Parking cashout							5 to 8%
	Rideshare/vanpool ride matching service							10 to 20%

Roles and Responsibilities

- Program guidelines clearly identify roles and responsibilities of each party (property owner/developer and City/TMA) through each step in the TDM approval and implementation process
  - Property owner/developer leads implementation and monitoring
  - City/TMA provides templates, collects reports, and shares data/findings with the public

Table E-3: TDM Program Process and Roles

TDM Program Steps	Property Owner/ Developer	City/TMA
1. Prepare Site TDM Plan	Property owner prepares and City/TMA reviews and approves a Site TDM Plan. This process is detailed in steps 1a through 1d below.	
Determine Applicability	Determines if the TDM Program Requirements are applicable to the site (Section 2.1). If yes, the remaining steps should be completed. If no, the site is not required to complete the remaining components of step 1, or steps 2 or 3, but may be required by a TMA (if any) to participate in the step 4 evaluation. Determines the drive-alone mode share target for the site, based on the Area TDM Plan if one exists, or else the Citywide targets (Section 2.2)	Provides participation thresholds and initial mode share reduction targets. Aids property owner in determining applicability and identifying targets.
Develop Site TDM Plan	Prepares the Site TDM Plan identifying the TDM Measures (Section 4 below) they will implement, and describing quantitatively and qualitatively how the measures will achieve the mode split target. For uses with high percentages of visitors, alternative monitoring should be identified in the plan to capture travel that cannot easily be surveyed, such as conducting spot surveys, visually monitoring and recording access modes, etc. Monitoring methods and time periods must be approved by the City/TMA.	Provides a checklist with required steps to take as part of the development review process and instructions for preparing a Site TDM Plan.
Site TDM Plan Review	Submits Site TDM Plan prior to final permit application If plan is not approved, revises and resubmits for review	Reviews the plan for compliance with program standards and determines whether the strategies to be implemented are sufficient to meet the drive-alone mode share target. If the approved, provides a summary of the approval to be included with the conditions for final approval by the City. If the Site TDM Plan is not approved, identifies the reason and what additions would be required for approval
File Application	Property owner submits application for the development project with approved Site TDM Plan attached.	Reviews applications without TDM Plan included to determine if a TDM Plan must be prepared. If so, property owner/developer must complete TDM Plan prior to development permit application approval.

Roles and Responsibilities

- Program guidelines clearly identify roles and responsibilities of each party (property owner/developer and City/TMA) through each step in the TDM approval and implementation process
  - Property owner/developer leads implementation and monitoring
  - City/TMA provides templates, collects reports, and shares data/findings with the public

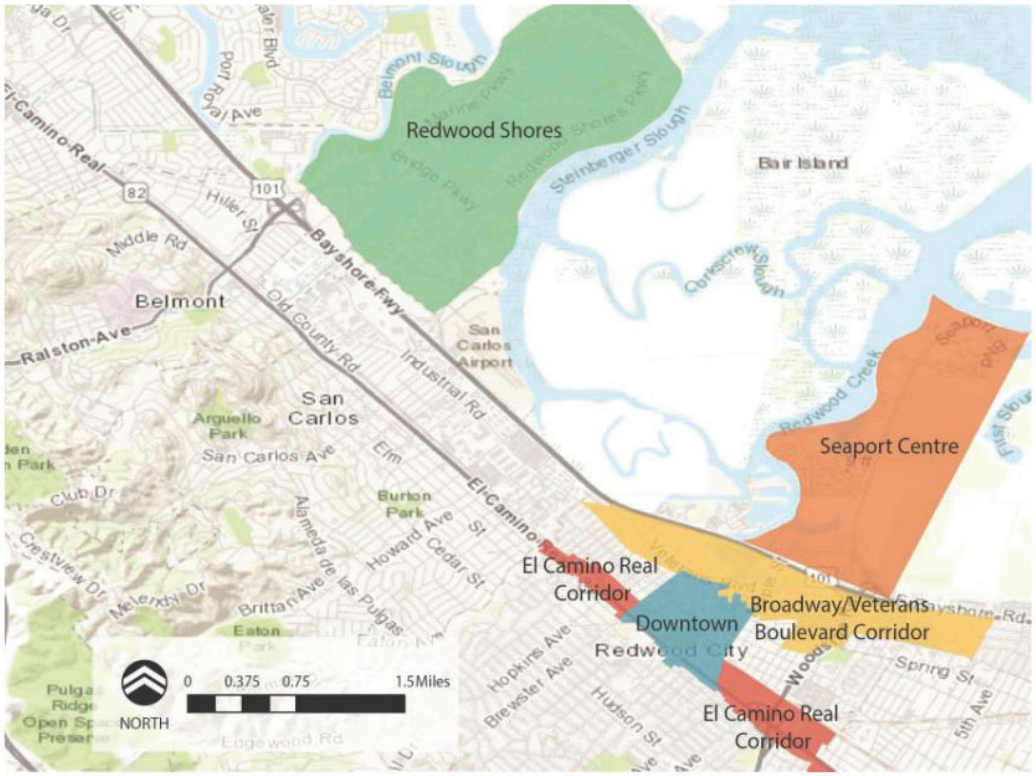
Table E-3: TDM Program Process and Roles

TDM Program Steps	Property Owner/ Developer	City/TMA
2. Planning Permit Approval and Site TDM Plan Recording	None	City must approve Site TDM Plan as part of development approval If Site TDM Plan was reviewed by a TMA, the City may return the plan for additional review by the TMA if additional measures are deemed necessary. If there is no TMA, the City will return the Plan to the Property owner directly for revision. The Site TDM Plan must run with the life of a development project; be binding on all current and future tenants, and be referenced as part of the condition of approval.
3. Site TDM Plan Implementation	Implements all planned elements in the Site TDM Plan. Prior to issuance of a Certificate of Occupancy (COO), must show that all TDM measures will be available as soon as the site is occupied. Physical TDM measures such as bike racks, showers, etc., must be installed and fully operational and any contracts must be signed with service providers.	Confirms implementation of planned measures by reviewing information provided by property owner and conducting site checks if necessary.
4. Monitoring and Enforcement	Collects survey responses from employees and tenants, conducts driveway counts to determine trip generation, and prepares a brief annual report. Complies with all monitoring efforts lead by City or TMA. Monitoring requirements and penalties are described Section 5.	Designs and distributes annual surveys and determines compliance of each site. If a site is found to be in non-compliance, may impose penalties. Prepares area and/or citywide annual report, publishes aggregated survey results, and reports on best practices and areas for improvement. Monitoring requirements and penalties are described Section 5.

TMA Creation

- TMAs may be created by developments to implement area-wide TDM programs
- If TMAs are created, TMAs must create Area TDM plans that include
  - Alternative mode share targets
  - Area-specific TDM requirements
- Redwood City's Program Guidelines recommend creating TMAs and Area TDM Plans in areas that have high growth potential or have several sites with similar needs that would benefit from coordination

Figure E-1: Recommended Area TDM Plans



Noncompliance and Penalties

- If a site does not fulfil requirements, meet drive-alone targets, or achieve required survey response rate, the City may impose penalties
- Penalties follow an escalating structure based on years of noncompliance
- Regardless of compliance, the City may adjust the mode share target and the applicant may update the TDM plan
- Penalty fees are invested in community programs (including mobility services)

Year of Noncompliance	Noncompliance Penalties

Year 1	• The property owner must update the Site TDM Plan to show how results will be improved
	• Financial penalties:
	  • If the City deeps the project has made a good-faith effort, there will be no financial penalty
	  • If the site has not made a good-faith effort to implement the program, year 2 non-compliance penalties may be applied

Year 2	• Financial penalties may be applied (proportional to mode share shortfall)
Year 3+	• Ongoing financial penalties • City may limit site expansion or withhold permits

Case Study 4:
San Jose, CA

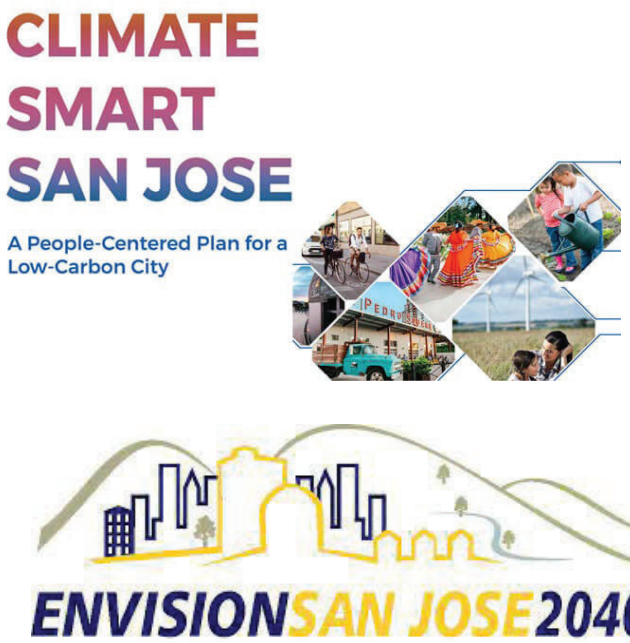
SAN JOSE, CA

Highlights: San Jose, CA

- San Jose's TDM program was developed alongside parking reforms (elimination of minimum parking requirements) and **requirements are closely aligned with citywide parking policy**.
  - Benefits: Recognizes the essential link between TDM and parking (building less parking = lower TDM requirements)
  - Trade-offs: More complex for City staff to manage/calibrate requirements
- TDM requirements and applicability thresholds use a unique framework that characterizes **"home-end" and "commute-end"** land uses
  - Benefits: Gives the City a unique way to calibrate TDM requirements for certain types of trips
  - Trade-offs: More difficult to understand for developers and decision-makers

Background and Structure

- San Jose reevaluated parking and TDM policies to advance Climate Smart San Jose and Envision San Jose 2040 General Plan
  - Removed minimum parking requirements to allow more flexibility with the types of uses allowed in existing buildings
  - Created policies to repurpose underutilized parking
- These plans resulted in a new TDM ordinance and program (effective April 2023)
  - The city maintains a menu of TDM measures and sets point targets
  - Measures and targets are memorialized in the Transportation Analysis Handbook
  - Intent was to avoid council action to update details, but ultimately many key details ended up in the municipal code as well as the handbook



Applicability

- TDM Requirements apply to any development that add:
  - Commute End Uses (such as offices) that add at least 10,000 square feet
  - Visit End Uses (such as retail, restaurants, personal services) that add at least 100,000 square feet
  - Residential End Uses (such homes or apartments) that add at least 25 multi-family units or 15 single-family detached units
  - Other Uses (most industrial uses) that add at least 30,000 square feet
  - Projects with 100% restricted affordable units

TABLE 20-250: PROJECT LEVEL THRESHOLDS

Use Category	Level 1 If a project meets ANY of the criteria below, it is classified in Level 1	Level 2 If a project meets ANY of the criteria below, it is classified in Level 2.
Home End Uses	16-299 dwelling units	300+ dwelling units
Commute End Uses	10,000-149,999 sf of gross floor area	150,000+ sf of gross floor area
Visit End Uses	100,000-249,999 sf of gross floor area	250,000+ sf of gross floor area
Other Uses	30,000 sf or more of gross floor area	300,000 + sf of gross floor area
Special Uses	hotel/motel with 150-249 guest rooms, or suites of rooms	hotel/motel with 250+ guest rooms, or suites of rooms
	school, college, or university (which requires building permits from City of San Jose) with 250 or more students	N/A

Requirements

- All projects must meet a TDM point target (varies by project level)
- All developments must submit a TDM plan
- All developments must submit annual TDM plan compliance documentation
- Level 2 projects are required to submit TDM monitoring reports

TABLE 20-255: PROJECT REQUIREMENTS				
Project Level	Point Target for HEU/VEU/CEU Uses	Point Target for Other Uses	TDM Plan and Annual TDM Plan Compliance Documentation	TDM Monitoring Report
Level 1 Projects	25 Points	5 Points	Required	Not Required
Level 2 Projects	25 Points	5 Points	Required	Required

There are 30 TDM strategy options (in 4 categories)

Land use

Such as:
- Mixed-use
- Affordable housing

Street

Such as:
- Pedestrian improvements (e.g., sidewalks, crosswalks)
- Bus stop improvements

Parking

Such as:
- More bike parking
- Carshare parking

Programmatic

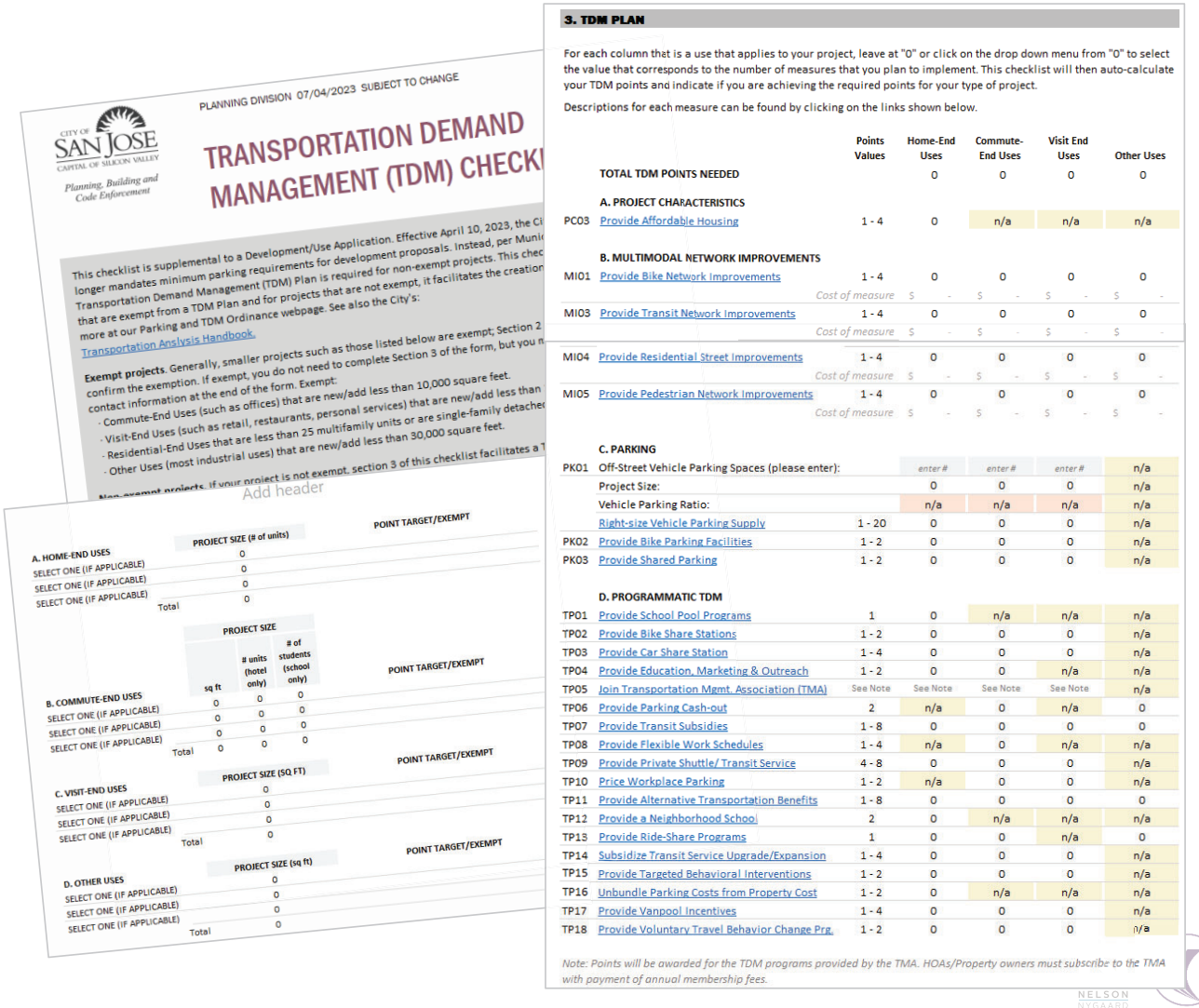
Such as:
- Subsidized transit passes
- Unbundled parking program

SAN JOSE, CA

Structure and Applicability | **TDM Requirements** | Implementation and Enforcement

Requirements

- Projects must submit a spreadsheet-based TDM checklist as part of development application process
- The checklist helps calculate the TDM point value of each selected measure
- Points can also be achieved through parking supply reduction based on a parking point value table memorialized in City code (see following page)



CITY OF SAN JOSE — CAPITAL OF SILICON VALLEY — Planning, Building and Code Enforcement

PLANNING DIVISION 07/04/2023 SUBJECT TO CHANGE

TRANSPORTATION DEMAND MANAGEMENT (TDM) CHECKL

This checklist is supplemental to a Development/Use Application. Effective April 10, 2023, the Ci longer mandates minimum parking requirements for development proposals. Instead, per Muni Transportation Demand Management (TDM) Plan is required for non-exempt projects. This chec that are exempt from a TDM Plan and for projects that are not exempt, it facilitates the creation more at our Parking and TDM Ordinance webpage. See also the City's:

Transportation Anslysis Handbook.

Exempt projects. Generally, smaller projects such as those listed below are exempt; Section 2 confirm the exemption. If exempt, you do not need to complete Section 3 of the form, but you n contact information at the end of the form. Exempt:

- Commute-End Uses (such as offices) that are new/add less than 10,000 square feet.
- Visit-End Uses (such as retail, restaurants, personal services) that are new/add less than
- Residential-End Uses that are less than 25 multifamily units or are single-family detache
- Other Uses (most industrial uses) that are new/add less than 30,000 square feet.

Add header

	PROJECT SIZE (# of units)	POINT TARGET/EXEMPT
A. HOME-END USES		
SELECT ONE (IF APPLICABLE)	0	
SELECT ONE (IF APPLICABLE)	0	
SELECT ONE (IF APPLICABLE)	0	
Total	0	

	PROJECT SIZE			POINT TARGET/EXEMPT
	sq ft	# units (hotel only)	# of students (school only)	
B. COMMUTE-END USES				
SELECT ONE (IF APPLICABLE)	0	0	0	
SELECT ONE (IF APPLICABLE)	0	0	0	
SELECT ONE (IF APPLICABLE)	0	0	0	
Total	0	0	0	

	PROJECT SIZE (SQ FT)	POINT TARGET/EXEMPT
C. VISIT-END USES		
SELECT ONE (IF APPLICABLE)	0	
SELECT ONE (IF APPLICABLE)	0	
SELECT ONE (IF APPLICABLE)	0	
Total	0	

	PROJECT SIZE (sq ft)	POINT TARGET/EXEMPT
D. OTHER USES		
SELECT ONE (IF APPLICABLE)	0	
SELECT ONE (IF APPLICABLE)	0	
SELECT ONE (IF APPLICABLE)	0	
Total	0	

3. TDM PLAN

For each column that is a use that applies to your project, leave at "0" or click on the drop down menu from "0" to select the value that corresponds to the number of measures that you plan to implement. This checklist will then auto-calculate your TDM points and indicate if you are achieving the required points for your type of project.

Descriptions for each measure can be found by clicking on the links shown below.

		Points Values	Home-End Uses	Commute-End Uses	Visit End Uses	Other Uses
	TOTAL TDM POINTS NEEDED		0	0	0	0
	A. PROJECT CHARACTERISTICS					
PC03	Provide Affordable Housing	1 - 4	0	n/a	n/a	n/a
	B. MULTIMODAL NETWORK IMPROVEMENTS					
MI01	Provide Bike Network Improvements	1 - 4	0	0	0	0
		Cost of measure	$ -	$ -	$ -	$ -
MI03	Provide Transit Network Improvements	1 - 4	0	0	0	0
		Cost of measure	$ -	$ -	$ -	$ -
MI04	Provide Residential Street Improvements	1 - 4	0	0	0	0
		Cost of measure	$ -	$ -	$ -	$ -
MI05	Provide Pedestrian Network Improvements	1 - 4	0	0	0	0
		Cost of measure	$ -	$ -	$ -	$ -
	C. PARKING					
PK01	Off-Street Vehicle Parking Spaces (please enter):		enter #	enter #	enter #	n/a
	Project Size:		0	0	0	n/a
	Vehicle Parking Ratio:		n/a	n/a	n/a	n/a
	Right-size Vehicle Parking Supply	1 - 20	0	0	0	n/a
PK02	Provide Bike Parking Facilities	1 - 2	0	0	0	n/a
PK03	Provide Shared Parking	1 - 2	0	0	0	n/a
	D. PROGRAMMATIC TDM					
TP01	Provide School Pool Programs	1	0	n/a	n/a	n/a
TP02	Provide Bike Share Stations	1 - 2	0	0	0	n/a
TP03	Provide Car Share Station	1 - 4	0	0	0	n/a
TP04	Provide Education, Marketing & Outreach	1 - 2	0	0	n/a	n/a
TP05	Join Transportation Mgmt. Association (TMA)	See Note	See Note	See Note	See Note	n/a
TP06	Provide Parking Cash-out	2	n/a	0	n/a	0
TP07	Provide Transit Subsidies	1 - 8	0	0	0	0
TP08	Provide Flexible Work Schedules	1 - 4	n/a	0	n/a	n/a
TP09	Provide Private Shuttle/ Transit Service	4 - 8	0	0	0	n/a
TP10	Price Workplace Parking	1 - 2	n/a	0	0	n/a
TP11	Provide Alternative Transportation Benefits	1 - 8	0	0	0	0
TP12	Provide a Neighborhood School	2	0	n/a	n/a	n/a
TP13	Provide Ride-Share Programs	1	0	0	n/a	0
TP14	Subsidize Transit Service Upgrade/Expansion	1 - 4	0	0	0	n/a
TP15	Provide Targeted Behavioral Interventions	1 - 2	0	0	0	n/a
TP16	Unbundle Parking Costs from Property Cost	1 - 2	0	n/a	n/a	n/a
TP17	Provide Vanpool Incentives	1 - 4	0	0	0	n/a
TP18	Provide Voluntary Travel Behavior Change Prg.	1 - 2	0	0	0	n/a

Note: Points will be awarded for the TDM programs provided by the TMA. HOAs/Property owners must subscribe to the TMA with payment of annual membership fees.

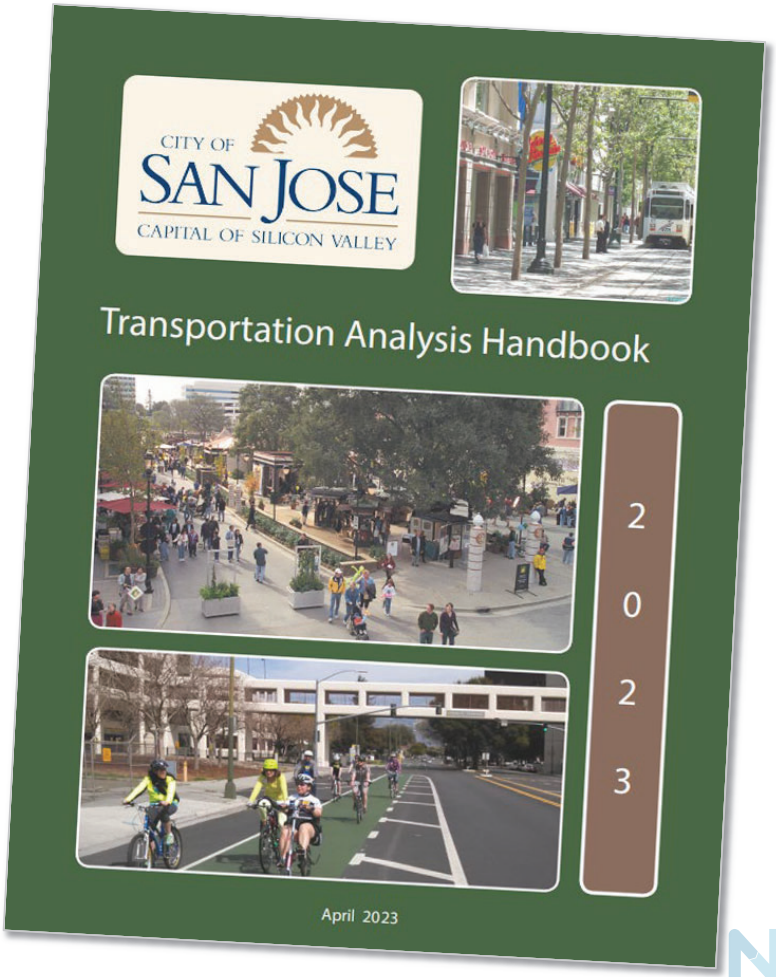
NELSON NYGAARD

TDM Point Values for Reduced Parking Supply

TDM Points	TABLE 20-257 - PARKING SUPPLY TDM POINT VALUE					
	Downtown		High-Quality Transit Areas		Other Areas	
	Home-End (space per dwelling unit)	Commute-End/ Visit-End (per 1,000 square feet)	Home-End (space per dwelling unit)	Commute-End/ Visit-End (space per 1,000 square feet)	Home-End (space per dwelling unit)	Commute-End/Visit-End (space per 1,000 square feet)
20	0 - 0.75	0 - 1.00	0 - 1.24	0 - 1.50	0 - 1.40	0 - 2.00
18	0.76 - 0.84	1.01 - 1.20	1.25 - 1.37	1.51 - 1.80	1.41 - 1.57	2.01 - 2.30
16	0.85 - 0.93	1.21 - 1.40	1.38 - 1.50	1.81 - 2.10	1.58 - 1.74	2.31 - 2.60
14	0.94 - 1.02	1.41 - 1.60	1.51 - 1.63	2.11 - 2.40	1.75 - 1.91	2.61 - 2.90
12	1.03 - 1.11	1.61 - 1.80	1.64 - 1.76	2.41 - 2.70	1.92 - 2.08	2.91 - 3.20
10	1.12 - 1.20	1.81 - 2.00	1.77 - 1.89	2.71 - 3.00	2.09 - 2.25	3.21 - 3.50
8	1.21 - 1.29	2.01 - 2.20	1.90 - 2.02	3.01 - 3.30	2.26 - 2.42	3.51 - 3.80
6	1.30 - 1.38	2.21 - 2.40	2.03 - 2.15	3.31 - 3.60	2.43 - 2.57	3.81 - 4.10
4	1.39 - 1.47	2.41 - 2.60	2.16 - 2.28	3.61 - 3.90	2.58 - 2.74	4.11 - 4.40
2	1.48 - 1.56	2.61 - 2.80	2.29 - 2.41	3.91 - 4.20	2.75 - 2.91	4.41 - 4.70
1	1.57 - 1.65	2.81 - 3.00	2.42 - 2.54	4.21 - 4.50	2.92 - 3.08	4.71 - 5.00
0	1.66+	3.01+	2.55+	4.51+	3.09+	5.01+

TDM Plan Development and Approval Process

- Project applicants must work with city staff to develop a TDM plan that meets their project's point requirement
- Prior to issuance of any use permit and/or Certificate of Occupancy, projects must execute and record a Covenant and Agreement that the approved TDM Plan and the TDM measures contained therein, have been provided and will be maintained throughout the life of the project
- The City performs an inspection prior to issuing a Certificate of Occupancy to ensure that physical measures have been installed as part of construction. The project must also provide documentation of the programmatic measures



Monitoring and Compliance

- Projects that include a TDM Plan as a Condition of Approval must implement the selected TDM measures for the life of the project
- Annual Compliance Forms
  - Projects required to provide at least one programmatic measure must submit a TDM Plan Compliance Form and associated administrative fees
  - Compliance forms must include project size, point of contact, documentation of existing TDM measures
- Annual Monitoring Report
  - Large projects that are required to provide at least one programmatic measure also must complete monitoring reports
  - Annual monitoring reports must include building occupant/tenant travel strategies; driveway traffic counts; and evaluation of TDM plans
- Non-Compliance
  - Non-compliant projects must submit a follow-up report that demonstrates compliance within a six-month period
  - If projects are still non-compliant, the city can withhold issuance of building, grading, demolition, foundation, use of land, change of use permits, and issuance of Certificates of Occupancy

Case Study 5: South San Francisco, CA

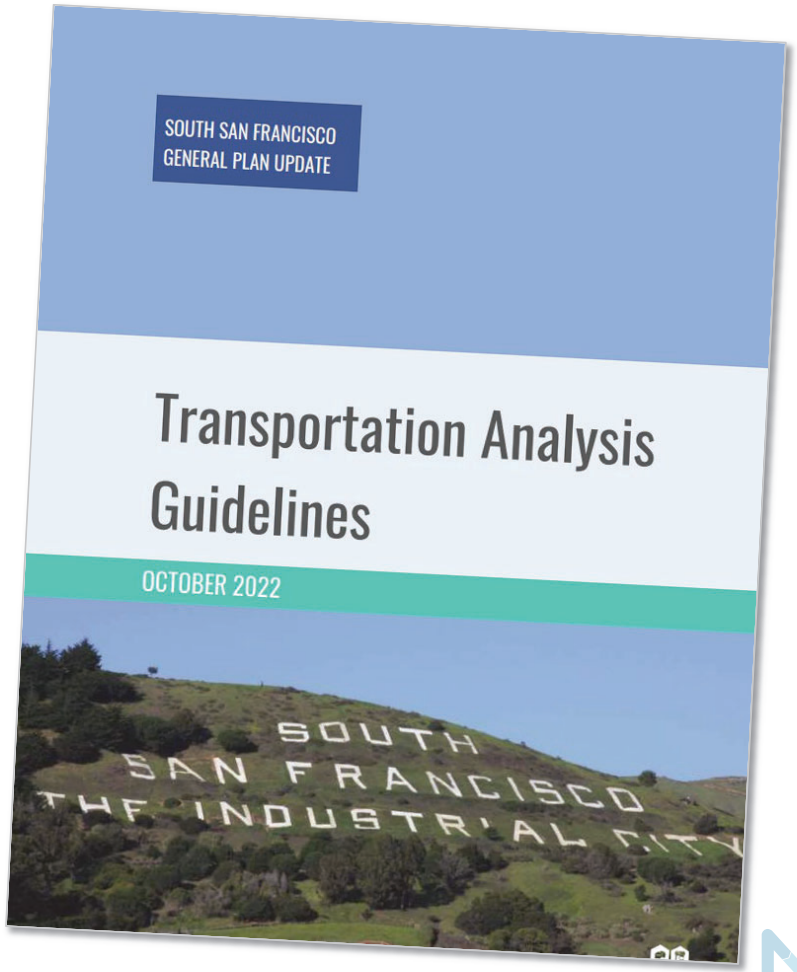
SOUTH SAN FRANCISCO, CA

Highlights: South San Francisco, CA

- South San Francisco's TDM program is closely integrated into the **Transportation Analysis Guidelines** (requirements for evaluating traffic impacts for new developments)
  - Benefits: Easier for developers to integrate TDM planning into existing processes/requirements
  - Trade-offs: Puts strong emphasis to traffic/congestion management benefits of TDM (as opposed to other TDM benefits, such as supporting affordability, accessibility, and economic development)
- The City maintains a set of **simple templates and standardized forms** that are used in the submittal process as well as annual monitoring efforts
  - Benefits: Simplifies the process for developers and makes it easier for Staff to review materials
  - Trade-offs: (None)

Structure

- TDM ordinance most recently updated in 2022 as part of the Shape SSF 2040 General Plan
  - TDM ordinance in Title 20 – Zoning of the City Code of Ordinances
- TDM requirements are integrated into the City's Transportation Analysis Guidelines, alongside other transportation and traffic-related requirements
- Guidelines include:
  - TDM checklists for each project tier
  - Implementation guidance and best practices for some strategies
  - A sample mode share/monitoring survey



Applicability Thresholds for TDM Requirements

Four tiers of applicability, each with a different "menu" of strategy options and "point" requirements:

Tier	Minimum Threshold for TDM Requirements
Tier 1	Residential land uses with 20 or more units (excluding senior housing developments and affordable housing developments with greater than 50 percent of units below market rate)
Tier 2	All hotels, retail, warehouse/distribution, and industrial uses anticipated to generate greater than 100 daily trips; and small office and research and development uses greater than 10,000 square feet but less than 50,000 square feet.
Tier 3	Office and research and development uses between 50,000 and 400,000 square feet of gross floor area, and any Tier 2 land uses found to have a significant impact to vehicle miles traveled during environmental review
Tier 4	Office and research and development uses with at least 400,000 square feet of gross floor area

TDM Point Targets

Tier 1 Projects:

- Must achieve 20 points if located within ½ mile of trip-reducing land uses
- Must achieve 30 points for other locations with potential VMT impact

TDM Measure (*Description Required as Attachment)	Eligible Points
Unbundled parking	10
Free transit passes to residents for first year of tenant's residency	10
Affordable Housing (Beyond Minimum Requirements)	6
Active Transportation Gap Closure/Improvement*	6
Transit facility improvement*	6
TDM coordinator/point of contact for commute assistance	5
Reduced Parking	Up to 5
Increased Bicycle Parking	Up to 4
Onsite Carshare	4
Sidewalk-oriented pedestrian entrance	2
Mixed-use development with ground-floor retail	2
Bicycle repair station	1
Pedestrian-oriented street lighting	1
Promotional programs & materials	1
Tier 1 Requirement if Located within ½ Mile of a High-Quality Transit Corridor, Low-VMT Residential Area, or consistent with General Plan	20
Tier 1 Requirement for Other Locations with Potential VMT Impact	30

TDM Point Targets

Tier 2 Projects:

- Must achieve 30 points

Type	TDM Measure (*Description Required as Attachment)	Eligible Points
Required Measures (20 Points)	50% Transit Pass Subsidies and Pre-Tax Transit Benefits	7
	Participation in Commute.org Programs	5
	Carpool/ Vanpool Programs and Parking	3
	Bicycle Storage, Showers, and Lockers	2
	Designated TDM Coordinator	1
	Bicycle and Pedestrian-Oriented Site Access	1
	Encourage Telecommuting & Flexible Work Schedules	1
Optional Measures (Description Required as Attachment)	Paid Parking or Parking Cash-Out	10
	Enhanced Shuttle Commitment*	10
	Fully Subsidized Transit Passes	8
	Affordable Housing	6
	Active Transportation Gap Closure*	Up to 6
	Transit Capital Improvements*	Up to 6
	Reduced Parking	Up to 5
	On-Site Pedestrian-Oriented Amenities	3
	Bikeshare Program Participation	3
	Shared Parking Approach	2
	Cash Incentives[1]	2
	On-Site Carshare	2
	Active Transportation Subsidies	1
	Increased Bicycle Parking (>50% Greater than City Code)	1
	Bicycle Repair Station	1
Requirements	Tier 2 Projects	30

TDM Point Targets

Tier 3 Projects:

- Must achieve 40 points
- Must submit a TDM plan

Type	TDM Measure (*Description Required as Attachment)	Eligible Points
Required Measures (20 Points)	50% Transit Pass Subsidies and Pre-Tax Transit Benefits	7
	Participation in Commute.org Programs	5
	Carpool/ Vanpool Programs and Parking	3
	Bicycle Storage, Showers, and Lockers	2
	Designated TDM Coordinator	1
	Bicycle and Pedestrian-Oriented Site Access	1
	Encourage Telecommuting & Flexible Work Schedules	1
Optional Measures (*Description Required as Attachment)	Paid Parking or Parking Cash-Out	10
	Enhanced Shuttle Commitment*	10
	Fully Subsidized Transit Passes	10
	Affordable Housing	6
	Active Transportation Gap Closure*	Up to 6
	Transit Capital Improvements*	Up to 6
	Reduced Parking	Up to 5
	On-Site Pedestrian-Oriented Amenities	3
	Bikeshare Program Participation	3
	Shared Parking Approach	2
	Cash Incentives	2
	On-Site Carshare	2
	Active Transportation Subsidies	1
	Increased Bicycle Parking (>50% Greater than City Code)	1
	Bicycle Repair Station	1
Requirements	Tier 3 Projects	40

TDM Point Targets

Tier 3 Projects:

- Must achieve 50 points
- Must submit a TDM plan

Type	TDM Measure (*Description Required as Attachment)	Eligible Points
Required Measures (20 Points)	50% Transit Pass Subsidies and Pre-Tax Transit Benefits	7
	Participation in Commute.org Programs	5
	Carpool/ Vanpool Programs and Parking	3
	Bicycle Storage, Showers, and Lockers	2
	Designated TDM Coordinator	1
	Bicycle and Pedestrian-Oriented Site Access	1
	Encourage Telecommuting & Flexible Work Schedules	1
Optional Measures (*Description Required as Attachment)	Paid Parking or Parking Cash-Out	10
	Enhanced Shuttle Commitment*	10
	Fully Subsidized Transit Passes	10
	Affordable Housing	6
	Active Transportation Gap Closure*	Up to 6
	Transit Capital Improvements*	Up to 6
	Reduced Parking	Up to 5
	On-Site Pedestrian-Oriented Amenities	3
	Bikeshare Program Participation	3
	Shared Parking Approach	2
	Cash Incentives	2
	On-Site Carshare	2
	Active Transportation Subsidies	1
	Increased Bicycle Parking (>50% Greater than City Code)	1
	Bicycle Repair Station	1
Requirements	Tier 4 Projects	50

Monitoring, Reporting, and Non-Compliance

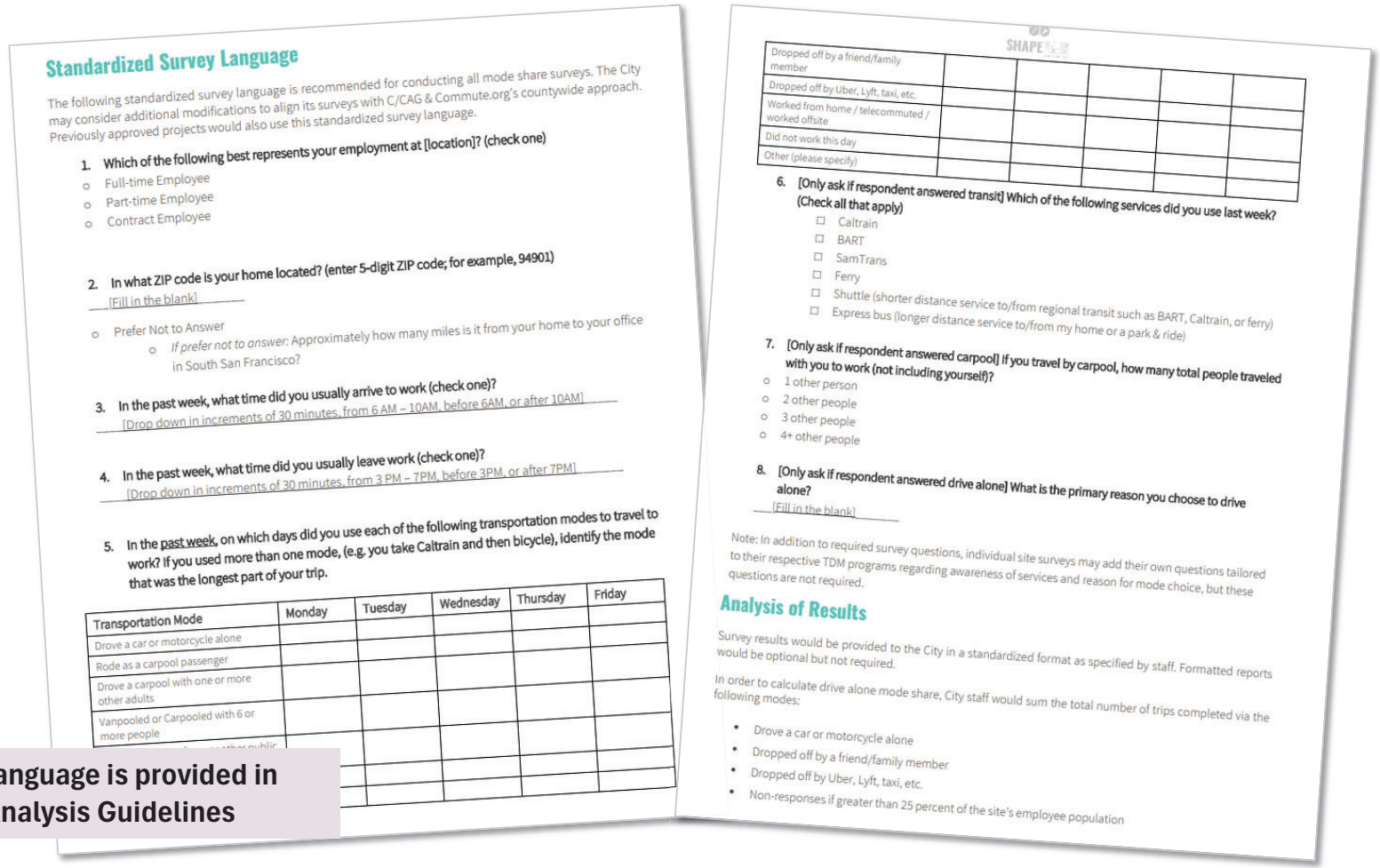
- Monitoring requirements vary by tier:
  - **Tier 1:** Annual self-certification form for first 5 years of occupancy
  - **Tier 2:** Annual self-certification form required for the first 20 years of occupancy
  - **Tier 3:** Annual monitoring to achieve a maximum of 60 percent of employees commuting via driving alone
  - **Tier 4:** Annual monitoring to achieve a maximum of 50 percent of employees commuting via driving alone, and Annual monitoring of a site-specific trip cap
- Two surveying options and requirements for tier 3 and 4 projects:
  1. Administer a statistically valid survey sufficient to achieve a margin of error of +/- 3 percent at a 90 percent confidence interval, with documentation of the survey methods and calculations by an independent consultant to support the validity of the survey, OR
  2. Administer an online survey with a minimum response rate of 75 percent of the employee population
- Three-strike non-compliance policy:
  - **First violation:** Modify TDM programs to achieve compliance
  - **Second violation:** Coordinate with TMA or retain an outside consultant to identify additional program modifications
  - **Third violation:** City may assess a financial penalty (some discretion)

Templates and Resources

The City maintains standard forms and templates to make it easier for developers to fulfill requirements and for City staff to review/maintain information:

- Initial Compliance Form
  - When applying for a certificate of occupancy, projects must submit a compliance form to the City document that the TDM plan will be implemented before the site reaches 50% occupancy
- Annual Compliance Form
  - Annual form documenting continued implementation of TDM measures
  - Years required varies based on project tier
- Annual Mode Share Compliance Survey
  - Tier 3 and 4 projects
- Annual Trip Cap Compliance
  - Tier 4 projects
- Midday Parking Occupancy Survey
  - Tier 3 and 4 projects, required every 3 years

Templates and Resources



Standardized Survey Language

The following standardized survey language is recommended for conducting all mode share surveys. The City may consider additional modifications to align its surveys with C/CAG & Commute.org's countywide approach. Previously approved projects would also use this standardized survey language.

1. **Which of the following best represents your employment at [location]? (check one)**
   - ○ Full-time Employee
   - ○ Part-time Employee
   - ○ Contract Employee

2. **In what ZIP code is your home located? (enter 5-digit ZIP code; for example, 94901)**
   [Fill in the blank]
   - ○ Prefer Not to Answer
   - ○ *If prefer not to answer:* Approximately how many miles is it from your home to your office in South San Francisco?

3. **In the past week, what time did you usually arrive to work (check one)?**
   [Drop down in increments of 30 minutes, from 6 AM – 10AM, before 6AM, or after 10AM]

4. **In the past week, what time did you usually leave work (check one)?**
   [Drop down in increments of 30 minutes, from 3 PM – 7PM, before 3PM, or after 7PM]

5. **In the past week, on which days did you use each of the following transportation modes to travel to work? If you used more than one mode, (e.g. you take Caltrain and then bicycle), identify the mode that was the longest part of your trip.**

Transportation Mode	Monday	Tuesday	Wednesday	Thursday	Friday
Drove a car or motorcycle alone					
Rode as a carpool passenger					
Drove a carpool with one or more other adults					
Vanpooled or Carpooled with 6 or more people					

Dropped off by a friend/family member					
Dropped off by Uber, Lyft, taxi, etc.					
Worked from home / telecommuted / worked offsite					
Did not work this day					
Other (please specify)					

6. **[Only ask if respondent answered transit] Which of the following services did you use last week? (Check all that apply)**
   - ☐ Caltrain
   - ☐ BART
   - ☐ SamTrans
   - ☐ Ferry
   - ☐ Shuttle (shorter distance service to/from regional transit such as BART, Caltrain, or ferry)
   - ☐ Express bus (longer distance service to/from my home or a park & ride)

7. **[Only ask if respondent answered carpool] If you travel by carpool, how many total people traveled with you to work (not including yourself)?**
   - ○ 1 other person
   - ○ 2 other people
   - ○ 3 other people
   - ○ 4+ other people

8. **[Only ask if respondent answered drive alone] What is the primary reason you choose to drive alone?**
   [Fill in the blank]

Note: In addition to required survey questions, individual site surveys may add their own questions tailored to their respective TDM programs regarding awareness of services and reason for mode choice, but these questions are not required.

Analysis of Results

Survey results would be provided to the City in a standardized format as specified by staff. Formatted reports would be optional but not required.

In order to calculate drive alone mode share, City staff would sum the total number of trips completed via the following modes:

- Drove a car or motorcycle alone
- Dropped off by a friend/family member
- Dropped off by Uber, Lyft, taxi, etc.
- Non-responses if greater than 25 percent of the site's employee population

Sample survey language is provided in Transportation Analysis Guidelines

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Appendix E （Updated June 2026）

TDM Program Guidelines (Requirements and Toolkit)

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TDM Program Guidelines (Requirements and Toolkit)

The TDM Program Guidelines are a resource to help developers, public officials, and community stakeholders understand TDM requirements in San Leandro and implement successful TDM programs. The Guidelines reflect the latest TDM requirements as defined in the Zoning Code, and are updated periodically to reflect current TDM priorities and implementation considerations for development projects in San Leandro.

Part 1 of these program guidelines provides a **summary of TDM requirements** in San Leandro, including:

- Applicability of TDM requirements by development size and land use
- Required and optional TDM strategies
- Submittal, monitoring, and reporting requirements and practices
- Compliance, enforcement, and penalties

Part 2 of these guidelines is a **TDM Strategy "Toolkit"** that provides additional details and implementation guidance about each of the required and optional TDM strategies.

Table 1 Summary of Required and Optional TDM Strategies in San Leandro

Strategy or Topic	Non-Residential Projects (50,000+ GSF)	Residential Projects (25+ Units)
Submittal, monitoring, and enforcement requirements:		
Submittals	TDM checklist	TDM checklist
Monitoring and reporting	Annual self-certification	Annual self-certification
Required TDM strategies (must do <u>all</u>):		
R.1: Commute mode survey	Distribute survey to employees once every 2 years	Distribute survey to residents once every 2 years
R.2: Commute education and information	Provide education/information, including at least one of: • Distribute informational materials • Provide travel trainings or workshops • Designate a TDM coordinator • Implement monthly promotional events • Offer carpooling information and resources (i.e. 511)	Provide education/information, including at least one of: • Provide "welcome packets" for new residents • Provide travel trainings or workshops • Designate a TDM coordinator • Implement monthly promotional events
R.3: TDM-supportive parking management	Must do at least one of: • Eliminate "must take" parking requirements in leases • Designate preferential spaces for carpools and vanpools	Must unbundle parking
R.4: Bicycle repair station	Provide a bicycle repair station that includes tools for basic fixes and maintenance	Provide a bicycle repair station that includes tools for basic fixes and maintenance

Table 1 Summary of Required and Optional TDM Strategies in San Leandro		
Strategy or Topic	**Non-Residential Projects (50,000+ GSF)**	**Residential Projects (25+ Units)**
Optional TDM strategies (must do <u>at least one</u>):		
O.1: Flexible work arrangements	Offer flexible work arrangements (i.e. telework, flexible schedules) for employees	N/A
O.2: Pre-tax transportation benefits	Provide pre-tax transportation benefits for employees	N/A
O.3: Shuttles	Fund or operate shuttle service	N/A
O.4: End-of-trip amenities	Provide showers, lockers, and changing rooms for people who walk, bike, and roll	N/A
O.5: Real-time information	Install digital real-time transit information displays	Install digital real-time transit information displays
O.6: Financial incentives	Provide parking cash-out option or offer subsidies for vanpool, transit, active transportation, or bike/e-bike purchase	Offer subsidies for transit, bike share and scooter share, bike/e-bike purchase, or car share membership
O.7: Delivery amenities	N/A	Provide on-site amenities that support delivery and package services
O.8: Car share service	N/A	Provide at least one on-site car share vehicle

TDM Requirements in San Leandro

TDM Applicability

TDM requirements in San Leandro apply based on the project size and land use.

New developments. TDM requirements apply to:

- All **new non-residential developments** that are at least **50,000 gross square feet** or larger
- All **new residential developments** that are at least **25 residential units** or more

Residential mixed-use developments. TDM requirements for mixed-use projects that include both residential and non-residential components are subject to TDM requirements based on the size of each respective component. For example:

- A hypothetical project that includes 100,000 GSF of office space and 30 residential units would be subject to both residential and non-residential TDM requirements.
- A hypothetical project that includes 40 residential units and 15,000 GSF of ground-floor retail would be subject to residential TDM requirements but would be exempt from non-residential requirements.
- A Hypothetical project that includes 20 residential units and a 10,000 GSF restaurant would be exempt from both residential and non-residential requirements.

Renovations, additions, or changes of use. TDM requirements apply to all renovations, additions, or changes of use that result in either:

- A net increase of at least **40,000 gross square feet** of non-residential uses
- A net increase of at least **20 residential units**
- Changes in use of at least **20% of existing project gross square footage**

Exemptions. The following types of projects are exempt from TDM requirements in San Leandro.

- Small residential developments (1-24 units)
- Affordable housing developments which are 100% deed-restricted affordable housing
- Single-family residential developments, including townhomes (1-24 units)

TDM Strategy Requirements

San Leandro's TDM requirements include both **required TDM measures** (each project must do all required measures) and **optional measures** (each project must do at least one measure from a flexible list).

Required TDM measures for residential and non-residential projects are focused on flexible, lower-cost efforts that can generate important valuable mode share information for City staff while increasing awareness about

mobility options and shifting local attitudes about non-driving transportation modes. Parking management policies that help achieve TDM goals by minimizing incentives to drive and park are also included.

Optional TDM measures provide ample flexibility for developers and property managers to satisfy TDM requirements with additional strategies that support the specific needs of their project without creating rigid constraints, new costs, or other barriers to development.

A brief description of the required and optional TDM requirements are included below. Additional details for each measure are included in the TDM Strategy Toolkit.

TDM Strategy Requirements for Residential Projects

Required TDM measures (must do all)

Each residential project must implement four required TDM measures:

R.1 – Distribute a Commute Survey. Every two years, each project must distribute a commute survey to all on-site residents. The survey will be provided in a digital format by City staff to ensure that questions are consistent across all projects and to minimize effort for developers and residential property managers.

R.2 – Provide Commute Information and Education. Information about residents' transportation options must be provided in the form of educational materials or programming. Materials should explain the importance of reducing vehicle trips and should include informational resources about how to locate and use commute alternatives to driving (such as transit schedules or bike maps). Educational resources should also highlight the benefits and amenities available to residents that support their use of alternative modes. To fulfill this requirement, each project must implement **at least one** of the following:

- Provide "welcome packets" for new residents that include information and promotional materials to learn about alternative transportation options
- Provide travel training or educational workshops that support alternative transportation use, such as bicycle safety and repair workshops
- Designate a TDM coordinator who is available to help residents access information, plan commutes, and address transportation-related challenges
- Implement monthly promotional events to support alternative travel modes, such as raffles or contests

R.3 – Unbundled Parking. If off-street parking is provided, parking must be leased separately from the residential unit, and residents must not be obligated to lease any parking if they do not wish to.

R.4 – Provide a Bicycle Repair Station. Provide an on-site bicycle repair station within a designated, secure area of the building, such as a bicycle storage room or near outdoor bicycle parking. A bicycle repair station should include, at a minimum, any tools and supplies that are necessary for fixing a flat tire, adjusting a chain, and performing other basic bicycle maintenance. To maximize the impact of this strategy, it is recommended (but not required) to offer periodic training programs to teach employees basic maintenance and repair skills.

Optional TDM measures (must do at least one)

Each residential project must select at least one of the following optional TDM measures:

O.5 – Provide Real Time Information Displays. Provide on-site real-time travel information displays, such as a digital screen that shows when the next bus, shuttle, or train departs. Real-time information makes it easier for residents to plan their daily travel when relying on public transit.

O.6 – Provide Financial Incentives for Alternative Modes. Provide subsidies or financial rewards to employees who use alternative modes of travel including **any** of the following:

- **Transit subsidies** to reduce the cost of commuting by public transportation.
- **Bicycle and e-bike purchase subsidies** that help residents purchase a bicycle or e-bike that they will use for commuting purposes.
- **Car share discounts or memberships** that reduce the cost for residents to participate in a car share service such as Zipcar.

O.7 – Provide Delivery-Supportive Amenities. Include on-site amenities that support delivery services and make it easier for residents to choose a car-free or car-light lifestyle, such as consolidated parcel delivery or refrigerated grocery delivery lockers.

O.8 – Provide On-Site Car Share Service. Include at least one on-site car share vehicle, either operated independently or in partnership with a car share service provider.

Required TDM Strategies for Non-Residential Projects

Required TDM measures (must do all)

Each non-residential project must implement four required TDM measures:

R.1 – Distribute a Commute Survey. Every two years, each project must distribute a commute survey to all on-site employees. The survey will be provided in a digital format by City staff to ensure that questions are consistent across all projects and to minimize effort for developers and business owners.

R.2 – Provide Commute Information and Education. Information about employees' transportation options must be provided to all employees through educational materials or programming. Materials should explain the importance of reducing trips and should include informational resources about how to locate and use commute alternatives to driving (such as transit schedules or bike maps). Educational resources should also highlight the benefits and amenities available to employees that support their use of alternative modes. To fulfill this requirement, each project must implement **at least one** of the following:

- Distribute digital and print information about alternative commute options to all on-site employees
- Provide travel training or educational workshops that support alternative transportation use, such as bicycle safety and repair workshops
- Designate a TDM coordinator who is available to help employees access information, plan commutes, and address transportation-related challenges
- Implement monthly promotional events to support alternative travel modes, such as raffles or contests
- Promote carpooling/ridesharing resources, such as those available through MTC's 511.

R.3 – TDM-Supportive Parking Management. If off-street parking is provided, parking management policies that help achieve San Leandro's TDM goals must be implemented. To fulfill this requirement, **at least one** of the following parking policies must be implemented:

- Eliminate "must take" parking space requirements in leases. Properties should not require tenants to commit to or pay for a minimum number of parking spaces in their lease agreement.
- Designate preferential parking spaces for carpools/vanpools. Offering reserved parking spaces for carpools and vanpools, often located near an entrance or other desirable location, incentivizes ridesharing while efficiently managing parking demand.

R.4 – Provide a Bicycle Repair Station. Provide an on-site bicycle repair station within a designated, secure area of the building, such as a bicycle storage room or near outdoor bicycle parking. A bicycle repair station should include, at a minimum, any tools and supplies that are necessary for fixing a flat tire, adjusting a chain, and performing other basic bicycle maintenance. To maximize the impact of this strategy, it is recommended (but not required) to offer periodic training programs to teach employees basic maintenance and repair skills.

Optional TDM measures (must do at least one)

Each non-residential project must select at least one of the following optional TDM measures:

O.1 – Offer Flexible Work Arrangements. Flexible work arrangements help reduce peak-period commute travel and make it easier for people who live and work in San Leandro without a vehicle. Examples of flexible work arrangements include flextime policies (employees have a flexible daily work schedule), compressed work week (employees work fewer, but longer days), staggered shifts (employees work at different times of the day), and remote or telework options for employees with work responsibilities that can be done remotely.

O.2 – Offer Pre-Tax Transit Benefits. Provide pre-tax transportation benefits for employees to use for public transit fares and passes.

O.3 – Fund or Operate Shuttle Service. Contribute funding to the San Leandro TMO to support the San Leandro LINKS shuttle or provide stand-alone shuttle service for on-site employees. Promote shuttle services to employees as a way to connect to San Leandro BART and to commute without driving and parking.

O.4 – Provide End-of-Trip Amenities. Provide on-site facilities that make it easier for employees to commute using active transportation modes, such as biking, walking, or rolling. Examples of end-of-trip amenities include showers, changing rooms, and storage lockers.

O.5 – Provide Real-Time Information Displays. Provide on-site real-time travel information displays, such as a digital screen that shows when the next bus, shuttle, or train departs. Real-time information makes it easier for employees to plan their daily travel when relying on public transit.

O.6 – Provide financial incentives for alternative modes. Provide subsidies or financial rewards to employees who use alternative modes of travel, including any of the following:

- Vanpool incentives that compensate employees for organizing and utilizing a vanpool with other on-site employees.
- Transit subsidies to reduce the cost of commuting by public transportation.
- Active transportation subsidies that provide benefits or rewards for commuting by walking or biking.

- Bicycle and e-bike purchase subsidies that help employees purchase a bicycle or e-bike that they will use for commuting purposes.
- Parking cash-out options that offer a financial reward equivalent to the cost of parking for employees who opt out of employer-provided parking.

Submittal, Monitoring, and Reporting Requirements

In addition to required and optional TDM strategies, successful TDM frameworks should include requirements that specify how projects and city staff will review and monitor TDM activities to ensure all projects remain compliant. These requirements typically fall into three categories:

Submittal requirements

Each project must complete and submit a **TDM Checklist** at the time of development review and approval. The TDM Checklist is available on San Leandro's TDM program website. The checklist includes:

- An indication of whether the project is subject to TDM requirements (residential and/or non-residential)
- An acknowledgement of understanding about required TDM measures
- An indication of which optional TDM measures will be implemented to satisfy TDM requirements
- The name, phone number, and email address for a TDM point of contact for the project

Monitoring requirements (bi-annual mode share survey)

Each project must conduct a mode share survey once every two years and submit the survey results to the City of San Leandro. The survey must be conducted during a single non-holiday week during the month of October, starting within one year of the issuance of a certificate of occupancy for the project. A survey template is available on San Leandro's TDM program website.

Projects must achieve a minimum response rate of at least 50% of all on-site employees and at least 50% of all on-site residents. Mixed-use projects that include residential uses shall conduct both residential and non-residential surveys.

Annual self-certification and reporting

Each project that has completed and submitted an approved TDM checklist must complete an **annual self-certification process** to confirm that all TDM requirements continue to be fulfilled. To complete the annual self-certification, each project must submit a self-certification letter that includes, at a minimum:

- The date, time, and name of responsible party who completed the TDM self-certification
- A summary of the current project uses including the size of non-residential spaces, current non-residential tenants, number of residential units, and current residential unit occupancy rate and type of uses
- A summary of the amount of off-street parking that is available on site, including a description of access to parking is managed (i.e. monthly permits, daily pricing, free at all times, etc.)
- A summary of self-certification findings that either (a) confirms that each individual TDM measure continues to be implemented as required and defined in the City code, or (b) identifies which TDM measures are not

fully compliant with City requirements and describes remedial steps that will be taken to regain compliance before the next self-certification process occurs

- During years for which a commute survey was distributed (required every other year), a description of how the survey was distributed to employees and/or residents

Compliance and Enforcement

All projects which are subject to TDM requirements in San Leandro are also subject to applicable enforcement and abatement processes and penalties, as defined in the City of San Leandro Zoning Code. However, the primary objective of San Leandro's TDM program is to achieve the City's vision of a more accessible, sustainable, and economically vibrant community—not create obstacles to growth or to levy penalties.

TDM Strategy Toolkit

This TDM Strategy Toolkit includes a description of the optional and required TDM strategies that must be implemented to fulfill the City's TDM requirements. For each TDM strategy, the Toolkit includes:

- A brief description of the strategy
- A summary of related submittal and monitoring requirements
- A planning-level indication of the relative costs and impacts
- Tips for successful strategy implementation
- An indication of strategies that satisfy MTC's Commuter Benefits Program
- Where applicable, an estimate of the VMT-reducing impacts

MTC Commuter Benefits Program

MTC's Commuter Benefits Program is a set of requirements that apply to all employers with 50 or more employees in the Bay Area, including San Leandro. Employers which are subject to these requirements must select at least one of five commuter benefit options to offer their employees, such as pre-tax commuter benefits or employer-provided transit or shuttle services. Some of the required and optional TDM strategies required in San Leandro can also satisfy MTC's Commuter Benefits Program. These strategies are indicated in the "Strategy Snapshot" section of the Strategy Toolkit.

Vehicle Miles Traveled (VMT)

Vehicle Miles Traveled, or VMT, is a common metric for measuring the traffic impacts of new developments or the traffic-reducing benefits of TDM strategies. VMT is typically calculated as the average trip length multiplied by the total number of vehicle trips. For example, if a new development is expected to generate 100 new vehicle trips each day and the average trip length is 5 miles, then the calculated daily VMT for the project would be 500.

Quantifying the VMT-reducing impact of TDM strategies is an evolving area of research. While VMT reduction estimates can help illustrate potential TDM benefits when there is sufficient data, not every TDM strategy can be easily quantified or isolated from the many factors that influence travel choice. Furthermore, combining multiple TDM measures can introduce complicating factors, which can both increase and decrease VMT-reducing impacts—while two complimentary strategies can improve and enhance each other, redundant strategies can result in diminishing benefits that are less than the sum of those individual strategies.

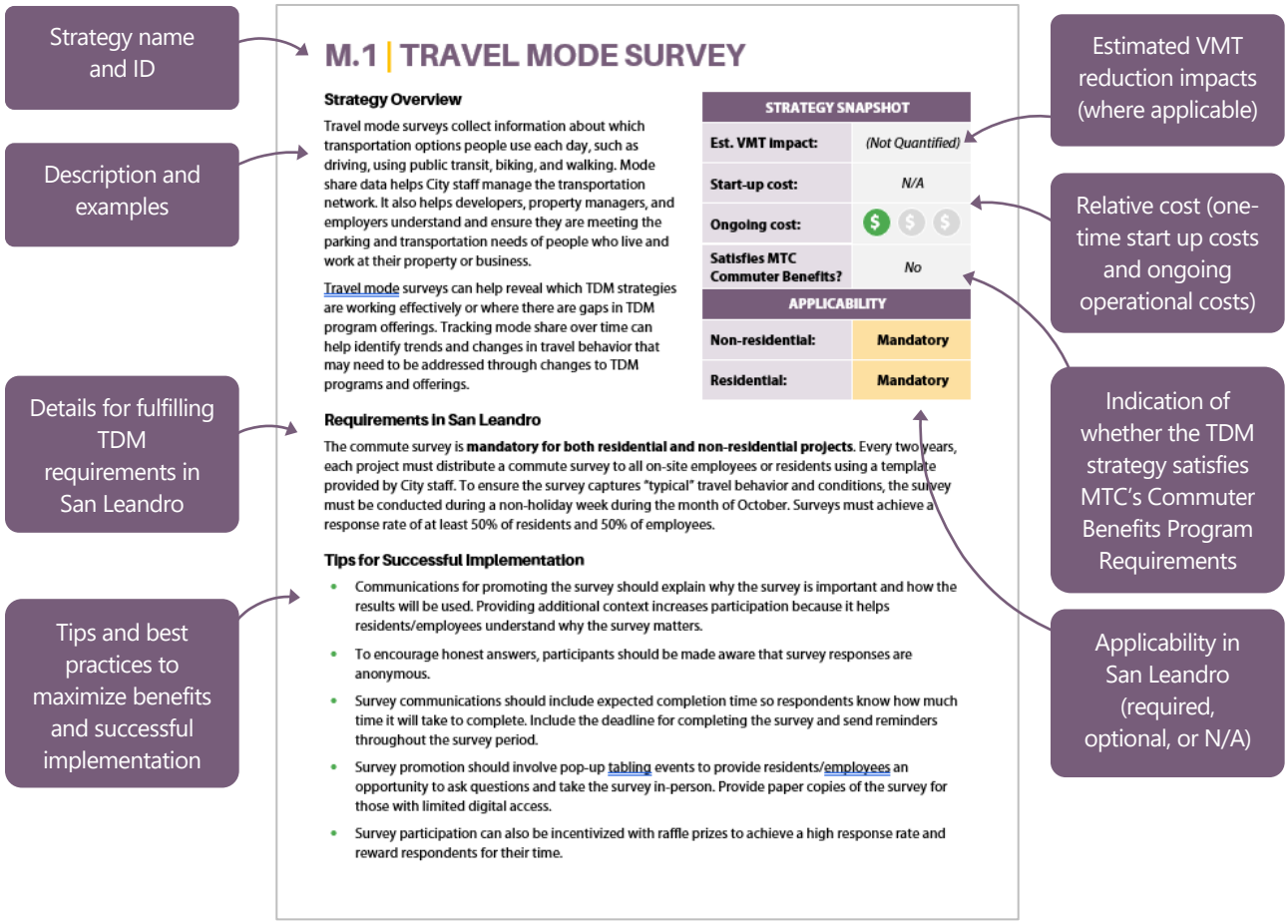
Where research is available, [1] the TDM toolkit includes an estimated range of potential VMT reduction benefits. The estimates in these TDM Guidelines are included to support the TDM planning and decision-making process, and should not be used as a precise projection for future traffic impacts and/or parking needs.

[1] Estimates are based on the California Air Pollution Officers Association's Quantifying Greenhouse Gas Mitigation Measures and Handbook for Analyzing Greenhouse Gas Emission Reductions, Assessing Climate Vulnerabilities, and Advancing Health Equity

TDM Strategy Index

ID	Strategy Name	Non-Residential	Residential
R.1	Commute mode survey	Required	Required
R.2	Commute education and information	Required	Required
R.3	TDM-supportive parking management	Required	Required
R.4	Bicycle repair station	Required	Required
O.1	Flexible work arrangements	Must select one	N/A
O.2	Pre-tax transportation benefits		N/A
O.3	Shuttles		N/A
O.4	End-of-trip amenities		N/A
O.5	Real-time information		Must select one
O.6	Financial incentives		
O.7	Delivery amenities	N/A	
O.8	Car share service	N/A	

How to Use the TDM Strategy Toolkit



R.1 | TRAVEL MODE SURVEY

Strategy Overview

Travel mode surveys collect information about which transportation options people use each day, such as driving, using public transit, biking, and walking. Mode share data helps City staff manage the transportation network. It also helps developers, property managers, and employers understand and ensure they are meeting the parking and transportation needs of people who live and work at their property or business.

Travel mode surveys can help reveal which TDM strategies are working effectively or where there are gaps in TDM program offerings. Tracking mode share over time can help identify trends and changes in travel behavior that may need to be addressed through changes to TDM programs and offerings.

STRATEGY SNAPSHOT	
Est. VMT impact:	*(Not Quantified)*
Start-up cost:	*N/A*
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	*No*
APPLICABILITY	
Non-residential:	**Required**
Residential:	**Required**

Requirements in San Leandro

The commute survey is **required for both residential and non-residential projects**. Every two years, each project must distribute a commute survey to all on-site employees or residents using a template provided by City staff. To ensure the survey captures "typical" travel behavior and conditions, the survey must be conducted during a non-holiday week during the month of October. Surveys must achieve a response rate of at least 50% of residents and 50% of employees.

Tips for Successful Implementation

- Communications for promoting the survey should explain why the survey is important and how the results will be used. Providing additional context increases participation because it helps residents/employees understand why the survey matters.
- To encourage honest answers, participants should be made aware that survey responses are anonymous.
- Survey communications should include expected completion time so respondents know how much time it will take to complete. Include the deadline for completing the survey and send reminders throughout the survey period.
- Survey promotion should involve pop-up tabling events to provide residents/employees an opportunity to ask questions and take the survey in-person. Provide paper copies of the survey for those with limited digital access.
- Survey participation can also be incentivized with raffle prizes to achieve a high response rate and reward respondents for their time.

R.2 | TDM INFORMATION AND EDUCATION

Strategy Overview

TDM information and education programs help people learn about different transportation options and how to use them. Consolidating and centralizing TDM information makes it easier for people to understand their full range of options and consider trying a new mode of transportation. Examples of TDM information could include:

- Printed flyers, FAQs, and transit schedules distributed to residents and employees
- "Welcome packets" for new residents that identify the locations of nearby transportation options
- In-person bicycle workshops that include bike maintenance trainings and promotional activities to encourage people to try biking to work

STRATEGY SNAPSHOT	
Est. VMT impact:	*(Not Quantified)*
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	**Yes**
APPLICABILITY	
Non-residential:	**Required**
Residential:	**Required**

Requirements in San Leandro

TDM information and education is a **required strategy for residential and non-residential projects** in San Leandro. To fulfill the requirement, projects must implement at least one of the following:

- At least twice per year, distribute digital and print information about alternative commute options to all on-site employees and/or residents
- Provide "welcome packets" for new employees and/or residents that include information and promotional materials to learn about alternative transportation options
- At least twice per year, provide travel training or educational workshops that support alternative transportation use, such as bicycle safety and repair workshops
- Designate a TDM coordinator who is available as needed to help employees/residents access information, plan trips, and address transportation-related challenges
- Hold monthly promotional events to support alternative travel modes, such as raffles or contests
- Promote ongoing support and resources for carpooling and/or ridesharing, including information and promotion about how to find a carpool or shared ride through the CommuteStar platform

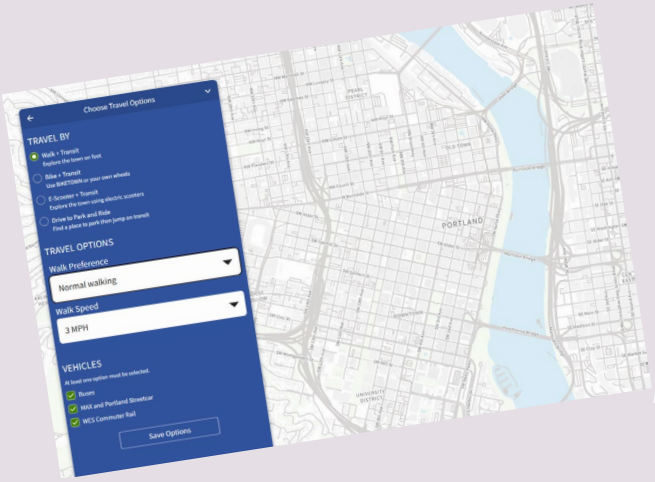
Tips for Successful Implementation

- Informational materials should include practical information such as transit schedules, fare payment methods, and maps. Coordinate with AC transit and other service providers to obtain materials.
- Promotional materials should highlight benefits from the perspective of the individual, such as affordability, flexibility, or commute time savings.
- Posted information should be located near building entrances and areas with high foot traffic. Printed materials should include all languages spoken by employees and/or residents.

Best Practice Spotlight: City of Portland SmartTrips and New Movers Program

SmartTrips is Portland's program for providing information to help residents get around by walking, biking, and riding public transportation. Resources, such as bike and pedestrian maps and trip planning tools, are made available on the program website (Portland.gov/SmartTrips). The Welcome Newsletter, a monthly mailing promoting the program, is sent to new movers. New movers may be more open to reconsidering their travel choices as they are moment of change in their life, and their regular routine is disrupted. Participants who request travel information are provided a personalized digital toolkit via email and are sent a unique packet of materials tailored to their request.

The Transportation Wallet for New Movers program offers subsidized transit cards to new residents in multi-unit buildings. Eligible residents can request a Hop card (Portland's transit fare card) preloaded with $100 for transit fare and $100 for bikeshare. Proactively providing a payment card and fare credits removes the barriers that typically prevent people from trying alternative modes.



R.3 | TDM-SUPPORTIVE PARKING MANAGEMENT

STRATEGY SNAPSHOT	
Est. VMT impact:	0 - 13% reduction
Start-up cost:	$$
Ongoing cost:	$
Satisfies MTC Commuter Benefits?	*No*
APPLICABILITY	
Non-residential:	**Required**
Residential:	**Required**

Strategy Overview

When parking is plentiful and is available free of charge, it creates an incentive for people to drive rather than using other travel options. TDM-supportive parking management policies can support TDM programs by removing these incentives and rewarding people who choose to carpool or share a ride.

Requirements in San Leandro

TDM-supportive parking policies are **required for residential and non-residential projects** in San Leandro.

Residential projects:

If off-street parking is provided, the cost of a parking space must be unbundled from the cost of the residential unit. Parking spaces may be leased or sold separately and presented to residents as an optional add-on to the lease or purchase agreement. **Note:** California state law requires unbundled parking for all multifamily residential projects in Alameda County with 16 or more units.

Non-residential projects:

If off-street parking is provided, non-residential developments must implement at least one of the following parking management policies:

- Eliminate "must take" stipulations in leases, which require tenants to lease a minimum number of parking spaces regardless of their parking needs.
- Designate preferential parking spaces for carpools and/or vanpools. Offering reserved parking spaces for carpools and vanpools in convenient locations within the parking facility (such as near the building entrance) incentivizes shared rides while efficiently managing parking demand.

Tips for Successful Implementation

- Unbundled parking spaces can be priced at daily, monthly, or annual rates. Shorter pricing periods provide more flexibility as they require less commitment to owning and driving a car. Longer pricing periods can over-incentivize driving and parking because it creates the perception of a "sunk cost."
- Preferential parking for carpools or vanpools should be paired with a carpool or vanpool program. Helping residents and employees find matches ensures that spaces are used.
- Constructing new off-street parking can be a major expense for a new development. Consider shared parking arrangements with neighboring properties to help meet parking need without building new on-site spaces.

R.4 | BICYCLE REPAIR STATION

Strategy Overview

Self-service bicycle repair stations support bicyclists by providing the necessary tools for basic bike maintenance. Repair stations save bicyclists time and money by making bicycle use more reliable and convenient. Tools are typically provided free of charge, and may be complimented by trainings or services that help teach employees or residents how to make repairs or perform maintenance. Potential offerings may include a bicycle stand, tire pump, bike wrenches, a chain link removal tool, and bicycle chain and gear lubrication.

STRATEGY SNAPSHOT	
Est. VMT impact:	*(Not Quantified)*
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	*No*
APPLICABILITY	
Non-residential:	**Optional**
Residential:	**Optional**

Requirements in San Leandro

Bicycle repair stations are an **optional strategy for residential and non-residential projects** in San Leandro. Projects must install at least one repair station in order to receive credit for this strategy.

Tips for Successful Implementation

- The bike repair station should be located in a secure area of the building. Co-locating the repair station and bicycle parking in the same area makes it easier for bicyclist to access the amenities.
- Tools should be secured to a central column with an automatic retraction system or stainless-steel cables to discourage theft.
- Offering occasional or ongoing maintenance and training support can help less experienced bicyclists gain confidence and experience.

A basic bicycle repair station includes an air pump, a bicycle stand, and a set of standard bicycle tools for maintenance and repair.

Image source: Nelson\Nygaard

O.1 | FLEXIBLE WORK ARRANGEMENTS

Strategy overview

Employers can offer flexible work arrangements to employees, which helps reduce how often they need to commute to work or can allow them to commute during off-peak hours when roadways are less congested with vehicle traffic. Flexible work arrangements may include:

- **Flextime or staggered shifts:** Employees set their own hours or are assigned shifts at different hours to start earlier or later in the day
- **Compressed work week:** Employees work fewer, but longer days (e.g. 80 hours over eight days or 40 hours over four days)
- **Telework:** Employees with work responsibilities that can be done remotely have the option to telework full- or part-time

STRATEGY SNAPSHOT	
Est. VMT impact:	0 - 5% reduction
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	**Yes**
APPLICABILITY	
Non-residential:	**Optional**
Residential:	*N/A*

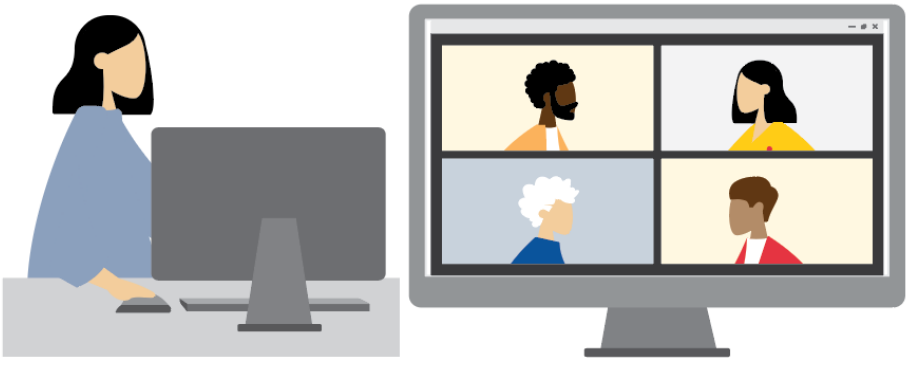
Requirements in San Leandro

Flexible work arrangements are an **optional strategy for non-residential projects** in San Leandro. To receive TDM credit for the strategy, projects must offer any of the following to at least 60% of full-time on-site employees:

- Flextime/staggered shifts that allow employees to travel to and from work outside of the peak morning (7:00 – 9: 00 a.m.) and afternoon (4:00 – 6:00 pm) commute periods
- A compressed work week that allows employees to reduce the number of working days by at least 20% (i.e. working 40 hours over four days instead of five, or 80 hours over eight days instead of ten)
- The option to telework (remotely) at least two days per week

Tips for Successful Implementation

- Employers should develop policies that identify which jobs are suitable for flexible work schedules and explain what employees must do to qualify for alternative work schedules.
- Managers and employees should work together to create a manageable, flexible hour schedule.
- Employers should determine the level of support they can provide employees for their home office space, such as equipment and financial support for internet service or purchasing additional equipment. Employees should be made aware of any benefit that supports a home office setup.



O.2 | PRE-TAX TRANSPORTATION BENEFITS

Strategy Overview

A pre-tax transportation benefits program allows employees to set aside pre-tax contributions to pay for qualified parking, public transit, and some commuter vehicle costs (such as vanpool fares). The 2026 federal limit is $340 per month (for all modes of travel combined).

STRATEGY SNAPSHOT	
Est. VMT impact:	1-15% reduction
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	**Yes**
APPLICABILITY	
Non-residential:	**Optional**
Residential:	*N/A*

Requirements in San Leandro

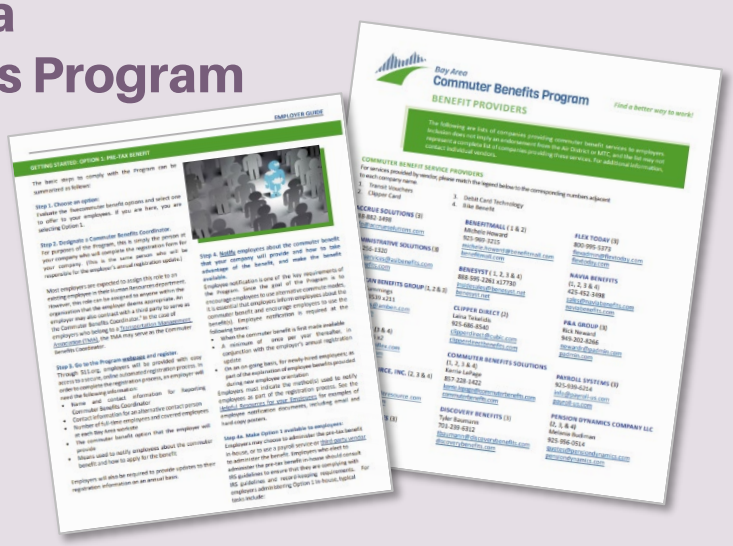
The pre-tax transit benefit is an **optional strategy for non-residential projects** in San Leandro. Projects must offer the benefit to employees to use for public transit fares and passes in order to receive credit for the strategy.

Tips for Successful Implementation

- Employers should notify employees of available transportation benefits upon hire and remind employees of the benefit at least annually. Include a description of how it benefits employees.
- Employers should provide step-by-step instructions for enrolling in and using pre-tax dollars.
- The benefit should be disbursed monthly. Management of pre-tax transit benefits is often done via a third-party benefits administrator to ease the administrative burden on employers.
- Employers with 50 or more employees should enroll in the Bay Area Commuter Benefits Program to comply with the regional ordinance that requires employers to provide commuter benefits.

Resource: Bay Area Commuter Benefits Program

MTC and 511 maintain a variety of resources and information to help employers plan and implement commuter benefits programs, including pre-tax transportation benefits. Available resources include step-by-step implementation guide for employers as well as an index of third-party commuter benefit service



O.3 | SHUTTLES

Strategy Overview

Shuttle service can help provide connections to regional public transit options, such as BART stations. Shuttle service can be designed to meet a variety of needs, including employee commutes and first-mile/last-mile transit options for the general public, and may or may not include a fare for passengers.

Shuttles may be directly operated by property owners or local businesses, or may be operated by a third-party service of partner such as a Transportation Management Association (TMA). The LINKS shuttle is an example of a TMA-operated shuttle that is already available today in San Leandro.

STRATEGY SNAPSHOT	
Est. VMT impact:	0 -13% reduction (work trips only)
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	**Yes**
APPLICABILITY	
Non-residential:	**Optional**
Residential:	N/A

Requirements in San Leandro

Funding or directly operating shuttle service is an **optional strategy for non-residential projects** in San Leandro. To receive credit for this strategy, projects can directly operate or contribute funding for shuttle service. Property owners that contribute funding to the San Leandro Transportation Management Organization to support the San Leandro LINKS shuttle would satisfy this TDM requirement.

Tips for Successful Implementation

- On-site shuttle stops and loading areas should be designed to minimize traffic and passenger loading conflicts, and must comply with all relevant design guidelines and standards.
- Any new shuttle service should be planned in coordination with City staff and local public transit agencies (AC transit and BART) to ensure service is complementary to, not duplicative of, existing public transit services.

San Leandro's LINKS shuttle provides free rides to riders throughout West San Leandro. Part of LINKS' funding comes from business and property owners. Image Source: San Leandro Next

O.4 | END-OF-TRIP AMENITIES

Strategy Overview

End-of-trip amenities such as showers, changing rooms, and lockers can support TDM goals by making it more comfortable and convenient to bike, walk, or roll to work. These facilities compliment secure and weather-protected bicycle parking to make active transportation modes more appealing for more commuters.

STRATEGY SNAPSHOT	
Est. VMT impact:	2 - 5% reduction (work trips only)
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	*No*
APPLICABILITY	
Non-residential:	**Optional**
Residential:	*N/A*

Requirements in San Leandro

End-of-trip amenities are an **optional strategy for non-residential projects** in San Leandro. Projects will receive credit for this strategy by offering at least one end-of-trip amenity (showers, changing rooms, storage lockers) for active transportation commuters.

Tips for Successful Implementation

- At least one shower and at least six clothes lockers for every 30 long-term bicycle parking spaces should be provided. This offers enough space for commuters to change and leave any gear in lockers without having to take it to their desk area.
- Fully private, gender-neutral shower stalls and changing rooms should be provided for the comfort of transgender and non-binary individuals.
- Towel service can be provided as an additional benefit for commuters who shower upon arriving at the office.

End-of-trip amenities for active transportation commuters include showers, towels, and lockers.

Image source: Nelson\Nygaard

O.5 | REAL-TIME TRANSPORTATION INFORMATION

STRATEGY SNAPSHOT	
Est. VMT impact:	0 - 5% reduction
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	*No*
APPLICABILITY	
Non-residential:	**Optional**
Residential:	**Optional**

Strategy Overview

Real-time transportation information helps people plan their commutes and minimize wait times when using public transit or shuttle services. A typical example of a real-time transportation information resource would be a digital display in a building lobby that displays transit arrival/departure times at nearby stops and stations. Potentially relevant information to display may include:

- Transit or shuttle arrivals and departures
- A map showing public transportation options within a quarter-mile of the project site
- Availability of car-share vehicles, bike-share or bike fleets, and other micromobility options
- Nearby public and/or shared parking options
- Upcoming promotional events or trainings (see M.2: TDM Information and Education)

Requirements in San Leandro

Providing real-time information is an **optional strategy for residential and non-residential projects** in San Leandro. To receive credit for this strategy, projects must install at least one digital screen that shows real-time information on transit or shuttle departures.

Tips for Successful Implementation

- Displays should be installed in locations with high foot traffic (i.e. entry/exit areas, lobbies, and elevator bays). Featuring displays in busy areas makes it easy for people to access the information they need for their trip.
- Third-party vendors can provide property owners with the necessary equipment, data feeds, and software updates for an annual fee.
- Displays should adhere to local transit operator design guidelines.
- Displays should be accessible for older adults and people with disabilities. Using large fonts, including high-contrast colors, and offering voice announcements ensures people of all abilities can enjoy the benefits of real-time displays.

O.6 | FINANCIAL INCENTIVES

Strategy Overview

Property owners and/or employers can offer a variety of financial incentives to encourage the use of transit, ridesharing, biking, and other non-driving modes. Incentives can be structured as reimbursements or as daily, monthly, or annual financial benefits.

Financial incentives can be geared towards the needs of residents and/or employees. Examples include parking cash-out programs, vanpool stipends, free or subsidized transit passes, passes or memberships for shared mobility services, and credits for bicycle maintenance services and equipment purchases. Some employers stipulate that employees must forego parking benefits to receive other multimodal benefits.

STRATEGY SNAPSHOT	
Est. VMT impact:	0–20% reduction
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	**Yes**
APPLICABILITY	
Non-residential:	**Optional**
Residential:	**Optional**

Requirements in San Leandro

Financial incentives are **optional strategies for residential and non-residential projects** in San Leandro. To receive credit for this strategy:

- Non-residential projects must provide a parking cash-out option or offer subsidies for vanpool, transit, active transportation or bike/e-bike purchase.
- Residential projects must offer subsidies for transit, bike share and scooter share, bike/e-bike purchase, or car-share membership.

Tips for Successful Implementation

- Subsidies and incentive amounts should be set at a level that makes the subsidized mode competitive with or more financially attractive than driving alone. For example, if offering a subsidized transit pass, the value of the subsidy should result in a commute that is at least as cheap as driving and parking. In some areas, that may require subsidizing the full cost of public transit.
- Many communities are exploring offering flexible "mobility wallets," that either include a flexible variety of different subsidies, coupons, and credits or provide a cash allowance through a refillable debit card that can be used for qualifying transportation expenses.
- Financial credits or subsidies should be offered at least once per year to each on-site employee and/or residential unit, regardless of whether they are accepted or used. New residents and/or employees should be offered the subsidy upon move-in or start date.

O.7 | DELIVERY AMENITIES

Strategy Overview

Delivery amenities such as secure package lockers or refrigerated storage areas for grocery deliveries help reduce vehicle travel by consolidating delivery access in shared areas for residents. They can also help reliance on vehicle ownership and eliminate trips to shops and services that aren't easily accessed by transit, bike or walking/rolling.

STRATEGY SNAPSHOT	
Est. VMT impact:	*(Not Quantified)*
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	**Yes**
APPLICABILITY	
Non-residential:	N/A
Residential:	**Optional**

Requirements in San Leandro

Delivery amenities are an **optional strategy for residential developments** in San Leandro. To receive credit for this strategy, developments must provide on-site amenities that support delivery and package services.

Tips for Successful Implementation

- Locations for delivery-supportive amenities should consider a range of delivery services, vehicle types, accessibility needs, and security concerns.
- If amenities are installed, access should be provided to all delivery services. Delivery-supportive amenities are not intended to be used by just one company.
- Developments should provide educational and promotional materials for residents to learn about any on-site delivery service (see M.2: TDM Information and Education).

Centralized parcel delivery lockers, like this one from New York City Department of Transportation in Sunnyside, Queens, allow carrier services to consolidate deliveries at one convenient location for building tenants.

Image source: New York City Department of Transportation

O.8 | CAR SHARE SERVICES

Strategy Overview

Car share services provide access to a shared pool of vehicles for short term use. Car share services reduce the need for individual vehicle ownership and maintenance, and can reduce parking supply needed for privately-owned vehicles. Car share services can compliment other non-driving modes by ensuring that people have options for occasional trips that are not possible or convenient to make by transit, walking, or bicycling.

Most car share programs require users to pay a monthly or annual fee plus a per hour rate when using a vehicle. Some TDM programs offer a subsidized car share membership, which creates a higher demand for car share vehicles and may encourage people to try the service for the first time.

STRATEGY SNAPSHOT	
Est. VMT impact:	1% reduction
Start-up cost:	$ $ $
Ongoing cost:	$ $ $
Satisfies MTC Commuter Benefits?	**Yes**
APPLICABILITY	
Non-residential:	*N/A*
Residential:	**Optional**

Requirements in San Leandro

Car share services are an **optional strategy for residential projects** in San Leandro. To receive TDM credit for this strategy, projects must provide at least one on-site car share vehicle.

Tips for Successful Implementation

- Provide at least one on-site car share service vehicle 24 hours a day, seven days a week.
- Designate convenient and easy-to-find parking for car share vehicles near building entrances.

Envoy is a carshare service that offers private electric car sharing options for residential apartments, hotels, and other commercial properties. Envo's services include an electric vehicle fleet, customer service support, and access to a maintenance team.

Source: Envoy Carshare

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Appendix F

Public Outreach Meeting Notes and Ads

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Public Outreach Meeting Notes and Ads

Appendix F provides meeting notes from the community engagement process that took place in August and September, 2025 with three stakeholder focus groups and a general public workshop; focus groups were comprised of a variety of stakeholders. Copies of advertisements for the public workshop are also provided.

Parking Requirements & TDM Focus Group Meeting #1 (Group A)

MEETING NOTES

Date: August 6th, 2025
Time: 10:00 – 11:00 a.m.

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1. **Transportation Challenges in Current and Future Developments**

    a. **Industrial Access:** Manufacturers operating 24/5 face major transportation limitations. BART does not serve their locations, and swing shift workers rely almost exclusively on cars. Shuttles are infrequent, and scooters are used occasionally. Street parking is currently adequate, but future expansion will require construction crews and additional parking.

    b. **Downtown Accessibility:** While downtown is relatively accessible, other areas feel disconnected. Efforts to improve pedestrian mobility include sidewalk extensions and shorter crosswalks, though these often reduce street parking. Autonomous vehicles may offset some of these impacts.

2. **Carpooling and Vanpooling**

    a. Carpooling is limited. A few employees commuting from South San Francisco share rides, but most local hires do not. Two active vanpools are subsidized through a third-party provider.

3. **Travel Behavior and Modal Preferences**

    a. In some neighborhoods, driving is the default—even for short trips. A large residential complex with over 600 units sees high vehicle flow, but little pedestrian or bike activity.

    b. Efforts to encourage biking have struggled due to unsafe conditions, including speeding and red-light violations. Downtown parking garages are underutilized due to safety concerns and break-ins.

    c. Industrial areas lack public transit access, and shuttle services are poorly marketed.

4. **Safety and Security Concerns**

    a. Security is a major barrier to increasing downtown activity. New businesses are not required to provide parking, raising concerns about future demand and safety.

    b. More foot traffic and activity could improve perceptions of safety, but current conditions feel isolating and insecure.

    c. Employee parking is discounted, but theft and safety concerns deter use of garages. Flat surface parking is preferred for perceived safety.

5. **Development and Financial Constraints**

    a. Construction costs have risen significantly since the pandemic, stalling many transit-oriented developments (TODs).

b. Multi-use developments are expensive and difficult to implement. Developers cite the high cost of garages as a major barrier.

c. Some proposals, like stacked parking, have faced neighborhood opposition due to noise concerns.

6. **Regulatory and Planning Barriers**

   a. The permitting process is lengthy and burdensome. City planners are seen as slow to adapt to the city's growth and changing needs.

   b. Industrial and retail areas are evolving, with increased truck activity and shifting workforce demands.

   c. Parking requirements are often mismatched with actual needs. For example, designated loading zones are underutilized and repurposed informally.

7. **Residential Parking and RPP Issues**

   a. Garage space is often insufficient for growing households, especially with teenagers and guests.

   b. Residential Parking Permit (RPP) enforcement is unclear. Residents are more concerned about evening and overnight parking than daytime enforcement.

8. **TDM Challenges and Opportunities**

   a. TDM strategies are often framed as "carrots and sticks." However, incentives alone are ineffective when driving remains easy and convenient.

   b. Safety and reliability concerns with BART and AC Transit limit the appeal of public transit. Without improvements, residents are unlikely to shift modes.

   c. Localized solutions may be more feasible than large-scale transit changes.

9. **Shared Parking and Reuse of Space**

   a. Vacant lots and underused strip malls present opportunities for shared parking, but incentives are lacking.

   b. Some residents park on access roads for extended periods, exceeding time limits.

   c. Shared parking raises liability and compensation concerns. Businesses with regulatory constraints (e.g., FDA requirements) may be unable to participate.

10. **Transportation Management Association (TMA) Potential**

    a. There is interest in forming a nonprofit TMA structure to manage shuttles and carpools. This would allow companies to collaborate outside of city management.

    b. Business owners are motivated by shared concerns like security and operational costs. However, they seek clearer justification for contributing financially.

11. **Compliance with Regional Policies**

    a. To remain eligible for certain MTC grant funding, the City of San Leandro would need to implement parking maximums in designated areas.

Parking Requirements & TDM Focus Group Meeting #2 (Group A)

MEETING NOTES

Date: September 12th, 2025
Time: 1:00 p.m. – 2:30 p.m.

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1. **Key Themes from Outreach and Prior Discussions**

   a. Feedback from focus groups and workshops highlighted a strong interest in supporting more housing development and reducing barriers to building.

   b. Bicycle safety and interest in expanded bike lanes were raised, though bike infrastructure improvements are outside the scope of this project.

   c. Parking remains a priority for both businesses and residents, and most developments are expected to continue providing parking even without requirements.

   d. Safety concerns in the downtown parking garage were discussed, though recent improvements such as cameras have addressed many of the earlier issues.

2. **Parking Maximums and Regional Alignment**

   a. The City is evaluating alignment with regional transit-oriented community policies that recommend parking maximums.

   b. There is limited support for introducing new parking maximums at this time.

   c. Proposed thresholds such as 0.5 spaces per unit were viewed as difficult to achieve under current market conditions.

   d. Existing maximums tied to transit areas will remain in place where required by state law.

3. **Minimum Parking Requirements**

   a. The primary recommendation is to remove remaining minimum parking requirements citywide.

   b. This builds on areas that already have no minimums and allows the market to determine parking supply.

   c. Typical development patterns suggest projects will continue to provide parking, often around 1.3 spaces per unit.

   d. An alternative option is to reduce minimums rather than eliminate them to address community concerns.

4. **Residential and ADU Considerations**

    a. Smaller lots would not be required to provide parking, while larger sites would have reduced requirements.

    b. Accessory dwelling units are not required to provide parking under state law.

    c. Removing minimums would formalize existing practices, as many garages are not currently used for parking.

    d. Concerns remain around potential on-street parking spillover in residential areas.

5. **Parking Design Standards and Code Updates**

    a. Compact parking spaces were evaluated and are not recommended due to larger modern vehicle sizes.

    b. The City will update code to align with state laws, including requirements for unbundled parking in multifamily developments.

    c. Shared parking provisions will also be incorporated as required.

    d. CALGreen and electric vehicle standards will be reflected in updated regulations.

6. **Bicycle and Micromobility Parking**

    a. Bike parking requirements may be expanded to include a broader range of two-wheeled devices.

    b. Improving bike infrastructure remains an ongoing concern but is outside the scope of this effort.

7. **Parking Programs and Fees**

    a. The City has an in-lieu parking fee program, though it is not widely used.

    b. Further evaluation may be needed to understand how the program functions today.

8. **TDM Strategy and Direction**

    a. There is general interest in advancing TDM strategies without creating barriers to development.

    b. Approaches should be tailored to different parts of the city and types of development.

    c. Some areas may be ready for stronger TDM measures, while others may require gradual implementation.

9. **Implementation and Capacity**

    a. Focus should be placed on existing services such as AC Transit rather than creating entirely new programs.

b. The City has limited resources and will need to consider staffing and funding capacity.

c. A coordinated approach that packages existing programs is preferred.

10. **Development and Private Sector Considerations**

    a. Developers may push back on additional requirements, particularly if they increase costs or complexity.

    b. Current development activity is relatively modest, which limits funding opportunities for TDM programs.

11. **Residential TDM and Outcomes**

    a. There is ongoing discussion about whether to include residential uses in TDM requirements.

    b. TDM is not expected to result in immediate reductions in traffic or parking demand.

    c. Concerns remain about how reduced parking requirements may affect on-street parking conditions.

Parking Requirements & TDM Focus Group Meeting #1 (Group B)

MEETING NOTES

Date: August 6th, 2025
Time: 2:00 – 3:30 p.m.

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1. **Challenges in Reducing Car Use and Aligning with Housing Goals**

    a. San Leandro's suburban development model, especially in hillside areas, makes transit connectivity difficult.

    b. Downtown developments near BART stations offer promise, but transit service to commercial zones remains uneven.

    c. Zoning practices have led to inconsistent transit access across neighborhoods.

    d. The city previously eliminated parking minimums, but concerns about moving too quickly led to further study. Parking maximums were also introduced, which raised financial concerns among developers.

    e. Free street parking is common, and large city-owned lots (e.g., near Safeway) often have unused capacity.

    f. The Bay Fair development plan is a major focus, with zoning changes expected to take effect by 2027.

    g. The City is considering MTC's Transit-Oriented Communities policy, which may influence grant eligibility starting in 2026. Parking ratios are being evaluated for areas within a half-mile of BART stations.

2. **Parking Policy and Market Realities**

    a. Commercial properties often have underutilized parking behind and around businesses.

    b. Developers face challenges with rigid parking requirements; flexibility is preferred.

    c. Even with reduced parking mandates, high park fees and other restrictions remain.

    d. Market constraints often lead developers to prioritize parking in building designs, especially when State laws affect unit-to-parking ratios.

    e. There is a disconnect between policy goals and market feasibility, particularly regarding rent levels and construction costs.

3. **TDM Strategy and Community Readiness**

    a. A lack of bike infrastructure is a major barrier to reducing car use.

    b. Bus service is infrequent and unreliable, making transit a less viable option for many residents.

    c. Some bus lines are designed for specific populations (e.g., seniors, workers), limiting broader usability.

d. Access to BART is hindered by poor first/last mile connectivity and infrequent feeder services.

e. Sidewalk infrastructure is lacking in some areas, further discouraging non-car travel.

f. Cultural resistance to change is strong due to decades of car-centric planning. Significant shifts will require bold and potentially uncomfortable decisions.

4. **Encouraging Transit Use**

   a. E-bikes and scooters are helping bridge the gap between residential areas and transit hubs.

   b. Protected bike lanes, as seen in neighboring cities like Oakland, are a promising model.

   c. Updated City codes could support better bike infrastructure and safer routes.

5. **Implementation Challenges in Development Projects**

   a. Capital investments like bike parking are difficult to incorporate without sacrificing other amenities.

   b. Programmatic solutions (e.g., shuttle services) are easier to implement but harder to fund sustainably.

   c. In-lieu fees are complex to manage and difficult to quantify in terms of benefit versus cost.

   d. Excessive requirements can create financial burdens for developers, especially when fees are unclear or inflexible.

   e. Cultural change remains a long-term challenge; exposure to alternative modes of travel may help shift public perception.

Parking Requirements & TDM Focus Group Meeting #2 (Group B)

MEETING NOTES

Date: September 12th, 2025
Time: 9:00 a.m. – 10:30 a.m.

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1. **Summary of Outreach and Feedback**

   a. Recent discussions emphasized the need to support housing production and make development more feasible.

   b. Participants raised concerns about bicycle safety, though bike lane improvements are not part of this study.

   c. Parking continues to be an important consideration, with most stakeholders expecting it to be provided regardless of requirements.

   d. Issues related to downtown garage safety were noted, with recent security upgrades helping improve conditions.

2. **Approach to Parking Maximums**

   a. The City is considering regional guidance that encourages parking maximums near transit.

   b. Stakeholders expressed little interest in adopting new maximums at this time.

   c. Suggested limits such as 0.5 spaces per unit were viewed as unrealistic in the current context.

   d. Existing requirements tied to state law will remain unchanged.

3. **Approach to Parking Minimums**

   a. The leading option is to eliminate minimum parking requirements across the city.

   b. This would extend flexibility beyond transit areas and reduce regulatory barriers.

   c. Developers are expected to continue providing parking based on demand.

   d. Another option is to scale back minimums instead of removing them entirely.

4. **Impacts on Housing and ADUs**

a. Removing minimums would give homeowners and developers more flexibility in parking decisions.

b. ADUs would continue to be exempt from parking requirements.

c. Garage conversions are unlikely to significantly reduce parking supply in practice.

d. There is concern about increased reliance on street parking in some neighborhoods.

5. **Code Alignment and Design Considerations**

   a. Compact parking is not recommended due to changing vehicle sizes.

   b. Code updates will reflect state requirements such as unbundled parking and shared parking allowances.

   c. Sustainability requirements, including EV infrastructure, will be incorporated.

6. **Parking Supply and Utilization**

   a. Parking demand remains high, even in areas without minimum requirements.

   b. Past concerns about garage safety have been addressed in part through added security measures.

   c. Existing programs like in-lieu fees are not widely used and may need refinement.

7. **Bicycle Parking and Access**

   a. There is interest in expanding bike parking to accommodate e-bikes and scooters.

   b. Broader bike network improvements are acknowledged but not included in this scope.

8. **TDM Approach**

   a. TDM strategies are supported but should not slow down development.

   b. Policies should reflect different conditions across the city rather than applying uniformly.

   c. A phased approach is favored, starting with simpler strategies that can expand over time.

9. **Implementation Constraints**

   a. The City will need to rely on existing transit services and partnerships.

   b. Limited funding and staffing capacity will shape what is feasible.

   c. Coordinating resources is seen as more practical than introducing entirely new systems.

10. **Market and Developer Response**

    a. New requirements may face resistance from developers already navigating financial constraints.

    b. The pace of development may limit the immediate impact of new policies.

11. **Outcomes and Remaining Questions**

    a. It is unclear whether TDM should initially apply broadly to residential uses.

    b. Any changes to parking policy may affect neighborhood parking conditions.

    c. TDM efforts are expected to have gradual impacts rather than immediate results.

Parking Requirements & TDM Focus Group Meeting #1 (Group C)

MEETING NOTES

Date: August 5th, 2025
Time: 10:30 a.m. – 12:00 p.m.

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1. **Role and Implementation of TDM**
    a. Shuttle services such as the Link and Kaiser shuttles connecting BART to industrial areas are vital.
    b. Future initiatives include an express bus to Oakland and the East Bay Green Bus project.
    c. Existing services like the Link shuttle (operating since 2000) face financial challenges. Broader funding strategies are needed to make shuttles more flexible and cost-effective.
    d. Additional services include a Flex shuttle for seniors and plans for Bay Fair BART development.
2. **Challenges in Mobility and Incentives**
    a. Region-wide BART ridership has declined, resulting in increased parking availability.
    b. In downtown areas, parking is accessible for customers, but resistance to walking remains.
    c. Incentives for driving include low hourly parking rates. Some employees prefer parking close to their workplace.
    d. Infrastructure improvements like bike lockers are being added to underutilized garages.
    e. New developments, such as a grocery store and residential units, are increasing demand for transit options.
    f. Transit use is often driven by economic necessity rather than environmental concerns.
3. **Funding and Community Engagement**
    a. Initial funding for shuttle programs came from redevelopment agency sponsorships, which have since been eliminated.
    b. The City provides limited annual funding, and program sustainability is challenged by partial grant coverage.
    c. City staff participate in board-level decisions, but direct management is not feasible.
4. **Development and TDM Integration**
    a. New developments near BART stations offer opportunities for TDM integration.
    b. Some developments include amenities like lockers and showers as part of TDM requirements.

c. A recent commute survey showed openness to carpooling, transit, and vanpooling among solo drivers.

d. BART remains essential for regional connectivity.

5. **Environmental and Cultural Considerations**

   a. Community attitudes toward environmental fees vary significantly between San Leandro and neighboring cities.

   b. Traffic congestion on I-880 is a major motivator for alternative travel modes.

   c. Mode choice is influenced by convenience and time, with driving preferred when parking is readily available.

   d. San Leandro's working-class and industrial character, along with its diverse population, shapes transit behavior.

6. **Impact of Development on the Community**

   a. Downtown parking was not prioritized in early planning, leading to enforcement challenges.

   b. Residential parking programs are limited in scope and effectiveness.

   c. Resistance exists toward losing street parking for bike lanes, though protected lanes for students are positively received.

   d. Upcoming bike lane projects near Bay Fair BART aim to improve connectivity.

7. **TDM Support for Infrastructure Projects**

   a. Requests for bike parking and better connectivity in new developments are common.

   b. Low parking minimums are encouraged in areas well-served by transit, though developers often seek to exceed these to meet demand.

   c. Rent levels in San Leandro do not support aggressive new construction, impacting parking strategies.

   d. Street parking is often used instead of paid garage spaces, affecting neighborhood dynamics.

8. **Parking Policy and Enforcement**

   a. Modifications to the Residential Parking Permit (RPP) program are under review, including expanding or shrinking zones based on registration.

   b. Enforcement is limited, especially overnight, and not prioritized by local police.

   c. The RPP program is seen as a "nice-to-have" rather than essential due to cost and enforcement limitations.

9. **Requirements for Multifamily Developments**

   a. State law mandates unbundled parking for developments with more than 16 units.

   b. Concerns focus more on parking minimums than bundling.

c. Garage spaces are often used for storage rather than parking.

d. Questions remain about responsibility for RPPs when residents move.

10. **TDM Needs and Priorities**

a. Key needs include education on transit alternatives, safe routes to schools, and funding for bike and pedestrian infrastructure.

b. Support for e-bikes and pedestrian-friendly policies is also a priority.

Parking Requirements & TDM Focus Group Meeting #2 (Group C)

MEETING NOTES

Date: September 9th, 2025
Time: 10:30 a.m. – 12:00 p.m.

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1. **Key Themes from Focus Groups and Workshops**

    a. Feedback from recent focus groups and workshops highlighted concerns about enabling more housing development, improving bicycle safety, and addressing safety issues in downtown parking garages.

    b. While bicycle safety and bike lane expansion were raised, these issues fall outside the scope of the current project.

    c. Parking remains a high priority for both businesses and residential developments, regardless of regulatory requirements.

    d. Safety concerns in the downtown parking garage were raised, with clarification that cameras have since been installed and many issues have been resolved.

2. **Parking Requirements and Regional Policy Alignment**

    a. The City is evaluating whether to align with the Metropolitan Transportation Commission's (MTC) Transit-Oriented Communities (TOC) policy, which would require parking maximums.

    b. Based on research and outreach, the current recommendation is not to implement parking maximums at this time, as they do not align with current City priorities.

    c. MTC's proposed standard of 0.5 parking spaces per unit was discussed and noted as very challenging to implement in San Leandro.

    d. Most areas of the City already have no minimum parking requirements.

    e. The primary recommendation is to eliminate remaining minimum parking requirements and allow the market to determine appropriate parking supply.

    f. While the City would need to prepare for potential parking management needs, it is unlikely that developers would choose to provide zero parking.

    g. Current developments typically provide approximately 1.3 spaces per unit.

    h. Clarifications on Residential Parking:

    i. On small lots, no parking is required; on larger lots, reduced minimums apply.

    j. Accessory Dwelling Units (ADUs) are not required to provide parking under state law.

    k. Removing minimum parking requirements would not significantly affect ADU development.

3. **Parking Design Standards**

    a. The City requested an evaluation of parking design standards, including the use of compact parking spaces.

    b. Compact parking emerged in the 1970s during the oil crisis but is less appropriate today due to increased vehicle sizes.

    c. The recommendation is not to require compact parking spaces.

4. **Code Updates and Regulatory Alignment**

    a. City parking and zoning code updates are needed to maintain consistency with current state laws.

    b. Topics discussed included CALGreen standards and electric vehicle (EV) infrastructure requirements.

5. **Bicycle and Micromobility Parking**

    a. Expanding bicycle parking requirements to better accommodate a broader range of two-wheeled devices was discussed.

    b. Improvements to bike facilities were identified as a secondary consideration for future efforts.

6. **Parking In-Lieu Fees**

    a. The City has an existing parking in-lieu fee program, though it appears underutilized.

    b. No specific recollection was offered on its recent application or effectiveness.

7. **Transportation Demand Management (TDM) Discussion**

8. **TDM Policy Direction and Development Impact**

    a. There is general enthusiasm for pursuing TDM strategies, provided they do not slow development or increase barriers.

    b. Emphasis should be placed on leveraging existing assets, such as AC Transit, rather than creating entirely new systems.

    c. The City must consider staffing and administrative capacity when implementing TDM measures.

    d. Loosening parking requirements was identified as a complementary strategy.

9. **Funding and Resource Constraints**

    a. Current development levels are relatively modest, limiting available funding for robust TDM programs.

    b. A packaging strategy that coordinates existing resources and external assistance was suggested, rather than positioning the City as the primary service provider.

10. **Private Sector Considerations**

    a. Some pushback from private entities is anticipated, particularly if new requirements are layered onto existing obligations.

b. Additional requirements may be viewed as increasing administrative burden.

11. **Applicability of TDM to Residential Uses**

a. Discussion focused on whether TDM should initially apply only to commercial and industrial development or include residential uses to a limited extent.

b. There is limited concern anticipated at the policy level, as most applicable development is industrial or commercial.

c. Examples from other jurisdictions would be helpful if residential inclusion is considered.

12. **Expected Outcomes and Parking Spillover**

a. TDM strategies are not expected to yield immediate or substantial reductions in traffic or vehicle trips.

b. Concerns were raised about how removing residential parking minimums could affect on-street parking demand, particularly in neighborhoods with existing pressure.

Parking Requirements & TDM Standards Public Workshop

AGENDA

Date: August 27th, 2025
Time: 6:00 – 7:00 p.m.
Teams Meeting

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1. **Revising Parking Requirements for Cities**

    a. A presentation was given on the history and limitations of minimum parking requirements. It was noted that many cities are moving away from these standards to promote housing affordability, reduce traffic congestion, and lower greenhouse gas emissions.

    b. Recent state legislation and regional policies were discussed, particularly those affecting parking near transit stations.

    c. The project timeline and goals were outlined, with an emphasis on gathering community input to inform future parking strategies and Transportation Demand Management (TDM) measures.

    d. The presentation explored various parking standards, including minimums and maximums, and their implications for development across different city zones.

2. **Sustainable Parking and Transportation Strategies**

    a. Strategies such as shared parking, unbundled parking, and improved bicycle parking were introduced as tools to reduce vehicle ownership and support sustainable transportation.

    b. Upcoming regulatory changes were highlighted, including new federal guidelines for accessible parking and potential updates to electric vehicle parking requirements.

    c. A poll was conducted to identify attendees' primary concerns, with responses focusing on affordable housing, transit-oriented development, and climate change.

3. **Transportation Demand Management Overview**

    a. TDM was defined as a set of programs and policies aimed at reducing solo driving by promoting alternatives such as transit, carpooling, biking, and walking.

    b. Key strategies include infrastructure improvements, incentives, public information campaigns, and parking management.

    c. San Leandro's participation in the Bay Area Commuter Benefits Program was noted, which requires businesses with 50+ employees to offer TDM options.

d. The Lynx Shuttle was cited as a local example of a TDM service operated by a transportation management organization.

4. **San Leandro TDM Implementation Pathways**

    a. Four potential pathways for implementing TDM were presented:

    b. New requirements for developers

    c. Incentive-based approaches

    d. Expanded business requirements

    e. Increased service investments

    f. Each pathway's pros and cons were discussed. Regulatory approaches may burden developers and require city enforcement, while incentive-based models need meaningful benefits to be effective. Service-based strategies are costly but impactful.

5. **TDM Benefits and Infrastructure Challenges**

    a. Participants identified key benefits of TDM, including reduced traffic congestion and improved mobility for seniors.

    b. Concerns were raised about duplicating services and the need for robust public transit infrastructure.

    c. The conversation acknowledged the legacy of car-centric planning and the need for cultural and structural shifts.

6. **Senior Transportation Access Challenges**

    a. Seniors face significant mobility challenges due to limited public transit options, especially in suburban areas.

    b. The Lynx Shuttle and AC Transit were noted as insufficient for many older residents.

    c. No private senior shuttle services currently exist in the community.

    d. Safety and parking availability downtown were cited as additional barriers.

7. **Transportation Demand Management Strategies**

    a. The group discussed the interconnected nature of affordable housing, climate change, and walk/bike accessibility.

    b. Support was expressed for reducing parking requirements and increasing housing density.

    c. Clarification was provided on business-related TDM regulations and their potential impact.

8. **Senior Tech Transportation Challenges**

    a. Technology barriers for seniors were discussed, with examples of difficulty using digital tools for transportation.

    b. Suggestions included developing intuitive programs and offering training to help seniors adapt.

9. **San Leandro Parking Program Options**

a. A regional commuter benefits program targeting businesses was discussed, with interest in tailoring a local version to better fit San Leandro's needs.

b. High costs of parking development and maintenance were noted, including the infeasibility of underground parking due to environmental contamination.

10. **Underground Bike Parking Solutions**

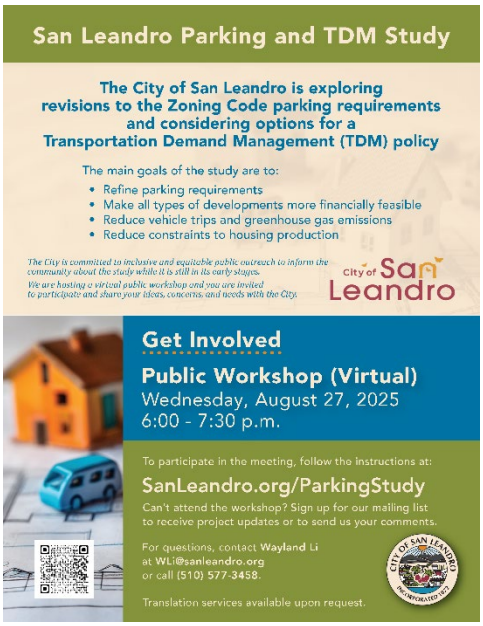
a. Examples from the Netherlands and Portland were shared to illustrate successful underground bike parking models.

b. Interest was expressed in restoring streetcar networks and improving enforcement of parking regulations.

c. The meeting concluded with a reminder to provide feedback via the project website and attend upcoming Planning Commission and City Council hearings.

Public Workshop Ads

Flyers / PDF / Image
(Posted at City Hall and project webpage, and emailed to mailing list subscribers)



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